



**BY ORDER OF THE COMMANDANT**  
**AIR FORCE SENIOR NCO ACADEMY PAMPHLET**

*(As of: 10 Aug 04)*

**STUDENT INFORMATION HANDBOOK**

This pamphlet discusses:

<u><a href="#">School</a></u>	<u><a href="#">Getting here</a></u>	<u><a href="#">Some miscellaneous concerns prior students had</a></u>
<u><a href="#">Its desirability, your eligibility, and getting selected</a></u>	<u><a href="#">Your arrival and what to expect</a></u>	<u><a href="#">Provides a "Hot Tips/Checklist" attachment</a></u>
<u><a href="#">Preparing for your attendance</a></u>	<u><a href="#">What will happen the first day</a></u>	<u><a href="#">And, finally, has a sheet you can leave behind when you come here</a></u>
<u><a href="#">Frequently Asked Questions</a></u>	<u><a href="#">Curriculum</a></u>	

This pamphlet contains information for any enlisted member interested in attending in-residence the Air Force Senior NCO Academy (AFSNCOA). It is written for you, the prospective student, and is written from the viewpoint of answering your concerns and questions. If you have any questions, please call DSN 596-1521.

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FOR THE COMMANDANT

Shelia A. Cameron, CMSgt, USAF  
 Director, Resource Programs



The purpose of this pamphlet is to provide you, our student, and information to help make your AFSNCOA experience as effective and efficient as possible. Due to ever changing requirements, Air Force needs, and requirements from higher HQs, information is constantly being updated. Visit the AFSNCOA website and check for new items under HOT NEWS regularly.

The AFSNCOA has graduated over 45,000 students from all armed forces and from allied nations. We pride ourselves in achieving our mission and ensuring that every student has an educational opportunity that will make them better enlisted leaders while preparing them for additional responsibilities at higher levels.

1. **The School.** Exactly what is the AFSNCOA? Why does it exist? How is it set up?

a. The AFSNCOA is an experience involving both education and training aimed at enlisted leaders in the E-7 to E-9 pay grades (or equivalent). Established in 1972, the school, its staff and faculty, and the curriculum are aimed at meeting the combat and combat support needs of the Air Force and Department of Defense. The AFSNCOA is currently 6 ½ -week, 33 Academic day, 304-hour course with requirements to participate in a number of "out of classroom" activities.

b. The AFSNCOA mission is to *provide current, effective, and appropriate military leadership and management education and training to meet current and foreseeable requirements of ever changing AF and DoD combat and combat support missions.*"

c. We do this by utilizing some of the best possible instructors and staff members we can recruit. We are a *select community of highly skilled military and civilian professionals charged with improving the leadership and management abilities of USAF, DoD, and allied nation senior enlisted members*

d. We have a vision of how well we can carry out that task. We constantly strive to seek and apply innovative technological advances, educational mediums, and methodologies for the continued

development of senior enlisted leaders to meet the challenges of the 21st century. With "Excellence in All We Do" as an ever-present force driving our processes, the Academy is a place of dynamic growth, change, and ever-increasing effectiveness. That, of course, means that the curriculum changes and improves constantly. If you've talked to a student who attended "a year or two ago," chances are good that much about the Academy has changed since he or she went through. This pamphlet will give you the latest information on our efforts to make our vision a reality.

e. It is our basic belief that military professionals performing at the operational and/or strategic level have the need, capacity, and desire for advanced professional military education. The senior NCO professional military educational program is based on sound educational principles with high academic standards striving to satisfy mission needs utilizing ever changing curriculum delivered in both large and small group instruction. We believe we will challenge you. We believe that no matter your background or experience, we have something to offer you and to benefit you both now and in your future. All we ask is that you give our course and this experience your best effort.

f. The AFSNCOA is affiliated with the Community College of the Air Force (CCAF), which is accredited, by the Southern Association of Colleges and Schools, Commission on Colleges (SACCS). All eligible AFSNCOA graduates are credited with 9 college semester hours through CCAF. Credit is awarded in the following areas: Military Studies (4 hrs), Organizational Theory and Behavior (2 hrs), Managerial Communications (2 hrs), and Leadership and Management (1 hr).

g. The AFSNCOA is a campus of the College for Enlisted Professional Military Education (CEPME). The Commandant, AFSNCOA is a CMSgt selected as the senior leader of the organization and delegated many command authorities and responsibilities. The AFSNCOA is divided into two parts. First is the Education Directorate (ED) overseeing curriculum and its delivery. Second, the Resource Programs (RP) is responsible for support, student administration, faculty development, and information technologies.

(1) ED is further broken down into three divisions: Programs and Manpower (EDA), Operations (EDB), and Curriculum (EDC).

(2) RP operates the AFSNCOA CSS, Resources, Information Technology, Faculty Development, and Student Administration. Additionally, the Director, RP is the chief agent to the Commandant for project research coordinating with Air University, Air Education and Training Command, and other levels of command.

h. That gives you a quick look at how the organization is structured, but what about the classrooms? How are they set up?

(1) You'll be assigned to a Flight of approximately 12-16 people and will report to a Flight Instructor who is on the academy faculty. Each Flight falls under an Operations Superintendent responsible for the day to day mission accomplishment within a geographical section of the school. Each flight then falls administratively beneath one of the ED divisions. Thus, the reporting chain for a student during his or her TDY to the Academy is: Flight Instructor first; Ops Superintendent; then, if necessary, the appropriate Division Chief; after that, the Director of Education stands ready to resolve most any major issue; and, finally, the Commandant is utilized in much the same way as a deployed location or TDY location commander. Since the Flight Instructors are those with whom you'll interface daily, let's take a closer look at them.

