



Air University Faculty Handbook

Air University Press
Maxwell Air Force Base, Alabama

2000

Disclaimer

This handbook is nondirective and should not be used for quoting Air University policy. The handbook is intended as a compilation of Air University policies and philosophies from the appropriate directives. For any official actions, the actual directives should be used as source documents. At the Air Force Institute of Technology, located at Wright-Patterson Air Force Base, Ohio, some personnel policies and support activities may differ from those mentioned in this handbook. Readers interested in those and other pertinent topics at that institution should consult AFIT's own faculty handbook. Cleared for public release: distribution unlimited.

Contents

Chapter		Page
	DISCLAIMER	ii
	FOREWORD	ix
	PREFACE	xi
1	Mission and Organization	1
	Mission	1
	Command Organization	2
	Academic Office	3
	Information Technology	3
	Plans and Programs	4
	Financial Management and Personnel	4
	Academic Organization	4
	Professional Military Education	5
	College for Enlisted Professional Military Education	5
	Squadron Officer College	6
	Air Command and Staff College	7
	Air War College	7
	Accessions	8
	Air Force Reserve Officer Training Corps	8
	Officer Training School	8
	Academic Education	9
	Community College of the Air Force	9
	Air Force Institute of Technology	9
	School of Advanced Airpower Studies	10
	Professional Continuing Education	11
	Air Force Institute of Technology	11
	College of Aerospace Doctrine, Research and Education	11
	Ira C. Eaker College for Professional Development	12
	Educating for Citizenship	12

Chapter		Page
	Civil Air Patrol	13
	Air Force Junior Reserve Officer Training Corps	13
2	Faculty	15
	Military Faculty	15
	Employment and Affirmative Action	16
	Civilian Faculty	16
	Recruitment and Appointment of Faculty	18
	Academic Rank	18
	Promotion and Retention of Faculty	19
	Teaching Effectiveness	19
	Research and Professional Accomplishments	19
	Service to the Institution	19
	Tenure	20
	Termination and Nonreappointment	20
	Emeritus Status	21
	Access to Personnel Records	21
	Faculty Organization and Responsibilities	21
	Curriculum Integration Groups	22
	Accreditation Reviews	22
	Faculty Teaching and Other Duties	23
	Administrative Duties	24
	Faculty Development	25
	Civilian Faculty Performance Evaluations	25
	Evaluation Process	25
	Civilian Performance Appraisal System	26
	Performance-Based Salary Adjustments	26
	Academic Awards and Recognition	27
	Air University Commander's Award for Faculty Achievement	27
	Air University Medallion	27
	Air Education and Training Command Educator of the Year Awards	27
	General Muir S. Fairchild Educational Achievement Award	28

Chapter		Page
	Society of the Strategic Air Command, Inc., Air University Faculty Excellence Award	28
	Wright Brothers Officership Awards	28
3	Human-Resource Policies, Benefits, and Entitlements	31
	Auto Registration and Parking	31
	Beverages, Food, and Smoking	31
	Civilian Volunteer Activities	32
	Commitment of Funds	32
	Computer/Electronic Security	33
	Internet and Electronic Mail Transmissions	34
	Protecting Classified Data	34
	Disaster Preparedness	35
	Dress Code	35
	Drug-Free Workplace	36
	Emergency Leave Procedures	36
	Foreign Disclosure	36
	Fund-Raising	36
	Grievance Procedures	37
	Hospitalization and Medical Insurance	37
	Injury Compensation and Medical Care	38
	Life Insurance	38
	Nepotism	39
	Physical Examinations	39
	Retirement	39
	Retirement Age	39
	Deferred Retirement	40
	Retiree Health-Insurance Programs	40
	Retiree Life-Insurance Programs	41
	Government Pension Offset	41
	Refunds of Contributions at Separation	41
	Thrift Savings Plan	42
	Security Passes, Identification Badges, and Building Access	42

Chapter		Page
	Sponsoring Visitors and Guests	
	to Air University	44
	Telephone Usage	44
	Temporary Duty/Travel	44
	Unemployment Compensation	45
	Use of Facilities	45
	Vacations, Leaves, and Absences	45
	Vehicles Privately Owned or Rented	46
	Visits by Foreign Nationals	47
4	Governance	49
	Advisory Boards	49
	Air University Board of Visitors	49
	Command Board of Advisors	49
	Academic Policies	50
	Academic Freedom	50
	Academic Integrity	51
	Political Activities of the Faculty	52
	Media Contacts	53
	Outside Activities	53
	Consulting and Other Outside	
	Employment	54
	Participation in Professional Associations	
	and Activities	55
	Honoraria	57
	Copyright Policy and Procedure	57
	Audiotaping and Videotaping	57
	Guest Speakers	58
	Academic Honor Code	58
	General Principles and Policy	58
	Cheating	59
	Plagiarism	59
	Misrepresentation	60
	Air University Code of Ethics	60
	Professional and Unprofessional	
	Relationships	60
	Reporting Faculty Misconduct	61

Chapter		Page
5	Academic Support Services	63
	Academic Instructor School	63
	Air Force Historical Research Agency	63
	Air Force Institute for Advanced Distributed Learning	64
	Air Force Public Affairs Center of Excellence	64
	Air Force Wargaming Institute	65
	Airpower Research Institute	65
	Air University Library	66
	Air University Television	67
	Warfare Studies Institute	68
Appendix		
A	Acronyms and Initials of Terms	69
B	Useful Publications	77
C	Telephone Numbers of Air University Library Subject Specialists and Key Personnel	89
D	Internet Addresses of Air University and Other Organizations	97
	INDEX	103

Foreword

As an Air University faculty member, you are part of a talented and distinguished group of educators and administrators dedicated to developing and inspiring the nation's future military leaders. As you will see, the Air University Faculty Handbook describes policies, procedures, and other matters pertinent to faculty, students, and the academic mission. Its overview of Air University's diverse programs allows you to understand how your duties and responsibilities fit within the larger picture.

Numerous Air Force and Department of Defense regulations and directives govern Air University. The handbook refers briefly to many of these documents. Although the handbook is a useful guide and source of information, you may need to consult other directives for more detailed information and/or interpretations.

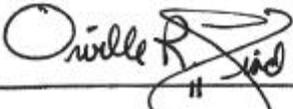
I think you will find the Air University Faculty Handbook a useful reference, and I recommend you keep it near to hand. Thanks for being a member of the team and helping make Air University the top professional military education program in the world.

A handwritten signature in black ink, appearing to read 'Lance W. Lord', with a long horizontal line extending to the right.

LANCE W. LORD
Lieutenant General, USAF
Commander, Air University

Preface

The Air University Faculty Handbook is designed to help faculty members become familiar with the general organization and policies of Air University. The handbook's compilers coordinated it with the entire Air University staff and all school commandants/commanders for consensus and accuracy as of the date of publication. For current schedules, see the appropriate college or school publications and Air University's home page on the Internet (appendix D), as well as other sites linked to it. The Civilian Personnel Flight is the primary local source of authoritative information and interpretation of civilian personnel policy and procedures.



ORVILLE R. LIND
Colonel, USAF
Chief Academic Officer
Air University

Chapter 1

Mission and Organization

Established in April 1946, Air University provides a single military organization that concentrates all of its energies on developing the leadership, strategies, concepts, and doctrines necessary for winning future wars. To this end, Air University continuously revises course content and subject matter at its various schools to keep abreast of current technologies, international situations, and military concepts and capabilities. Air University also attempts to avoid traditional thinking in the development of its courses' content, lest the Air Force fight future conflicts as it fought previous wars. As Gen Muir Fairchild, the first Air University commander, once put it, Air University is a prewar educational system—not a postwar school. Considerable organizational growth and change marked the ensuing years at Air University as the command moved closer to becoming the center of Air Force education. For additional information on the history of Air University, visit the history link on the Air University home page (see appendix D).

Mission

Air University's mission is to educate Air Force people to develop and lead the world's best aerospace force—inspiring commitment to a war-winning profession of arms. Air University conducts resident and distance-learning professional military and continuing education, as well as graduate education, for officers, enlisted personnel, and Department of Defense civilians to prepare them for command, staff leadership, and management responsibilities. A relatively small number of personnel from other services in the Department of Defense and from other government agencies also attend Air University. In addition, international officers from more than one hundred countries have studied in Air University's schools. The university prepares students to serve in Air Force assignments, comparable foreign

air forces, and other governmental positions. Air University includes all major Air Force education programs except that of the United States Air Force Academy, which is a separate unit under Headquarters United States Air Force.

Air University plays a vital role in fulfilling the mission of the United States Air Force. To uphold the national purpose and to achieve the national objectives, the Air Force must maintain a corps of professionals (officers, enlisted personnel, and civilians) who are knowledgeable about war and the military arts and sciences. Air University contributes to the development of this knowledge through its professional and specialized education programs, research and doctrinal studies, and degree programs, both at Air University and at civilian educational institutions. Air University primarily serves US Air Force commissioned officers and enlisted personnel by providing educational opportunities throughout their military careers.

Command Organization

Air University is a major component of Air Education and Training Command, headquartered at Randolph Air Force Base, Texas. One finds most Air University programs at Maxwell Air Force Base, Alabama; Maxwell's Gunter Annex, on the opposite side of Montgomery, also houses some programs, as does Wright-Patterson Air Force Base, Ohio (near Dayton). In addition, Air Force bases across the continental United States feature academies for noncommissioned officers, and over 140 college and university campuses throughout the United States and Puerto Rico house detachments of the Air Force Reserve Officer Training Corps. Air University reaches personnel on military installations worldwide through Airman Leadership Schools, distance learning, and the Community College of the Air Force.

The university's command organization includes the commander, vice commander, and their staffs. The commander, a lieutenant (three-star) general, holds a position much like that of a chancellor of a multischool, multicampus university. The role of the vice commander, a major (two-star) general, mirrors that of a vice chancellor. Key staff functions most directly

related to Air University academic programs and faculty include the chief academic officer, chief of information technology, director of plans and programs, and director of financial management and personnel. You should not confuse the roles of the key staff functions and the chain of command in your organization. The chain of command for faculty members is very clear and extends from the faculty to their department chair, to the dean, to the school commandant, to the Air University commander.

Academic Office

The chief academic officer, the ranking civilian at Air University, serves as the university's principal academic advisor. This person advises the Air University commander on all issues related to the university's academic functions and educational programs, including officer accessions, professional military education, professional continuing education, and all degree-granting education. The chief academic officer also advises the commander on all matters relating to the planning and integration of curriculum into the Air Force continuum of education and is responsible for the Air University Board of Visitors, Air University Command Board of Advisors, and Air University Curriculum Review Board. The Academic Office includes Academic Instructor School and the Air University registrar, who maintains all resident and distance-learning academic records, issues diplomas, and provides an archival data trail for Air University's professional military education schools.

Information Technology

The chief of information technology serves as the Air University commander's focal point for employing information technology at the university. This person represents the information-technology interests for the Air University mission at boards and panels of Air Force major commands and advises and assists Air University commanders, commandants, and staff members on communications/computer systems requirements. The chief of information technology is also responsible for the design, development, implementation, and sustainment

of Air University's information computer and communications support infrastructure and develops the university's tactical and strategic plans for information technology. The Air Force Institute of Technology has its own information-technology directorate.

Plans and Programs

This office advises the Air University commander on all issues relating to the operation of the university's schools and colleges and on all matters relating to strategic planning and guidance. It also prepares Air University's portion of Air Education and Training Command's Program Objectives Memorandum in the Planning, Programming, and Budgeting System. Further, it coordinates educational policies, plans, and programs and obtains resources to support Air University's colleges, schools, and programs.

Financial Management and Personnel

This office maintains resource accountability, provides guidance, and establishes resource-management policy for all Air University and associate units' financial and personnel resources. It also develops resource requirements for all university schools, directly supporting all officer accessions, professional continuing education, professional military education, academic education, and distance-learning programs. The office is responsible for all Air University financial accounting services for the Maxwell Air Force Base/Gunter Annex community. Furthermore, the office administers Air University personnel programs for the Air University commander, covering all active duty officers and enlisted personnel and all Reserve personnel assigned to the university.

Academic Organization

Air University has become the center of aerospace power education not only for the Air Force but also for other branches of the US armed forces, federal-government civilians, and many international military organizations. Academically,

the university's mission areas include professional military education, accessions, academic education, professional continuing education, and—at Civil Air Patrol and Junior Reserve Officer Training Corps—educating for citizenship.

Professional Military Education

Air University's professional military schools prepare junior, midcareer, and senior noncommissioned and commissioned officers and civilians for progressively more responsible positions throughout the Air Force and Department of Defense. All colleges, schools, and programs operate within the framework of the Air Force continuum of education, a coordinated and integrated educational system that links curricula across Air University so that each college, school, and program builds on the education provided at the previous level. This continuum includes five core areas of study: profession of arms, military studies, international security studies, communication studies, and leadership and management studies.

College for Enlisted Professional Military Education. The College for Enlisted Professional Military Education provides the educational foundation for promotion, increased leadership responsibilities, and commitment to the profession of arms. This institution develops and maintains curriculum and educational support material for 68 Airman Leadership Schools, 13 Noncommissioned Officer Academies, and the Senior Noncommissioned Officer Academy.

Located at most operational wings, Airman Leadership Schools prepare selected junior enlisted members for supervisory duties and foster a commitment to the profession of arms. The schools also provide these enlisted members with information about the profession of arms, leadership, and communication skills. The college also offers a distance-learning course for Guard and Reserve members unable to attend in residence.

The College for Enlisted Professional Military Education operates 13 Noncommissioned Officer Academies located throughout the continental United States. The academies offer a 28-day academic course to prepare noncommissioned officers for positions of increased responsibility by broadening

their leadership and supervisory skills and expanding their perspective of the military profession. Like the Airman Leadership Schools, the Noncommissioned Officer Academies teach the profession of arms, leadership, and communication skills, but in much greater depth.

The capstone of enlisted professional military education, the Senior Noncommissioned Officer Academy, located at Maxwell Air Force Base/Gunter Annex, puts the final professional polish on senior enlisted leaders from the Air Force, selected individuals from other services, and selected international senior noncommissioned officers. The academy's six-week program expands the leadership capabilities of senior enlisted leaders and reinforces their commitment to the profession of arms as part of a dedicated and professional team. The college offers two distance-learning options—computer interactive courseware (CD-ROM) and a paper-based correspondence course (all independent study)—for active duty (E-7 only), Guard, and Reserve members.

Squadron Officer College. Professional education at Air University for company grade officers (lieutenants and captains) spans roughly the first seven to 10 years of these officers' careers. Air University's Squadron Officer College includes two resident schools: Aerospace Basic Course and Squadron Officer School.

Newly commissioned officers and selected civilians attend the Aerospace Basic Course. Taught at Maxwell Air Force Base, this basic course represents the first step in officer professional military education. The curriculum explores the foundations of aerospace doctrine, the six core competencies, and the employment of aerospace power. In addition, each lesson focuses on the inherent strength of Air Force core values. Operation Blue Thunder, the capstone of this four-week course, thrusts students into key roles of a joint aerospace operations center and a wing operations center. While in the joint aerospace operations center, students execute their theater aerospace campaign, including developing their own air tasking orders. While in the wing operations center, students serve as a deployed air expeditionary wing, executing the daily air tasking order.

