DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C.

OFFICE OF THE ASSISTANT SECRETARY

AFI36-2301_AFGM2016-01

4 November 2016

MEMORANDUM FOR DISTRIBUTION C
MAJCOMs/FOAs/DRUs

FROM: Assistant Secretary of the Air Force (Manpower and Reserve Affairs) SUBJECT: Air Force

Guidance Memorandum to AFI 36-2301, Developmental Education

1. By Order of the Secretary of the Air Force, this is a Guidance Memorandum implements changes to AFI 36-2301, *Developmental Education*. It adds RegAF attendance policy for Squadron Officer School (SOS), distance learning enrollments policy, and reserve and guard developmental education processes. Guard and Reserve policies were previously contained in AFI 36-2254, *Reserve Personnel Training* and ANGI 36-2301, *Air National Guard Bureau Professional Military Education*, and includes changes to enlisted professional military education (EPME) policy. Compliance with this memorandum is mandatory. To the extent its directions are inconsistent with other publications; the information herein prevails in accordance with AFI 33-360, Publications and Forms Management. (T-3).

2. See attachments 1, 2, 3, and 4 for changes. If you have questions, please contact Mr. Michael Sukach, AF/A1DLE, DSN 612-6257. (T-3).

3. This memorandum becomes void after one-year has elapsed from the date of this memorandum, or upon publication of an Interim Change or rewrite of the affected publication, whichever is earlier. (T-3).

GABRIEL O. CAMARILLO
Assistant Secretary of the Air Force
(Manpower and Reserve Affairs)

4 Attachments:
1. Developmental Education Policy Changes
2. Enlisted Professional Military Education (EPME) Policy
3. Developmental Education (DE) Attendance of Air Force Selected Reserve Members
4. Air National Guard Developmental Education Program

Attachment 1

REGULAR AIR FORCE OFFICER DEVELOPMENTAL EDUCATION POLICY CHANGES

A1.1. RegAF Resident Attendance Policy.

A1.1.1. Squadron Officer School (SOS) Resident Program. All regular AF (RegAF) officers in the grade of O-3 will attend resident Basic Developmental Education (BDE) at SOS. Exception: Medical Corps (MC) and Dental Corps (DC) are not required to attend.

A1.1.1.1. Line of the Air Force (LAF) captains must have at least 4 but no more than 7 years Total Active Federal Commissioned Service (TAFCS) at class start.

A1.1.1.2. Line of the Air Force Judge Advocate (LAF-J) captains and non-line captains from the Chaplain Corps (HC), Medical Service Corps (MSC), Biomedical Science Corps (BSC), and Nurse Corps (NC) are excluded from the 4 year minimum TAFCS requirement outlined in AFI 36-2301, Table 1.

A1.1.1.3. This policy does not preclude Senior Raters from sending MC and DC captains to the resident program. MC and DC are excluded from the 4 year minimum TAFCS requirement outlined in AFI 36-2301, Table 1.

A1.1.1.4. This policy does not preclude Senior Raters from withholding an SOS in-resident opportunity from any sub-performing officers.

A1.1.1.5. The waiver authority for officers attending SOS in residence beyond 7 years TAFCS is IAW AFI 36-2301, paragraph. 8.8.

A1.1.1.6. The officer's time in grade (TIG) should be the primary factor to consider when determining which captains should attend SOS in residence first.

A1.2. RegAF Distance Learning (DL) Enrollments.

A1.2.1. Squadron Officer School Distance Learning (SOS DL).

A1.2.1.1. LAF captains are prohibited from enrolling in the SOS DL course until 7 years TAFCS.

A1.2.1.2. LAF-J, HC, and NC officers are prohibited from enrolling in SOS DL until 3 years time-in-grade as a captain. MSC and BSC officers must have 2 years time-in-grade as a captain to enroll in SOS DL. The waiver authority for captains with less than 3 years time-in-grade is IAW AFI 36-2301, paragraph. 8.8.

A1.2.1.3. MC and DC officers may enroll in SOS DL on or after their date of rank to captain.

A1.2.1.4. The Air University registrar will suspend the enrollment of all currently enrolled SOS DL officers who do not meet the enrollment criteria above and have not finished Course 22C. An officer in Course 22D who does not meet the SOS DL enrollment criteria may elect to suspend their enrollment or finish the course. An officer enrolled in the SOS resident program must disenroll from SOS DL. Should officers with suspended enrollments meet the SOS DL enrollment criteria at a later date, they may be reenrolled and resume work where they left off.

A1.2.1.5. Officers who complete the resident SOS program are prohibited from enrolling or reenrolling in the SOS DL course.

A1.2.2. Air Command and Staff College (ACSC) Distance Learning Enrollments.

A1.2.2.1. Officers, who are not designated as intermediate developmental education (IDE) Selects, may enroll in the ACSC DL course once selected for promotion to Major. If these officers are selected to attend an in-residence IDE program, they may complete the ACSC DL course if they choose.

A1.2.2.2. Officers who are designated as IDE Selects are prohibited from enrolling in ACSC DL course unless:

A1.2.2.2.1. The officer is selected to attend a non-JPME Phase I IDE Program. These officers will be directed to complete the DL at that time.

A1.2.2.2.2. The officer is permanently ops-deferred (ops deferred in their last year of eligibility) and thus will not go in residence. These officers must complete the DL course.

A1.2.2.2.3. The officer loses their Select Status through Removal for Cause, Elimination, or Declination.

A1.2.3. Air War College Distance (AWC) Learning Enrollments.

A1.2.3.1. Officers, who are not designated as senior developmental education (SDE) Selects, may enroll in the AWC DL course once selected for promotion to Lieutenant Colonel. If these officers are selected to attend an in-residence SDE program, they may complete the AWC DL course if they choose.

A1.2.3.2. Officers, who are designated as SDE Selects, are prohibited from enrolling in AWC DL course unless:

A1.2.3.2.1. The officers are permanently ops-deferred (ops deferred in their last year of eligibility) and thus will not go in residence. These officers must complete the DL course.

A1.2.3.2.2. The officer loses their Select Status through Removal for Cause, Elimination, or Declination.

Attachment 2

ENLISTED PROFESSIONAL MILITARY EDUCATION (EPME) POLICY

A2. 1. EPME Course Content.

A2.1.1. EPME learning requirements and course content are determined by the following directives:

- CJCSI 1805.01A, *Enlisted Professional Military Education Policy*
- AFDD 1-1, *Leadership and Force Development (Institutional Competencies)*
- AFPD 36-26, *Total Force Development*
- AFI 36-2618, *The Enlisted Force Structure*
- Air Force Core Values
- Requirements approved by Air Force Learning Committee

A2.1.2. Basic EPME Requirements. Primary EPME requirements encompass only declarative and procedural knowledge required to establish a foundation for continued development. These are the minimum learning requirements for Airmen development per the Enlisted Force Structure Tiers (Amn, NCO, and SNCO). With the exception of Phase 1/ALS, these requirements are delivered via Distance Learning (DL) in the EPME model.

A2.1.3. Comprehensive EPME Requirements. Comprehensive EPME requirements build upon the Basic EPME Requirements and encompass required competencies at the designated proficiency levels as identified from the sources listed in Para 1.1. In the EPME model, the resident ALS, the resident Noncommissioned Officer Academy (NCOA) Intermediate Leadership Experience (ILE) and the resident Senior Noncommissioned Officer (SNCO) Advanced Leadership Experience (ALE) courses provide educational opportunities to achieve higher proficiency levels. AF/A1DL establishes Total Force production targets to ensure a deliberate and methodical process to provide a supply of ILE/ALE candidates to meet present and future mission demands.

A2.2. EPME Basic Learning Requirements.

A2.2.1. Air Force EPME is a time-in-service (TIS)-based model that ensures targeted delivery of institutional competencies (ICs) throughout the Continuum of Learning across an enlisted Airman's career. Basic EPME Requirements will be developed in three phases across an Airman's career (Table A2.1).

A2.2.1.1. Phase 1. Phase 1 is the resident Airman Leadership School (ALS), which meets all EPME requirements (basic and comprehensive) at the 3-6 year TIS window. RegAF Airmen must complete and pass Phase 1 to be eligible to enroll in Phase 2 EPME. Air Reserve Component (ARC) Airmen may accomplish ALS via DL and/or via the resident or satellite program.

A2.2.1.2. Phase 2. Phase 2 meets the basic requirements for NCOs beginning at the 7-12 year TIS window. All RegAF and ARC Airmen must enroll within the TIS window. Failure to enroll, complete, and pass Phase 2 within one year of enrollment renders Airmen ineligible to reenlist and compete for promotion until this requirement is met. The ARC will determine the consequences for failure to complete required Phase 2 within established timeframes. Once enrolled, Airmen with extenuating circumstances

(i.e., deployments, medical, or humanitarian issues, etc. See paragraphs A2.3.4.1-A2.2.3.4.4.) may apply for an extension through the Barnes Center for Enlisted Education via the Air University Student Information System (AUSIS). The Barnes Center will provide specific extension policies and extension request procedures for each course as part of the course introduction within AUSIS.

A2.2.1.3. Phase 3. Phase 3 meets the basic requirements for SNCOs beginning at the 12-18 year TIS window. RegAF Airmen must complete and pass Phase 2 to be eligible to enroll in Phase 3 Guidance is the same as Phase 2. See promotion policy for guidance related to course completion and senior rater endorsement.

Table A2.1. Basic EPME Eligibility.

Course	Delivery	TIS Eligibility
Phase 1	Resident Airman Leadership School	At least 3 years but no more than 6 years TIS
Phase 2	Distance Learning	At least 7 years, but no more than 12 years TIS
Phase 3	Distance Learning	At least 12 years , but no more than 18 years TIS
NOTE 1: Airmen must complete and pass Phase 2 & 3 via DL within one year of enrollment. NOTE 2: ANG members must complete Phase 1 DL within 3 to 6 years TIS. Members with 4 to 6 years have priority		

A2.2.2. Airman's Time Policy for EPME DL.

A2.2.2.1. Unit/squadron commanders (or equivalent) must provide a work environment that supports force development. Commanders will establish written policy that describes their unit Force Development Program, to include EPME DL. Taking mission requirements into consideration, commanders will attempt to schedule or authorize Airmen time to participate in force development during the duty day.

A2.2.2.2. ARC members will receive points for completion of DL as determined by their respective component. ARC unit/squadron commanders must be sensitive to Airmen's time and may allow time during Unit Training Assembly weekend to work on required EPME course material.

A2.3. Comprehensive EPME Eligibility.

A2.3.1. Phase 1 EPME. The ALS resident program delivers both basic and comprehensive learning requirements. The ALS DL course is available for ARC Airmen and meets all basic requirements.

A2. 3.2. Phase 2 EPME NCOA ILE is a resident opportunity that delivers comprehensive learning requirements. This opportunity is available to Airmen, who meet minimum requirements, TIS eligibility, and are selected for targeted development as outlined in Table A2.2.

Table A2.2. EPME ILE Comprehensive Learning Eligibility, Phase 2.

Total Force Component	Minimum Requirements	TIS Eligibility	Selection Process
RegAF	Complete & pass resident ALS Complete & pass EPME Phase 2 DL	Minimum 8 years TIS; no more than 12 years TIS	1. TSgts 2. TSgt-selects 3. Non-selects to TSgt across AFSCs, from highest WAPS score descending until class seats have been filled
ANG	Complete & pass ALS (resident or DL) Complete & pass EPME Phase 2 DL	Minimum of 8 years and not more than 14 years TIS	TSgts are eligible.
AFR	Complete & pass ALS (resident or DL) Complete & pass EPME Phase 2 DL	Minimum of 8 years and not more than 14 years TIS	TSgts are eligible; AFRC internal selection process
NOTE: For RegAF, AFPC/DPSIT controls the eligibility list and selects attendees based on this AFI and any additional guidance provided by AF/A1DLE. AFPC/DPSIT will coordinate with PACAF/A1K and USAFE/A1K to establish eligibility list and determine scheduling processes that ensure compliance and meet unique overseas requirements.			

A2.3.3. Phase 3 EPME SNCOA ALE is the advanced resident opportunity that delivers comprehensive learning requirements. This opportunity is available to Airmen; who meet minimum requirements, TIS eligibility, and are selected for targeted development. These are defined in Table A2.3.