(2) Each of the flight Instructors at the academy is a trained, certified, and competent Instructor. Your Instructor may be a member of the Army, Navy, Coast Guard or Air National Guard, Air Force Reserve Command, or active duty Air Force. You may even have an instructor who is an international exchange Instructor (we currently have an exchange Instructor from Canada and one from Germany). The rank of your Instructor is usually SMSgt (or sister service equivalent). We do

have several MSGts and CMSgts performing as instructors. Additionally, our Canadian Instructor is a Chief Warrant Officer. Each Instructor is a graduate of the AFSNCOA, has completed Academic Instructor School, and has gone through initial training classes under the supervision of an experienced Instructor before completing his or her solo class. In addition to this initial qualification, the faculty proactively engages in continual In-Service Training (IST) to constantly hone their classroom skills and verify standardization across all flights in all classes.

(3) Aside from the Faculty, the Academy maintains a staff of support personnel in the RP Directorate. The primary role of the support staff is to provide the logistics, personnel, and administrative support needed by the AFSNCOA mission.

**2. Eligibility/Selection.** How are students selected for the AFSNCOA? What eligibility criterion exists to attend?

a. Active duty Air Force members are selected as primary or alternate attendees along with the scheduled class by AFPC. Then, each MAJCOM, FOA, or DRU independently manages alterations of class dates, deferments, and coordination requirements with the school. Each MAJCOM also fills primary slots with alternates including last minute fills. The AFSNCOA currently does not fill any of its own student seats other than a very small number required for mission accomplishment within CEPME.

b. ANG and AFRC seats are managed by those respective components. The PME functional managers within the ANG and AFRC fill primary seats and provide alternates much in the same way MAJCOM, FOA, or DRU PME managers do.

c. Sister service members are offered the opportunity to participate in the AFSNCOA just as Air Force members are offered the chance to attend sister service school AFSNCOA equivalent. The AFSNCOA has liaison members assigned from the Army, Navy, US Coast Guard, ANG, and AFRC. They are the primary points of contact for service or component specific issues. They make direct recommendations to the Commandant on all issues regarding issues affecting students from their service or component.

d. International students are loaded into the AFSNCOA by the International Officer School, Maxwell AFB, AL. Each class may have between 1 and 4 foreign service SNCOs (and equivalent). These members offer valued diversity and additional experience to each class. The AFSNCOA has accepted international students since 1991.

e. What are the basic eligibility requirements to attend the AFSNCOA?

1. All students must be in the grades of E-7 to E-9 or equivalent. Active duty Air Force members are selected by AFPC based on the following:

(a) CMSgt select without AFSNCOA graduation date

(b) SMSgt without AFSNCOA graduation date

(c) SMSgt select without AFSNCOA graduation date

(d) SMSgt non-select within the top % of board score and USAFE exam score (exact % determined by AFPC and seat availability)

2. You must have at least 6 months retainability beyond the graduation date to attend AFSNCOA. This retainability must be obtained prior to reporting to the AFSNCOA. Contact your MPF for assistance if you do not have sufficient retainability.

3. Physical requirements include (please check website for last minute changes)

(a) All students must be able to sit in classroom and auditorium environments for at least 45 minutes at a time for academic days of 9-10 hours.

(b) All students must be able to participate in Fit to Fight, faculty led, group physical training activities at least 3 times per week. Exercising at own pace is not acceptable.

(c) All students must be able to squat, jump, support own weight from a rope, lift 30 pounds, participate in drill and ceremonies, and stand in formation.

(d) Current AF policy does not permit any member with a temporary medical profile limiting full and active participation in any and all AFSNCOA activities to attend the AFSNCOA. Forward questions regarding specific temp profiles through your formal training officer to your PME functional manager for coordination with the Commandant, AFSNCOA. Exceptions to this policy must be approved by HQ AF/DPLEE prior to attendance. All students that attend with *any* medical profile must present that profile to the faculty on the first day of class.

**NOTE:** The AF Form 422 or equivalent must clearly state any limitations on the member's ability to march or walk, stand for extended periods (30 minutes minimum), speak, write, or limitations on physical conditioning activities. Unless specifically recommended by medical authority and approved by the Commandant or AF policy, all members must fully participate in all physical activities. Please click on below link to view a completed [AF Form 422](#)

(e) Air Force instruction requires notification to the Commandant, AFSNCOA of any student that will attend the AFSNCOA and has a score of less than 70 in the Air Force Fitness Program. This notification must arrive NLT 10 days prior to first day of class and must obtain the Commandant's certification that the member's program participation requirements can be met during attendance at the school. See AFI 10-248 for additional information.

(4) Professional military image and example play an important part in obtaining the best possible military education experience. You must adhere to standards of dress and appearance directed by AFI 36-2903 and the AETC supplement to this directive. All members must report with all required uniform items as listed in this guide.

(5) For more specific information about eligibility and selection:

(a) For Air Force active duty students, detailed eligibility requirements are located in Air Force Education and Training Course Announcement (ETCA): <https://etca.randolph.af.mil/> and in AFI 36-2301. Additionally, several AF policies exist regarding attendance requirements. Contact your formal training office at your servicing MPF.

(b) The Air Force Reserve and Air National Guard have respective personnel centers that select those attending. Additionally, they have a liaison officer at Maxwell AFB. The liaison officer may be reached commercially at (334) 953-7039 or DSN 493-7039. Finally, there is both

an Air Force Reserve and Air National Guard liaison on the faculty. The Reserve Liaison at the Academy can be reached at (334) 416-1845 or DSN: 596-1845. The Guard Liaison can be reached at (334) 416-3422 or DSN: 596-3422.

(c) Army students are selected through their personnel center. There is an Army Liaison on the faculty who serves as the focal point for Army students. The Army Liaison at the Academy can be reached at (334) 416-3320 or DSN 596-3320.

(d) Navy students are selected by their Air Force counterpart at BUPERS. There is a Navy Liaison on the faculty who serves as the focal point for Navy students. The Navy Instructor at the Academy can be reached commercially at (334) 416-1538 or DSN 596-1538.