Founded in 1950, Squadron Officer School is the Air Force's company-grade-officer leadership course. This program teaches the elements of warrior leadership and dynamic followership in a variety of indoor and outdoor exercises. Using the warrior leader as the principal theme, the program teaches students to develop both problem-solving and team-building skills in a dynamic environment. Seminars, field activities, and inspirational addresses combine to challenge the students both physically and mentally and inspire their rededication to the profession of arms. Students also have access to a distance-learning course on CD-ROM.

Air Command and Staff College. As the Air Force's intermediate professional military education school, Air Command and Staff College prepares field-grade officers (majors) and US civilians to lead in developing, advancing, and applying aerospace power across the spectrum of service, joint, and combined military operations. The college fulfills this mission through a 10-month resident course, as well as correspondence and seminar versions of the distance-learning program. The interdisciplinary curriculum focuses on joint campaign planning; air operations to support the joint force commander; and command, leadership, and staff responsibilities. The National Defense Authorization Act for Fiscal Year 2000 gave the Air University commander authority, upon the recommendation of the Air Command and Staff College faculty, to confer the degree of Master of Military Operational Art and Science upon graduates of Air Command and Staff College who fulfill the requirements for that degree.

Air War College. Founded in 1946, Maxwell's Air War College—the senior school in the Air Force professional military education system—prepares senior officers to lead at the strategic level in the employment of aerospace forces, including joint operations, in support of national security. The 44-week curriculum, consisting of core and elective courses, educates US officers in the grades of lieutenant colonel and colonel from all branches of the armed forces, international officers, and civilians of equivalent rank from US government agencies in war-fighting and national security issues, with emphasis on the effective employment of aerospace forces in joint and combined

combat operations. The college also conducts correspondence and seminar versions of a distance-learning program. The National Defense Authorization Act for Fiscal Year 2000 gave the Air University commander authority, upon the recommendation of the Air War College faculty, to confer the degree of Master of Strategic Studies upon graduates of Air War College who fulfill the requirements for that degree.

Accessions

Air Force Officer Accession and Training Schools provide coordinated leadership and policy direction for two of the three Air Force commissioning programs: Air Force Reserve Officer Training Corps and Officer Training School.

Air Force Reserve Officer Training Corps. The Air Force Reserve Officer Training Corps is the Air Force's largest and oldest source of commissioned officers. In addition to its detachments on 143 college and university campuses, more than 850 additional schools offer the program under cross-town agreements that allow students to attend Air Force Reserve Officer Training Corps classes at a nearby institution hosting a corps detachment. The Air Force Reserve Officer Training Corps commissions approximately twenty-one hundred officers per year. The corps also offers the Air Force Junior Reserve Officer Training Corps leadership and aerospace education program for high school students and commissions enlisted members through its Airman Education and Commissioning Program.

Officer Training School. The "flexible partner" of Air Force commissioning programs, Officer Training School provides Basic Officer Training and Commissioned Officer Training. The basic version involves an intensive, 12-week program that prepares officer candidates for the technical, physical, and professional requirements of commissioned service. Basic Officer Training commissions about seventeen hundred officers per year. Commissioned Officer Training provides initial officer-ship training each year for nearly fifteen hundred Air Force judge advocates, chaplains, medical service officers (doctors, nurses, pharmacists, bioenvironmental engineers, and hospital

administrators), and recipients of medical scholarships who have already received commissions, based on their professional credentials.

Academic Education

Many Air Force members further their academic education through three Air University agencies—the Community College of the Air Force, Air Force Institute of Technology, and School of Advanced Airpower Studies.

Community College of the Air Force. With more than 374,000 registered students worldwide, the Community College of the Air Force is the world's largest community college system. It received accreditation from the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; telephone number 404-679-4501) to award the Associate in Applied Science degree. With administrative offices at Maxwell Air Force Base, the Community College of the Air Force has affiliated schools in 36 states, the District of Columbia, five foreign locations, and one territory. As the only federally chartered, degree-granting institution dedicated exclusively to enlisted personnel, the college offers a unique opportunity for enlisted members to earn a job-related, two-year degree. The Community College of the Air Force's unique military-civilian partnership fuses Air Force technical and professional military education with general education from regionally accredited civilian institutions. The college annually awards more than 11,000 degrees to members of the active duty Air Force, Guard, and Reserve. Since its activation in 1972, the college has awarded more than 193,000 Associate in Applied Science degrees.

Air Force Institute of Technology. Located at Wright-Patterson Air Force Base near Dayton, Ohio, the Air Force Institute of Technology offers graduate programs and professional continuing education courses to members of the Air Force and other Department of Defense agencies. The North Central Association of Colleges and Schools has accredited the Air Force Institute of Technology to grant degrees to the doctoral level. It offers master's degrees in meteorology, logistics

management, acquisition management, information resource management, engineering and environmental management, systems engineering, space operations, and operational analysis. The institute also offers master's and doctoral degrees in aeronautical engineering, astronautical engineering, materials science and engineering, engineering physics, nuclear engineering, electrical engineering, computer engineering, applied mathematics, operations research, and computer systems. Air Force students who earn these graduate degrees assume positions in which their unique analytical techniques and problem-solving skills benefit Air Force applications. The Air Force Institute of Technology also conducts research focused on Air Force and Department of Defense problems. Research programs include both externally sponsored grants and institutionally supported programs. In a typical year, the Graduate School of Engineering and Management's faculty and students produce over 110 refereed publications, 150 other publications, 215 professional presentations, 220 master's theses, and 30 doctoral dissertations. Sponsors (typically Air Force organizations) highly value this work; in fact, outside research funding of the Air Force Institute of Technology annually amounts to over \$3.4 million. The sponsors assess the value of the institute's research for master's theses and doctoral dissertations at over \$27 million annually. Some personnel policies and support activities at the Air Force Institute of Technology may differ from those mentioned in this handbook. Readers interested in those and other pertinent topics at that institution should consult the Air Force Institute of Technology's own faculty handbook.

School of Advanced Airpower Studies. This school produces tomorrow's aerospace power strategists. A small, highly qualified faculty teaches a graduate-level curriculum in the theories, history, applications, analysis, design, and articulation of aerospace strategies, operational concepts, and related policies to a small group of carefully selected intermediate-service-school graduates. Upon successful completion of 11 months of course work; production of a formal thesis that meets accepted standards of research, analysis, and expression; and successful completion of comprehensive examinations, graduates receive a Master of Airpower Art and Science

degree. The general-officer level carefully controls follow-on assignments for all graduates. In 1994, Congress amended Title 10 of the United States Code to give the Air University commander authority, upon recommendation of the School of Advanced Airpower Studies faculty, to confer the degree of Master of Airpower Art and Science upon graduates of the School of Advanced Airpower Studies. The School of Advanced Airpower Studies has received accreditation from the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; telephone number 404-679-4501) to award this degree.

Professional Continuing Education

Resident and distance-learning continuing education remains an important part of the careers of Air Force enlisted, officer, and civilian personnel. Air University offers short courses of continuing education in different Air Force specialty areas through the Air Force Institute of Technology; the College of Aerospace Doctrine, Research and Education; and the Ira C. Eaker College for Professional Development.

Air Force Institute of Technology. Two resident schools at the Air Force Institute of Technology offer short, specialized courses in professional continuing education and expert consultation services to Air Force commanders and their staffs. The Civil Engineer and Services School provides engineering, environmental, services, and management courses to customers throughout the Department of Defense and other federal agencies. The School of Systems and Logistics educates managers and professionals to apply modern management techniques to improve quality, productivity, and readiness, and to prepare them for higher levels of responsibility. Both schools make extensive use of the Air Technology Network, essentially a classroom without walls. By providing courses via satellite, the Air Force Institute of Technology gives many people access to its courses without compromising learning and creates significant savings in travel time and costs for both students and the Air Force.

College of Aerospace Doctrine, Research and Education. Maxwell's College of Aerospace Doctrine, Research and Education

carries on the traditions of the Air Corps Tactical School, which trained future leaders of the US Air Force and whose faculty formulated the basic doctrine and concepts of US air-power in the 1930s. The college's staff provides the Air Force with research, critical analysis, and original thought on aerospace doctrine and concepts; furnishes operational war-gaming support for Air Force, joint, and combatant commands, as well as educational war gaming in support of professional military education requirements; educates Department of Defense personnel on the employment of aerospace power in the modern world; and offers both resident and distance-learning courses. The college includes the Airpower Research Institute, Air Force Wargaming Institute, Warfare Studies Institute, Public Affairs Center of Excellence (see chap. 5 for more information), Intelligence Directorate, and Plans and Operations Directorate.

Ira C. Eaker College for Professional Development. The college provides world-class professional continuing education and technical training to Air Force and other Department of Defense personnel, as well as international officers. It offers 72 resident courses and 26 distance-learning courses—which vary in length from three days to nine weeks—for chaplain assistants; chaplains; wing, group, and on-scene commanders; military and civilian personnel and manpower managers; comptrollers; Family Support Center personnel; international officers; judge advocates; paralegals; first sergeants; and historians. The college awards Air Force specialty codes to paralegals, historians, and chaplain assistants. Part of the Ira C. Eaker College for Professional Development, International Officer School supports professional military education by conducting five classes of six or seven weeks' duration each year to enhance international officers' understanding of the United States and to prepare them to attend Air War College, Air Command and Staff College, or Squadron Officer College.

Educating for Citizenship

In addition to its professional military education, accessions, academic education, and professional continuing education programs, Air University instills citizenship values

through the Civil Air Patrol and the Air Force Junior Reserve Officer Training Corps.

Civil Air Patrol. Chartered by Congress as the official auxiliary of the Air Force and headquartered at Maxwell Air Force Base, this private, nonprofit organization provides emergency service, aerospace education, and a cadet program. An Air Force liaison staff provides advice and assistance to Civil Air Patrol's full-time corporate staff.

Air Force Junior Reserve Officer Training Corps. The Air Force Reserve Officer Training Corps administers the junior program, which provides citizenship training and an aerospace science program for high school youth. The program emphasizes self-confidence, self-esteem, teamwork, leadership, and the importance of community service. The corps offers the program at more than six hundred high school campuses throughout the nation and in Guam, Puerto Rico, and at selected US dependent schools overseas.

Chapter 2

Faculty

The academic heart of Air University is its faculty, made up of carefully selected civilians and military personnel who teach; conduct research and consultation; and perform service to the Air Force, Air University, and the professional community. As representatives of academic disciplines and the profession of arms, faculty members are responsible for curriculum development, instruction, research, service, and professional development in their areas of competency in support of Air University's educational programs. Specific focus and emphasis for faculty members will depend on the educational setting to which they are assigned; however, faculty are encouraged to actively share their expertise throughout the university's educational programs.

Military Faculty

The military faculty includes commissioned and noncommissioned officers of various ranks who normally teach at Air University for two to four years. Military personnel are assigned as faculty to the various colleges and schools by the Air Force Personnel Center. Air University works closely with the center to ensure that highly qualified faculty members are assigned to meet the mission requirements of its colleges and schools. The Air Force classifies and assigns military personnel worldwide as equitably as possible to ensure a high state of readiness and the availability of highly qualified personnel to meet the requirements of each of the Air University schools. The Air Force also recognizes a need for special-assignment considerations to take care of Air Force people with exceptional needs.

Employment and Affirmative Action

Air University fills its civilian positions based on merit and qualifications without discriminating on the basis of race, color, religion, sex, national origin, age, marital status, disability, political affiliation, or other nonmerit factors. The university has developed affirmative-action programs that represent minorities, women, and persons with disabilities at all grade levels, in every employment category, and in every major organizational element.

Respect for people is a fundamental Air Force principle. Air University incorporates this principle in an operating style that creates a working climate which inspires trust, teamwork, and pride. The attitudes and actions of faculty members are critical in sustaining this climate. Faculty members must remain alert to potential violations, conscientiously avoid favoritism, and unhesitatingly address issues brought to their attention. Unfair treatment or unlawful discrimination of any kind at any time will not be tolerated. The university also enforces a policy of zero tolerance of sexual harassment.

Civilian Faculty

Strategies for recruiting and retaining civilian faculty are based in large measure on the particular needs of each school. To meet these needs, Air University uses four types of hires or approaches to hiring with regard to civilian faculty: excepted service, schedule-A appointment; excepted service, schedule-B appointment; competitive-service appointment; and Intergovernmental Personnel Act appointment. This chapter briefly describes each type of hire or appointment; however, questions about specific details should be addressed to the Civilian Personnel Flight. In general, excepted-service faculty members and those hired under authority of the Intergovernmental Personnel Act primarily teach at professional military education schools and the graduate-education school of the Air Force Institute of Technology. Competitive-service faculty members primarily teach professional continuing education courses, although some teach in professional military education. Excepted-service

faculty members also teach professional continuing education courses at the Air Force Institute of Technology. All faculty members are encouraged to learn the details about the uniqueness of their type of appointment.

Excepted service, schedule-A faculty appointments are often referred to as Faculty Pay Plan or “administratively determined” positions. Air University recruits, pays, and advances or separates excepted service, schedule-A faculty based on their teaching, research/publishing efforts, and service. These positions are not classified and therefore are not paid in the same way as other Civil Service positions throughout the federal government. Rather, Headquarters US Air Force establishes their pay schedule. Rank structure ranges from instructor to professor, with additional ranks for administrative positions, such as college deans. Each rank has a pay range. An entry-level salary is established, commensurate with the individual’s qualifications as determined by Air University. Initial appointment for faculty hired under schedule A is up to three years, with options to extend the appointment in up to three-year increments. In addition, schedule-A faculty members may apply for academic tenure. Those who receive tenure may also apply for and receive a paid leave of absence or sabbatical if it serves the best interests of Air University. The sabbatical is a privilege, not a right. School commandants also may appoint visiting faculty at the appropriate rank under excepted service, schedule A (Faculty Pay Plan). Normally, such a visiting appointment is for only one year, but the commandant may extend it.

Excepted service, schedule-B faculty appointments resemble those in competitive service. These positions are classified and thus paid from the General Schedule, a government-wide salary schedule. Also, employees must meet qualification standards of the Office of Personnel Management. Like schedule-A faculty, those hired under schedule-B authority usually receive initial appointments of up to three years. They may be reappointed indefinitely in increments of up to three years. At professional military education schools, schedule-B faculty augment the schedule-A faculty by providing the expertise in a particular area of the curriculum needed at a particular time.

Competitive-service faculty members are subject to all the normal entitlements of Civil Service employment. They are subject to the Classification Act and must meet qualification standards of the Office of Personnel Management. Once they complete a one-year probationary period and three years of continuous service, they become career employees, which means they enjoy safeguards to enhance their continued federal employment.

Faculty hired under the provisions of the Intergovernmental Personnel Act are “on loan” from eligible institutions and may teach at Air University for up to four years in this special status. They append the term visiting to their title. Air University develops a memorandum of agreement with the eligible institution that outlines the specifics of reimbursement for salary and benefits.

Recruitment and Appointment of Faculty

Air University employs a rigorous recruitment and screening process to obtain its faculty and is equally rigorous in making decisions concerning promotion, tenure, and termination. The Air University commander has designated the Air University chief academic officer as the focal point for such concerns.