Table A2.3. EPME ALE Comprehensive Learning Eligibility, Phase 3.

Total Force Component	Minimum Requirements	TIS Eligibility	Selection Process
RegAF	Complete & pass Phase 2 and 3 EPME DL	Minimum 13 years TIS; no more than 18 years TIS	1. All SMSgts 2. SMSgt-selects 3. Non-selects to SMSgt across AFSCs, from highest WAPS score descending until class seats are filled
ANG	Complete & pass Phase 3 EPME DL	Minimum of 12 years TIS; no more than 18	1. SMSgt or MSgts in a SMSgt position 2. MSgt until class seats are filled 3. Selected from NGB internal process
AFR	Complete & pass Phase 3 EPME DL	Minimum of 12 years TIS; no more than 18	SMSgt or MSgts in a SMSgt position; AFRC internal selection process
NOTE: For RegAF, AFPC/DPSIT controls the eligibility list and selects attendees based on this AFI and any additional guidance provided by AF/A1DLE. AFPC/DPSIT will coordinate with PACAF/A1K and USAFE/A1K to establish scheduling processes that ensure compliance and meet unique overseas requirements.			

A2.3.4. Once notified of selection, Airmen are required to attend; they may not defer attendance except for valid mission, medical or humanitarian reasons. Deferment requests require solid justification, wing command chief coordination/concurrence, and wing commander (or equivalent) approval.

A2.3.4.1. Mission deferment: The individual scheduled to attend is indispensable to the mission; in short, the mission will be severely degraded without his/her presence. No other individual could stand in or temporarily replace the selected individual.

A2. 3.4.2. Medical deferment: The individual scheduled to attend has a medical condition (including that renders him/her ineligible for course attendance or requires on-going treatment, including Mental Health counseling and ADAPT program) that would be detrimental if interrupted. EPME commandants will determine the member's eligibility based on the school's ability to accommodate the member's medical condition and an overall assessment of the member's ability to meet the course objectives.

A2.3.4.2.1. Permanent Physical Profile: Members who are on a permanent physical restrictive profile that have been returned to duty following a medical evaluation board (MEB) are cleared to attend in-residence EPME. First Sergeants and Commanders will ensure Airmen coordinate with their local medical providers and/or health promotion staff to engage in the fullest physical training possible within their 422/469 restrictions during the time allotted for Human Performance objectives.

A2.3.4.2.2. If an Airman on a permanent profile cannot execute any of the physical requirements of the Human Performance Lesson Plan (including those identified for the Modified Fitness Group); they are to be exempted from those physical requirements. This waiver will ensure equal opportunity for all Airmen to participate in professional development programs commensurate with scheduling procedures outlined in this instruction.

A2.3.4.3. Humanitarian deferment: The individual scheduled to attend has an unusually stressful family or personal situation or an emergency situation with an immediate family member as similarly defined under humanitarian reassignment guidance.

A2.3.4.4. Other deferments/non-recommendations: Unit commanders may request deferment/non-recommend individuals for EPME attendance based on extenuating circumstances not covered above. Examples may include member‘s poor duty performance (not covered under control roster actions but detrimental to the academic environment), poor fitness standards or military image, pending disciplinary action, under investigation, etc.

A2.3.5. If selected, personnel serving overseas tours of 15 months or less will be deferred from Phase 3 ILE/ALE attendance until tour completion. Members serving overseas tours of 16 months or longer may attend ILE/ALE from the overseas assignment if they have at least one year remaining in the overseas area upon graduation. AFPC/DPS may waive this requirement to 120 days remaining in the overseas area upon graduation, if the unit commander and MAJCOM A1K (Force Development) approve.

A2.4. Deferment Procedures.

A2.4.1. Phase 1/ALS: Coordinate unit commander approved deferment requests through the respective chain of command to the ALS commandant for coordination, wing command chief for coordination and wing commander for approval. Send wing commander approved deferments to the ALS NLT 30 days prior to class start date (CSD) for action. The ALS will file approved deferments and notify the member‘s unit of the approved deferment. (Deferments will be kept on file for two years.) There is no deferment process for ANG. AF Reserve (AFR) members may defer once for medical or humanitarian reasons as stated in 3.4.2 and 3.4.3; all others deferments will no longer be eligible for resident ALS and must complete via DL.

A2.4.2. Phase 2 and 3 ILE/ALE: Coordinate unit commander approved deferment requests through the respective chain of command to the member’s wing command chief for coordination and wing commander (or equivalent) for approval. Send wing commander approved deferments for CONUS resident courses through AFPC/DPSIT (with a copy to member‘s MAJCOM/A1 or NGB/HRT for ANG personnel) as soon as possible, but not later than 45 days prior to the CSD for action. For PACAF and USAFE schools, process wing commander approved deferments through the wing formal training office/appropriate MAJCOM A1K (Force Development). There is no deferment for AFR and ANG members in Phase 2. ARC members are only allowed one deferment for Phase 3 ALE. ANG deferments for Phase 3 will be submitted through the local chain of command to NGB/HRT for approval. AFR deferments for Phase 3 will be submitted through local chain of command to AFRC/A1KO for approval.

A2.4.3. Deferments must be kept to an absolute minimum. Members with an approved deferment may attend school outside their prescribed window. However, no additional deferments may be requested once the member is outside his/her window as described in Tables A2.2 and A2.3.

A2. 5. EPME Scheduling Policy.

A2.5.1. Scheduling EPME for RegAF personnel is the responsibility of AFPC/DPSIT unless otherwise noted. ARC will schedule their respective components in coordination with AFPC/DPSIT.

A2.5.2. Phase 1/ALS resident attendance will be scheduled by the local ALS. Commandants will ensure the scheduling process meets the following instructions. SSgt promotion release will drive scheduling for the year. The following prioritization must be considered when scheduling students for ALS. (Exception: Commandants may train lower priority Airmen before higher priority Airmen on a case-by-case basis if it does not result in promotion withhold for higher priority Airmen.) NGB/HRT will provide opportunities for ALS to the State Command Chiefs for distribution within their state.

A2.5.2.1. Priority 1: All RegAF SSgts and SrA selected for promotion to SSgt. If seats are limited, use rank, time in grade and line numbers to drive scheduling priorities. Give special consideration to members selected for deployments and short-tour/remote assignments. The losing base must schedule for short-tour/remote assignments.

A2.5.2.2. Priority 2: All RegAF SrA between 3-6 years TIS. Place members with a pending assignment or deployment ahead of others.

A2.5.2.3. Priority 3: ARC Airmen. Schedule these Airmen in coordination with and approval of their respective component.

A2.5.2.4. Priority 4: Eligible Air Force and DoD civilians, sister Service E-4s, and approved international students. DoD civilians may take enlisted EPME as consistent with AF civilian development policy. Local civilians working closely with the base (e.g. law enforcement) may attend ALS with an approved waiver from AF/A1DL.

A2.5.3. ALS commandants will build an annual schedule shortly after promotion release to SSgt. To the extent possible, attempt to distribute Priority 3 and 4 students throughout the year to maximize diversity in the classroom. The TIS window for Phase 1 EPME is a guideline vice a hard requirement. However, Phases 2 and 3 established windows are mandatory.

A2.5.4. EPME DL Course Enrollment. AFPC/DPSIT will notify all eligible RegAF Airmen within 30 days of entering a window where DL is required. This message will provide enrollment instructions, required timelines and suspense dates. After prospective students receive these instructions, they are accountable for meeting the prescribed requirements in the timeline assigned. AFPC/DPSIT will send a roster of all eligible Airmen notified to the Barnes Center for Enlisted Education Distance Learning Manager at BarnesCenter.AADL@us.af.mil. AFR and ANG members will enroll in DL based on applicable timelines in this instruction. ANG members, who fail to enroll within the prescribed timeline, will be ineligible to enroll without an approved exception to policy from NGB/HRT.

A2.5.4.1. If a RegAF Airman has not already completed DL, within 30 days of reaching seven years TIS, AFPC/DPSIT will send the member a message with a current set of instructions for course enrollment in Phase 2 Basic Learning Requirement. If the course is not complete or there is not an approved waiver on file, the member will be automatically designated as ineligible for reenlistment and promotion when the one-year enrollment expires. The AFRC will determine their own procedures and penalties for DL scheduling and non-completion, respectively.

A2.5.5. Scheduling Phase 2 and 3 ALE. AFPC/DPSIT will schedule Airmen for ALE per this instruction. Additionally, AFPC/DPSIT will coordinate with PACAF/A1K and USAFE/A1K to establish scheduling processes to ensure compliance and meet unique overseas requirements. NGB/HR will schedule ANG members for Phase 3 ALE based on the EPME selection panel. AFRC/A1KO will schedule AFR members for Phase 3 ALE based on the AFRC selection panel.

A2.6. EPME for Chief Master Sergeants.

A2.6.1. While most of the AF EPME model is TIS-based, the Air Force recognizes the unique and challenging role of CMSgts. Therefore, CMSgts are required to complete the CMSgt Leadership Course (CLC) via facilitated distance learning (FDL). The CLC is considered basic EPME and is required for all CMSgts across the Total Force. In addition, CMSgts may be selected to attend Senior Leader Development opportunities, which are managed by AF/DPE.

A2.6.2**.** CLC. AF/DPE and AFPC/DPSIT select and schedule CMSgts for the CLC based on the CMSgt promotion release. Confirmed CLC training line numbers will be forwarded to the appropriate MAJCOM/A1 (or equivalent) with a courtesy copy to the applicable MAJCOM command chief. ANG and AFRC receive a set of quotas and will determine their own selection processes. ANG SMSgts in occupying a CMSgt position may enroll.

A2.6.3. Selected CMSgts will acknowledge receipt (in writing) of their training date within five duty days of notification and coordinate any changes or adjustment of class dates through the appropriate MAJCOM command chief not later than 20 days prior to CSD. AF/DPE forwards confirmed class rosters to the Barnes Center not later than 30 days prior to CSD.

A2.6.4. Failure to successfully complete the CLC may be used by the Senior Rater and/or AF/DPE as a factor when making retention and assignment decisions. Additionally, CMSgts who do not complete this course will be ineligible for reenlistment and will not be offered Senior Leader Development opportunities. Note that AFRC will determine their own procedures and penalties for CLC scheduling and non-completion. ANG members must meet the specified timeline for completion of CLC unless granted an exception to policy from NGB/HRT. ANG members will be selected through an internal process at NGB.

NOTE: All AFRC SMSgts who have completed Phase 3 will be eligible to enroll in the CLC via FDL. Upon placement into a CMSgt position, they will be required to attend the AFRC Chief Orientation Course prior to promotion.

A2.7. Senior Enlisted Joint PME.

A2.7.1. Senior Enlisted Joint PME includes CJCS-sponsored assignment-oriented educational courses beginning at the Senior Enlisted Leader (SEL) level.

A2.7.1.1. Senior Enlisted Joint PME course: A stand-alone web-based course that educates SELs serving in or slated to serve in joint organizations. The course is designed to expose enlisted personnel to joint education and improve their ability to operate effectively as part of a future joint force and supervise multiple service members. The course is open to all Total Force components' enlisted Technical Sergeant to Chief Master Sergeant. Although not a requirement, members should complete their grade required Service EPME prior to completing this course located at: http://www.jfsc.ndu.edu/SCHOOLS PROGRAMS/se jpme/default.asp

A2.8. Enlisted Program for Advanced Academic Degrees (EPAAD).

A2.8.1. AF/A1DL tracks all enlisted advanced academic degree programs and ensures selection processes are established and published. Functionally-owned programs may retain overall management, but must provide AF/A1DL updates at least annually. This includes, at a minimum, the selection process, academic requirements and a progressive history of attendees.

A2.8.2. Enlisted-to-AFIT: In conjunction with other training and education programs, resident AFIT sponsored science, engineering, and management graduate degree opportunities further develop NCOs/SNCOs technical education and skills. This program provides the Air Force with a source of highly proficient Airmen, technically proficient in their career field and highly educated through AFIT graduate degree programs. For information regarding this program, including the eligibility criteria and nomination procedures, visit the following web link: http://www.afit.edu/en/admissions/usaf usmilitaryapply.cfm

A2.9. Enlisted Sister Service PME.