(e) Coast Guard students are selected through their personnel center. There is a Coast Guard Liaison on the faculty who serves as the focal point for Coast Guard students. The Coast Guard Instructor at the Academy can be reached through the Director of Education commercially at (334) 416-1562 or DSN 596-1562.

(f) International students are selected by their respective countries and attendance is coordinated through the International Officer School, Maxwell AFB, AL. AFSNCOA international liaisons include representatives from the Federal Republic of Germany and Canada. The German Liaison can be reached commercially at (334) 416-1561 or DSN 596-1561. The Canadian Liaison can be reached commercially at (334) 416-1523 or DSN 596-1523.

**3. Preparation.** Most members selected to attend the AFSNCOA receive ample notice. There are occasions when selection authorities fill vacant primary seats with alternate members up to and including the first day of class. All members must make every effort to fully prepare for attendance and be able to provide full attention and devote their full energies to accomplishing the curriculum and all AFSNCOA activities. Here are some items that may be done prior to arrival:

a. Prepare academically. The AFSNCOA course involves a great deal of reading and writing. Students that find these skills lacking are encouraged to visit your education office for diagnostic reading and English usage tests to identify any area needing improvement prior to. As a guide, most material is presented at or above the 10<sup>th</sup> grade level in reading comprehension.

b. Ensure you have the proper uniform, other clothing items, and miscellaneous items for your attendance:

(1) Until the AF provides official PT uniforms, all students must bring appropriate athletic wear, including good shoes, for use during fit to fight activities. Sister service or international students that have standardized PT uniforms should utilize those items for attendance provided they are suitable for the Alabama weather conditions. Clothing recommendations change with the time of year. Please note the following as you select your PT gear:

(a) If you will be attending during the winter months (Dec-Feb)  
Normal Max/Min Temperatures: 61/40  
Average Number of Rain Days: 32

(b) If you will be attending during the spring months (Mar-May):  
Normal Max/Min Temperatures: 76/55  
Average Number of Rain Days: 33

(c) If you will be attending during the summer months (Jun-Aug): Normal Max/Min  
Temperatures: 90/71

Humidity is high (90% or greater is routine)  
Average Number of Rain Days: 37

(d) If you will be attending during the fall months (Sep-Nov):  
Normal Max/Min Temperatures: 77/55  
Average Number of Rain Days: 23

(2) Military uniform requirements are:

(a) Active Air Force, Air Reserve, and Air National Guard students:

- Short sleeve/long sleeve light blue shirts with tie/tab, ribbons, and badges
  - Day to day classroom uniform is any service uniform combination
- Service coat with correct name tag, ribbons, and badges
- Flight cap (or beret as authorized)
- Mess dress or semi-formal uniform
- Battle dress uniforms (BDUs) with issue hat or baseball style cap (organizational caps are not permitted during attendance at the AFSNCOA). Fridays are normally BDU days
- Organizational T-shirts must meet all requirements of AFI 36-2903
- Appropriate footwear for service and utility uniforms
  - We recommend an extra pair of combat boots due to outdoor activities
- Flight suits are not permitted
- Sweaters and/or jackets as desired

(b) US Army students will need the dress blue, mess dress, or Army Class A green uniform with white shirt and black bow tie for the Class Dining-In and Graduation Banquet. They will need the Army Class A/B green uniforms for class photos, ceremonies, and other special functions. Uniform of the day is usually long-/short-sleeve light green shirt with trousers/skirts. BDUs with issue berets will be worn on selected Fridays. Sweaters and jackets are optional.

(c) Navy students will need the dinner dress jacket (white or blue as required by season) or mess dress (white or blue) for the Class Dining-In and Graduation Banquet. They will need the service dress (white or blue) for class photos, ceremonies, and other special functions. Uniform of the day will be summer khakis. All sailors must bring either BDUs or coverall uniform.

(d) Coast Guard students will need the dinner dress blue uniform (with optional dinner dress blue jacket) for the Class Dining-In and Graduation Banquet. They need the service dress blue uniform for class photos, ceremonies, etc. The tropical blue long uniform is the standard uniform of the day. For selected Fridays, designated as BDU Day on the schedule, they should wear the undress blue/working blue uniform.

(e) International students must bring a mess dress or semiformal equivalent for the Dining-In and Graduation Banquet. They need a service dress uniform for photos, ceremonies, etc. They should have their typical service uniform for day-to-day wear. For selected Fridays, they should bring a utility uniform if their service has one.

c. Students are not required to bring complete medical records. However, students should bring enough prescription medications, eye glasses, or other such items for the duration of the entire course.

d. SATE training is a standard requirement on most military installations. Students attending the academy will receive a computer safety briefing from their instructor. All students are also required to read safety guidelines provided by the school within 72-hours of class orientation.

e. Bring (or be prepared to purchase upon your arrival) basic classroom supplies. You will need things like pencils, pens, tablets, notebooks, etc. The academy does not provide these items. However, there is a copy machine available to all students for their use. Paper and ink cartridges are the responsibility of the students. Each student should consider bringing copy machine paper for his/her own use. Additionally, you may consider bringing utensils and equipment for kitchen usage.

f. All students should ensure that unit or mission items, work, projects, or other needs are attended to prior to attending. Each student should focus entirely on the AFSNCOA experience and not be engaged in outside distractions from their home unit.

g. Students should also attend to all personal or family needs prior to attending. Normally, students are not permitted to be absent from any AFSNCOA activity for personal reasons. Emergencies must be coordinated with the AFSNCOA leadership and procedures will be explained during orientation.

**NOTE:** Regardless of the reason, no student is excused from the AFSNCOA permanently or temporarily without specific and expressed permission of the Commandant or his designee. Members absent from scheduled activities will be considered AWOL or deserters and the issue handed over the appropriate authorities.