Faculty hiring is a responsibility of each educational activity (e.g., Air War College, Air Command and Staff College, and the Air Force Institute of Technology). In consultation with the chief academic officer, the Air University college or school determines the need for new faculty and initiates a search for applicants.

General criteria used for evaluating candidates for initial appointment include professional competence, as evidenced by educational achievement and experience (degrees earned or other professional recognition); academic activity and service; publishing record; evidence of effective teaching and demonstrated performance; reputation in a field of academic or professional specialization; and promise of significant contribution to the mission and operation of Air University.

Academic Rank

Air University faculty members may hold one of four academic ranks: instructor, assistant professor, associate professor,

or professor (except certain categories of faculty at the Air Force Institute of Technology). Academic rank may be granted to civilian and military personnel who qualify under the provisions of Air Force Instruction 36-804, Civilian Faculty Pay Plan for Air University and the USAF Academy; Air University Supplement 1 to Air Force Instruction 36-804; and Air University Instruction 36-2314, Academic Rank. Air University academic titles supplement but do not replace official duty titles. New Air University faculty members do not automatically receive rank held in other educational institutions.

Promotion and Retention of Faculty

The three primary criteria used by the university in assessing nominations for promotion to a higher academic rank are teaching effectiveness, research and professional accomplishments, and service to the institution.

Teaching Effectiveness. Elements of this criterion include vitality and effectiveness of classroom presentation, course and curriculum development, thoroughness of preparation, and student learning. Measures used to assess effectiveness include supervisor, peer, course, and student evaluations, as well as other sources that identify the quality of instruction. The candidate must show excellence and involvement as a teacher and reflect qualities essential in the faculty at a university level.

Research and Professional Accomplishments. These accomplishments entail efforts conducted outside the classroom, such as research; writing, reviewing, and editing books, journal articles, and reports; participation in professional organizations, as evidenced by presenting papers and briefings to professional societies and symposia; and, to some extent, attending professional conferences, seminars, and lectures. Air University expects faculty members to continue their scholarly writing and publication after arrival at the university.

Service to the Institution. This criterion includes service to the college or school, university, Air Force, and professional communities. It may take the form of participation in committee work, student counseling, academic administration, faculty governance,

consulting, leadership in faculty-development programs, curriculum and program management, temporary assignment to other Air Force organizations, and similar undertakings.

Tenure

Civilian faculty members appointed under excepted service, schedule A (Faculty Pay Plan) may apply for academic tenure. At Air University, academic tenure refers to an appointment without a definite term of service and no requirement for reappointment. However, tenure can be terminated for cause, as well as for other reasons, such as lack of funds; change in mission, workload, or organization; or other similar and compelling circumstances that require a reduction in civilian faculty. Normally, tenure is not awarded for assistant professors before the end of the sixth year of service at Air University or before the end of the third year of service at Air University for professors and associate professors. A faculty member who is not granted tenure may apply again at a later time. Failure to obtain tenure does not negate the possibility of continuing appointment or reappointment.

The primary criteria used to decide whether tenure is granted are the same as those used for promotion to higher academic rank. The awarding of tenure requires excellence in all areas. Tenure is conferred, based on an expected, continuing institutional need for the particular capabilities of the faculty member and a judgment that he or she will continue to make significant contributions in all major areas. Schedule-A faculty members may initiate requests for promotion and tenure at any time they believe they meet the requirements stated in Air University Supplement 1 to Air Force Instruction 36-804.

Termination and Nonreappointment

The Air University commander determines whether to renew the appointment of an untenured civilian faculty member. If the commander decides not to renew an appointment, the affected faculty member receives written notification, in accordance with procedures developed by the Air University commander. In such cases, and where possible, affected individuals receive at least 12 months' notice of termination. A

civilian faculty member should give at least six months' notice of intention to resign or retire. Civilian faculty can also be separated for cause, following the procedures contained in Air Force Instruction 36-704, Discipline and Adverse Actions.

Emeritus Status

With the Air University chief academic officer's coordination and with concurrence of the Air University commander, commandants may confer an honorary title consisting of the highest academic rank held followed by the word emeritus upon a retiring civilian member of the faculty. This title recognizes distinguished and outstanding service to Air University.

Access to Personnel Records

Air University adheres to the Air Force's Privacy Act program by providing all employees safeguards against an invasion of personal privacy, except as exempted by law.

Faculty Organization and Responsibilities

Air University actively and systematically seeks the advice of faculty members concerning administrative leadership and academic programs. This is particularly true for faculty engaged in long-term professional military education and education resulting in a graduate-level degree. What follows applies principally to those faculty members, although it may apply less formally at any of the other educational activities that comprise Air University. Faculty should seek clarification from their supervisor, dean, director, commander, or commandant if they have questions or concerns.

As a military institution, Air University operates under the ultimate supervision of the commander of Air Education and Training Command. Although collegiate academic policy is determined by the Air University advisory board, faculty have the authority to determine instructional strategies, specific curriculum content within overall course objectives, and teaching methods in concert with the Air Force Instructional System Development process. Primarily responsible for developing the

content of core and elective courses, faculty members sit on curriculum and faculty research committees, as well as on various other committees that deal with academic matters. In periodic department meetings and retreats, faculty have the opportunity to raise and discuss a range of academic-policy issues. Additionally, department chairs and academic deans represent faculty views and interests in staff meetings, at academic board meetings, and during academic off-site meetings.

Beyond having control over the development of course content, faculty are expected to provide input into the decision-making and policy-making aspects of the continuum of education. Faculty may make their inputs known to the Air University chief academic officer through their dean and other appropriate channels.

Curriculum Integration Groups

Air University has established curriculum integration groups to facilitate the implementation of the continuum of education. Each curriculum integration group serves as the Air University focal point for the exchange of information relating to its particular curriculum or functional area. This cooperative exchange should minimize duplication of effort, make more effective use of existing resources, and ensure that the curricula of the schools complement each other in a consistent and mutually supportive manner.

Accreditation Reviews

Some Air University schools have military and/or civilian accreditation reviews. These program evaluations deal with such items as recommended undergraduate and graduate hours of credit as suggested by the American Council on Education, Phase One Joint Professional Military Education Certification, and review by the Southern Association of Colleges and Schools or the North Central Association of Colleges and Schools for degree-granting schools. On 1 February 2000, the Extension Course Institute merged with the Air Force Distance Learning Office to form the Air Force Institute for Advanced Distributed Learning. Its extension-course program is accredited through the Distance Education and Training Council.

Faculty should consult the appropriate school or program for further information.

Faculty Teaching and Other Duties

Because it is primarily a teaching institution, Air University requires its department chairs, course directors, academic deans, or another designated person in a school to shape faculty teaching assignments. Faculty who teach the basic curriculum usually work under the guidance of department chairs and course directors, the latter of whom supervise development of course concepts, syllabi, supporting readings, and evaluation requirements, as well as conduct and supervise prebriefs and workshops for instructors. Teaching responsibilities vary among the faculty and are school, course, or program specific. Excellence in classroom teaching remains an absolute and fundamental requirement for the teaching faculty. Further, faculty in professional military education schools and the graduate-education school of the Air Force Institute of Technology often supervise significant research projects, and evidence of such supervision may appear in the record of those faculty seeking promotion.

Each faculty member must provide service to the Air Force, Air University, and the professional community. Such service may include consulting (within the scope of Air Force policy directives and instructions and Department of Defense directives); service in faculty governance, curriculum, and program management; and temporary assignment to other Air Force organizations. All graduate-level civilian faculty must perform academic duties in the areas of teaching, research and writing for publication or other approved scholarly or consulting activity, and service.

Both civilian and military faculty assist department chairs or other supervisors in planning and executing the appropriate course of study. They may also provide seminars in their areas of expertise in support of other activities, both internal and external to the schools or programs to which they are assigned. Faculty members will conduct classes and seminars in support of school or program curricula in accordance with

Air University standards. In general, a faculty member should expect to

- act as a course instructor;
- prepare and deliver lectures to classes, participate in panel discussions, and escort and/or introduce visiting lecturers;
- develop and teach elective courses that are part of the school or program;
- supervise student research;
- conduct workshops for the faculty;
- engage in curriculum development using the Instructional System Development process;
- develop instructional materials;
- conduct relevant research and write for publication or engage in appropriate consulting activities;
- execute taskings assigned by the department chairperson or course director;
- engage in academic and professional service;
- read, analyze, and critique student assignments;
- monitor, evaluate, grade, and provide comprehensive feedback on student exercises;
- attend official functions as required and maintain a close relationship with other academic and military organizations or services to remain conversant in their programs; and
- perform special taskings from commandants/commanders and higher headquarters as required.

Air University supports US national security goals by conducting international activities that further coalition war-fighting capability, enhance collective security and regional stability, and foster international cooperation. Air University faculty members frequently contact international students as a result of these initiatives and participate in occasional international exchanges, visits, and so forth. The Air University director of international affairs is responsible for oversight of these programs and related policies.

Administrative Duties

Faculty members perform administrative duties required for the successful conduct of instruction and departmental functioning.

They may undertake other assigned duties, such as compiling reports; making inputs to long-range plans; and representing the course, department, or school at meetings and conferences. In addition to classroom instruction, faculty members may act as escort officers, project officers, and special-seminar moderators or panelists as well as prepare and deliver lectures to outside groups. From time to time, faculty may also undertake special taskings from school commandants, the Air University commander, or higher government officials.

Faculty Development

Since all Air University schools utilize different approaches and unique schedules, each school has a separate program to ensure the proper preparation of newly appointed faculty members. Orientation activities address each school's organizational structure, academic curriculum, instruction, and supervision. Faculty should familiarize themselves with the representative and authoritative works listed in the Air University Suggested Professional Reading Guide and the Chief of Staff of the Air Force Reading List.

Civilian Faculty Performance Evaluations

Because of the faculty's significance to Air University's educational mission and because of the university's commitment to academic excellence, university leadership promotes and supports an academic climate in which the faculty can become active, consistent, and energetic contributors to Air University programs.

Evaluation Process

Because no generally accepted standard set of teaching competencies exists, Air University schools develop sets of specific competencies to suit their instructional needs. They then develop or adopt instruments to evaluate the teaching competencies they deem important for their instructional programs. Supervisors base their assessments of faculty performance on observations made against such sets of teaching competencies

and provide feedback to the faculty member as soon as practical following the evaluation.

Schools also develop feedback instruments to obtain information about faculty performance from the perspective of students. These instruments direct students to comment on such areas of instruction as clarity of lesson objectives and delivery, as well as clarification of relationships between the content of current and completed courses.

Schools may also encourage their faculty to informally seek peer feedback from a colleague and to engage in self-evaluation. Air University considers such self-evaluations private information and does not subject them to public or official audit.

Civilian Performance Appraisal System

Civilian faculty members at Air University receive annual evaluations that follow standard formats established for the Civilian Performance Appraisal Review Program, as well as evaluations that follow school or college criteria for curriculum development, research, and performance in the classroom. As another part of this process, shortly after the end of the academic year, faculty should prepare a report of their professional activities (teaching, research and writing, and service) for that academic year and forward it to the appropriate school dean or director through their immediate supervisor. All faculty members receive an assessment of their level of performance in terms of performance elements and standards. Supervisors retain any required copies of performance-appraisal materials.

Performance-Based Salary Adjustments

Excepted service, schedule-A faculty members normally receive an increase of two salary steps upon promotion from one academic rank to another. These faculty members may also receive annual salary adjustments and cash awards based on performance. Excepted service, schedule-B and competitive-service employees receive a two-step increase upon promotion from one General Schedule grade to another. Like schedule-A faculty, they may receive cash awards. Competitive-service and schedule-B employees also receive annual salary adjust-

ments as provided to all federal employees from the annual federal-budget appropriation. Schedule-A employees may receive the same adjustment although there is no requirement to grant them such an increase.

Academic Awards and Recognition

Both faculty and students may compete for a variety of prestigious awards. Faculty should make students aware of these awards and encourage their participation, especially by screening course papers, providing constructive criticism, and urging students to submit them for competition. If, in the opinion of the particular award committee, additional essays deserve special recognition, it may authorize honorable-mention awards or certificates in nearly every category. Faculty members should note that papers produced as the result of an Air University academic requirement and entered into competition may fall into the category of "government works." Such works cannot be copyrighted and are available for use by US government agencies as desired.

Air University Commander's Award for Faculty Achievement. This annual award recognizes faculty members who have made significant, substantive contributions (excluding staff or supervisory effort) to the university's curricula or instruction. Each Air University organization should nominate one individual each year. For further information, see Air University Instruction 36-104, Air University Commander's Award for Faculty Achievement.

Air University Medallion. This award recognizes military or civilian personnel or organizations for making distinguished contributions to Air Force professional education. For further information, see Air University Instruction 36-110, The Air University Medallion.

Air Education and Training Command Educator of the Year Awards. These awards recognize faculty who have made outstanding contributions to the command's education mission during the academic year 1 July through 30 June. One officer, one enlisted, and one civilian faculty member receive

recognition as an Air Education and Training Command educator of the year.

General Muir S. Fairchild Educational Achievement Award. The Order of Daedalians, an organization of World War I officer pilots, their descendants, and named members, established this award in 1964 to recognize outstanding educational achievement at Air University. Lt Gen Harold L. George, USAF, Retired, donated a perpetual trophy—prominently displayed in the Daedalian Room of the Maxwell Air Force Base Officers' Club—as a memorial to General Fairchild, founder and first commander of Air University.

Presented annually, the award recognizes the most significant contribution to Air University education or to Air Force education in general. It stimulates and rewards creative and outstanding achievement in military education and increases the interest of Daedalians in furthering professional educational development with the Air Force. Individuals and working groups from Air University organizations, entire units, individual students, and groups of students may compete for the award.

Society of the Strategic Air Command, Inc., Air University Faculty Excellence Award. Incorporated as a nonprofit organization dedicated to preserving the rich heritage, tradition, and dedication of the men and women of Strategic Air Command, the society fosters an understanding of the continuing need for strong, modern aerospace forces and aerospace power. Since education remains the foundation for the society's programs, it honors Air University's outstanding faculty member with this annual award. The Air University chief academic officer appoints a special ad hoc selection committee to recommend one of three Air Education and Training Command Educator of the Year nominees to the Air University commander for this award. The chief academic officer then notifies the society of the selection and works with the recipient's organization to arrange an appropriate presentation ceremony with the local society representative.

Wright Brothers Officership Awards. Air University sponsors these awards to identify and acknowledge outstanding

officer students and faculty members at Air War College and Air Command and Staff College. The commandant of each school selects one student who has made outstanding contributions to the success of his or her class and one faculty member who has made exceptional contributions to the overall educational objectives of the school.

Chapter 3

Human-Resource Policies, Benefits, and Entitlements

All newly hired faculty should become familiar with the many benefits and privileges that Air Force employment has to offer. No single directive or office maintains all the information concerning policies for conditions of the workplace. Rather, many directives and offices have a direct bearing on each workplace. Faculty members should arrange a conference with their supervisor or dean as soon as possible after arriving at Air University for further information concerning the areas treated in this chapter. The Air Force Personnel Center home page (see appendix D) contains many connections to key sites that address human-resource policies, benefits, and entitlement issues. Civilian faculty members are encouraged to visit the Personnel Management Information and Support System and the Office of Personnel Management sites (see appendix D) for information about issues related to civilian personnel.