A2.9.1. Enlisted Sister Service PME provides career broadening opportunities for AF Senior Enlisted Noncommissioned Officers. Sister Service PME opportunities include senior SNCO equivalent courses across the Services: Army, Navy, Marines and Coast Guard. Each of these approved courses counts as resident credit for senior SNCO PME. Eligibility is based on the individual school's requirements and does not follow the Air Force Senior NCO Academy (SNCOA) eligibility rule set as defined in AFI 36-2301.

A2.9.2. Qualification Criteria. Nominees must meet the individual school's requirements as listed below. Additionally, nominees must have a current PT test on record. The last test must be at least 80 percent and the last three tests must all have passing scores. The ability to demonstrate a connection between attending a specific school and their current or projected duty assignment will positively impact their standing on the AF level selection board.

A2.9.2.1. US Army Sergeants Major Academy (L5AZA8F090 000). Located at Fort Bliss, Texas. School length is 192 days and entails a PCS assignment. Nominees must meet PCS eligibility requirements. Additionally, nominees must be a Senior Master Sergeant (SMSgt) or SMSgt-select, who will pin-on prior to the class's start date and has twelve months remaining on active duty after the class graduation date. Additional information may be found at the following web site: https://usasma.bliss.army.mil/site/default.asp (.mil access only).

A2.9.2.2. US Navy Senior Enlisted Academy (USNSEA 100). Located at Newport, Rhode Island. School length is 64 days. Nominees must be a SMSgt or SMSgt-select and have twelve months remaining on active duty after the class graduation date. Members must meet Navy PT requirements as articulated on the following web site: http://www.public.navy.mil/bupers-npc/support/physical/Pages/default2.aspx. Additional information may be found at the school's web site: http://www.usnwc.edu/Departments---Colleges/Senior-Enlisted-Academy.aspx.

A2.9.2.3. US Marine Corps Staff NCO Academy Advance Course. Multiple locations: Quantico, Virginia; Camp Pendleton, California; Camp Lejeune, North Carolina; and Camp Butler, Japan. School length is 37 days. Nominees must be a Master Sergeant (MSgt) or Senior Master Sergeant (SMSgt)-select, who does NOT pin-on prior to the class graduation date. Member must also have twelve months remaining on active duty after the class graduation data. Students must also meet USMC physical fitness standards. Additional information may be found at the following web site: http://www.mcu.usmc.mil/enlistedPME/Pages/SEPME.aspx (.mil access only).

A2.9.2.4. US Coast Guard Chief Petty Officers Academy (USNSEA CG 100). Located at Petaluma, California. School length is 44 days. Nominees must be a MSgt and have twelve months remaining on active duty after the class graduation date. Additional information may be found on the following web site: http://www.uscg.mil/hq/tcpet/cpoa/index.htm.

A2.9.3. Nomination Procedures. Each year unit commanders may nominate qualified members via their respective MAJCOMs (volunteer status should be considered but is not required). While specific routing may be locally determined, ensure Wing CCMs are part of the coordination process. Submit packages to the appropriate MAJCOM A1K office for consideration. MAJCOMs are responsible for validating their nominees' eligibility requirements. The nomination package must contain the items outlined in the call for nominations memorandum released by AF/A1DLE. Nominations must be made for a specific Sister Service School.

A2.9.4. Selection Board. The Chief of AF Enlisted Developmental Education (AF/A1DLE) will coordinate and facilitate the selection board. The voting members of the board include a MAJCOM or NAF Command Chief, the Chief of Enlisted Force Development, COCOM SEL (if available) a Career Field Manager, and the Commandant of the SNCOA. Results will be forwarded to the CMSAF for final approval. The board will select members to fill all available enlisted Sister Service PME opportunities as well as list of alternates. Results will be announced via official memorandum. AFPC/DPSIT will schedule all members selected and publish the master schedule within 30 days of selection by AF/A1.

A2.10. EPME Graduate Ribbon. Graduates from each DL Phase of EPME earn the Air Force EPME Graduate Ribbon. This extends to all equivalent resident EPME courses, to include approved Joint, Sister Service and international programs. An oak leaf cluster is added to the basic ribbon for completion of each additional DL Phase of EPME.

A2.11. EPME Achievement Awards.

A2.11.1. EPME ILE/ALE Resident Courses are authorized the following four mandatory awards. Additionally, AFSNCOA ALE is authorized the Etchberger Team Award. NOTE: EPME DL Courses do not have these awards.

A2.11.1.1. John L. Levitow Award is the highest honor and is presented to the top graduate of each class. Only one John L. Levitow Award is presented per class. Recipients of this award are excluded from both the Academic Achievement and Commandant/Leadership Award.

A2.11.1.2. Distinguished Graduate (DG) Award is presented to the top 10 percent of each class. The John L. Levitow Award recipient as the class "top" Distinguished Graduate is included in this group. Ties are permitted for the DG Award (excluding the John L. Levitow Award).

A2.11.1.3. Academic Achievement Award is presented for scholastic excellence. Ties are permitted for the Academic Achievement Award.

A2.11.1.4. Commandant/Leadership Award is presented to the student who, in the commandant's judgment, made the most significant contribution to the overall success of their class.

A2.11.1.5. The CMSgt Richard L. Etchberger Team Award is selected by the AFSNCOA Commandant and presented to the flight during each class that demonstrates superior leadership and performance in academics, physical fitness, and community service as a team.

A2.11.2. AF/A1DL is the approval authority for the establishment of additional EPME awards or changing the name/criteria for existing EPME awards. Staff requests for additional EPME awards or changes to existing awards through the chain of command to AF/A1DL for approval.

A2.11.3. The Air University, through the Barnes Center, publishes specific award criteria in the USAF EPME Procedural Guidance.

A2.12. EPME Triennial Review.

A2.12.1. Objective: Ensure AF EPME is aligned with Air Force priorities and force development strategies and EPME courses have relevant curricula, appropriate educational technologies, and required resources to inculcate institutional competencies in warfighting Airmen to meet future mission challenges in joint and coalition environments.

A2.12.2. Steering Committee. Consists of AF/CCC, AF/A1D, AU/CC, and AF/A1DL. Subject matter experts (SME) are invited as required. Convenes not less than once every three years to review the EPME strategic plan (mission, vision, strategic themes and objectives, and key initiatives), EPME policies, curricula, resources, and processes. Meets at the discretion of any primary member and, if agreed to by AF/CCC and AF/A1D, prior to the Review. Upon completion of the Review, determines which items will be presented to the AF/A1 and Enlisted Force Development Panel (EFDP) for action.

A2.12.3. Committee. Consists of AF/CCC, AF/A1D, AF/A1DL, AF/A1DI, AETC/CCC, AU/CCC, AU/CF representative MAJCOM CCCs, ARC/CCCs, Barnes Center/CC and key

leaders, and MAJCOM A1 PME representatives, and other SMEs as appropriate. Reviews agenda items, determines the nature of the issues and identifies challenges for further investigation and study. Based on their findings, the committee will identify the appropriate OPR for further research/action and out-brief the steering committee with findings and recommendations. The course of action determined by the steering committee will be reviewed via the AFLC for submission to appropriate senior office for approval/disapproval.

A2.12.4. Specific Responsibilities:

A2.12.4.1. AF/CCC: Co-chairs the Review with AF/A1D, approves the agenda and signs the report.

A2.12.4.2. AF/A1D: Co-chairs the Review with the AF/CCC, approves proposed agenda and signs the report. Upon AF/A1 approval of the Review Report, staffs applicable issues through the AF/A1DL and AF/CCC. Closes HAF action items.

A2.12.4.3. AF/A1DL:

A2.12.4.3.1. Provides agenda for the Review, prepares the Review Report, and coordinates the report through attendees. The report should address EPME initiatives/proposals, Sister Service best practices and near-term and long-term improvement plans. Forwards the final report to AF/A1D and AF/CCC for approval.

A2.12.4.3.2. Staffs approved items from the Review Report through appropriate agencies; distributes approved report to the review participants; provides semi-annual update to each member of the Committee on action item status, and closes HAF action items.

A2.12.4.3.3. Addresses any potential manpower/resource increase/decrease due to future DE courses/production levels or notifies appropriate MAJCOM/A1s to POM for required resources for planned DE courses/production levels.

Attachment 3
DEVELOPMENTAL EDUCATION (DE) ATTENDANCE OF SELECTED AIR FORCE RESERVE MEMBERS

A3.1. Resident DE. Selected Reserve members eligible for resident DE include Traditional Reservists (TR), Air Reserve Technicians (ART), Individual Mobilization Augmentees (IMA) and Active Guard Reserve (AGR) members.

A3.2. General Policy for DE. DE is a requirement for promotion for enlisted personnel. AFI 36-2502, *Airman Promotion Program*, Table 4.1, contains DE requirements for enlisted personnel and AFI 36-2301, Table 5, contains DE eligibility criteria. Officers should complete the appropriate level of DE commensurate with their grade. Completion may be by the resident, seminar method, or distance learning.

A3.2.1. Because of the unique constraints confronting Reserve officers, few will attend DE in residence. Therefore, each Reserve officer may complete DE through non-resident methods.

A3.2.2. Reserve members who attend DE in residence must be in a military duty status to receive point credit for attendance. However, Reserve members attending in civilian status will receive credit as having completed resident DE, once their military grade has met military grade criteria for enrollment/attendance for the respective level of DE. Civilian completion of DE prior to obtaining prerequisite military grade will prompt completion to be masked in the promotion system.

A3.2.3. Non-completion or elimination from a DE School. When eliminating or disenrolling an Air Force reservist from a DE school for any reason, the procedures are outlined in Education and Training Course Announcements (ETCA) website at https://etca.randolph.af.mil. The school sends a copy of the faculty Board proceedings to IR/RIO for IMAs, to HQ AFRC/A1 for unit assigned members and ARPC/DPAA for AGRs with a copy to HQ USAF/RE.

A3.2.4. DE Attendance Agreement. Prior to attending resident DE, all Reserve attendees must sign a Student Attendance Agreement. Figure A3.1 contains an example of the required attendance agreement. Failure to sign this agreement will negate the member's opportunity to attend the respective DE residence course. This agreement will be completed upon notification of selection.

Figure A3.1. Student Attendance Agreement.

STUDENT ATTENDANCE AGREEMENT

I,_____, voluntarily agree, as a condition of training, that I will abide by the military rules and regulations of the school, to include wearing the military uniform. I realize failure to do so may result in my disenrollment from the school, that this disenrollment would be considered my fault and that I may be liable for reimbursement of funds expended under such circumstances. I understand that while attending this course, payment for overtime or the crediting of compensatory time off is not authorized in accordance with 5 CFR Part 410, Subpart D (410.402), *Paying Premium Pay*. I also understand that I am only authorized to participate and train with the Air Force Reserve and my unit of assignment on a strict noninterference basis with academic responsibilities and assignments. Also, if applicable, according to AFI 11-401, *Flight Management*, paragraph 2-8, I understand I will not be permitted to actively fly while attending this course.

SIGNED:_____DATE:_____

A3.2.5. HQ AF/REP obtains annual DE quotas from HQ USAF/A1D. Quotas will be reviewed and forwarded to ARPC/DPA and AFRC/A1.

A3.2.6. DE Credit for Schools Attended/Completed in Other Services. Air Force Reserve members are authorized to attend or complete other service DE after first completing the comparable level of Air Force DE (exception for those members selected by the Reserve Developmental Education Designation Board (RDEDB) to attend other service schools). Members accessed into the Air Force Reserve from other services will receive creditable recognition for having completed DE in their former service. However, this only includes Intermediate Developmental Education (IDE) and Senior Developmental Education (SDE) for officers, and Senior Non-Commissioned Officer (NCO) Academy for enlisted members transferred from Army, Navy, and Coast Guard. DE for company grade officers must be satisfied through Air Force Squadron Officers School (SOS). For enlisted members NCO Academy and Airmen Leadership School (ALS) must also be satisfied through Air Force instruction. Members are not authorized to negotiate quotas directly with other service schools offering DE, and any DE completed by using such means will not be creditable for promotion consideration.

A3.3. Officer DE.

A3.3.1. General Information and Policy. Reserve officers should complete Primary Developmental Education (PDE), Intermediate Developmental Education (IDE), and Senior Developmental Education (SDE) during their careers. Table 1 shows phases for completing the DE resident courses. IDE/SDE graduates should receive consideration for follow-on assignments commensurate with the advanced education received.