**4. Travel.** All students are responsible to ensure they make appropriate travel arrangements so they are available from beginning of academic day 1 to the graduation event. Late arrivals and early releases are not normally permitted. Those members that arrive late may be returned to their home unit.

a. By air. The Air Force Education and Training Course Announcements Catalog (ETCA) <https://etca.randolph.af.mil/> authorizes three pieces of accompanied baggage may be shipped as excess when traveling military or commercial air only and TDY exceeds 35 days. This is the only special authorization for TDY-to-school orders that does not require prior HQ AU/FMAO approval. Orders issuing activities must not confuse allowances with authorizations to use the allowances when orders cite AU funds. For more information, contact your local MPF Personnel Relocation Section or your service's equivalent for more information.

(1) Shuttle service is available to Gunter Annex from the airport. Upon your arrival to Montgomery Regional Airport, please call 953-5038/5039 to arrange transportation. If you do not want to wait for a shuttle van, you can hire a taxi to Gunter Annex. The cost of the taxi is approximately \$25. This cost is authorized as a reimbursable claim on your travel voucher. You should tell the taxi driver that you want to be dropped at the billeting office on Gunter Annex. The driver can ask directions from the Security Forces member guarding the gates.

b. By POV (privately owned vehicle). The AFSNCOA does not recommend members drive their POV if they are more than 8 hours drive from the school. The Air Force normally provides only 1 travel day to all members. Parking is exceptionally limited and students are not permitted to drive to class each day (except those that are assigned locally). Additionally, members should not expect to be able to store trailers, RVs, boats, or other items within student housing parking lots. Driving directions to Gunter Annex are:

(1) When coming **from the north**, make your way to southbound I-65. Montgomery is approximately 95 miles south of Birmingham. As you approach Montgomery, **exit I-65 onto North Blvd at Exit 173**. Follow the North Blvd east (you can only go east on it) for approximately four miles, and then look for the Hwy 231/Congressman Dickenson Drive exit. There is a McDonalds clearly visible as you approach this exit, and a sign will tell you that it is the exit for Wetumpka and for Gunter Annex. As you exit the North Blvd, turn right onto Congressman Dickenson Drive and head up the hill past the McDonalds. The main gate is on your left approximately one mile down the road.

(2) When coming **from the east**, make your way to southbound I-85, which goes through Atlanta. It is approximately 175 miles from Atlanta to Montgomery. As you enter Montgomery, **exit I-85 at Exit 6**. This is East Blvd. Turn right onto East Blvd. You will be traveling north. Approximately four miles north, you will exit at the Hwy 231/Congressman Dickenson Drive exit to Wetumpka/Gunter Annex. Turn left at the light onto Congressman Dickenson Drive. As you come back under the East Blvd, head up the hill past the McDonalds. The main gate is on your left approximately one mile down the road.

(3) When coming **from the south**, make your way to northbound I-65. If you take I-10 along the gulf coast, you can get onto I-65 in Mobile. Montgomery is approximately 183 miles north of Mobile. Exit I-65 at Exit 173 (North Blvd) **Do not turn at the exit marked "Maxwell AFB"—go past that exit and up to Exit 173**. Follow the North Blvd east for approximately four miles, and then look for the Hwy 231/Congressman Dickenson Drive exit. There is a McDonalds clearly visible as you approach this exit, and a sign will tell you that it is the exit for Wetumpka and for Gunter Annex. As you exit the North Blvd, turn right onto Congressman Dickenson Drive and head up the hill past the McDonalds. The main gate is on your left approximately one mile down the road.

(4) If you are approaching Montgomery **from the west** coming in from I-20, take I-20 through Meridian, Mississippi, and cross the border into Alabama. Take I-20 until you come to U.S. 80. Stay on U.S. 80 through historic Selma and follow the signs past the airport and on up to I-65. Get on northbound I-65 and head north for approximately 6 miles, coming through most of the city. Exit I-65 at Exit 173 (North Blvd). **Do not turn at the exit marked "Maxwell AFB"—go past that exit and up to Exit 173**. Follow the North Blvd east for approximately four miles, and then look for the Hwy 231/Congressman Dickenson Drive exit. There is a McDonalds clearly visible as you approach this exit, and a sign will tell you that it is the exit for Wetumpka and for Gunter Annex. As you exit the North Blvd, turn right onto Congressman Dickenson Drive and head up the hill past the McDonalds. The main gate is on your left approximately one mile down the road.

**NOTE: Students en route who experience problems or delays should contact the Maxwell AFB Command Post at commercial: (334) 953-7333 or DSN 493-7333.**

5. **Arrival.** Plan to arrive in plenty of time to check into billeting, settle into your quarters, and obtain adequate rest prior to attending class. Once you arrive at Gunter Annex:

a. Checking in. Upon arrival at Gunter Annex, stop by the billeting office. There are blocks of rooms reserved for AFSNCOA students and you may live in any one of a number of buildings due to the size of the class. Members traveling from stateside locations can report in **not earlier than** the day prior to academic day 1 of your designated class. Students coming from overseas locations are permitted to check in **not earlier than** 2 days prior. Individuals reporting earlier than mentioned are not guaranteed lodging on Gunter Annex and may be required to move once the class begins. Additionally, the costs of those days may be at the student's expense.

(1) Once you arrive at lodging, please look for the AFSNCOA laptops located next to the billeting counter. You'll be required to enter your social security number and prompted to fill out some basic information. You are required to check in via the AFSNCOA laptops before you leave the billeting office so we can verify your information and know you have arrived safely.

**NOTE:** Check-in via the AFSNCOA laptops is mandatory and must be completed before you leave the lodging office. The laptop instructions will guide you through the admin process and instruct you to print out a sheet of reporting instructions. Ensure you obtain these instructions and bring them with you as you report on day 1 at the school.

(2) All students must provide payment for their lodging. Lodging requires that you pay every 15 days while you attend the AFSNCOA. The daily cost is \$21.00 - \$37.50 (depending on building and room type). This cost is reimbursable on your travel voucher.