Auto Registration and Parking

Air Force directives require that faculty members and assigned personnel register all of their vehicles. The base will issue a Department of Defense vehicle decal when presented a driver's license and proof of vehicle registration and insurance. Permanent-party personnel as well as class presidents and senior international officers may use a limited number of reserved parking spaces assigned by each directorate and academic department. All other parking spaces are on a first-come, first-served basis.

Beverages, Food, and Smoking

People may not consume food and beverages in the library or any auditorium and may not use tobacco products of any kind in any Air University building, with the exception of family

quarters and certain Visiting Officers' Quarters and recreational facilities. The Air Force discourages the use of all tobacco products and prohibits indoor use in most Air Force facilities.

Civilian Volunteer Activities

Air University permits all federal employees to perform community service, considering such activities a civic duty and a demonstration to the community at large that federal employees care about their communities. Air Force leave regulations permit civilian employees to take annual leave, leave without pay, or earned compensatory time off to perform community service during normal duty hours. When presented with such leave requests, supervisors must consider the needs of the mission and grant permission if they can spare the employee. When the employer sponsors or officially sanctions a volunteer activity, supervisors may excuse employees without charge to leave. Such instances (e.g., projects at local schools as part of the Partners in Education program) are relatively rare, however. The Angel Awards Program, one authorized means for promoting volunteerism, encourages employers to recognize the contributions made by volunteers in their units.

Commitment of Funds

A commitment of funds involves an administrative reservation of money set aside for a specific purpose. Air University faculty and staff may not commit university funds to vendors for supplies and/or services in the name of the US government unless they have formal authorization to do so. Personnel may cite university funds in the request for orders if funds are appropriately certified.

All faculty should become familiar with some of the general rules for the use of government funds:

- Dependents may not accompany Department of Defense personnel on official business at government expense.
- Commandants, commanders, or their deputies may approve excess taxi fares or use of privately owned conveyance

when deemed most advantageous to the government (see Joint Travel Regulations, vol. 2, chap. 2, pts. C and D).

- The secretary of defense must approve first-class airline accommodations (Joint Travel Regulations, vol. 2, chap. 2, pt. E, par. 2204).
- The school appoints a host officer for each speaker, determines payment (when applicable), and initiates Air Force Form 9, Request for Purchase, to authorize and document the transaction.
- Yearly distribution of a guide letter to all Air University schools identifies fund cites for speakers.
- Each speaker on invitational orders must complete a Department of Defense Form 1351-2, Travel Voucher or Subvoucher, for processing according to standard procedures (same as military procedures). Travel claims must indicate use or nonuse of government quarters and meals, including those furnished by nonappropriated-fund activities, as well as Air University Protocol expenditures from contingency funds or the special morale and welfare fund. Payments are “per speaker,” not “per presentation.”

Computer/Electronic Security

Before allowing access to its computer systems, Air Education and Training Command requires all personnel to complete four modules of computer-based training on computer security, available on-line. Further, Air Force Systems Security Instruction 5102, Computer Security (COMPUSEC) for Operational Systems, section 3.13, requires the installation and activation of antivirus software on all computers. Paragraph 3.13.4 of the instruction requires that the software scan accessed files and automatically scan all files on a recurring basis; paragraph 2.12 requires all computers to have screen savers with password protection enabled. Users must shut down unattended computers that do not have screen-saver capability. For further information, contact your computer system security officer.

Internet and Electronic Mail Transmissions

Increasing applications of information technology in the government bring commensurate responsibilities and duties for accessing, using, maintaining, and disseminating information on the Internet and by electronic mail (E-mail). The Internet, web technology, and E-mail provide educational opportunities and applications for efficient access to and dissemination of information; however, security, privacy, and acquisition remain critical concerns.

Air Force and Department of Defense personnel using the federal government's communications systems (including base-communications servers and personal-computer servers) must comply with appropriate policies and procedures, including Air Force Instruction 33-119, **Electronic Mail (E-Mail) Management and Use**, and Air Force Instruction 33-129, **Transmission of Information via the Internet**, as well as related Air University supplements. Personnel may use government computers, equipment, and any communications systems to access the Internet and use E-mail only as part of official business or authorized activities and must consent to monitoring, including incidental and personal use, whether authorized or unauthorized. Users maintain sole responsibility for the content of their E-mail messages, must provide for the security of all information transmitted on the Internet, and must ensure that messages meet Air Force directives. Mass or basewide dissemination of E-mail messages requires approval in advance by Public Affairs or the unit commander.

Failure to observe the prohibitions and mandatory provisions of policies, procedures, and instructions by military personnel constitutes a violation of Article 92 of the Uniform Code of Military Justice. Violations by civilian employees may result in administrative disciplinary action, without regard to otherwise applicable criminal or civil sanctions for violations of related laws.

Protecting Classified Data

Air University faculty must ensure national security by safeguarding classified information. With the speaker's permission,

all unclassified presentations are videotaped and maintained for the academic year.

Disaster Preparedness

Tornadoes constitute the most probable peacetime emergency at Air University. Upon hearing a three- to five-minute steady tone on the base/civil-defense sirens, personnel should take immediate shelter and monitor the radio/television for further instructions. In all buildings, individuals should go to the interior hallway on the first floor. Personnel will pass the all-clear signal by word of mouth. All faculty and staff should become familiar with operating instructions that cover procedures for responding to fire, bomb threats, natural disasters, major accidents, threat conditions, or nuclear explosions. Specific procedures are available and posted in each school, program facility, and building.

Dress Code

Military members must meet dress, appearance, and weight standards. US Air Force personnel may wear the short-sleeve blue shirt year-round, as well as flight and battle-dress uniforms, including military parkas. All military personnel must wear the uniform of the day except when authorized in writing to do otherwise by the base commander or by their host as part of training. Military grooming and appearance standards do not apply to civilian personnel.

Civilians are expected to comply with reasonable dress and grooming standards based on comfort, productivity, health, safety, and professional activity. Air University expects civilian personnel to dress appropriately for professional work. An open-neck sport shirt and dress slacks constitute the minimum standard for men—equivalent apparel for women.

Faculty members are expected to enforce the specified dress codes and have the authority to dismiss students from class to change into appropriate attire. Student handbooks and other guidance contain information about dress codes for students.

Drug-Free Workplace

The secretary of the Air Force seeks to provide a workplace free from illegal drug use. Civilian employees with a performance, conduct, or attendance problem may be referred to the Life Skills Clinic for initial counseling. This office observes rules of confidentiality when it counsels civilian employees for drug usage.

Emergency Leave Procedures

At their discretion, approving authorities may grant emergency leave for faculty at any time, based on the individual's request/justification alone. Faculty may depart on approved emergency leave without a processed leave form if the situation so warrants. Supervisors will process the form for the faculty member on the first duty day after departure.

Foreign Disclosure

Maintaining an open atmosphere to pursue academic and research programs remains a priority at Air University, but university personnel should not disclose information, documents, or training materials to foreign governments or international organizations unless they receive approval from the secretary of the Air Force's International Affairs Disclosure section. Faculty should follow this section's guidelines, obtain authorization from the appropriate Air Force offices prior to all official and unofficial visits by non-US citizens, and refer visitors requesting information or documents to the appropriate dean or associate dean. Air University Instruction 16-102, International Programs, section 8-3, provides further information.

Fund-Raising

No fund-raising activity may be conducted without proper approval. Other approvals may be required if the fund-raising

activity involves the sale of food or products or services sold by other establishments on base.

Grievance Procedures

Federal Civil Service rules and regulations, as well as the equal employment opportunity program, serve to protect civilian employees. Air University has a policy of considering and disposing of matters of concern and dissatisfaction to faculty and staff at the lowest possible organizational level. It strongly encourages frank, open, and honest exchanges of information among the parties concerned. When informal solutions prove insufficient, employees may report grievances by using the appropriate grievance procedure. The Civilian Personnel Flight can provide specific information in this regard.

Military faculty members have access to the commander of Air University through their military or civilian superiors—that is, the chain of command. For academic issues, they may reach the commander via the chairperson of the appropriate academic department, the appropriate dean or director, their commandant, and, ultimately, the chief academic officer. Additionally, military faculty can consult the Air University inspector general and/or the Military Equal Opportunity and Treatment section about military grievances; fraud, waste, and abuse; and reprisals.

Hospitalization and Medical Insurance

The Federal Employees Health Benefits Program is a voluntary contributory program open to all employees except those serving under a temporary appointment not to exceed one year (unless they are holding a temporary appointment that, when combined with other federal service, results in continuous federal service without a break for more than one calendar year), those employed on a seasonal or intermittent basis, or those otherwise excluded by law or regulation. Civilian faculty members and their families may participate in two types of plans available from the Federal Employees Group Health Insurance Program: (1) government-wide plans under contract

between the Office of Personnel Management and health-insurance carriers and (2) employee-organization plans, available to members who have signed contracts for coverage with various health-insurance providers or health-maintenance organizations. Because provisions of the different insurance carriers vary, faculty should select the plan that best fits their needs and the needs of their families. Carriers receive applications for group coverage only at initial employment and during “open season” periods established by the Office of Personnel Management once a year. Employees pay part of the cost by payroll deduction, and the agency pays a varying amount, depending on the plan selected. Faculty may continue their health insurance into retirement, provided they have been covered by a federal program (not necessarily the same plan) for the five years immediately preceding retirement. Faculty who leave employment with the federal government may pay premiums and keep insurance in force for up to 365 days.

Injury Compensation and Medical Care

Administered by the Office of Workers’ Compensation of the US Department of Labor, the Federal Employees Compensation Act provides benefits to federal employees for traumatic injuries, compensation for wage loss, medical care, and other assistance for job-related injury, illness, or death. An employee is entitled to first aid and medical care provided by any duly qualified medical practitioner or hospital of the employee’s choice for an injury sustained while in the performance of official duty. The Federal Employees Health Benefits Program will not pay medical expenses resulting from a work-related injury or disease. Employees must give their supervisor written notice of the injury. The program may deny compensation if the supervisor does not believe the injury was work-related. The burden of proof rests solely with the claimant.

Life Insurance

With few exceptions, all federal civilian employees automatically receive basic life-insurance coverage unless they specifically

state in writing that they do not want the insurance. A group insurance policy purchased by the Office of Personnel Management in accordance with the Federal Employees Group Life Insurance law provides (1) basic life insurance without a medical examination and (2) accidental death and dismemberment insurance with double indemnity for accidental death and payment for accidental loss of eyesight or one or more limbs. Additional life-insurance options are available to faculty members if they purchase basic life. The amount of coverage is linked to income, age, and the particular needs of the employee.

Nepotism

Air University officials may not appoint, employ, promote, advance, or advocate the appointment, employment, promotion, or advancement of a relative in a department or division (i.e., the same chain of command) in which those officials serve or over which they exercise jurisdiction or control.

Physical Examinations

Air University may require applicants for faculty positions to undergo a physical examination prior to acceptance for employment. The university wishes to determine that prospective employees have no health condition that would prevent their proper discharge of duties or that would represent a hazard to the employees themselves or to others.

Retirement

Because retirement decisions represent a significant career stage, a faculty member should carefully evaluate and periodically update those decisions several years before the anticipated retirement date.

Retirement Age

Air University civilian employees who qualify for federal-service retirement will have established eligibility under either

the Civil Service Retirement System or the Federal Employees Retirement System. Under both programs, total years of creditable federal service and chronological age determine eligibility to receive an annuity. Basic annuity formulas differ for each program, but an individual will generally qualify for an annuity at age 55 with 30 years of service, at age 60 with 20 years, or at age 62 with five years. Under the Federal Employees Retirement System, individuals also may qualify for a pension once they have reached a minimum retirement age (55 or older, depending on their birthdate) and have at least 10 years of creditable service, but their pension payments will be reduced by 5 percent for every year they are under age 62.

Civilian employees who establish eligibility under provisions of the Civil Service Retirement System may convert unused days of sick leave to their annuity credit. This provision permits adding the days of unused sick leave to the number of years and months of service for annuity computation purposes only and applies only to employees who retire on an immediate annuity or who die leaving a widow or widower entitled to a survivor annuity. Employees cannot use these days to compute average salary or to meet the minimum length of service for retirement eligibility. Employees covered by the Federal Employees Retirement System may not convert unused sick leave for extra retirement credit.

Deferred Retirement

Civilian faculty members may receive deferred retirement benefits if they leave federal service after completing at least five years of creditable service. These benefits are payable at age 62 or in some instances at age 55 with at least 10 years of federal service. Under terms of both the Civil Service Retirement System and the Federal Employees Retirement System, many factors affect the advantages or disadvantages of deferred retirement. Faculty contemplating deferred retirement should seek authoritative and up-to-date information.

Retiree Health-Insurance Programs

Federal-service annuitants may continue their health-insurance coverage after retirement if they have selected immediate

rather than deferred retirement and if they have remained continuously enrolled in the health-insurance program since the first opportunity to enroll or for at least the five years immediately preceding their annuity starting date.

Retiree Life-Insurance Programs

Upon their 65th birthday, retirees may retain at least one-quarter of the value of their basic life insurance without cost. Other options exist for retaining insurance amounts through the continued payment of premiums after retirement. In order to continue life-insurance options after retirement, employees must have carried the same type of insurance for at least five years prior to retirement.

Government Pension Offset

Civil Service Retirement System employees eligible for Social Security benefits for spouses or surviving spouses after 1 July 1983 will have these benefits offset by two-thirds of their federal-service annuities. Those who qualified for spousal benefits prior to 1 July 1983 should contact the nearest Social Security office regarding the amount of government pension offset, which may vary considerably. This offset does not apply to employees who retire under provisions of the Federal Employees Retirement System.

Refunds of Contributions at Separation

Employees who leave federal service prior to becoming eligible for immediate benefits under the Civil Service Retirement System or the Federal Employees Retirement System retain rights to their retirement contributions. Several conditions govern options for the refund or withdrawal of contributions. Older employees should be especially careful in evaluating their options, since vested benefit rights often prove far more valuable than the contributions. Former Civil Service Retirement System participants who elect to withdraw their contributions upon separation and subsequently return to federal service may recapture the lost service by repaying the withdrawn amount plus interest. Federal Employees Retirement

System participants who withdraw their contributions at separation may not recapture the lost service if they return to federal employment.

Thrift Savings Plan

Civilian faculty who participate in either the Civil Service Retirement System or Federal Employees Retirement System may enroll in the Thrift Savings Plan, a tax-deferred, defined-contribution retirement savings plan comparable to private-sector 401(k) plans that involve contributing portions of salary on a pretax basis. Twice a year during open season, employees may enroll in the Thrift Savings Plan. Once a month, participants may change the type of investment for future contributions. Employees may terminate their participation at any time. While employed by the federal government, participants cannot withdraw a portion of their contributions but can obtain a general-purpose or residential loan, both of which must be paid back. They can also make limited in-service withdrawals for financial hardship or after they reach age 59½. Employees who leave prior to retirement may roll contributions plus earnings into an individual retirement account or a qualified pension plan. Participants thinking about leaving federal service or planning for retirement should go to the Civilian Personnel Flight and ask for the booklet *Withdrawing Your TSP [Thrift Savings Plan] Account Balance*, which explains withdrawal options at retirement and the necessary spousal waivers and notices.