A3.3.2. Eligibility. An officer is eligible to attend resident DE under the criteria stated in Figure A3.2. Additional eligibility requirements for select IDE and SDE courses can be found in Table 1 (AFI 36-2301).

A3.3.2.1. In-Residence IDE/SDE Eligibility Criteria

A3.3.2.2. Be a member of the Selected Reserve (SELRES) in pay category A or B. NOTE: Applicants on tours of Limited Extended Active Duty (LEAD) or Limited

Period Recall (LPRP) (see AFI 36-2008) may not apply to compete in the AFR RDEDB process unless they are projected to return to a SELRES position before class start date.

A3.3.2.3. Meet the Total Federal Commissioned Service (TFCS) and Grade Requirements in Table 2 (AFI 36-2301). NOTE: Reservists nominated for an upcoming promotion boards may submit an RDEDB nomination package for the DE appropriate to that potential promotion. Selection attendance is contingent upon the outcome of the promotion board.

A3.3.2.4. Not be a deferred officer as defined by Title 10 U. S.C., Section 14501.

A3.3.2.5. Must meet all military fitness standards in AFI 36-2905.

A3.3.2.6. Must not have been removed from a recommended list for permanent promotion to the grade that makes them DE eligible.

A3.3.2.7. Must have satisfactorily participated for the last 5 years.

A3.3.2.8. AGRs must have 2 years' time on station (as of class start date).

A3.3.2.9. Must have a security clearance. Qualified officers lacking the required security clearance may apply for DE schools. If selected, they must obtain the proper security clearance before the class entry date.

A3.3.2.10. Selects must agree to a 3 year Reserve Service Commitment after completion of DE – Title 10 U.S.C., Section 2005.

A3.3.2.11. Waivers may be requested for eligibility requirements.

A3.3.3. Reserve Personnel Appropriations (RPA) are centrally funded for Reserve officers attending in military status. ARTs who attend in civilian status and AGRs will be funded by unit Operations and Maintenance (O&M) funds.

Figure A3.2. Core Application Requirements Checklist.

- AFR members apply on-line via the Virtual Personnel Center-Guard and Reserve (vPC-GR), Application for Developmental Education (In-Residence).
    - School Preferences and Types of Positions - Part I (completed by the member) - prioritize all schools for which the member is eligible by order of preference (1 being most preferred to 5 being least preferred).
        - Senior Developmental Education (SDE) Schools.
        - Intermediate Developmental Education (IDE) Schools.
        - Use concise bullet format. Justify your school preferences. Describe specific or types of positions (including career broadening) desired after graduation from DE. Recommend not repeating qualifications evident in nomination package but instead new information that is additive.
    - Proper Endorsements – Parts II and III require appropriate chain of command endorsements.
        - Part II is endorsed by the member's rater.
        - Part III is endorsed by the member's senior rater. If the senior rater is the member's rater, Part III (behind item 1) includes —I am also the member's rater.
        - At a minimum, the RDEDB would like to see general comments regarding follow-on assignments such as:
            - Recommend Lt Col John Doe be assigned to an AGR position at HQ AFRC after completion of school.
            - Lt Col John Doe should be returned to home station in a Senior IMA capacity.
    - Senior raters with multiple nominations should prioritize their nominees (i.e., —1 of 3, 2 of 3, 3 of 3, etc.).
    - It is paramount that the comments reflect how the Air Force can benefit from the member's attendance at IDE or SDE. Applications not meeting this requirement will be returned through appropriate channels.
- Current Fitness Report - copy of fitness report current at the time of application submission.
- OPRs – ARPC will pull the last 5 OPRs from the applicant's Officer Selection Record (OSR). The applicant is responsible for ensuring their OSR is current.
- Invitation to apply to the RDEDB is sent to all Participating Reserve Officers.
- Eligibility Requirements Waivers.
    - Applicant must meet all eligibility requirements.
    - Eligibility Waivers – Submit individual waiver request for each eligibility requirement that is not met and therefore must be granted a waiver.
- Contact Information Sheet (Fig. 13.3) – Provide a completed contact information sheet.
- Additional School Specific Documentation (if applicable).
- Post-RDEDB Requirements – Primary RDEDB selects must fulfill all the Post-Board requirements before attending school.
- Records Review – Prior to submission, applicants should review their *records review rip* to ensure their records are accurate. Applicants should also verify with HQ ARPC/DP receipt of completed package at a date specified in the RDEDB Invitation Announcement.

NOTES:

1. Items A7.1 – A7.8 are required elements of the nomination package.
2. Item A7.9 elements are required elements of Selects before attending school.
3. Item A7.10 is highly recommended.
4. Subject to change per ARPC RDEDB Web Site.

A3.3.4. How to Apply. Personnel (to include unit AGRs) submit their requests to their MPF. The MPF will submit unit request through the current automated system (unit AGRs must submit a SF 182. For centrally managed programs, the PM will obtain concurrence with the member's functional manager prior to forwarding the application to RMG/DP. IMAs apply in writing through their approving official to the PM. The RMG PM will forward to HQ ARPC/DP by established suspense date. HQ AGR officers who wish to attend should submit a request in writing to HQ USAF/REAMO, 90 days before class start date. Due to the purpose individuals are brought on to Limited Period Recall Program (LPRP)/Limited Extended Active Duty (LEAD) (see AFI 36-2008, *Voluntary Extended Active Duty (EAD) for Air Reserve Commissioned Officers*, it would not be feasible for reservists serving under these conditions to apply for resident DE. Individuals on LPRP/LEAD should complete DE through seminar or correspondence.

A3.3.5. Selection of Students. The RSSB is held two times a year at ARPC. An invitation to apply is forwarded to all Reserve Officers identifying application requirements and methods.

A3.3.6. To withdraw from a RSSB course, selects must provide an Official Memorandum coordinated through their Wing Commander or equivalent to HQ AFRC/A1KO.

A3.4. IDE/SDE.

A3.4.1. ARPC will release an Invitation to Apply to the RDEDB, with convening dates and applicable suspense dates. Applicants may apply for in residence IDE and SDE via vPC-GR by the suspense date identified in the invitation to apply. Late applications will not be accepted. The Invitation to apply will identify appropriate routing of the application..

A3.4.2. Waiver Requests. Applicants requesting a waiver of eligibility criteria must submit a letter of justification within vPC-GR. The RDEDB President will evaluate all waivers and approve or disapprove.

A3.4.3. Senior Rater. Senior raters (as defined in AFI 36-2406), will rank order all their nominees (similar to the promotion recommendations process) in the IDE or SDE nomination category (i.e., 2/5 means that the officer is ranked number 2 out of 5 applying). It is also paramount that Senior Rater comments reflect how the Air Force can benefit from the member's attendance at IDE or SDE. Applications not meeting these requirements will be returned through appropriate channels.

A3.5. RDEDB.

A3.5.1. The Board President is the Deputy to the Chief of Air Force Reserve or designee (must be a general officer). The member ship of the Board is comprised of five colonels or above; representing all statuses and as many career fields as possible. HQ AFRC/A1L solicits and recommends board members through HQ AFRC/A1K to AF/REP for approval. HQ AF/REP notifies HQ AFRC/A1K and ARPC/DPA upon approval. Each Board member must have completed SDE. ARPC also invites the AF/REPP, HQ AFRC/A1KO, and the Headquarters Air University Reserve Advisor as nonvoting technical advisors.

A3.5.2. ARPC/DPA reviews all nomination packages for eligibility and completeness and serves as the RDEDB secretariat.

A3.5.3. The RDEDB screens and scores all officer records identified as eligible and determines those most qualified to attend IDE/SDE in residence based upon the whole-person concept. Board members must consider the future needs of the Air Force and follow-on assignments. The RDEDB identifies Selects and Alternates and aligns with school quotas.

A3.5.3.1. Post Board responsibilities**.** HQ ARPC will:

A3.5.3.1.1. Prepare and staff the RDEDB Results package through AF/REP to AF/RE for approval, with a courtesy copy to AFRC/A1K. Package must include an AF/RE message for public release and attachments that identify the RDEDB recommendations, names of Selects aligned with recommended schools, the Alternates list, and the Non-Selects list.

A3.5.3.1.2. Produce statistical summary of the RDEDB proceedings, to include: quotas, application trends, Reserve Category details, gender and race.

A3.5.3.1.3. Send a CLOSE HOLD—For Official Use Only message to all Reserve Military Personnel Sections (MPS) and MPS-like functions for above wing level organizations (copy to HQ AF/REP and HQ AFRC/A1K) prior to the public release of the message. This message is also sent to RI-RIO instructing them to alert commanders and IMA Program Managers to prompt the appropriate MPS to contact nominee's senior raters and/or commanders. This message is only available to the MPS organizations and directs those organizations to notify each senior rate and commander of their nominees' status (select, alternate, or non- select). Commanders should notify their nominees of their status the day prior to the public release date. No organization or individual will publicly display or release any select, alternate or non-select list at any time.

A3.5.3.1.4. Public Release. Publish the AF/RE Public Message, Selects (with their schools) and Alternates (in accordance with the Privacy Act) on the ARPC myPers on the public release date. Non-select lists will not be made public at any time.

A3.5.3.1.5. Publish an electronic message notifying School Commandants of the RDEDB Selections before sending notifications letters to Selects and Alternates.

A3.5.3.1.6. Send individual notification letters signed by AF/RE to selects and alternates.

A3.5.3.1.7. Send individual notification letters signed by HQ ARPC/CC to non-selectees.

A3.5.3.1.8. Commanders may send the optional letter of acknowledgement to selected member's employer (Fig A3.5).

A3.5.4. Change in medical profile – IDE/SDE Selects are required to immediately notify their Senior Raters and ARPC/DPA if there is any change in their medical profile (regardless of whether this changes the member's eligibility to attend school).

A3.5.5. Removal from a DE Selection List.

A3.5.6. In accordance with this publication, the Management Level may remove an officer from DE Selection list for cause; if so; member is no longer eligible for DE in-residence during their window of eligibility.

A3.5.7. Commanders may request an operational deferral for an officer on the DE Selection list. Deferral will be to the next Academic Year to the school in which member was selected to attend. AF/RE Deputy is the approval authority for Operational deferral requests.

A3.5.8. Officers selected for DE may decline, but do so with prejudice, unless they can cite humanitarian, operational, or other non-prejudicial reasons. Deferral requests for other than humanitarian and operational reasons will be considered on a case-by-case basis. Officers withdrawn with prejudice will be precluded from competing for future current level of DE in-residence; decision is at the discretion of the AF/RE Deputy.

A3.5.9. Requests for withdrawals are submitted from the individual officer through his/her Senior Rater directly to ARPC/DPAF (certified e-mail is permitted). Timeliness impacts approval/disapproval status and ability to use an Alternate. ARPC/DPA will recommend appropriate Alternate(s) to replace the member withdrawing and forward the request to AF/REP, who evaluates the request and recommends approval (with or without prejudice)/disapproval to HQ USAF/RE Deputy (RDEDB President). AF/REP will make written notification of RE Deputy's decision to ARPC/DPA. ARPC/DPA will 1) Update Master DE Select list, 2) Inform AF/REPP and HQ AFRC/A1KO, 3) Inform new Select's senior rater and/or commander, 4) Inform IR-RIO and ARPC/DPAA (as appropriate) to notify new Select by phone; and 3) Send written notification to new Select.

A3.5.10. Professional Military Development (PMD) Short Courses. Air Force Reserve does not consider PMD short courses as a viable substitute for PDE, IDE and SDE.

Figure A3.5. Sample Employer Acknowledgement Letter.

(On Letterhead)

(Graded and Name of Wing/CC or Senior MA)

Title
Address

Dear Sir or Ma'am

Recently, Major/Lieutenant Colonel (reservist's name), an Air Force Reserve Officer and employee of your company, was chosen to begin an active duty tour to attend (insert Service School for which selected). This course of instruction will last until June of next year. I want to take this opportunity to thank you for your support of Major/Lieutenant Colonel (last name), as he/she takes this very important step in his/her military career. He/she was selected to attend based upon a record of solid achievement and demonstrated potential. Upon graduation, I expect him/her to continue to progress through assignments of increased authority and responsibility.

Additionally, I know that the specialized education and professional development which he/she receives will enhance his/her performance as an employee of your company. I definitely feel that this is a —win-win for the Air Force and your corporation. Again, thank you for your great support of Major/Lieutenant Colonel last name, and the Air Force Reserve

Sincerely (Name,

Grade, Title)

A3.6. SOS. Eligible Reserve officers will apply for SOS in residence via the Reserve School Selection Board (RSSB) process.