(3) Additionally, the Billeting Office charges you 35 cents for each long distance call you make, including calls to toll-free numbers. Even if you are calling a 1-800 or 1-888 number, Billeting will charge you 35 cents for the call. This is even true if you have a pre-paid phone card. Three or four calls a week while here could result in the accumulation of 20 or more instances of this 35-cent fee. That would, of course, be only \$7 and, in any case, it will usually be a small fee. You must pay for all calls made at check out and it is not normally reimbursable on your travel voucher.

b. Lodging quarters.

(1) Room features include single occupancy, carpeting, and depending on the building some rooms have a private bathroom while other buildings you are required to share a bathroom normally with another AFSNCOA student. Each room also has a full-size bed, nightstand, easy chair or two, desk and chair, telephone, and cable TV. Regular housekeeping is part of the package.

(2) There are washers and dryers available in common-use areas. You will, of course, have to provide your own laundry soap, softeners, etc. Billeting makes available linens, towels, soap, irons, and ironing boards; however, the supply is limited. If you plan on using several towels a day, we recommend that you bring a few extra with you.

(3) Most of the quarters are located next to academy. All are within walking distance and within easy walks of the Library, the Dining Facility, and the Falcon's Nest (the consolidated club).

(4) All quarters are nonsmoking. Members may not smoke on the balconies, in the stairwells, in the dayrooms, in the laundry rooms, or any other common area that other nonsmokers would want to pass through. Additionally, all smoking must take place no closer than 50 feet to the entrance of any building, room, window, or intake to air conditioning/heating system. Smoking areas are very limited and students may not smoke on the AFSNCOA campus or during breaks between classes (except for scheduled meal times).

c. Meals.

(1) The Commissary (and the BX Shoppette) are within short walking distance of all student quarters. Lodging rooms are equipped with a refrigerator/freezer as well as a microwave oven.

(2) The Dining Facility is located right next to the academy. It can accommodate you for breakfast and dinner meals; however, it is off-limits to AFSNCOA students for the mid-day meal (except international students). This is due to the limited seating capacity, utilization by the new recruits being processed at the Military Entrance Processing Station (MEPS), and permanent party members. You will receive a pro rated per diem providing additional funds for no government messing available for mid day meals.

(3) On-base, you can go to the Falcon's Nest for your mid-day meal. The Falcon's Nest is a very short walk and within line of sight of most student quarters. Most buffet lunches are approximately \$5.

(4) For those of you who might drive here, the usual fast-food places are all within a 5-minute drive out of either gate.

d. Contact information for students during their stay at the AFSNCOA.

(1) Getting mail set up: By academic day 3 you will be given a mailbox number and mailing address. Prior to that, you may utilize the following address for essential items mailed to you within the first few days of class.

[RANK & FULL NAME]

IN-BOUND AFSNCOA STUDENT

100 SOUTH TURNER BLVD

MAXWELL AFB, GUNTER ANNEX AL 36114-5360

(2) If you use this address, you must check in with the Post Office to see if anything has arrived for you. If it did arrive before you checked in, the Post Office will hold it under the "General Delivery" category until you call for it at the counter. Remember; once you've received your actual box number, you can let the folks back home know your new address. It will be:

[RANK & NAME]

PO BOX \_\_\_\_\_ (provided when you in-process)

100 SOUTH TURNER BLVD

MAXWELL AFB, GUNTER ANNEX AL 36114-5360

(3) TELEPHONE CONTACT AFTER HOURS. During your stay at the AFSNCOA, you may be contacted by dialing (commercial) (334) 270- 4000. This number is to a recording that provides direction to enter your room number's telephone extension to ring the phone in your room (once you provide them with that extension number). Even before you provide them with the phone number, they can call the number above and then select the "talk to billeting clerk" option. When the billeting clerk comes on, your caller can just provide your rank and name and let the clerk know you are an academy student. The rooms also have voice messaging capability. When the caller gets no answer after a number of rings, he or she will be given the option to leave a voice message. The instructions for managing your voice messages (review, skip, delete, etc.) are in your room, by your phone.

**NOTE:** Do not instruct members to contact the AFSNCOA directly with routine messages for any student. Utilize the voice messaging system at the number listed above. The AFSNCOA will not pull students out of classroom for routine messages at any time.

(4) EMERGENCY RETURN CALLS WITHIN 1-2 HOURS: If your unit or family must reach you during the duty day and it can't wait until after hours utilizing the lodging voice messaging system, please have them contact your instructor and leave a message on their voice mail. Within the first hour of your orientation with your instructor he/she should provide you with their phone number, flight number and name to provide to your family and unit. All contact should be made through that phone number.

**NOTE:** If the emergency is immediate, contact AFSNCOA leadership at DSN: 596-4808 or commercial: (334) 416-4808. *These numbers should be used only in extreme cases involving immediate emergency issues involving family members or mission critical needs.* After hours and when students are not available through the lodging telephone numbers, the Maxwell AFB Command Post operates 24 hours a day and 7 days a week. Their numbers are commercial

(334) 953-7333 or DSN 493-7333. Again, these numbers are to be used ONLY for extreme emergencies.

(5) Fax Machine usage here at the academy. Fax machines are not to be used by the students. If you have something that you need to fax or needs to be faxed to you please inform you instructor and they will assist you.

(6) All copy machines, other than the one provided for student use, are off limits to students.

6. First day of class reporting instructions.

a. The AFSNCOA is located in Kisling Hall (named after CMSAF Richard Kisling), bldg 1143. Outside the main entrance is Flag Park where, on the morning of Day 1, the 50 State Flags and the US Flag will be on display. Additionally, on day 1, the AFSNCOA staff and faculty will perform a small reveille ceremony at approximately 0630 hours. Enter the academy through the doors facing Flag Park, and you will find yourself facing the stature of CMSAF Kisling just outside the West Auditorium.