Security Passes, Identification Badges, and Building Access

The proper handling and safeguarding of classified information remains the responsibility of everyone at Air University. People who request access to classified information must have the proper level of clearance, a need to know, and a signed Standard Form 312, *Classified Information Nondisclosure Agreement*. All personnel must immediately report security incidents (compromise, probable compromise, inadvertent access, and administrative security deviations) to supervisors,

assistant security managers, security managers (or alternates), and the vice commandant or commandant, and must report any suspected attempt by unauthorized persons to gather intelligence data to the Air Force Office of Special Investigation.

The noncommissioned officer in charge of the appropriate security office will assist faculty, staff, and students with requests for new clearances or updates to existing clearances. The appropriate security office notifies faculty and staff members when they need to update their clearances and provides them with a list of actions (fingerprinting, screening interviews, indoctrination, etc.) and forms to complete.

Normally, international officers may not have access to classified presentations or material. In special instances, however, the proper authorities may permit such access.

A badge-control system regulates access to all classified presentations. The appropriate security office prepares and issues color-coded access badges to all faculty, staff, and students. A yellow badge authorizes access to Sensitive Compartmented Information (also good for Secret and Top Secret presentations); a green badge authorizes access to Top Secret information (also good for Secret presentations); and a blue badge authorizes entry to Secret presentations only. A badge includes a photograph of the individual to whom it is issued. The security office issues temporary badges (without a photo) to visitors or individuals who forget their badges for a particular presentation. Personnel must carefully safeguard their badges and report lost badges immediately. People exempted from the badge-control system include commandants, high-level visitors escorted by commandants, and guest lecturers and members of their party escorted from the visitors' lounge to the auditorium.

If possible, instructors should conduct classified courses in the Air Force Wargaming Institute's seminar rooms. The institute requires no external-control measures, and discussions may exceed the Secret level of classification. Faculty should coordinate the use of facilities for all advanced and/or elective courses with the Air Force Wargaming Institute Support Division.

Sponsoring Visitors and Guests to Air University

The Security Forces Squadron wants to facilitate base entry for individually sponsored visitors and guests for special events. All visitors and guests should have photo identification; those who operate vehicles should have a valid driver's license in their possession. Special procedures may differ from installation to installation.

Telephone Usage

Air University personnel should make personal telephone calls only under limited circumstances and only if the government incurs no charges for such calls. All personal, long-distance toll calls must be charged to a personal credit card, a private residence, or the receiving party. Users can make routine Defense Switching Network calls, which need not be logged, by dialing 94, followed by the seven-digit number.

Temporary Duty/Travel

Each director or department chair funds and schedules temporary duty for faculty and staff. Responsibility for temporary-duty funding lies with cost-center managers, who work through each school's Financial Working Group to budget for approved temporary duty or to seek additional funds for unforeseen travel requirements. The operating instructions for each school in Air University contain guidance for submitting temporary-duty requests.

Faculty members also may request permissive temporary duty in accordance with Air Force Instruction 37-128, Administrative Orders (PA), by submitting a letter of request to the appropriate supervisor for approval. The letter and an Air Force Form 988, Leave Request/Authorization, then go to the proper office, which processes the leave form 14 days prior to departure.

Unemployment Compensation

Former federal employees may be eligible for unemployment insurance protection. State employment-security agencies administer the program for the federal government. Former employees should submit applications to a public-employment-and-claims office of the state employment-security agency near their residence.

Use of Facilities

Air University provides an array of extracurricular activities and services for faculty, students, and their families. These programs and services offer opportunities for physical, emotional, and cultural development and promote family activities and healthy recreation. Active duty, retired, Reserve, National Guard, and Department of Defense civilian personnel may use the leisure facilities and programs for modest fees.

Vacations, Leaves, and Absences

Military faculty who wish to take leave for vacations or absences should follow the operating instructions of their particular organization, which include completing an Air Force Form 988, Leave Request/Authorization (or the equivalent for other services), available from information-management personnel within each organization or on computerized Form Flow software.

For all civilian faculty members, annual and sick leave accumulate from year to year. Years of creditable service determine the amount of annual leave earned per pay period. Civilian employees earn four hours of annual leave per pay period until they reach three years of federal employment, six hours per pay period until 15 years of service, and eight hours per pay period thereafter. In most cases, civilian faculty can carry forward a maximum number of 30 days (240 hours) of annual leave from one year to the next. Normally, employees forfeit hours in excess of this number at the end of the leave year, but provisions exist for restoration. Regardless of their length

of service, civilian faculty earn sick leave at the rate of four hours per pay period (13 days per year). They can carry forward sick leave from year to year without limitation. Sick leave—a qualified, not an absolute, right—is subject to approval and may require medical documentation.

Civilian faculty who are members of a Reserve or National Guard component are entitled to military leave. Fifteen days of military leave is credited to their account on 1 October of each fiscal year. Unused military leave remaining from the prior fiscal year, not to exceed 15 days, is also credited.

Faculty have a responsibility to properly schedule and request leave. At times, supervisors may cancel annual leave that they previously approved when the employee's absence would adversely affect workload/production.

Vehicles Privately Owned or Rented

The Air Force honors vehicle-identification decals from Department of Defense facilities. Personnel whose vehicles have no bumper or window decal may gain initial admittance to Air Force installations by showing the gate guard a copy of their temporary-duty orders or federal identification card.

Faculty and students driving cars (personal or rental) that do not have Department of Defense decals may obtain a temporary vehicle pass. Personnel must present their travel orders, license plate number, and driver's license, as well as proof of insurance as required.

Security police strictly enforce base traffic regulations. Civilian employees receiving moving violations are subject to fines and may incur points toward revocation of driving privileges. Parking restrictions, such as handicapped and reserved parking, are well posted. State law and the Uniform Code of Military Justice severely punish personnel guilty of driving under the influence of alcohol; such incidents receive particular attention from the Air University staff and will result in revocation of base driving privileges. Further, security personnel will report violations by military personnel to the violators' home base and supervisor.

Visits by Foreign Nationals

Normally, the undersecretary of the Air Force for international affairs preapproves official visits by foreign nationals to Air University, in accordance with Air Force Handbook 16-202, Disclosure Handbook. Air University Instruction 16-102, International Programs, provides further information.

Chapter 4

Governance

Faculty should become familiar with the following Air University advisory boards, policies, and codes.

Advisory Boards

The Air University commander directs the activities of Air University by means of executive powers informed by the policies and suggestions of two advisory boards.

Air University Board of Visitors

The Board of Visitors is chartered to provide advice, views, and recommendations on the educational, doctrinal, and research policies and activities of Air University. Twice annually, after two-day reviews of selected Air University programs, the board presents written recommendations to the commander. The commander and the Executive Committee of the board meet with the Air Force chief of staff and the secretary of the Air Force to present their recommendations. Board members, who come from the fields of education, business, public service, industry, and the professions, normally serve three-year renewable terms up to a maximum of nine years.

Command Board of Advisors

The Command Board of Advisors, chaired by the Air Education and Training Command vice commander, consists of the vice commanders of the Air Force major commands. The board members inform the Air University commander about the educational needs of the commands and their degree of satisfaction with the university's products and programs. Advised by the Air Force deputy chief of staff for personnel, the board meets face-to-face or by means of videoconference, depending on the schedules of the board's members.

Academic Policies

Air University faculty will find knowledge of the following academic policies indispensable in fulfilling their obligations to students, their school or program, and the US Air Force.

Academic Freedom

Air University encourages and defends the rights of both students and faculty in accordance with Air University Instruction 36-2308, Academic Freedom. Accompanied by responsibility, academic freedom attaches to all aspects of staff or faculty members' professional conduct; they enjoy full freedom of investigation and expression, subject to fulfillment of their other academic responsibilities. Only the adherence to security classification limits the faculty's freedom to expound subject matter inside or outside the classroom, assuming that such topics of classroom or seminar discussion are relevant to the content of the course. When speaking as private citizens, faculty shall remain free of institutional control, but they should make every effort to avoid appearing as spokespersons for Air University or other federal organizations. They should also note that Air University Public Affairs is the security and policy review authority for all information and material concerning military matters available for release in the public domain. Faculty members recognize that a professional position in the community involves maintaining accuracy, exercising appropriate restraint, and respecting the right of other people to express their views.

Because unobstructed inquiry and information exchange promote the discovery of truth and the advancement of scientific knowledge, Air University endorses all established practices of academic freedom. Both responsibility and academic freedom represent twin sentinels of a university's integrity, which remains essential to the preservation of a free society and constitutes the historical basis for society's acceptance of the concept of academic freedom. The principal elements of academic freedom for faculty include the freedom to

- teach, research, and publish research findings;

- present and discuss in a classroom, in their own manner, any material which is relevant to the subject matter as established in the course objectives;
- exercise their constitutional rights as citizens without institutional censorship or discipline; and
- seek changes in academic and institutional policies through lawful and peaceful persuasion.

Academic freedom also carries with it correlative academic responsibilities for faculty, including the responsibility to

- meet their defined teaching, research, and service obligations;
- pursue excellence, intellectual honesty, and objectivity in their instruction, research, and publication of research findings;
- encourage students and colleagues to engage in free discussion and inquiry in a collegial and professional manner;
- evaluate the performance of students and colleagues on a scholarly and professional basis;
- refrain from injecting extraneous material into a course or program of instruction;
- work with all appropriate individuals and organizations to provide optimal conditions to search for truth and freely expound it; and
- differentiate carefully between official business and personal activity and to adjust behavior accordingly. Even when they engage in extracurricular activities, faculty must be aware that other people may interpret their words and actions as representative of the official views of Air University, the Air Force, and the federal government.

Academic Integrity

Air University's central functions as an academic community are teaching, learning, and scholarship, all characterized by reasoned discourse, intellectual honesty, mutual respect, and openness to constructive change. By accepting membership in this community, an individual neither surrenders rights nor escapes fundamental responsibilities as a citizen, but acquires additional rights as well as responsibilities to the

university community. Although these responsibilities do not require a faculty member to remain passive and silent, they do entail recognition of how easily an academic community can be breached.

A faculty member encourages the pursuit of learning in students, holding before them the best scholarly standards of the discipline. Respecting students as individuals, the faculty member seeks to establish a relationship of mutual trust and adheres to the proper role of intellectual guide and counselor. The faculty member makes every effort to foster honest academic conduct and to assure that the evaluation of students' scholastic performance reflects their true achievement, with reference to criteria appropriate to the field of study. A faculty member also protects the academic freedom of students and serves as an example of this principle by assuring that each student and colleague can freely and openly voice opinions and exchange ideas without interference.

A scholar recognizes a primary responsibility to seek and state the truth without bias. Striving to improve scholarly competence and continuing always to keep abreast of knowledge in an area of expertise, the scholar practices intellectual honesty and exercises critical self-discipline and judgment in using, extending, and transmitting knowledge. Although faculty may follow subsidiary interests, these must never seriously hamper or compromise freedom of inquiry.

Political Activities of the Faculty

The Hatch Political Activity Act, Title 5 United States Code, chapter 73, subchapter 3, and the implementing federal regulations place restrictions on the active participation of civilian employees in partisan politics. Generally, an individual may not utilize an official position, authority, or influence to interfere with or affect the result of an election or take an active part in partisan political management or in partisan political campaigns. Military personnel and government employees may not use official authority to influence an election, solicit votes, or contributions; may not present themselves as partisan candidates for civil office in federal, state, or local government; may not engage in public or organized soliciting of other

people to become partisan candidates for nomination/election to civil offices; may not participate in partisan political management or campaigns, including making speeches; may not make a campaign contribution to another member of the armed forces or to a civilian officer or employee of the United States for promoting a political objective or cause; and may not attend partisan political events as an official representative of the armed forces. These prohibitions remain in effect on or off duty as well as on leave status. Faculty should address specific inquiries or questions concerning Hatch Act prohibitions to the staff judge advocate or to a private attorney.

Media Contacts

Air University does not discourage media contacts but urges faculty to handle them in an approved manner. As a representative of the Air University commander, the Public Affairs Office is the sole releasing authority to news media; this office encourages opportunities for positive media contact as beneficial to the university's mission. Employees contacted directly by a reporter should politely say that they will get back in touch and then notify their department chair or supervisor, who in turn notifies the Public Affairs Office, which will contact the reporter to determine the precise nature of the request. Although this procedure seems complex, in many instances it is routine and can take only a matter of hours by phone. Some issues or high-profile media interviews may require additional information and time to confirm.

Outside Activities

Outside activities may enhance a faculty member's professional competence as well as provide additional compensation. Although participation in these activities can benefit Air University as well as the individual, such actions can also give rise to interference with primary duties, dual allegiance, and conflicts of interest.

Air University personnel should not engage in activities that interfere with their obligations, regardless of whether they involve remuneration. This policy seeks to enhance the integrity of the institution while permitting maximum freedom consistent

with assigned duties and responsibilities at Air University. Faculty should understand that outside activities are in addition to their full-time commitment to the university and not in lieu of a portion thereof.

Consulting and Other Outside Employment. Department of Defense Directive 5500.7-R, Joint Ethics Regulation, governs the authority to participate in outside employment, including any self-employed activity. Air Force personnel must not engage in outside employment that conflicts with their official government duties. The regulation specifically requires that government employees who file financial disclosure statements receive approval (coordinated with Air Force Form 3902, Application and Approval of Off-Duty Employment) from their agency designee—a military officer or civilian employee of at least the grade GS/GM-12 who serves as the employee’s first supervisor—prior to undertaking any outside employment. In addition, the regulation authorizes agency designees and commanders to require any employee in their organization to complete an Air Force Form 3902 or otherwise receive permission before engaging in any off-duty employment. Employees should check with their supervisor for their organization’s policy. Both employees and supervisors should seek legal guidance from the Air University staff judge advocate regarding unique employment situations or those that might involve ethical issues.

Faculty should become familiar with ethical restrictions concerning outside employment:

- Employees must participate in off-duty employment only in an off-duty capacity and must not use unauthorized government resources to carry out any aspect of such employment. Generally, agency designees may authorize the limited use of government resources such as computers and telephones if the use will not adversely affect the performance of official duties, is of reasonable duration and frequency, serves a legitimate public interest, does not overburden government systems, and does not reflect adversely on the Air Force.

- While in government service, employees may not use their Air Force positions to endorse or promote their off-duty employer's products or services.
- Various restrictions on receiving gifts from government contractors may apply if employees receive gifts from their off-duty employer or any other government contractor while in government service. (The restrictions do not apply to earned compensation.)
- Employees may not use inside government information for their own private gain or for the benefit of their off-duty employer.
- While in government service, employees may not represent their off-duty employers before any organization or employee of the US government. Examples of prohibited representations include arguing with or speaking to a federal employee regarding the taking of an action by a federal agency; signing reports, letters, memoranda, applications, bids, proposals, or other materials intended for submission to a federal agency; and signing agreements with a federal agency. Examples of activities that do not constitute prohibited representation include conveying purely factual information to federal employees; delivering materials or documents to, or receiving them from, a federal employee; answering direct requests for information without advocating a particular position; and making wholly routine requests that do not involve any potential for controversy or dispute.
- Employees may not make any decisions in their official capacities that affect their off-duty employer.
- Employees are prohibited from conducting any commercial solicitation on base without the approval of the installation commander and are also prohibited from soliciting or making solicited sales to personnel who are junior in rank, grade, or position or to their family members, even if off base or off duty.