A3.6.1. How to Apply. Personnel (to include unit AGRs) submit their requests to their MPF. The MPF will submit unit request through the current automated system (unit AGRs must submit a SF 182. For centrally managed programs, the PM will obtain concurrence with the member's functional manager prior to forwarding the application to RMG/DP. IMAs apply in writing through their approving official to the PM. The RMG PM will forward to HQ ARPC/DP by established suspense date. HQ AGR officers who wish to attend should submit a request in writing to HQ USAF/REAMO, 90 days before class start date. Due to the purpose individuals are brought on to Limited Period Recall Program (LPRP)/Limited Extended Active Duty (LEAD) (see AFI 36-2008, *Voluntary Extended Active Duty (EAD) for Air Reserve Commissioned Officers*, it would not be feasible for reservists serving under these conditions to apply for resident DE. Individuals on LPRP/LEAD should complete DE through seminar or correspondence.

A3.6.2. Selection of Students. The RSSB is held two times a year at ARPC. An invitation to apply is forwarded to all Reserve Officers identifying application requirements and methods.

A3.6.3. To withdraw from a RSSB course, selects must provide an Official Memorandum coordinated through their Wing Commander or equivalent to HQ AFRC/A1KO.

A3.7. Enlisted DE.

A3.7.1. Member must have 2 years retainability from graduation date to attend NCOA and SNCOA. AGRs, TRs, ARTs and IMAs may attend ALS, NCOA and SNCOA in residence. ARTs may attend in either military or civilian status (unit funded), but they must apply through military channels and the status must be annotated on the application prior to submission. Members will not have the option to change their status after selections have been made. AGR's will use unit O&M funds. Command Chiefs can set local selection process. Due to the purpose individuals are brought on to LPRP/LEAD (see AFI 36-2008, it would not be feasible for reservists serving under these conditions to apply for resident DE. Individuals on LPRP/LEAD should complete DE through seminar or correspondence. IMA's will apply thru ARPC channels up to HQ AFRC/A1KO.

A3.7.2. Enlisted PDE:

A3.7.2.1. ALS: Basic EPME. Phase 1 – 3-6 year TIS. Unit members will complete PME package thru UTM with Commanders recommendation. Package will be forwarded to Base Training Manager for review and approved by Command Chief or designated rep. The package will be forwarded to HQ AFRC/A1KO for processing. Quotas are based on availability, which can be reviewed on the A1KO SharePoint. Member must have a passing fit test and it must be current throughout school tour. DL will also meet requirements.

A3.7.2.2. Cancellations must be kept to a minimum; members will get one cancellation for an emergency after that, they will have to complete by correspondence. All cancellations need to be completed 45 days prior to class start date; anything prior to that will be a no-show.

A3.7.2.3. Quotas are requested through local wing training.

A3.7.2.4. Eligibility Requirements (see Table A2.1).

A3.7.2.5. How to Apply. Personnel (to include unit AGRs) submit their requests to their MPF.

A3.7.2.6. Waiver of Eligibility Criteria. All waivers for PME will be forwarded to HQ AFRC/A1KO.

A3.7.2.6. Selection. Commander makes selection. The MPF notifies members of their selection.

A3.7.2.8. All members, whether attending in civilian or military status, must out-process through the FSS to ensure completion of Air Force Fitness Assessment. This statement must be in the remarks section of the member's orders.A3.7.3. Enlisted IDE.

A3.7.3. NCOA. Comprehensive Learning: Phase 2 – 8 -14 TIS. Unit members will complete PME package thru UTM with Commanders recommendation. Package will be forwarded to Base Training Manager for review and approved by Command Chief or designated rep. The package will be forwarded to HQ AFRC/A1KO for processing. Quotas are based on availability, which can be reviewed on the A1KO SharePoint. Member must have a passing fit test and it must current throughout school tour. DL will also meet requirements.

A3.7.3.1. How to apply: https://wwwd.my.af.mil/afknprod/ASPs/docman/DOCMain.asp?Tab=0&FolderID=OO-ED-RC-17-15&Filter=OO-ED-RC-17.

A3.7.3.2. Eligibility Requirements NCOA (See Table A2.2):

A3.7.3.3. How to Apply. Unit Personnel (to include unit AGRs) submit their requests to their MPF. The MPF will submit unit request through training management system (unit AGRs must submit a SF 182,. IMAs submit their request to their RMG PM who will forward to HQ ARPC/DP by established suspense date, before the selection Board meets.

A3.7.3.4. Waiver of Eligibility Criteria. All waivers for PME will be forwarded to HQ AFRC/A1KO.

A3.7.3.5. Selection of Students. For units the Wing Training Office may determine local selection procedures. HQ ARPC/DP convenes a selection Board to select IMA candidates. School Board results are then forwarded to RMG/CC or designated representative for approval.

A3.7.3.6. Announcement of Selections/Nonselections. The MPF notifies the unit members. RMG/CC or designated representative will notify RMG PM for notification to IMA applicants.

A3.7.3.7. Cancellations. Must be kept to a minimum, members will get one cancellation for an emergency; after that they will have to complete by correspondence. All cancellations need to be completed 45 days prior to class start date; anything prior to that will be a no-show.

A3.7.3.8. All members, whether attending in civilian or military status, must out- process through the FSS to ensure completion of Air Force Fitness Assessment. This statement must be in the remarks section of the member's orders.

A3.7.4. Enlisted SDE.

A3.7.4.1. SNCOA. Comprehensive Learning, Phase 3 – 12-18 TIS. Unit members will complete PME package thru UTM with Commanders recommendation. Package will be forwarded to Base Training Manager for review and approved by Command Chief or designated rep. The package will be forwarded to HQ AFRC/A1KO for processing. Quotas are based on availability, which can be reviewed on the A1KO SharePoint. Member must have a passing fit test and it must be current throughout school tour. DL will also meet requirements.

A3.7.4.2. Quotas are centrally managed by HQ AFRC/A1 and HQ ARPC/DP.

A3.7.4.3. Eligibility (See Table A2-3):

A3.7.4.4. Waiver of Eligibility Criteria. All waivers for PME will be forwarded to HQ AFRC/A1KO..

A3.7.4.5. How to Apply. https://wwwd.my.af.mil/afknprod/ASPs/docman/DOCMain.asp?Tab=0&FolderID=OO-ED-RC-17-15&Filter=OO-ED-RC-17.

A3.7.4.6. Selection of Students. RMG/DP convenes selection boards to make selections for IMAs.

A3.7.4.7. Announcement of Selections/Non-Selections. The MPF notifies the unit member. RMG/CC or designated representative will notify RMG PM to initiate notification to IMA applicants.

A3.7.4.8. Cancellations: Must be kept to a minimum, members will get one cancellation for an emergency; after that they will have to complete by correspondence. All cancellations need to be completed 45 days prior to class start date; anything prior to that will be a no-show.

A3.7.4.9. All members, whether attending in civilian or military status, must out- process through the FSS to ensure completion of Air Force Fitness Assessment. This statement must be in the remarks section of the member's orders.

A3.7.4.10. ARTs electing to attend in civilian status are strongly encouraged to out-process through the MPF.

Attachment 4

AIR NATIONAL GUARD DEVELOPMENTAL EDUCATION PROGRAM

A4.1. Responsibilities. All leaders and organizations will encourage personnel to take advantage of the developmental education opportunities provided by resident and nonresident PME. Specific responsibilities follow:

A4.1.1. Human Resources Directorate (NGB/HR), 3500 Fetechet Ave, Joint Base Andrews, MD 20762.

A4.1.1.1. Manages officer and enlisted PME programs for the ANG.

A4.1.1.2. Determines annual ANG PME requirements; establishes attendance quotas at ANG PME resident programs; provides statistics regarding participation in ANG PME resident programs, and coordinates ANG participation in AF PME programs Headquarters Air Force, Force Development Directorate (AF/A1D).

A4.1.1.3. Serves as the ANG point of contact for joint PME issues.

A4.1.1.4. Establishes ANG eligibility and selection criteria for all PME programs.

A4.1.1.5. Determines requirements for and feasibility of alternative delivery formats and methodologies.

A4.1.1.6. Convenes central selection panels to make recommendations to the Director, Air National Guard (NGB/CF) for approval of officers and enlisted regarding attendance at resident PME programs.

A4.1.1.7. Issues and monitors training line numbers (TLN) school days and proficiency training days for students; and coordinates all courses, ensuring compliance with applicable directives.

A4.1.1.8. Point of contact (POC) for communications between AF PME program managers, other services program managers and ANG Force Support Squadron, Force Development (FSS/FSD). All additional PME resident school quotas will be coordinated between NGB/HRT and the appropriate MAJCOM or schoolhouse as appropriate. Units are not authorized to solicit additional quotas directly with a schoolhouse.

A4.1.1.9. Approval authority for exceptions to policy (ETP) of PME eligibility criteria, individual declinations, requests for operational or humanitarian deferments, and removal from selection for PME programs.

A4.1.1.10. CMSgt position in NGB/HRTS serves as the EPME and 8T000 functional manager.

A4.1.1.11. Administers ANG EPME Awards Program.

A4.1.2. ANG Training and Education Center (ANG TEC), 400 I. G. Brown Drive, McGhee Tyson Air National Guard Base (ANGB), TN 37777-6216.

A4.1.2.1. Forecasts and submits annual resource requirements to NGB/HR not later than (NLT) 31 Jan of each year.

A4.1.2.2. Submits End-of-Class (EOC) and End-of-Year (EOY) reports for PME programs to NGB/HRT NLT 30 days after completion of each class and each fiscal year.

A4.1.2.2.1. Sent in electronic format by e-mail or ground mail using electronic storage media.

A4.1.2.2.2. EOC/EOY reports include, as a minimum, all student demographics by individual, class leadership, activities and events, award winners, and remarks.

A4.1.2.3. Reports immediately to NGB/HRT all student releases (academic, disciplinary, or medical), program management review (PMR), test compromises, and inquiries by outside agencies including but not limited to CCAF, The Barnes Center, and AF/ANG Inspector General (IG).

A4.1.3. The Adjutant General (TAG).

A4.1.3.1. The TAG or equivalent will endorse, and if necessary, stratify IDE/ASG/SDE applicants.

A4.1.3.2. Endorse an applicant's deferral or declination request.

A4.1.3.3. Endorse ANG members nominated to serve on the Officer Developmental Education Panel.

A4.1.4. The State Command Chief Master Sergeant (CCM).

A4.1.4.1. Encourages participation in resident and DL developmental opportunities for enlisted personnel.

A4.1.4.2. Reviews and endorses all packages for Senior Noncommissioned Officer Academy (SNCOA) ALE resident course. Stratifies nominees for SNCOA ALE when more than one from the state is submitted.

A4.1.4.3. Determine policy within the state for attendance at EPME courses that have limited allocations.

A4.1.4.4. Manages Phase 1 resident quotas within state to include distribution to wings.

A4.1.5. Wing Commander (WG/CC)/Senior Rater (SR).

A4.1.5.1. Ensures all personnel are counseled throughout their careers on the relationship between PME and mission readiness.

A4.1.5.2. Encourages participation in officer and enlisted PME programs.

A4.1.5.2.1. Establishes a selection process and recommends officers for attendance at Squadron Officer School (SOS), Intermediate Developmental Education (IDE), Joint Professional Military Education (JPME), and Senior Developmental Education (SDE), and other schools as required.

A4.1.5.2.2. Establishes a selection process to coincide with current EPME policies and recommends enlisted members to attend ALS, Phase 1, 2, and 3 ILE/ALE resident courses.

A4.1.5.3. Ensures applicants meet all applicable eligibility criteria prior to attendance at resident EPME.

A4.1.5.4. Oversees approved EPME programs at the local level.

A4.1.5.4.1. Authorizes, prescribes, and provides personnel, equipment, and funding as needed.

A4.1.5.4.2. Appoints, by letter, flight chiefs, course supervisors, and lead site facilitators and approves selection of instructors/facilitators to support and Satellite EPME programs.

A4.1.5.4.3. Ensures adequate facilities are designated and maintained.

A4.1.6. Force Development Superintendent (FSS/FSD).