(1) When you check in at lodging, you may have noticed a sign stating you are required to check in via the laptops provided next to the lodging counter. You will be asked to verify some basic information and then the computer will prompt you print out an instruction sheet. **Bring that instruction sheet wih you on day 1.** When you enter Kisling Hall through the entrance by Flag Park, you'll see faculty members directing you to your individual flight rooms.

b. The front doors open at 0630 hours. You must report to your assigned flight room, in uniform, no later than 0700.

**NOTE:** If you are a late addition to the student roster or from a sister/foreign service, you may not appear in our database when you key in your social security number at the AFSNCOA laptops during check in at lodging. You will be prompted to key in some additional information and asked to print out an instruction sheet that will direct you to the West Auditorium NLT 0630 on day 1. The AFSNCOA staff will contact you and place you in the appropriate flight room.

c. Reporting uniform. All students should report in service uniform (short or long sleeve shirt, no service coat), tie and tab , ribbons, and badges. Sister service and international students report in service uniform equivalent. Contact your liaison for any questions regarding uniform requirements.

d. Additional reporting requirements. Bring the following with you as you report to the AFSNCOA on day 1:

(1) One copy of your TDY orders (or the orders directing you to attend the AFSNCOA)

(2) If you have any physical restrictions, the AF Form 422, Physical Profile Serial Report, or your service's equivalent as described in paragraph 2c. You must ensure that all profiles are pre-coordinated prior to your arrival.

(3) A computer is required to complete communications skills portions of the SNCOA course. The SNCOA has limited numbers of computers to loan out. We recommend students either bring their privately owned computer or check one out from their home. Please

(4) Your commander and first sergeant's information to include: rank, full name, telephone number, and street mailing address.

e. Items students can expect to receive on day 1.

(1) Items that must be returned prior to leaving the AFSNCOA. You will be issued several items that must be returned when you are ready to graduate (e.g., re-usable school books, a VHS-format video recording tape for taping your speeches, diskette(s) for saving files created on the laptop, etc.).

(2) Items that may be retained by all students after graduation. You will also be issued things critical to your success here (Student Guides to the lessons, a schedule, etc.) and handouts that you may find useful as you return to your home units.

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7. Your role in the AFSNCOA course. The following are provided to assist you in preparing for and participating in the AFSNCOA.

a. Preparation for lessons. Most lessons are conducted in an open forum of facilitated discussions in the flight room. Nearly all of them have some required or optional reading and/or homework that must be completed prior to the lesson as published in the schedule. Active learning increases, enjoyment rises, and you attain greater benefit when all members of your flight are fully prepared and participate constructively. During facilitated discussions, the understanding of lesson concepts evolve from an academic "knowledge" to a much more useful ability to "apply" the concepts. Case studies are part of many lessons. Reading through the case studies in advance gives each student a better framework in which to reach the learning objective. Preparing for lessons, completing prerequisite reading, and accomplishing assigned homework is an academic requirement for all students.

b. The Schedule. Your flight instructor will review the schedule with you and help you to understand it. The schedule's main purpose is to help you be prepared for lessons, know where to be, and what time to be there. Arriving late for lessons in the flight room, in the auditorium, or at locations away from the AFSNCOA facility are not acceptable. The course is dependent on timely starting and ending of all lessons as well as the progression of learning that occurs across the entire 6 ½ weeks. Delays caused by late students interfere with that learning and are grounds for disciplinary action. Additionally, your schedule will help you understand when your projects, papers, and speeches are due allowing you to manage your time appropriately. Lastly, the schedule also lists meetings of interest to all students for various activities and student projects.

c. Additional responsibilities. Each flight has a wide variety of responsibilities that must be carried out either as a flight or by individual flight members. Each student will be afforded the opportunity to step into a leadership role somewhere during your stay at the AFSNCOA. At the end of the class, it is too late to say "I'd have gotten more out of this experience if I had been more involved in what was going on." Don't let that be you—get involved right from the start.

d. Community involvement. The City of Montgomery and the students of the Air Force Senior Noncommissioned Officer Academy have a long tradition of cooperation and involvement. Along with your opportunity to gain a quality military education, you also have the opportunity to serve within a community that very much needs you and your talents. When you step out of the classroom and do something to touch this community, you increase the credibility and the reputation of the Armed Forces. Class after class, graduating students talk about the enrichment to this overall experience was involvement in one or more community efforts. We encourage you to participate in community projects we offer as well as others provided through the Maxwell-Gunter community.

e. Expenses. Other than basic self-maintenance (food, toiletries, laundry supplies, etc.), there are a couple of functions for which student attendance is **MANDATORY**. These are the Class Dining-In, and the Graduation Banquet. If you elect to eat a meal at both occasions, the cost is approximately \$35.00. Most students opt to buy a flight T-shirt, contribute to a Class Legacy, etc. Also, there are flight photos and class mementos that you may want to purchase. If you do as the average student does, you'll likely spend less than \$60-\$70 dollars. Of course, all such purchases/donations are completely optional. Attendance at functions outlined in your schedule are mandatory and are part of the curriculum.

f. Teamwork. The AFSNCOA has graduated over 45,000 students since 1972. Each student had the opportunity to learn more about leadership, our military profession, and being part of our nation's defensive force. The single most contributory factor among all benefits our students derive from this institution is derived from teamwork. Our best flights are those that operate as a team, with leaders and followers that sometimes shift as the demand to perform shifts. A student nervous about doing well is boosted in capability by teamwork and those that have a great deal to offer are best utilized by teamwork. The Commandant fully expects all flight members to care for one another, assist each other, and contribute to the learning environment in a professional and manner. Although many aspects of the AFSNCOA are measured by individual performance, individuals always do more when they are part of an effective team with a positive attitude. It is simple, care for, lead, and follow your flight and class mates as you would your fellow professionals in any other military unit accomplishing an important mission.