Participation in Professional Associations and Activities.

Such participation, generally performed in a personal capacity, also may enhance a faculty member's professional competence and benefit Air University and the faculty member. The faculty

member may not use his or her title or organization's name in connection with the professional activity, unless participating in an official capacity (e.g., as a guest speaker at a conference).

Employees may not use government time in support of professional activities except when authorized to do so. Generally, employees may—with the permission of their agency designee—receive excused absences for reasonable periods of time to participate voluntarily in the activities (including meetings) of nonprofit professional associations when all of the following conditions apply: (1) participation relates to the official position of the employee or to Department of Defense functions, management, or mission; (2) the employee's agency can derive some benefit from the participation, such as expansion of the employee's professional expertise or improved public confidence derived from professional recognition of the employee's competence; and (3) participation does not interfere with the performance of official duties.

Assuming the availability of government funds, civilian employees may travel at government expense to a meeting, conference, seminar, or similar event sponsored by a professional association if their agency designee authorizes the travel for certain purposes. These include attending a training course; producing tangible contributions to the execution of assigned Department of Defense missions and programs; presenting scholarly papers that contribute significantly to the body of scientific knowledge and further development of resources of the United States; or maintaining an effective professional, scientific, technical, managerial, and supervisory workforce by keeping abreast of current developments in such fields consistent with personnel developments and training policies and programs.

The government may pay the fees for attending a conference of a professional association if it has an educational or instructional purpose; if it reserves more than half of the time for a planned, organized exchange of information between presenters and the audience; if the content of the conference relates to improving individual and/or organizational performance; and if the employee derives a benefit by attending. However, employees may not attend events of professional associations at government expense solely to

acquire or maintain professional credentials necessary to hold their positions with the Department of Defense. If a nonfederal entity intends to sponsor or pay for travel by a faculty member, the latter should consult with appropriate school officials and the Air University staff judge advocate prior to making any travel arrangements.

Honoraria

Government employees may not receive outside compensation for teaching, writing, or speaking activities that relate to their official duties. Faculty may receive honoraria for an appearance, speech, or article dealing with subject matter within their area of academic or military specialty if it does not relate primarily to the responsibilities, policies, or programs of Air University and if preparation and presentation of the particular appearance, speech, or article clearly remain outside faculty duties. For more clarification, consult the Air University staff judge advocate.

Copyright Policy and Procedure

Government employment does not affect the literary property rights of government officers and employees, provided they have produced their literary product on their own time and not as part of official duties. Publications required of faculty members specifically as part of their official duties as employees of the federal government are in the public domain. Air University does not authorize the diversion of university secretarial or equipment time to prepare manuscripts for commercial marketing.

Audiotaping and Videotaping

Air University allows the recording of lectures and/or seminars by audio- or videotape for subsequent review or use. Such tapes become the property of Air University. The classified-material control officer has responsibility for audio- and videotapes, and the Graphics Workshop maintains copies of such tapes made or reproduced by the Audiovisual Branch and classified Secret and below. The Air University Library maintains

master recordings of classified audiotapes generated by the university.

Guest Speakers

Air University makes available to its students a number of highly qualified and informative speakers. To ensure a candid presentation, the university normally does not permit public disclosure of their remarks outside the auditorium, regardless of classification. To do so risks calling the speakers to account publicly for their opinions and comments, thereby stifling them and causing them to speak in a guarded manner. This would ultimately degrade the quality of education provided at Air University. In short, the university follows a policy of nonattribution with regard to its guest speakers, which includes quoting previous speakers by name to subsequent speakers. These lecturers, who receive notification of the presence of international students, should ensure that their material meets all criteria for presentations to international audiences.

Academic Honor Code

Air University embraces a strict academic honor code that identifies expectations and establishes procedures for dealing with violations of the code. For more information, see Air University Instruction 36-2309, Academic Integrity.

General Principles and Policy

Military personnel who violate Air University policies are subject to discipline under the Uniform Code of Military Justice. Any violation by a civilian employee may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violation of related laws. This principle applies to all Air University activities in the school forum and at university-sponsored events.

As part of an academic team in the delivery of instruction, faculty members should work appropriately and in a collegial manner. They must adhere to the highest standards of a cademic

integrity, refraining from cheating, plagiarism, misrepresentation, or committing any other act constituting a lack of personal or academic integrity. Failure to practice academic integrity discredits not only the individual but also the Air Force and Air University. Violators are subject to adverse administrative action, including disenrollment from school, discharge from the service, and disciplinary action. Personnel subject to the Uniform Code of Military Justice may be prosecuted.

Cheating

Faculty are expected to comply with and enforce prohibitions against cheating and plagiarism. Cheating includes such acts as giving or receiving improper assistance; gaining unauthorized access to faculty materials not released for student use; copying answers from another student's examination; using texts, notes, issue materials, or other references not authorized for examinations or other assigned work; permitting another student to copy writing assignments, speech materials, or answers from an examination; and collaborating with other persons on individual assignments except as specifically authorized. Guidelines established by the particular college or academic institution at Air University deal with such instances of cheating.

Plagiarism

Plagiarism entails appropriating the literary composition of other people, parts or passages of their writings, or the ideas or language of the same, and using them as one's own. Copying verbatim without quotation marks with the intent to claim that material as one's own constitutes plagiarism, as does the intentional use, without credit, of a source's sentence structure and style with only minor changes. A consideration of all circumstances and evidence presented establishes intent. One should always give credit to a source in a written work by using quotation marks and an accompanying footnote when quoting directly, and a footnote when paraphrasing. In the case of oral presentations, one must give credit for quoting sources directly or for paraphrasing them.

Misrepresentation

Faculty are expected to exercise due diligence and take care not to engage in misrepresentation. Making an oral or written statement to intentionally deceive or mislead (e.g., false reporting) constitutes misrepresentation. A disclaimer to the effect that the views expressed are the author's and do not represent official policy of Air University, the US Air Force, or the US government should appear on all written work and should precede all public presentations.

Air University Code of Ethics

Air University expects members of its faculty to maintain and enhance their professional competence, conduct themselves as ladies and gentlemen, and act in a way that does not violate the rights and freedoms of others and that brings credit to themselves, Air University, and the US Air Force. The citizens of the United States have confidence that Air Force personnel will do their part to preserve the security and well-being of our nation. The public also expects that we conduct our mission honestly and with integrity.

Professional and Unprofessional Relationships

Faculty members must exercise mature judgment to avoid relationships, whether pursued on or off duty, that undermine respect for authority or that reasonably may undermine morale, discipline, or the mission of the Air Force and Air University. Although personal relationships are normally matters of individual choice and judgment, they become matters of official concern when they adversely affect the Air Force. Unprofessional relationships can exist between officers, enlisted members, officers and enlisted members, military personnel and members of the civilian workforce, and instructors and students. Personal relationships between instructors and students in the school environment present particular risks and can result in abuse of position, partiality, or favoritism—or to create the appearance of such. Faculty members have a responsibility to address those personal relationships when, in

their professional judgment, they degrade morale, good order, or discipline—or appear to do so.

Reporting Faculty Misconduct

Students or faculty members who believe that any faculty member has violated the Air University code of ethics may initiate an informal complaint with the appropriate supervisor and through the chain of command to the commandant or commander.

Chapter 5

Academic Support Services

Because of their importance as academic support functions, several organizations receive detailed treatment here. These include Academic Instructor School, Air Force Historical Research Agency, Air Force Institute for Advanced Distributed Learning, Air Force Public Affairs Center of Excellence, Air Force Wargaming Institute, Airpower Research Institute, Air University Library (encompassing Air University Press), Air University Television, and Warfare Studies Institute.

Academic Instructor School

Part of the Academic Office, Academic Instructor School—the teachers' college of the Air Force—uses state-of-the-art educational skills and technologies to prepare Air Force personnel to teach in diverse educational environments. Consisting of a director, deputy director, and two functional divisions—Instructional Support and Student Services, as well as Operations—the school uses a curriculum based on a developmental theory of learning that emphasizes the planning, delivering, and evaluating of instruction. Academic Instructor School places major emphasis on the development of instructional competencies but spends significant time exploring student characteristics, learning styles, educational theory, attitudinal development, and instructional design.

Air Force Historical Research Agency

The Air Force Historical Research Agency, the repository for Air Force historical documents—which falls under the chief of Air Force History—performs research and other historical services for the Air Force. The agency is available for use by students and faculty.

Air Force Institute for Advanced Distributed Learning

Created and assigned to Air University in 2000, this institute is the Air Force focal point for implementation of distance-learning policy and emerging distance-learning technology. The institute seeks to establish distance learning as an integral part of the Air Force education and training system and to increase learning opportunities for America's aerospace force. The Air Force Institute for Advanced Distributed Learning also manages programs historically administered by the Air Force Distance Learning Office and the Extension Course Institute. It is the administrative entity and distribution center for distance-learning courses offered by the university's professional military education and professional continuing education programs. The institute supports formal training and educational programs of the Air Force, Air National Guard, and Air Force Reserve. It also provides career-broadening courses from over two dozen schools and programs and most Air Force Specialty Codes to people throughout the Department of Defense and to Civil Service employees in all federal agencies. Also, the Program Management Office of the Air Technology Network, an interactive television network consisting of one-way video and two-way audio with worldwide reach, is a division of the Air Force Institute for Advanced Distributed Learning.

Air Force Public Affairs Center of Excellence

The Air Force Public Affairs Center of Excellence of the College of Aerospace Doctrine, Research and Education infuses media awareness into all Air University curricula—including those for commissioned-officer programs, professional military education schools, and war-fighting courses—thereby preparing Air Force personnel to interact with the American public through the media. The center is responsible for assisting the Air Force Doctrine Center in the development of public affairs doctrine. It also prepares public affairs leaders to deal with future challenges by conducting research, developing case studies and lessons learned, and drafting Air Force policy

recommendations to the director, Secretary of the Air Force Office of Public Affairs.

Air Force Wargaming Institute

Part of the College of Aerospace Doctrine, Research and Education, the Air Force Wargaming Institute plans, develops, and conducts a variety of war games each year to enhance the war-fighting skills of both US and international military officers and to support Air Force educational objectives. War games provide the opportunity to study warfare realistically and to identify problems in peacetime without the stress of combat. Institute personnel use a variety of tools, including computer models, databases, and up-to-date intelligence to simulate how military forces deploy, fight, and sustain combat. Competing demands for war-gaming support make the institute a highly visible entity throughout the Department of Defense.

Airpower Research Institute

Also a part of the College of Aerospace Doctrine, Research and Education, the Airpower Research Institute advances the theory of the application of aerospace power through research, analysis, advocacy, and publication. Although engaged in diverse research and publication programs, members of the institute focus primarily on contributing to improved combat capability for the Air Force. In support of that mission, the Airpower Research Institute

- conducts research that promotes thought on aerospace power through analysis of past, present, and future concepts of aerospace power employment, doctrine, strategy, and technology;
- facilitates the research of students and faculty throughout Air University by creating and managing research databases and by publishing selected student research papers electronically via the Internet;
- publishes *Aerospace Power Journal*—the Air Force’s professional quarterly—in English, Spanish, and Portuguese

editions (the English edition serves as the primary Air Force forum for exchanging ideas on aerospace power and other matters relating to national defense, while the two foreign-language editions serve as military-to-military foreign-policy instruments of the United States); and

- publishes *Aerospace Power Chronicles* and *Aerospace Power Journal International* on the Internet.

The Airpower Research Institute also serves as the organizational base for Air University's dean of research. The dean acts as principal advisor to the Air University commander and senior staff on all matters relating to research, provides leadership and oversight in the development of research policies and programs, promotes awareness of the university's research capabilities, and works to foster and facilitate high-quality research on behalf of external sponsors throughout the Air Force and the wider US national security community. Working with the Airpower Research Institute's Research Support Division, the dean of research ensures the effective employment of research technologies in support of Air University schools and external customers. The associate dean of research at the Air Force Institute of Technology's Graduate School of Engineering and Management performs comparable research-related functions.

Air University Library

The premier library in the Department of Defense, the Air University Library, whose director reports to the university commander, houses especially strong collections in the fields of war fighting, aeronautics, Air Force and Department of Defense operations, military sciences, international relations, education, leadership, and management. Bearing the name of Gen Muir S. Fairchild, the founder and first commander of Air University, the library serves as the focal point of faculty and student research, holding more than 2.9 million items: 285,000 books; 530,000 military documents; over 429,000 monographs and bound periodicals; 615,000 maps and charts; 150,000 current regulations/manuals; and over 909,000 microforms.

The Integrated Library System automates all facets of information access, including identifying, locating, and circulating materials. On-line reference services access approximately five hundred specialized, remote databases. Additionally, the library now provides several in-house, CD-ROM-based information services, including EbscoHost, offering citations and full-text articles, and ProQuest, offering many full-text periodicals.

As part of the Air University Library, Air University Press publishes books, monographs, research reports, and occasional papers, and provides publishing support to Aerospace Power Journal. The press's publication program helps Air Force and other US war fighters, national leaders, policy makers, academicians, military historians, and other analysts understand and apply aerospace power. The press makes available a large, varied inventory of publications—the result of unique research by military authors and civilian scholars—to military personnel and civilian employees of the US government free of charge and to the general public at reasonable prices. For a listing of titles, prices, and ordering information, visit Air University Press or access the press's home page (see appendix D).

Air University Television

Operating under the chief of information technology, Air University Television—a video-production facility for Department of Defense and Air Force projects—provides dedicated television services to the university's professional military education and professional continuing education courses. TV personnel operate a \$3.3 million television studio that provides satellite uplink or downlink for distance learning; cable programming and distribution; video production and editing; video and audio recording; commercial-television, off-air recording; commercial-copyright coordination; video duplication; subject search; student/faculty self-help editing; and curriculum-development consultation.

Warfare Studies Institute

The Warfare Studies Institute of the College of Aerospace Doctrine, Research and Education offers instruction on the employment of operational- and strategic-level aerospace power through professional continuing education courses on contingency war planning; joint-doctrine air-campaign development; information-warfare applications; and distributed education, such as the Aerospace Power Course. The Warfare Studies Institute also sponsors the Joint Flag Officer Warfighting Course, the Joint Force Air Component Commander Course, the Combined Force Air Component Commander Course, and the Senior Information Warfare Applications Course. Students in these courses consist of flag officers from all branches of the armed services. Through its various course offerings, the institute seeks to equip military personnel with the judgment and skills necessary to plan wisely for the use of aerospace power and, if necessary, to employ aerospace power effectively in combat.