A4.1.6.1. Serves as the base-level point of contact and advisor for EPME programs.

A4.1.6.2. Notifies unit personnel of resident PME application procedures and assists with the enrollment of enlisted members in EPME DL courses.

A4.1.6.2.1. Reviews all application packages to ensure accuracy, completeness, and timeliness in accordance with NGB and local policy.

A4.1.6.2.2. Forwards application packages to State Headquarters for endorsement in accordance with NGB or local policy.

A4.1.6.2.3. Immediately communicates with NGB/HRT when a selectee cannot attend. When required, coordinates with the State Headquarters or Wing CC for the appropriate endorsement. Forwards the official endorsement of the non-attendance to NGB/HRT.

A4.1.6.2.4. Enters appropriate transactions in the applicable human resource system.

A4.1.6.2.5. Verifies and publishes travel orders in accordance with (IAW) AFI 33-328 *Administrative Orders* and local policies for members attending resident PME.

A4.1.6.2.6. Conducts out-processing briefings for members departing to attend resident PME regarding financial expenditures, academics, and reporting instructions.

A4.1.6.3. Manages PME proficiency training (PT) days for the wing. Returns PT days that are not utilized for the appropriate PME to NGB/HRT.

A4.2. Officer Developmental Education (DE).

A4.2.1. Attendance and Eligibility.

A4.2.1.1. Limited resources restrict attendance at resident OPME. Nonresident programs are available to all eligible ANG officers and Title 5 civilians. Primary Developmental Education (PDE) should be completed during an ANG officer's career. Table 1 (AFI 36-2301) describes phases for completing the DE resident courses. Officers, who complete SDE should be considered for follow-on assignments commensurate with the advanced education received.

A4.2.1.2. Completing nonresident PME programs will not affect eligibility for resident OPME programs at the same level.

A4.2.1.3. Technicians and Drill Status Guardsmen (DSGs) will attend in residence OPME programs in Title 10 active duty status. Active Guard Reserve (AGR) members will attend in AGR status.

A4.2.1.4. ANG officers and Title 5 civilians may participate in other resident Service, Joint, DoD, and non-DoD (international and civilian) PME equivalent programs such as AF Fellowships. All requirements described in this instruction must be met.

A4.2.1.5. Officers who have transferred to the ANG from other services may be able to receive credit for resident Squadron Officer School (SOS) as described in AFI 36-2301.

A4.2.1.6. All officers and Title 5 civilians must meet eligibility and prerequisites described in Tables 2 and 5 (AFI 36-2301) and any additional eligibility requirements described in the ANG course announcement Officers must not be a deferred officer as defined in Title 10 U.S.C., Section 14501. Must meet all military fitness standards. Selects must agree to a three year service commitment. Any changes in a member's medical profile must be reported immediately to the FSS and NGB/HRT (regardless of whether this changes the member's eligibility to attend school).

A4.2.1.7. Officers released from a DE program for non-prejudicial reasons must wait six months to re-apply. Those removed with prejudice will no longer be eligible to attend the equivalent level of resident OPME.

A4.2.1.8. Lieutenant Colonels must wait three years from graduation of intermediate developmental education (IDE) to attend resident senior developmental education (SDE). This date is calculated from the SDE class start date.

A4.2.2. Application Procedures.

A4.2.2.1. Squadron Officer School (SOS). Personnel submit requests for SOS to the FSS/FSD. The FSS will request a seat through the applicable human resource system.

A4.2.2.2. Intermediate/Senior Developmental Education (IDE/SDE).

A4.2.2.2.1. Selection to attend resident IDE/SDE is reserved for those officers who will hold future leadership positions at the highest levels of the ANG including NGB and Joint Staff assignments. Applicants must meet all military standards prior to submitting package.

A4.2.2.2.2. Application procedures and contents of application packages are announced annually by NGB.

A4.2.2.2.3. The State Headquarters and Force Support Squadron should review packages prior to submission to ensure they meet the requirements specified in the announcement. Packages that do not meet the criteria in the announcement must be corrected to meet the criteria prior to the panel meeting.

A4.2.3. Selection Process.

A4.2.3.1. NGB/HR will convene a diverse Officer Developmental Education Panel to recommend officers whose performance indicates a high level of potential and success.

A4.2.3.2. The Panel president will be a general officer and will consist of a recorder (non-voting) and a minimum of five voting members in the rank of Colonel and above. Lieutenant Colonels who have completed the equivalent level of OPME are also eligible for Board membership. NGB/CF will determine the panel members. NGB/HR will serve as nonvoting technical advisors.

A4.2.3.3. Applications will be evaluated on the criteria published in the application announcement. Board recommendations to NGB/CF will include school assignments. NGB/CF is the final approval for all IDE/SDE schools.

A4.2.4. School Assignments. IDE/SDE applicants are selected based performance and mission needs. The panel will consider the applicants school preferences; however, the panel will determine school distribution based on the best interest of the ANG.

A4.2.5. Notification. Primary and alternate IDE/SDE selectees are notified through an announcement sent to the TAG. The notice will include school assignments. Several schools provide information packages and conduct orientation sessions prior to the CSD. Selectees are required to attend an ANG Orientation prior to attending school. Exceptions will be worked on an individual basis.

A4.2.6. Acceptance. Acceptance of attendance to a resident OPME requires no action by selectees. Selectees will be contacted by NGB/HRT and provided information on the ANG Orientation.

A4.2.7. Non-acceptance.

A4.2.7.1. An officer may request withdrawal or defer attending resident OPME within 30 days of notification.

A4.2.7.1.1. Withdrawal. Selectees may submit a letter requesting withdrawal from attendance at resident OPME to NGB/HRT. All withdrawal requests must be endorsed through the chain-of-command to the TAG. Members must reapply for future consideration to attend resident OPME programs.

A4.2.7.1.2. Deferral. Submit a letter requesting a deferral to NGB/HRT. The letter must include the commander's and be coordinated through the chain of command to the TAG. Those with an approved deferral as described in the selection announcement will automatically receive reservations for the following academic year (AY) at the school assigned in the selection notice. Deferral requests for subsequent AYs will not be accepted.

A4.2.7.1.3. Transfer of Service. Members who transfer to other branches of Service must submit a withdrawal letter. School allocations cannot be transferred with the member.

A4.2.8. Waivers.

A4.2.8.1. SOS. Selectees must be in the grade of Captain. Grade exceptions will not be considered. Exceptions for total years of commissioned service (TYCS) will be considered on an individual basis. All ETPs must be submitted to NGB/HRT for approval.

A4.2.8.2. IDE/SDE. Grade waivers, withdrawals, and deferments must be processed through NGB/HRT for processing. ETPs to exceed the TYCS limitations and deferments will be considered on an individual basis.

A4.2.9. Security Clearances. Members attending IDE/SDE schools must have valid security clearance. Qualified officers, who do not have the required security clearance may apply for DE schools. If selected, they must obtain the proper security clearance prior to class start date.

A4.2.10. Orders.

A4.2.10.1. SOS orders are published as routine school orders, allowing one day of travel prior to the (CSD) and one day after class graduation date (CGD).

A4.2.10.2. Attendance at IDE/SDE schools require permanent-change-of-station (PCS) orders authorized by NGB/HR letters of authority (LOA). Orders will be published, by the member's unit, IAW applicable directives governing PCS moves. Members may not attend resident IDE/SDE schools in temporary duty (TDY) status or technician status.

A4.2.10.3. Some IDE/SDE programs conduct formal orientation sessions. NGB/HRT will notify selectees concerning orientation dates and funding arrangements.

A4.2.10.4. LOAs will contain the following information as a minimum:

A4.2.10.4.1. Authorized travel days from home of record (HOR) to new PCS duty location.

A4.2.10.4.2. Report no earlier than date.

A4.2.10.4.3. Report no later than date.

A4.2.10.4.4. Depart no later than date (after graduation).

A4.2.10.4.5. Security clearance.

A4.2.10.4.6. Remarks, including specific school information such as orientation sessions.

A4.2.10.4.7. Family members' names, when appropriate.

A4.2.10.5. NGB/HRT provides active duty school days for all Drill Status Guardsmen (DSG) and Air Technicians. These days are issued to a member and are not transferable. They are to be used for resident OPME only and must be returned to NGB/A1DU when members cancel attendance or are released from resident OPME programs.

A4.2.11. Disenrollment.

A4.2.11.1. Resident OPME programs will immediately notify NGB/HRT of all officers disenrolled for any reason.

A4.2.11.2. Officers removed for cause from resident OPME programs are permanently excluded from reentering the equivalent level of resident OPME and are restricted from enrolling in nonresident OPME for one year.

A4.3. Officer Distance Learning (DL) Programs.

A4.3.1. Eligibility.

A4.3.1.1. Air Force policy stresses the right PME at the right time and at the right grade. The nonresident sequence is SOS, ACSC, and AWC.

A4.3.1.1.1. Captains or Captain selects may enroll in the nonresident SOS.

A4.3.1.1.2. Majors or Major selects may enroll in the nonresident ACSC.

A4.3.1.1.3. Lieutenant Colonels selects through Colonels may enroll in the nonresident AWC.

A4.3.1.2. With the exception of those officers selected by the Officer Developmental Education Panel to attend resident OPME or equivalent ANG officers must complete the appropriate AF OPME course before enrolling in another Service's DL program.

A4.3.1.3. Officers who do not successfully complete DL OPME programs for any reason must wait six months from course termination to reenroll.

A4.3.2. Application. Application for DL OPME programs is initiated through the FSS. In all cases, officers must meet the eligibility criteria for each level of OPME.

A4.4. Enlisted PME (EPME) Resident Programs.

A4.4.1. Attendance.

A4.4.1.1. Timing the attendance in a member's career is an integral part of deliberate development and force management decisions. ILE/ALE EPME courses are limited; therefore, it is beneficial to develop a selection process to ensure the right airmen are attending resident EPME.

A4.4.1.2. Enlisted members in the grade of E-4 accessed in the ANG from other services are required to successfully complete ALS Phase 1 DO prior to promotion to the grade of Staff Sergeant. Completion of a sister service EPME or NCO Prep Course is not equivalent and the member must complete Phase 1 DL or ILE/ALE as soon as possible after enlisting in the Air National Guard. Members who do not meet the timelines established in this memorandum must submit an ETP to NGB/HRT for approval.

A4.4.1.3. E6 and below Sister Service resident and EPME courses are not comparable to AF EPME courses and thus do not meet AF EPME requirements. Therefore, prior sister Service NCOs who enter the ANG after 1 Oct 08 will complete the grade appropriate AF EPME through distance learning. These members may be afforded the opportunity to attend the appropriate EPME resident program if all eligibility requirements are met. Members, who do not meet the timelines set forth in this instruction, must submit an ETP to NGB/HRT for approval.

A4.4.2. Eligibility and Prerequisites.

A4.4.2.1. Members must meet eligibility criteria established in this memorandum or other publications announced by appropriate authority.

A4.4.2.2. Air Technicians are eligible to apply for the appropriate resident EPME program based on military rank and requirements only.

A4.4.2.3. Members who do not successfully complete resident EPME programs for non-prejudicial reasons must wait three months from course termination to reapply. Those removed with prejudice must wait one year from course termination.

A4.4.3. Application Procedures.

A4.4.3.1. Phase 1Airman Leadership School. Annually programmed ALS quotas are distributed by NGB/HRT to each state. Members approved for attendance by their commanders or state command chief should submit requests through the FSS. The FSS will enter names and confirm quotas in the appropriate human resource system. Unprogrammed quotas will be announced by NGB/HRT to each FSS/FSD through e-mail.

A4.4.3.2. Phase 2 ILE Noncommissioned Officer Academy. Members approved for attendance by their commanders submit requests through the FSS. The FSS/FSD will use the appropriate human resource system to enter names and confirm quotas. Unprogrammed quotas will be announced by NGB/HRT to each FSS through e-mail.

A4.4.3.3. Selection to attend the resident AFSNCOA is reserved for those SNCOs who will hold future leadership positions at the unit, State and National levels.

A4.4.3.3.1. Application procedures and contents of application packages are announced by NGB/CF or delegated representative each year and can be located at http://ang.af.mil/careers/forcedevelopment.

A4.4.4. Selection Process.