8. *"I look forward to your attendance to the Air Force Senior NCO Academy. My faculty and I are prepared to offer you the best possible educational and training experience within our capability. We will challenge you, treat you fairly, and mentor you with examples, guidance, and professional relationships. It is my mission to return you to your home units better SNCOs that you were when you arrived at this institution."* CMSgt DK Andrews, Commandant, AFSNCOA. If there are other questions you need answered, please call us at commercial phone at (334) 416-2629 or by DSN at 596-2629. Please check our website often prior to attendance paying special attention to our HOT NEWS page.

### **Hot Tips Section and Checklist**

\_\_\_ Confirm your reporting date and the first day of training with your local MPF. If in doubt, visit the web site at <http://www.au.af.mil/au/cepme/sncoa/sncoa.htm>

\_\_\_ If you are a non-active duty Air Force member, please contact your service representative about pre-registration information.

\_\_\_ Take care of any promotion testing or other personnel actions at your home base before coming to the course. If circumstances won't allow you to do that, then before you come here, set up the appointment(s) for when you will return. Student are not normally released from academic days to accomplish non-AFSNCOA related tasks

\_\_\_ Bring your TDY orders

\_\_\_ **Bring your Commander's and First Sgt's rank, full name, telephone, and unit street mailing address**

\_\_\_ Bring a sufficient amount of any prescription medications you'll need

\_\_\_ Don't forget pencils, notebooks, etc.

\_\_\_ Bring eating utensils, small microwaveable containers, dishes, plates, cups, etc.

\_\_\_ Remember to bring all required uniform items

\_\_\_ Bring Physical Training (PT) gear, extra towels, personal hygiene needs, etc.

\_\_\_ In your wallet/purse: The emergency number to call if you experience any delay enroute to the Academy

\_\_\_ Left with your family and your unit: Contact information

\_\_\_ Upon arrival at lodging, enter your information into the AFSNCOA laptop computer provided, print out your reporting instructions, and bring those instructions with you on the first day of class.

\_\_\_ Ensure your family and leadership know how to contact you during your attendance at the AFSNCOA:

1. To contact any AFSNCOA student: **Dial (334) 270-4000 or DSN 596-5501**. You'll get a recording. When you hear the recording, enter the four-digit dormitory room extension. If you do not have or cannot recall the extension, just enter "0" and it will connect you with the billeting clerk. Tell the clerk the name of your student and let the clerk know he/she is a student at the AFSNCOA, and the clerk will then connect you to the room.

2. **MAILING THINGS TO THE STUDENT:**

[Student's Rank and Full Name]  
100 South Turner Blvd  
PSC #3, Box \_\_\_\_\_ \*\*  
Maxwell AFB, Gunter Annex AL 36114-5360

**\*\* To be provided to student upon in processing.**

3. NOTIFYING THE ACADEMY OF AN **EMERGENCY** INVOLVING THE STUDENT:

You may utilize the American Red Cross (ARC) at 1-877-272-7337. The ARC will contact the AFSNCOA leadership with your emergency message. However, the ARC may take up to several hours to make this notification. You may also use the AFSNCOA emergency telephone number(s); commercial: (334) 416-2344 or (334) 416-4808 and DSN 596-2344 or 416-4808 during normal duty hours. After duty hours, call the Maxwell AFB Command Post at commercial: (334) 593-7333 or DSN 493-7333



The goal of the Air Force Senior NCO Academy is to conduct a quality educational program that will contribute significantly to the professional development and motivation of senior enlisted leaders. This goal is accomplished by providing a relevant and interesting curriculum based on student needs, improving communications and teamwork, maximizing professional and personal development opportunities and improving management procedures.

The AFSNCOA is affiliated with the Community College of the Air Force (CCAF), which is accredited, by the Southern Association of Colleges and Schools, Commission on Colleges (SACCS). All eligible AFSNCOA graduates are credited with college semester hours through CCAF. Credit is awarded in the following areas: Leadership and Management (3 hrs), Organizational Theory and Behavior (3), Managerial Communications (2 hrs), and Military Science (2 hrs).

The curriculum is divided into five attributes with associated contributing lesson areas (listed below). From class to class, lessons are changed, modified, added, and/or deleted. The AFSNCOA prides itself on being responsive to the needs of the AF combat mission in the field. Since our AF's mission needs change regularly, so changes our PME efforts to support those needs. Because of this critically beneficial connection, your class lesson roster may be different than what is listed below. Additionally, many of our lessons/activities are now out of the classroom and in the field. Attending the AFSNCOA is now more of an experiential education/training course rather than simply a college-style academic exercise.

1. *SENIOR COMMUNICATOR; develop senior AF communications skills*
  - a. Media Relations
  - b. Research Technologies
  - c. Effective Bullet Statement Evaluation
  - d. Motivating and Inspiring Through Speaking and Writing
  - e. Air Power Briefing
  - f. Senior Leader Advocacy Project
  
2. *EXPEDITIONARY LEADERS: develop as an expeditionary leader*
  - a. Personality Profile System
  - b. Unit Morale and Norms
  - c. Terrorism and Force Protection
  - d. Deployed Combat Leadership Exercise
  - e. Military Leadership
  - f. International Diversity
  - g. Unit Discipline
  - h. Projecting Airpower
  - i. Critical Thinking

3. *OPERATIONAL MANAGER: develop ability to manage AF operations*
  - a. Project Management
  - b. Leadership/Management Concept
  - c. Civilian Personnel Management
  - e. Contemporary Military Leadership
  - f. Enforcing Standards
  
4. *JOINT WAR FIGHTER: develop abilities of a joint war fighter*
  - a. International Affairs
  - b. Foreign Policy
  - c. Military Strategy
  - d. Theory, Doctrine, Objective Strategy
  - e. AFEX War Game
  - f. Force Packaging
  - g. Joint Planning Systems
  - h. AF Doctrine
  - i. Joint Perspectives
  - j. Team Challenge Exercise
  
5. *MILITARY PROFESSIONAL: expand commitment to the profession of arms*
  - a. AF Culture
  - b. Fit to Fight
  - c. Combined Operations (SNCO/junior officer mentoring relationship)
  - d. Values Exercise
  - e. Professional Judgment and Evaluation
  - f. Situational Evaluation and Decision Making



#### **When should I arrive?**

If you are stateside, you may arrive **no earlier than** one day prior to your class start date. If you are overseas, you may arrive no earlier than two days prior to your class start date.