APPENDIX A

Acronyms and Initials of Terms

AAFES	Army and Air Force Exchange Service
ABC	Aerospace Basic Course
ACSC	Air Command and Staff College
AD	Administratively Determined
AECP	Airman Education and Commissioning Program
AETC	Air Education and Training Command
AF	Air Force
AFB	Air Force Base
AFCAT	Air Force Catalog
AFDLO	Air Force Distance Learning Office
AFH	Air Force Handbook
AFHRA	Air Force Historical Research Agency
AFI	Air Force Instruction
AFIADL	Air Force Institute for Advanced Distributed Learning
AFIT	Air Force Institute of Technology
AFJAG	Air Force Judge Advocate General
AFJROTC	Air Force Junior Reserve Officer Training Corps
AFOATS	Air Force Officer Accession and Training Schools
AFOSI	Air Force Office of Special Investigation
AFPD	Air Force Policy Directive
AFROTC	Air Force Reserve Officer Training Corps
AFSC	Air Force Specialty Code
AFSSI	Air Force Systems Security Instruction
AFWI	Air Force Wargaming Institute
AIS	Academic Instructor School
ALS	Airman Leadership School
ANG	Air National Guard
ARI	Airpower Research Institute
ATN	Air Technology Network
AU/CC	Air University Commander
AU/CF	Air University Academic Office

AU/CFR	Air University Registrar
AU/JA	Air University Staff Judge Advocate
AU/PA	Air University Public Affairs Office
AU/SC	Air University Information Technology
AUI	Air University Instruction
AUL	Air University Library
AUTV	Air University Television
AWC	Air War College
BDU	Battle-Dress Uniform
BOT	Basic Officer Training
BOV	Board of Visitors
CADRE	College of Aerospace Doctrine, Research and Education
CAO	Chief Academic Officer
CAP	Civil Air Patrol
CBOA	Command Board of Advisors
CCAF	Community College of the Air Force
CCM	Command Chief Master Sergeant
CEC	Commissioning Education Committee
CEPME	College for Enlisted Professional Military Education
CFACCC	Combined Force Air Component Commander Course
CGOPDC	Company-Grade Officer Professional Development Course
CIG	Curriculum Integration Group
CINC	Commander in Chief
CIT	Chief of Information Technology
CME	Continuing Military Education
COMPUSEC	Computer Security
COT	Commissioned Officer Training
CPD	[Ira C. Eaker] College for Professional Development

CPO	Civilian Personnel Office
CPTS	Comptroller Squadron
CSAF	Chief of Staff of the Air Force
CSRS	Civil Service Retirement System
CSSO	Computer System Security Officer
CV	Vice Commandant
CWPC	Contingency Wartime Planning Course
DD Form	Department of Defense Form
DL	Distance Learning
DOD	Department of Defense
DODD	Department of Defense Directive
DSN	Defense Switching Network
ECI	Extension Course Institute
EEO	Equal Employment Opportunity
ES	Executive Services
FEGLI	Federal Employees Group Life Insurance
FERS	Federal Employees Retirement System
FICA	Federal Income Contribution Act
FM	Financial Management and Personnel
42d ABW	42d Air Base Wing
42d MSS/DPC	42d Mission Support Squadron, Civilian Personnel Flight
42d SFS	42d Security Forces Squadron
FPP	Faculty Pay Plan
FWG	Financial Working Group
GS	General Schedule
HO	Historian
HQ/AETC	Headquarters Air Education and Training Command
HQ/AU	Headquarters Air University

HQ AU/FM	Headquarters Air University Financial Management and Personnel
HQ AU/XP	Headquarters Air University Plans and Programs
HQ USAF/CVA	Headquarters US Air Force/Assistant Vice Chief of Staff
HRMS	[Air Force] Human Resource Management School
IA	International Affairs
IG	Inspector General
IMPAC	International Merchant Purchase Authorization Card
IMSO	International Military Student Office
IOS	International Officer School
IPA	Intergovernmental Personnel Act
ISD	Instructional System Development
ITT	Information, Tickets, and Tours
ITV	Interactive Television
IW	Information Warfare
IWAC	Information Warfare Applications Course
JASOP	Joint Air and Space Operations Plan
JDACC	Joint Doctrine Air Campaign Course
JFACCC	Joint Force Air Component Commander Course
JFOWC	Joint Flag Officer Warfighting Course
JLASS	Joint Land Aerospace and Sea Simulation
JTF	Joint Task Force
JTR	Joint Travel Regulations
LAN	Local-Area Network
MAJCOM	Major Command
MET	Mobile Education Team

MTF	Medical-Treatment Facility
NCOA	Noncommissioned Officer Academy
NCOIC	Noncommissioned Officer in Charge
NSF	National Security Forum
OI	Operating Instruction
OPM	Office of Personnel Management
OSI	Office of Special Investigation
OTS	Officer Training School
PACE	Public Affairs Center of Excellence
PC	Protocol
PCE	Professional Continuing Education
PCM	Primary-Care Manager
PERMISS	Personnel Management Information and Support System
PMCS	Professional Military Comptroller School
PME	Professional Military Education
POM	Program Objectives Memorandum
POV	Privately Owned Vehicles
PPBS	Planning, Programming, and Budgeting System
RA	Resource Advisor
ROTC	Reserve Officer Training Corps
SAAS	School of Advanced Airpower Studies
SAF/IAD	Secretary of the Air Force/International Affairs Disclosure
SC	Information Technology
SCI	Sensitive Compartmented Information
SES	Senior Executive Service
SF	Standard Form
SIS-PME	Single Input Source for Officer Professional Military Education

SIWAC	Senior Information Warfare Applications Course
SNCOA	Senior Noncommissioned Officer Academy
SOC	Squadron Officer College
SOS	Squadron Officer School
SSAC	Society of the Strategic Air Command
SSS	Staff Summary Sheet
TBX	Team-Building Exercises
TDY	Temporary Duty
TSP	Thrift Savings Plan
UCMJ	Uniform Code of Military Justice
USAFA	United States Air Force Academy
VOQ	Visiting Officers' Quarters
WGM	Air Force Wargaming Institute Support Division
WSI	Warfare Studies Institute

APPENDIX B

Useful Publications

NOTE: Electronic copies of most of these documents are available at various World Wide Web addresses. See <http://afpubs.hq.af.mil> for Air Force publications; <http://www.aetc.af.mil/im/aetcpubs.html> for Air Education and Training Command publications; and <http://www42cs.au.af.mil/42abw/42cs> ("Publications Management" link) for Air University publications.

Air Force Publications

Air Force Handbook (AFH) 16-202, Disclosure Handbook.

Gives procedures for managing the Air Force Disclosure Program. It applies to foreign disclosure officers and to technical representatives who receive, review, process, coordinate, and approve or deny requests for release of military information to foreign governments and their representatives.

AFH 33-337, The Tongue and Quill.

Provides fundamentals for better communication, functions and formats for Air Force speaking and writing, procedures for proper coordination, and mechanics of writing.

AFH 36-2235, vol. 10, Information for Designers of Instructional Systems: Application to Education.

Provides information and guidance for applying instructional system development in an educational setting. The handbook is not directive in nature but is a guide for personnel who plan, design, develop, approve, administer, or manage education in the Air Force.

Air Force Instruction (AFI) 31-204, Air Force Motor Vehicle Traffic Supervision.

Establishes procedures for granting, suspending, or revoking the privilege to operate privately owned vehicles on Air Force installations. Describes registration and traffic violations for privately owned vehicles.

AFI 33-119, Electronic Mail (E-Mail) Management and Use.

Provides rules, standards, and guidance relating to the use of E-mail by the Air Force.

AFI 33-129, Transmission of Information via the Internet.

Provides instruction on the use of public Internet and web technology purchased and licensed by the Air Force.

AFI 36-704, Discipline and Adverse Actions.

Provides instructions for maintaining discipline and for taking disciplinary and adverse actions against certain civilian employees.

AFI 36-802, Pay Setting.

Prescribes rules for handling overtime and procedures for approving recruitment and relocation bonuses, retention allowances, and supervisory differentials.

AFI 36-804, Civilian Faculty Pay Plan for Air University and the USAF Academy.

Establishes requirements for the appointment, reappointment, academic rank, award of tenure, salary step adjustment, and merit awards for the professional civilian faculty members of the Air War College, Air Command and Staff College, the Air Force Institute of Technology, and the United States Air Force Academy.

AFI 36-810, Substance Abuse Prevention and Control.

Provides guidance on how to prevent, reduce, and control substance abuse. Explains how to identify and rehabilitate civilian employees who are substance abusers.

AFI 36-1203, Administrative Grievance System.

Contains the Air Force system for considering employee grievances.

AFI 36-2301, Professional Military Education.

Identifies responsibilities for managing officer and enlisted professional military education for the total force. Describes resident and nonresident programs as well as attendance, eligibility, selection, and removal criteria. Also provides procedures for international officer and civilian participation in professional military education programs.

AFI 36-2601, Air Force Personnel Survey Program.

Provides guidance on approving and conducting attitude and opinion surveys within the Air Force.

AFI 36-2909, Professional and Unprofessional Relationships.

Identifies command, supervisory, and personal responsibilities for maintaining professional relationships between Air Force members, between Air Force members and the Air Force and Department of Defense civilian-employee workforce, and between Air Force members and members of other uniformed services.

AFI 37-128, Administrative Orders (PA).

Defines types of orders and provides general guidelines for preparation, reproduction, distribution, maintenance, and disposition of orders.

AFI 90-301, Inspector General Complaints.

Provides for the receipt, processing, conduct, and quality review of inspector general investigations and explains how individuals may present personal complaints for resolution. Formalizes the fraud, waste, and abuse program. Provides procedures for reporting allegations or adverse information against Air Force senior officials, colonels, and equivalents.

Air Force Manual (AFMAN) 36-2236, Guidebook for Air Force Instructors.

Presents basic teaching principles and their application in Air Force teacher-learning situations. Covers an understanding of how people learn and how they communicate. Describes various teaching methods and techniques and ways to evaluate learning and the reasons for such evaluation.

AFMAN 36-2234, Instructional System Development.

Describes the application of Instructional System Development principles and processes for the development and accomplishment of education and training programs in

the United States Air Force. Presents an instructional design model for developing and conducting efficient and cost-effective instructional systems.

Air Force Policy Directive (AFPD) 36-1, General Civilian Personnel Provisions and Authorities.

Establishes the basic policies, responsibilities, and authorities for implementing, controlling, and assessing personnel programs.

AFPD 36-2, Employment and Affirmative Action.

Establishes the basic policies, responsibilities, and authorities for management of the Employment and Affirmative Action Program.

AFPD 36-12, Dispute Resolution.

Establishes the basic policies, responsibilities, and authorities for management of the Air Force Dispute Resolution Program.

AFPD 36-27, Social Actions.

Establishes the basic policies, responsibilities, and authorities for oversight and advocacy of the Air Force's social actions program, including substance abuse, sexual harassment, and unlawful discrimination.

Chief of Staff of the Air Force Reading List .

Consists of basic, intermediate, and advanced lists of books considered important to a broad understanding of airpower and the profession of arms. Available from <http://www.af.mil/lib/csafbook/index.html>.

Air University Publications

Air University (AU) 1, Air University Style Guide for Writers and Editors.

Provides reliable guidance on such matters as punctuation, capitalization, abbreviation, documentation, numbers, spelling, and so forth, for the purpose of making Air

University publications stylistically consistent and acceptable.

Air University Instruction (AUI) 16-101, Air University Programming.

Defines professional military education, professional continuing education, and degree programs; assigns responsibilities and establishes procedures for planning and execution of Air University's educational programs.

AUI 16-102, International Programs.

Provides program guidance on responsibilities and procedures in dealing with international programs, including military students and their dependents, foreign national visits, exchanges, and disclosure of military information to foreign nationals.

AUI 31-101, Guest Lecturers, Air University Board of Visitors, and Special Visitors.

Establishes policies, responsibilities, and procedures for screening guest lecturers; the Air University Board of Visitors; and participation in Air University events by people who require security clearances for classified briefings.

AUI 34-101, Acquisition of Documents.

Prescribes Air University policy on the control of classified and unclassified documents that are not part of any special records collection.

AUI 36-105, Faculty Development, Enrichment, and Evaluation.

Establishes responsibilities for faculty development, enrichment, and evaluation programs.

AUI 36-110, The Air University Medallion.

Provides policy and specific guidance for nominating and presenting the Air University Medallion.

AUI 36-112, Single Input Source for Officer Professional Military Education.

Specifies responsibilities and establishes procedures for administering the Single Input Source for Officer Professional Military Education Program.

AUI 36-2301, Contract Instructors and Guest Speakers Program.

Establishes policies and procedures for Air University schools wishing to obtain the services of contract instructors and guest speakers.

AUI 36-2302, Completion of Academic Instructor School by Air University Instructional Personnel.

Prescribes requirements regarding completion of Academic Instructor School by Air University instructors and supervisors of instructors, whether those instructors teach on a full-time or regular part-time basis. Prescribes procedures and qualifications required for granting waivers and deferral of attendance at Academic Instructor School.

AUI 36-2304, Air University Formal Schools.

Contains information on formal education and training provided by Air University to military personnel and civilian employees of the Air Force and Air Reserve components, other government agencies, and foreign governments. Complements information contained in Air Force Catalog (AFCAT) 36-2223, USAF Formal Schools.

AUI 36-2306, Air University Program Review and Joint Accreditation.

Provides guidance for Headquarters Air University's review of all Air University professional military education, professional continuing education, precommissioning, and graduate education courses to ensure they meet Air Force and Department of Defense requirements.

AUI 36-2308, Academic Freedom.

Establishes Air University policy on academic freedom. States that violation of the prohibition in this instruction by military personnel is a violation of Article 92, Uniform Code of Military Justice, and that violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws.

AUI 36-2309, Academic Integrity.

Contains Air University policy and directives on academic integrity. States that violations of the prohibitions and mandatory provisions in this instruction by military personnel may be prosecuted under the Uniform Code of Military Justice, Article 92.

AUI 36-2311, Air University Suggested Professional Reading Guide.

Establishes procedures for revising the Air University Suggested Professional Reading Guide.

AUI 36-2312, Air University Evaluation Programs.

Establishes policies, procedures, and techniques designed to implement internal and external evaluation programs in Air University.

AUI 36-2313, Air University-Conducted Education Awards Programs.

Describes education awards programs whose nomination and selection processes are conducted by Air University organizations and which apply to more than one school.

AUI 36-2314, Academic Rank.

Establishes procedures for granting academic rank to Air University military faculty and civilian faculty members not covered by the Air University Faculty Pay Plan. Applies to all Air University organizations except the Air Force Institute of Technology.

AUI 37-101, Air University Press Publications.

Establishes policies, responsibilities, and specific procedures for preparing, printing, and handling books and other materials published by Air University Press. Applies to authors who require or desire the publication support of Air University Press.

AU Supplement 1, AFI 33-119, Electronic Mail (E-Mail) Management and Use.

Addresses the generation, transmission, and storage of electronic data.

AU Supplement 1, AFI 36-804, Civilian Faculty Pay Plan for Air University and the USAF Academy.

Establishes Air University requirements for the appointment, reappointment, academic rank, award of tenure (if applicable), salary step adjustment, and merit awards for the professional civilian faculty members of the Air War College, Air Command and Staff College, the Air Force Institute of Technology, and the United States Air Force Academy.

AU Supplement 1, AFI 36-2201, Guidance for Instructional System Development (ISD).