A4.4.4.1. ALS Phase 1 and NCOA Phase 2 ILE applicants are selected at the state or unit level. The FSS will confirm members' attendance through the appropriate human resource system. Unprogrammed quotas will be announced by NGB/HRT through e-mail to all FSSs and will be issued on a first-come, first-served basis.

A4.4.5. Notification.

A4.4.5.1. The FSS will be notified of ALS Phase 1 and NCOA Phase 2 ILE attendees through the state or unit selection process.

A4.4.5.2. Primary and alternate selectees for AFSNCOA Phase 3 ALE and Sister Service Senior NCO Academies (SSNCOA), will be notified by NGB/CF or designated representative. The selection announcement will include class assignment.

A4.4.6. Acceptance. No action is required if member intends to accept the school assignment.

A4.4.7. Non-acceptance.

A4.4.7.1. Withdrawal or declination. Selectees for Phase 1 or Phase 2 ILE must submit a written request to NGB/HRT for withdrawal or declination. All requests must be endorsed by the Wing Commander and State CCM as a minimum. Members, who withdraw from Phase 1 or Phase 2 ILE will not receive priority for a subsequent class date. Members requesting deferment from AFSNCOA ALE must submit the request to NGB/HRT. The request must have the State CCM endorsement. Members, who receive an approved deferment for ALE will be afforded the opportunity to attend the next FY.

Those members who decline or do not have an approved deferment must apply for future consideration.

A4.4.7.2. Transfer of Service. Members selected to attend resident EPME who transfer to other branches of Service must follow the withdrawal procedures above.

A4.4.8. NGB/HRT provides proficiency training days for all Drill Status Guardsmen (DSG) and Air Technicians attending the satellite program. These days are to be used for satellite PME only and must be returned to NGB/HRT if a member cancels attendance or is released from the program within 30 days from class graduation date.

A4.5. Nonresident Programs. Members who self-enroll in EPME DL programs must meet the eligibility criteria for each level of EPME outlined in this memorandum.

A4.6. Air Force Fit to Fight Program and Physical Profiles.

A4.6.1. All ALS and ILE/ALE students are expected to participate in the AF Fit to Fight (FTF) program

A4.6.2. Temporary Physical Profiles.

A4.6.2.1. Members must meet the fitness standards outlined in AFI 10-248. Medical conditions that prevent the applicant from fully participating in the school's FTF program must be brought to the attention of NGB/HRT immediately. Members with documented temporary medical restriction(s) that prevent full participation in any part of the PME curriculum are ineligible to attend until the medical condition is cleared. Restrictions must be documented on an AF IMT 422, Physical Profile Serial Report.

A4.6.2.2. Members are not to report to resident EPME until NGB/HRT makes a determination based on a recommendation made by a competent medical authority.

A4.6.3. Permanent Physical Profiles.

A4.6.3.1. Members with permanent profiles may be eligible to attend EPME Schools.

A4.6.3.2. A copy of the AF IMT 422 must be sent to the NGB/HRT prior to member departing home station. NGB/HRT will coordinate with the applicable school commandant for approval. NGB/HRT will notify the FSS of the commandant's decision.

A4.7. Exceptions to Policy. NGB/HRT is the sole approving authority for exceptions to the policy specified in this attachment unless otherwise specified.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 36-2301

16 JULY 2010

Incorporating Through Change 2, 9 July2013

Personnel

DEVELOPMENTAL EDUCATION

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing website at **www.e-publishing.af.mil/.**

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: AF/A1DL

Certified by: AF/A1DL
(Colonel James E. Miner)

Supersedes: AFI 36-2301, 27 June 2002;
AFI 36-2025, 9 May 2003

Pages: 83

This Instruction implements AFPD 36-23, *Military Education*. This Instruction rescinds AFI 36-2025, *Air Force Intern Program,* and incorporates program guidance into this Instruction. Source and governing documents also include the DODI 1300.19, *DOD Joint Officer Management Program;* DODI 1322.06, *Fellowships, Scholarships, Training With Industry, and Grants for DOD Personnel*; the CJCSI 1800.01, *Officer Professional Military Education Policy* – OPMEP; and the CJCSI 1805.01, *Enlisted Professional Military Education Policy* - EPMEP. Developmental Education (DE) includes: Professional Military Education (PME), Joint PME (JPME), International PME, resident and distance learning programs, as well as AF-sponsored Advanced Academic Degree (AAD) programs, Air Force Institute of Technology (AFIT), Naval Post-graduate School (NPS), National Defense Intelligence College (NDIC), Advanced Study of Air Mobility (ASAM), the AF Intern Program (AFIP) and the AF Fellows (AFF) Program for AF military and civilian employees. This AFI governs Developmental Education (DE) attendance, eligibility, selection, and removal criteria. It also provides procedures for inclusion of international officers in PME programs. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records,* and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at **https://www.my.af.mil/gcss-af61a/afrims/afrims**/.

Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of a Publication*; route AF Forms 847 from the field through the appropriate functional's chain of command. Field activities publishing implementation guidance must route those to higher headquarters functional OPR for review and coordination before publishing. This publication applies to Air National Guard (ANG) and Air Force Reserve Command (AFRC) as well as Air Force civilian

employees, and compliance with this publication is mandatory. SAF/MR coordination is required before this document is revised, rescinded, or reissued.

SUMMARY OF CHANGES

This interim change (IC) implements DoDI 5545.04, *Policy on the Congressional Reporting Process for Military Educational Institutions Seeking to Establish, Modify, or Redesignate Degrees*, 7 Apr 11 and implements AF PME policy to include the function of the AF Learning Committee. It outlines the core learning areas of the AF PME program and describes the purpose, roles, responsibilities, and processes of the Air Force Learning Committee (AFLC). It also provides the revised developmental education construct for officer and enlisted PME programs. This change includes the reporting process for degree granting educational institutions to establish, modify, or redesignate degrees. This IC also implements requirements for at least one Below-the-Promotion-Zone selection for AF Medical Service colonels for SDE attendance in residence; removal of Lt Cols from the select list if they are deferred for promotion; and prescribes AF Form 3849, *PME/AFIT/ RTFB Officer Worksheet.*

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Section A— Purpose and Responsibilities

1. Purpose of DE. Air Force DE programs expand knowledge and increase understanding of the role of air, space and cyberspace power in times of peace and war. Air Force education programs prepare Air Force personnel to anticipate and successfully meet challenges across the range of military operations and build a professional corps. Further, they positively impact both recruitment and retention efforts. Education is one of three core concepts that make up the Continuum of Learning (CoL) which encompasses the deliberate developmental path over the course of an Air Force career. The other two core concepts of the CoL are training and experience. The CoL ensures the Air Force synchronizes force development efforts so personnel receive the right education at the right time throughout their careers. This Instruction establishes education guidance and procedures for all officer and enlisted, active duty, guard and reserve components, and civilians.

2. Scope. As a common taxonomy used to implement the CoL, the Institutional Competency List (ICL) which is found in AFPD 36-26, *Total Force Development*, identifies the competencies expected of all Airmen throughout their careers to operate successfully in constantly changing operational environments. The term "developmental education" refers to an array of educational opportunities. DE is comprised of professional and specialized education programs, research and doctrinal studies, fellowships, and graduate-level studies. DE spans a member's entire career and provides the knowledge and abilities needed to develop, employ, and command air, space and cyberspace forces. Career field-specific officer and civilian Development Teams (DT) and enlisted Career Field Managers (CFM) oversee personnel development to meet functional and institutional, tactical, operational, and strategic leadership requirements. As such, they will evaluate developmental opportunities and provide input into the DE selection process.

2.1. A critical subset under the DE umbrella is Professional Military Education (PME). The objectives of PME programs are to 1) provide the nation with skilled personnel in the employment of airpower in the conduct of war and small scale contingencies; 2) provide Air Force personnel with the skills and knowledge to make strategic decisions in progressively more demanding leadership positions within the national security environment; 3) develop strategic thinkers, planners and warfighters; and 4) strengthen the ability and skill of AF personnel to lead, manage and supervise. These objectives shall be reflected in the AF Institutional Competency List and the Air University continuum of education. PME includes the following resident and non-resident programs: Squadron Officer School (SOS), Air Command and Staff College (ACSC), Service and Foreign Command and Staff Colleges, Air War College (AWC), Service and Foreign War Colleges, National Defense University (NDU), Joint Forces Staff College, Airman Leadership School (ALS), Noncommissioned Officer Academy (NCOA), and Air Force Senior Noncommissioned Officer Academy (AFSNCOA). NOTE: Non-resident and Distance Learning (DL) will be used interchangeably within this Instruction. DL is considered any form of DE in which the learner or learning group is separate from the instructor(s)/course provider(s) and communication between the two is via correspondence and/or telecommunications/computer- networking systems.

3. Responsibilities. All commanders and leaders will encourage personnel to take advantage of resident and non-resident educational opportunities. Specific responsibilities include the following:

3.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) serves as an agent of the Secretary and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing developmental education.

3.2. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1)

3.2.1. Provides operational oversight and advocacy for Air Force DE programs.

3.2.2. Presents DE programs and concepts to the Force Management and Development Council (FMDC) for consideration.

3.2.3. Chairs the annual DE Designation Board (DEDB) at the Air Force Personnel Center (AFPC).

3.2.4. Ensures appropriate diversity considerations are integrated in AF-level DE policies, guidance and programs. Diversity in the Air Force is broadly defined as a composite of individual characteristics, experiences, and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes, but is not limited to, personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity and gender. The specific characteristics, experiences, and abilities that will be applied need to be tailored as specific circumstances and the law require.

3.2.5. Removal authority for officers and civilians identified on IDE/SDE designation lists.

3.3. The Directorate of Force Development (AF/A1D)

3.3.1. Provides implementation guidance, programs funds, and oversees DE programs.

3.3.2. Determines annual Air Force DE requirements, establishes Air Force attendance quotas at Air Force and non-Air Force schools, determines annual quotas and program guidance for the Air Force Fellow Program (AFFP), and determines non-Air Force participation in Air Force PME programs.

3.3.3. Determines AF guidance on DE eligibility criteria, selection, and removal for resident and non-resident programs for lieutenant colonels and below, civilian employees, and enlisted personnel.

3.3.4. Allocates Air Force active duty and civilian resident DE quotas to AFPC and AF/DPO; allocates Air Force Reserve quotas to US Air Force Reserve (AF/RE); and allocates Air National Guard quotas to Air National Guard Readiness Center (NGB/A1DL).

3.3.5. Allocates Air Force officer and enlisted PME quotas to the other Services, the Deputy Under Secretary of the Air Force for International Affairs (SAF/IA), and appropriate governmental agencies.

3.3.6. Approves any increase or decrease to PME resident schools annual production capability. (Exception: MAJCOMs may authorize increase/decrease in production to ALS to accommodate MAJCOM EPME production requirements.)

3.3.7. Serves as the Air Force point of contact/liaison to the JCS/J-7for Joint PME (JPME) issues.

3.3.8. Serves as the Strategic Policy Intern Support Office by coordinating Intern rotations with HAF, Joint Staff and OSD organizations.

3.3.9. Ensures a biennial review is conducted of all AF Fellowships and submits a final list to the AF/A1 for consideration.

3.3.10. Ensures CSAF DE opportunity rate guidance is followed for active duty LAF officers.

3.3.11. Acts as the waiver-approval authority for eligibility for non-resident PME programs.

3.4. Air Force Colonels Management (AF/DPO)

3.4.1. Implements Air Force guidance on DE eligibility, selection, and removal for active duty line and non-line colonels and colonel-selects.

3.4.2. Ensures line colonels (and selects) that have potential to be in key leadership positions are selected to attend resident Senior DE (SDE) programs.

3.4.3. Responsible for the line and non-line colonel (and selects) portion of the annual SDE selection/designation board to include working with AFPC to staff the results through AF/A1 for approval and release to the field.

3.4.4. Approves/disapproves colonels (and selects) for the following actions: individual declinations, requests for operational or humanitarian deferment, and removal from the select list.

3.4.4.1. Manages outplacement of all colonels (and selects) currently attending SDE. Coordinates with AFPC to manage out placement for all resident programs.

3.5. Air Force Chiefs Group (AF/DPE)

3.5.1. DELETE.

3.5.2. DELETE.

3.5.3. DELETE.

3.5.4. DELETE.

3.5.5. DELETE.

3.5.6. Selects/schedules CMSgts for Keystone Course with AF/CCC approval.

3.6. Air Force Personnel Center Commander (AFPC/CC)

3.6.1. Implements Air Force guidance on DE eligibility, selection (excluding SOS, ALS and OCONUS NCOAs), and removal for civilians and active duty officers below the rank of Colonel/Senior Executive Service (SES).