#### **Is there a shuttle bus available from the airport?**

Government transportation is available until 1900 hours. To have a base taxi pick you up you need to call the Transportation Taxi Dispatcher at 953-5038 or 953-5039. Commercial taxis are also available (about \$25.00), which can be reimbursed on your voucher.

#### **Do I have to pay for lodging?**

Yes. You must pay for your lodging at least every 15 days. You may pay for all of your lodging when you check in to make it easier on you. If you decide to pay for your lodging every 15 days, you may/will experience long lines. Since the majority of our up to 420+ students check in on the same day, they are all paying their lodging at the same time. Lodging is reimbursable on your travel voucher. All personnel are responsible for paying incidental expenses incurred such as telephone calls.

### **I'm stationed at Maxwell/Gunter AFB. Can I get lodging at the SNCOA?**

If you are a local student and need lodging due to extenuating circumstances, your first level Command CMSgt must forward a request letter to the Commandant, AFSNCOA **prior** to class start date. AU/FM is the approval authority for local student. As a guide, local area students should not expect approval of AETC funded temporary quarters. All students from outside the local area have priority for lodging.

### **Are meals available?**

The lunch meal is not available in the dining facility for TDY students. Orders should indicate that the proportional rate for meals applies by stating "Partial government meals, breakfast and dinner, are available and directed; lunch is not available."

### **Is dinnerware available in lodging rooms?**

Dinnerware is not available in each room. If you wish to cook microwavable meals or consume "instant" meals in your room, we recommend bringing a small supply of dinnerware (knife, fork, spoon, bowl, plates, etc.). You may choose to just wait until you arrive and purchase disposable dinnerware from the commissary.

### **What other expenses should I anticipate?**

There are two mandatory functions: the dining-in and graduation banquet. If you elect to consume a meal at both functions, the total cost is approximately \$35. You may also wish to purchase T-shirts, photos, class mementos, and donate to a class legacy. These expenses should not exceed \$65-\$80 and are strictly optional.

### **Should I bring a computer/printer with me?**

The AFSNCOA recommends you bring your own laptop or your unit issued computer with you. Students who drive to the academy may elect to bring their own printer to use in their lodging rooms. Other items you may elect to bring include extra disks and extension cords.

### **Will students have access to the World Wide Web/Internet and will they have E-mail capabilities while attending the Senior NCO Academy?**

Students will have access to these services via <https://outlook.yourbase.af.mil/>. SATE Training must be done and validated by your instructor. This can be accomplished with a letter from your unit or by receiving a computer safety briefing from the academy. AFI 33-129 states that "Dial-up internet service providers, such as AOL is prohibited for users with internet access through base and deployed networks, except when an organizational subscription is established for official business..." AFSNCOA has not established an organization subscription to be such a provider.

### **Will I be allowed "excess baggage" to attend?**

Three pieces of baggage may be shipped as excess when traveling military or commercial air. This is the only special authorization that does not require prior HQ AU/RP approval. Have your MPF consult The Air Force Education and Training Course Announcements Catalog (ETCA) <https://etca.randolph.af.mil/>, for additional travel information.

**What should I do if I have a problem enroute?**

During normal duty hours, contact the AFSNCOA Resource Program Directorate at DSN 596-4271/2344; commercial (334) 416-4271/2344. After duty hours, call the Maxwell AFB Command Post, DSN 493-7333; commercial (334) 953-7333 and ask that they relay your problem to the Air Force Senior NCO Academy.

**Can I receive my post office box in advance?**

No, your post office box will be assigned during in-processing/orientation.

**What forms of drill and ceremony can I anticipate to participate in during the course?**

Students will perform reveille and retreat in Service Dress/Service Uniform (short sleeve blue shirt w/ accouterments). Sister service and international students will wear their service equivalent. Students will also attend a dining-in and the formal graduation ceremony. In each of these functions, students will have opportunities to serve in key roles to directly influence the outcome and refine their leadership skills.

**Are students authorized rental cars while attending the AFSNCOA?**

No. Students are not authorized rental cars at AETC expense while attending the AFSNCOA. Students may be authorized a rental car for the purpose of travel from their base to Maxwell AFB, Gunter Annex if the Orders Approving Official justifies the rental car as more advantageous to the government. Students desiring to have a vehicle to drive for personal convenience while at the AFSNCOA may elect to drive their POV (with approval from Orders Approval Official). Parking at the AFSNCOA is extremely limited.

The school, student quarters, the dining facility, and the library are all located within easy walking distance of the AFSNCOA campus. Use of rental cars while attending the AFSNCOA is not a prudent expenditure of government funds and is not recommended.

**Can I wear my flight suit on Friday's instead of BDUs?**

No.

**Now that the AF has authorized the wear of organizational hats away from home station, may I wear my organizational hat at the AFSNCOA?**

No.

**I have a medical profile, may I attend the AFSNCOA?**

If your profile is temporary and limits your ability to fully and actively participate in all activities, you may not attend the AFSNCOA. If your profile is permanent, coordination with your formal training office, MAJCOM/DRU/FOA, and AFSNCOA is required prior to attending.

**May my family attend the graduation?**

Yes. However, children under the age of 10 are not permitted at the graduation event. A listing of care providers is available from the on-base Child Development Center, Gunter Annex.

**Does the AFSNCOA require students to participate in fitness programs?**

Yes. The AFSNCOA's Fit to Fight program is rigorous and challenging. All students must fully participate in all physical training activities.

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[SNCOA Webmaster](#)

Contents of this Web site Reviewed and Approved by AU/PA



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