Establishes office of primary responsibility for ISD matters within Air University, outlines general coordination procedures, and requires each school to appoint an ISD monitor.

Air University Suggested Professional Reading Guide.

Identifies major studies that will provide all faculty a solid foundation. Includes references to more specialized accounts that will increase one's understanding of leadership, national security policy, strategy, and aerospace power.

PME-Faculty Guide to International Officer Program.

Contains advice on dealing with international officers and students at Air University. Assists faculty in preparing to

deal with international students from a variety of cultural backgrounds who attend or visit Air University schools. Available from International Officer School.

Department of Defense Publication

Department of Defense Directive 5500.7-R, Joint Ethics Regulation.

Provides a single source of standards of ethical conduct and ethics guidance, including direction in the areas of financial and employment-disclosure systems, enforcement, and training.

APPENDIX C

Telephone Numbers of Air University Library Subject Specialists and Key Personnel

**Library Liaisons for
Air University Organizations**

Organization	Telephone
Academic Instructor School	953-5042
Aerospace Basic Course	953-8302
Air Command and Staff College	953-5042
Air Force Doctrine Center	953-8302
Air Force Officer Accession and Training Schools	953-5042
Air Force Senior Noncommissioned Officer Academy	416-3103
Air War College	953-8302
College of Aerospace Doctrine, Research and Education	953-8302
College for Enlisted Professional Military Education	416-3103
Community College of the Air Force	953-5042
Headquarters Air University	953-8302
Headquarters US Civil Air Patrol	953-8302
International Officer School	953-8302
Ira C. Eaker College for Professional Development	953-5042
School of Advanced Airpower Studies	953-8302
Squadron Officer College	953-5042

Library Liaisons for Geographic Areas

Area	Telephone
Africa	953-5042
Canada	953-2508
Commonwealth of Independent States	953-8302
Eastern Europe	953-8302
Japan	953-5042
Latin America	953-8302
Middle East	953-5042
North and South Korea	953-5042
People's Republic of China	953-5042
Persian Gulf	953-5042
South and Southeast Asia	953-5042
Taiwan	953-5042
Western Europe	953-8302

Library Liaisons for Selected Subjects

Subject	
Air Campaign Planning	953-8302
Air Expeditionary Force	953-8302
Airpower Doctrine	953-8302
Arms Control	953-5042
Arms Sales	953-5042
Base Closure and Realignment	953-2508
Biological/Chemical Warfare	953-5042

Subject	Telephone
Command, Control, and Communications (Tactical)	953-8302
Conventional Arms Proliferation	953-5042
Core Values	953-5042
Distance Learning	953-5042
Drug Interdiction	953-5042
Environmental Security	953-5042
Future	953-5042
Information Warfare	953-8302
Joint Forces	953-8302
Leadership	953-5042
Logistics	416-3103
Mass Media	953-8302
Military Intelligence	953-5042
Military Operations other than War	953-8302
National Security	953-8302
Nonlethal Weapons	953-8302
North Atlantic Treaty Organization	953-8302
Peacekeeping	953-8302
Personnel Issues	953-5042
Privatization and Outsourcing	953-5042
Promotion System	953-5042
Reserve Forces	953-5042

Subject	Telephone
Revolution in Military Affairs	953-8302
Roles and Missions	953-8302
Sexual Harassment	953-5042
Space	953-8302
Special Operations	953-5042
Strategic Mobility	953-8302
Strategic Weapon Systems	953-5042
Tactical Air Operations (Air Interdiction, Close Air Support, Counterair)	953-8302
Terrorism	953-5042
Total Quality Management	953-5042
United Nations	953-8302
Unmanned Aerial Vehicles	953-8302
War—Causes	953-5042
War Gaming	953-8302
War Termination	953-5042
Women	953-5042

Key Personnel

Position	
Director	953-2606
Associate Director	953-2505
Air Force Senior Noncommissioned Officer Academy Library (Gunter Annex)	416-3103
Bibliographers	953-5042/ 5470

Position	Telephone
Book Loan Section	953-2230
Cartographic Information Section	953-2313
Chief, Bibliography Branch	953-8302
Chief, Circulation Branch	953-2508
Chief, Reader Services Division	953-2237
Chief, Reference Branch	953-8301
Information Desk	953-2888/ 2314
Interlibrary Loan	953-7223
Periodical Reference	953-2347
Security	953-2800
Special Materials Section	953-2348

APPENDIX D

Internet Addresses of Air University and Other Organizations

Academic Instructor School

<http://www.maxwell.af.mil/au/oas/ais>

Aerospace Basic Course

<http://www.maxwell.af.mil/au/asbc>

Air Command and Staff College

<http://wwwacsc.maxwell.af.mil>

Air Force Institute for Advanced Distributed Learning

<http://www.maxwell.af.mil/afdlo>

Air Force Institute of Technology

<http://www.afit.af.mil>

Air Force Junior Reserve Officer Training Corps

<http://www.afoats.af.mil/junior/default.htm>

Air Force Officer Accession and Training Schools

<http://www.afoats.af.mil>

Air Force Personnel Center

<http://www.afpc.randolph.af.mil>

Air Force Reserve Officer Training Corps

<http://www.afoats.af.mil/rotc.htm>

Air Force Wargaming Institute

<http://www.cadre.maxwell.af.mil/wargame/afwi.htm>

Airpower Research Institute

<http://www.cadre.maxwell.af.mil/default.htm>

Air Technology Network

<http://atn.afit.af.mil>

Air University

<http://www.maxwell.af.mil>

Air University Library

<http://www.maxwell.af.mil/au/aul/lane.htm>

Air University Press

<http://www.maxwell.af.mil/au/oas/aupress>

Air University Research

<http://research.maxwell.af.mil>

Air War College

<http://www.maxwell.af.mil/au/awc/awchome.htm>

Civil Air Patrol

<http://www.capnhq.gov>

College of Aerospace Doctrine, Research and Education

<http://www.cadre.maxwell.af.mil>

College for Enlisted Professional Military Education

<http://www.maxwell.af.mil/au/cepme/college.htm>

Community College of the Air Force

<http://www.maxwell.af.mil/au/ccaf>

Extension Course Institute

<http://www.maxwell.af.mil/au/oas/eci/eciproto.htm>

International Officer School

<http://www.maxwell.af.mil/au/oas/ios>

Ira C. Eaker College for Professional Development

<http://www.maxwell.af.mil/au/cpd>

Office of Personnel Management

<http://www.opm.gov/index.htm>

Officer Training School

<http://ots.afoats.af.mil>

Personnel Management Information and Support System
<http://www.afpc.randolph.af.mil/permis>

School of Advanced Airpower Studies
<http://www.maxwell.af.mil/au/saas>

Squadron Officer School
<http://www.maxwell.af.mil/au/sos>

Warfare Studies Institute
<http://www.cadre.maxwell.af.mil/warfaresudies/ws/ws.html>

Index

- academic
 - education, 4–5, 9, 12
 - freedom, 50–52
 - honor code, 58
 - integrity, 52, 59
 - policies, 50
 - rank, 17–19, 26
 - support, 63
- Academic Instructor School, 3, 63
- Academic Office, 3, 63
- access badges, 43
- accessions, 5
- accreditation reviews, 22
- advisory boards, 49
- Aerospace Basic Course, 6
- Aerospace Power Course, 68
- Aerospace Power Journal, 65, 67
- affirmative-action programs, 16
- Air Command and Staff College, 7, 12, 18, 29
- Air Corps Tactical School, 12
- Air Education and Training
 - Command, 2, 4, 21, 28, 33, 49
- Air Education and Training Command Educator of the Year, 27–28
- Air Force Distance Learning Office, 22, 64
- Air Force Doctrine Center, 64
- Air Force educational objectives, 65
- Air Force Historical Research Agency, 63
- Air Force Institute for Advanced Distributed Learning, 22, 63–64
- Air Force Institute of Technology, 4, 9–11, 16–19, 23, 66
- Air Force Instructional System Development, 21
- Air Force Junior Reserve Officer Training Corps, 8, 13
- Air Force Officer Accession and Training Schools, 8
- Air Force Personnel Center, 15, 31
- Air Force Public Affairs Center of Excellence, 63–64
- Air Force Reserve Officer Training Corps, 2, 8, 13
- Air Force Wargaming Institute, 12, 43, 63, 65
- Airman Education and Commissioning Program, 8
- Airman Leadership Schools, 2, 5–6
- Airpower Research Institute, 12, 63, 65–66
- Air Technology Network, 11, 64
- Air University Board of Visitors, 3, 49
- Air University code of ethics, 60–61
- Air University Command Board of Advisors, 3
- Air University commander, 1–4, 7–8, 11, 18, 20–21, 25, 28, 37, 49, 53, 66
- Air University Commander's Award for Faculty Achievement, 27
- Air University Curriculum Review Board, 3
- Air University dean of research, 66
- Air University director of international affairs, 24
- Air University inspector general, 37
- Air University Library, 57, 63, 66–67
- Air University Medallion, 27
- Air University mission, 1, 3, 5, 18, 25, 53
- Air University Press, 63, 67
- Air University Public Affairs, 34, 50, 53
- Air University Television, 63, 67
- Air University vice commander, 2
- Air War College, 7–8, 12, 18, 29
- American Council on Education, 22
- Associate in Applied Science degree, 9
- audiotaping, 57
- awards, 26–27
- Basic Officer Training, 8
- chain of command, 3
- cheating, 59
- chief academic officer, 3, 18, 21–22, 28, 37
- chief of information technology, 3, 67
- Civil Air Patrol, 5, 13
- Civil Engineer and Services School, 11
- Civilian Performance Appraisal Review Program, 26
- Civilian Personnel Flight, 16, 37, 42
- Civil Service, 17–18, 37
- Civil Service Retirement System, 40–42
- Classification Act, 18
- classified information, 34, 42–43
- College of Aerospace Doctrine, Research and Education, 11, 64–65, 68
- College for Enlisted Professional Military Education, 5

Combined Force Air Component
 Commander Course, 68
 Command Board of Advisors, 49
 Commissioned Officer Training, 8
 commitment of funds, 32
 Community College of the Air Force, 2, 9
 competitive service, 16–18, 26
 computer
 security, 33
 support, 4
 systems, 3, 33–34
 conflicts of interest, 53
 continuing education, 11
 continuum of education, 3, 5, 22
 copyright policy, 27, 57
 curriculum, 3, 5–7, 10, 15, 17, 20–23,
 25, 63–64
 development, 19, 24, 26, 67
 integration groups, 22

 deferred retirement, 40–41
 degree programs, 2–3
 disaster preparedness, 35
 Distance Education and Training
 Council, 22
 distance learning, 1–8, 11–12, 64, 67
 dress code, 35
 driving privileges, 46
 drug use, 36

 electronic mail, 34
 emergency leave, 36
 emeritus status, 21
 equal employment opportunity, 37
 evaluation process, 25–26
 excepted service, schedule A, 16–17, 20,
 26–27
 excepted service, schedule B, 16–17, 26
 Extension Course Institute, 22, 64
 extracurricular activities, 45, 51

 faculty
 administrative duties, 24
 civilian, 16, 20–21, 23, 26–27, 31, 37,
 42, 45–46
 community service, 19, 32
 hiring, 18, 20
 military, 15, 23, 37
 misconduct, 61
 recruitment, 18
 visiting, 17
 Faculty Pay Plan, 17, 20
 Fairchild, Muir, 1, 28, 66

 Federal Employees Compensation Act, 38
 Federal Employees Group Health
 Insurance Program, 37
 Federal Employees Group Life
 Insurance, 39
 Federal Employees Health Benefits
 Program, 37–38
 Federal Employees Retirement
 System, 40–42
 food and beverages, 31
 foreign
 disclosure, 36
 nationals, 47
 fraud, waste, and abuse, 37
 fund-raising, 36

 General Muir S. Fairchild Educational
 Achievement Award, 28
 General Schedule, 17, 26
 government pension offset, 41
 graduate education, 1, 9–10
 Graduate School of Engineering and
 Management, 66
 grievance procedures, 37
 guest speakers, 56, 58
 Gunter Annex, 2, 4, 6

 health insurance, 38, 40–41
 honoraria, 57

 information technology, 3–4, 34
 injury compensation, 38
 Instructional System Development, 24
 Intergovernmental Personnel Act, 16, 18
 international officers, 1, 65
 International Officer School, 12
 Internet, 34, 65–66
 Ira C. Eaker College for Professional
 Development, 11–12

 Joint Flag Officer Warfighting Course, 68
 Joint Force Air Component Commander
 Course, 68
 Junior Reserve Officer Training Corps, 5

 leave of absence, 17, 45
 life insurance, 38–39, 41
 Life Skills Clinic, 36

 Master of Airpower Art and Science
 degree, 11
 Master of Military Operational Art and
 Science degree, 7

Master of Strategic Studies degree, 8
 media contacts, 53
 military
 grievances, 37
 leave, 46
 misrepresentation, 59-60

 nepotism, 39
 nonattribution policy, 58
 Noncommissioned Officer Academies, 5-6
 North Central Association of Colleges
 and Schools, 9, 22

 Office of Personnel Management, 17-18,
 31, 38-39
 Officer Training School, 8
 outside employment, 53-54

 parking, 31, 46
 performance appraisal, 26
 Personnel Management Information and
 Support System, 31
 personnel programs, 4
 Phase One Joint Professional Military
 Education Certification, 22
 physical examinations, 39
 plagiarism, 59
 political activities, 52
 Privacy Act, 21
 professional
 activities, 56
 continuing education, 1, 3-5, 9,
 11-12, 16-17, 64, 67-68
 military education, 1, 3-7, 9, 12,
 16-17, 21, 23, 64, 67
 relationships, 60
 promotion, 18-20, 23, 26
 Public Affairs Center of Excellence, 12

 recreational facilities, 45
 refund of retirement contributions, 41
 registrar, 3
 reprisals, 37
 research, 10, 63-66
 residence education, 1, 3, 7, 11
 retirement, 38-42

 sabbatical, 17

 salary adjustments, 26-27
 School of Advanced Airpower Studies, 9, 11
 school commandants, 3, 17, 21, 25, 29,
 37, 43
 School of Systems and Logistics, 11
 security
 classification, 50
 clearance, 42-43
 incidents, 42
 review, 50
 Senior Information Warfare Applications
 Course, 68
 Senior Noncommissioned Officer
 Academy, 5-6
 sexual harassment, 16
 smoking, 31
 Social Security benefits, 41
 Society of the Strategic Air Command,
 Inc., Air University Faculty
 Excellence Award, 28
 Southern Association of Colleges and
 Schools, 9, 11, 22
 speakers, 33-34
 Squadron Officer College, 6, 12
 Squadron Officer School, 6-7
 strategic planning, 4

 teaching effectiveness, 19
 telephone usage, 44
 temporary
 appointment, 37
 duty, 44, 46
 tenure, 17-18, 20
 termination, 18, 20
 Thrift Savings Plan, 42
 traffic regulations, 46
 travel, 44, 56-57

 unemployment compensation, 45
 unprofessional relationships, 60

 vacations, 45
 vehicle registration, 31, 46
 videotaping, 57

 Warfare Studies Institute, 12, 63, 68
 Wright Brothers Officership Awards, 28