3.6.2. Announces programs, eligibility criteria and nomination procedures in annual Intermediate DE (IDE)/Senior Developmental Education (SDE) program message distributed AF-wide.

3.6.3. Ensures all officer "selects" are designated to attend resident IDE and SDE programs before the end of their eligibility window. Lieutenant colonels (and selects) and majors (and selects) will be nominated by their senior raters to their DTs to compete for DE consideration. See Tables 1, 6 and 7 for rank requirements for respective resident DE programs (PME schools, fellowships, etc). AF/DPO manages the DE selection process for all colonels (and selects). Civilians will be endorsed by their Wing/CC or the first SES/GO in the chain to their DTs and considered by the CDE Selection Board to compete for appropriate DE consideration.

3.6.4. Convenes the annual DEDB for active duty officers and civilians competing for resident IDE and SDE. Chaired by the AF/A1, the DEDB determines school assignments for selected active duty officers below the grade of colonel or colonel-select as well as for selected civilians in NSPS pay band 3 and below as well as for GS-15 and below. AF/JA will convene an annual selection board for judge advocate (LAF-J) officers competing for resident IDE and SDE. AF/JA will submit the officers identified for attendance to AF/A1 for approval during the DEDB.

3.6.4.1. Convenes Civilian DE (CDE) Selection Board prior to DEDB. The CDE Selection Board membership is made up of SES and GOs.

3.6.5. Publishes approved IDE and SDE selection and designation lists.

3.6.6. Approves individual declinations and requests for mission-essential and humanitarian removal from school lists for lieutenant colonels and below and civilians. If an officer is in his or her last year of eligibility and cannot attend IDE/SDE because of mission or humanitarian reasons, AFPC will prepare a letter stating the officer was selected for IDE/SDE but was unable to attend in his or her final year of eligibility. Reference paragraphs 8 and 18, concerning declinations, deferments, and removal, for additional information.

3.6.6.1. Permanently files deferment and declination letters in the officer's HQ USAF selection folder with a copy sent to the member and Senior Rater. Requests for civilian IDE/SDE declinations, withdrawals or deferments must be submitted through the individual's endorser to AFPC/DPI. The request will be staffed, determination provided and letters will be permanently filed in the civilian's official student folder with a copy sent to the member and the endorser.

3.6.7. Distributes SOS Line of the Air Force (LAF) officer quotas to MAJCOMs and other agencies. Unfilled quotas will be filled by the responsible MAJCOM.

3.6.7.1. Determines if officers attending SOS in conjunction with a PCS move will attend TDY enroute or TDY-and-return following PCS sign-in, based on cost analysis and concurrence of the gaining commander.

3.6.7.2. Centrally manages and distributes civilian SOS quotas through Air Force wide competition.

3.6.7.3. Non-line officer quotas will be distributed to the appropriate non-line functional community.

3.6.8. DELETE.

3.6.8.1. DELETE.

3.6.8.2. DELETE.

3.6.9. Ensure each civilian DE attendee meets eligibility criteria outlined in Air Force Education and Training Course Announcement (ETCA): **https://etca.randolph.af.mil** and Table 5.

3.6.9.1. Ensures DE course completion data is updated in the Civilian personnel data system.

3.6.10. Designates and schedules candidates to attend the CONUS NCOAs, AFSNCOA, and other equivalent non-Air Force schools.

3.6.10.1. Determines allocations and distributes training line numbers for AFSNCOA and all CONUS NCOAs.

3.6.10.2. Ensures SMSgts selects are scheduled to attend the AFSNCOA (or sister Service/international equivalent courses) before SMSgt promotion (or when available if deferred).

3.6.10.3. Monitors AFPC selection lists of AFSNCOA students and maintains list of AFSNCOA (and equivalent sister Service/international courses) eligibles to fill short-notice vacancies.

3.6.10.4. Programs and schedules annual EPME school production for CONUS NCOAs.

3.6.10.5. Notifies MAJCOM A1s quarterly of approved EPME promotion waivers.

3.6.10.6. Updates and corrects invalid, missing, or erroneous EPME information.

3.7. Office of the Air Force Reserve (AF/RE)

3.7.1. Establishes eligibility and selection criteria for Air Force Reserve personnel to attend in residence DE programs.

3.7.2. Convenes Reserve DEDB to designate Reserve officers for resident DE based upon the whole-person concept.

3.7.3. Publishes the resident school selection lists for Air Force Reserve personnel.

3.7.4. Ensures unused quotas for IDE/SDE opportunities are returned to AF/A1DL as suspensed annually.

3.8. Director of the Air National Guard (NGB/CF).

3.8.1. Establishes eligibility and selection criteria for ANG personnel to attend resident DE programs.

3.8.2. Publishes the resident school selection lists for ANG personnel.

3.8.3. Ensures unused quotas for IDE/SDE opportunities are returned to AF/A1DL as suspensed annually.

3.9. Headquarters Air Education and Training Command (AETC) executes this Instruction regarding DE; programs for and establishes academic and procedural guidance for executing academic programs to implement DE.

3.9.1. Air University (AU)

3.9.1.1. Develops, conducts, and evaluates DE resident and distance learning programs in accordance with the Air Force Instructional System Development (ISD) process [ISD guidance is provided in AFH36-2235v10, *Information for Designers of Instruction Systems*; AFMAN 26-2236, *Guidebook for Air Force Instructors*; and AFMAN 36-2234, *Instructional System Development*]; conducts professional development courses for selected joint, international, civilian and Air National Guard/Air Force Reserve personnel.

3.9.1.2. Maintains faculties, staff and facilities at the Spaatz Center for resident and non-resident officer DE programs and the Barnes Center, EPME, Academic Affairs (formerly the College for Enlisted Professional Military Education) for resident and non-resident enlisted PME programs; programs funds for DE programs.

3.9.1.3. Advises the Office on Educational Credit of the American Council on Education of all modifications to PME programs, except programs which result in Masters Degrees, to assist them in recommending academic credit for PME programs. For EPME, AU consults with the Community College of the Air Force (CCAF) when making changes to resident and non-resident course curricula.

3.9.1.4. Ensures applicable AU programs meet Joint Professional Military Education (JPME) requirements as outlined in CJCSI 1800.01, *Officer Professional Military Education Policy (OPMEP)* and CJCSI 1805.01, *Enlisted Professional Military Education Policy* (*EPMEP*).

3.9.1.4.1. Advises the Southern Association of Colleges and Schools (SACS) of all substantive changes to AU educational programs for the purpose of assessing the need to reaffirm the institution's accreditation status.

3.9.1.5. Advertises eligibility, enrollment, academic, and graduation criteria for resident and non-resident programs for each level of DE in AU catalogs, and ETCAs located at **https://etca.randolph.af.mil**. Ensures students meet resident and non-resident eligibility requirements.

3.9.1.6. Completes training reports for officers and transcripts for civilians upon graduation from SOS, ACSC, AWC, and AF Fellowships as required. Provides administrative control of all fellows to include responsibility for leave and TDY management (may be delegated to local program workplace supervisors); ensures rotational LOEs are completed; hosts the AF Fellows Orientation at programs' start; and acts as liaison with host organizations to ensure understanding of roles/responsibilities.

3.9.1.7. Recommends to AF/A1D the level (PDE, IDE, or SDE) of officer DE credit awarded for equivalent or comparable resident course work completed at other institutions to include sister services and foreign PME schools.

3.9.1.8. Acts as the waiver-approval authority for all AF DL PME completion restrictions and limitations.

3.9.1.9. Periodically conducts re-certification reviews of international PME programs in accordance with this Instruction on recertification of international PME programs (Attachment 8).

3.9.1.10. Assists AF/A1D with biennial review of AF Fellowships by providing objectives and evaluations of current fellowships, participant feedback, recommendations for continuance or non-continuance of fellowships and other supporting documentation as needed.

3.9.1.11. AU Registrar maintains course completion data for AU PME programs; updates DE completion data for Air Force officers; maintains AU student records and transcript data; issues AU diplomas and transcripts; publishes/maintains AU Academic Year catalog; corrects invalid, missing, or erroneously updated DE information; updates foreign, joint, fellows, and other Service school officer DE. For AWC only, Guard and Reserve officers must submit verification to their servicing points credit branch in order to receive point credit.

3.9.1.12. Delete.

3.9.1.13. AU tracks DE and PME production for AF/A1D, to include non-AU schools (JFSC, Foreign, etc).

3.9.1.14. Administers and employs the Barnes Center, EPME, Academic Affairs to:

3.9.1.14.1. Develop EPME curricula and program procedures, evaluation and survey requirements; conduct analysis, faculty development and training; and manage curricula requirements in accordance with the ISD process.

3.9.1.14.2. Develop and maintains the AF EPME Procedural Guidance (PG), a document internal to AU that applies to all schools implementing USAF EPME curricula. It is published under the authority of this Instruction and prescribes guidance and procedures for the administration and management of AF EPME programs.

3.9.1.14.3. Enforce adherence to AF EPME PG to ensure program effectiveness and standardization throughout the Air Force.

3.9.1.15. Ensure non-resident programs are equivalent to the corresponding resident school program in terms of content and required learning levels as identified in the ICL.

3.9.1.16. Provide administrative support to non-resident enrollees to include counseling on AU and individual school requirements.

3.10. Major Command (MAJCOM), Direct Reporting Unit (DRU), and Field Operating Agency (FOA) Commanders.

3.10.1. Allocate quotas to the bases for SOS active duty line officers.

3.10.1.1. Allocate quotas to overseas NCOAs.

3.10.2. Program, manage, and schedule annual EPME school production for their respective ALSs and OCONUS NCOAs. ALS's must report production to AU. Base school production goals on providing sufficient resident EPME opportunities at specific career points as defined in paragraph 24. Annual class schedule supports seven classes minimum (ALS and NCOA); by exception, commands may allow schools to schedule fewer classes provided they do so without a negative impact to production requirements. Overall class size may vary depending on production requirements, promotions and seat availability; however, in order to balance quality instruction with cost effective programs, the classroom size standard is 12 students. Schools may flex to a maximum of 16 students per flight with MAJCOM/A1 approval.

3.10.3. Ensure bases operating ALSs or OCONUS NCOAs have the required personnel, facilities, equipment, and resources necessary to operate and meet annual production requirements. Ensure the support for NCOAs is documented in support agreements.

3.10.4. Ensure schools follow operating procedures set forth in the *USAF EPME Procedural Guidance* and *CCAF, Campus Relations: Policies, Procedures and Guidance* where applicable.

3.11. Directorate of Manpower, Personnel and Services, Headquarters Air Mobility Command (AMC/A1).

3.11.1. Serves as the Joint Mobility Fellowship Administrative Support Office at Scott AFB; coordinates Joint Mobility Fellow rotations through various staff agencies at Scott AFB (e.g. USTRANSCOM, AMC, 18AF) and informs rotation supervisors of their responsibilities regarding the Fellows. Maintains AU-AMC coordinated JMFP CONOP for local program guidance.

3.12. Wing Commander (WG/CC)/Senior Rater (SR)

3.12.1. The WG/CC, SR or first SES member or general/flag officer (GO) in the chain-of-command will nominate officer and endorse civilian DE candidates/selects applying for IDE/SDE programs to AFPC in accordance with annual nomination guidance. Organizations that do not meet the above criteria will designate an SES member or GO in the chain of command. Judge advocate officer candidates will be nominated in accordance with the annual guidance provided by AF/JA.

3.12.1.1. Civilians applying for SOS require two supervision levels of approval.

3.12.2. Request removal of officers and civilians identified on IDE/SDE designation lists through AFPC/DPA and AFPC/DPI respectively.

3.12.2.1. When the officer's or civilian's duty performance declines to an unacceptable level, or an officer receives disciplinary action.

3.12.2.2. When the officer establishes a voluntary date of separation or the civilian tenders his or her resignation.

3.12.2.3. When the officer or civilian's temporary medical condition precludes officer's or civilian's ability to successfully complete the course.

3.12.2.4. Officers/civilians who decline attendance after selection to Squadron Officer School for other than humanitarian or mission essential reasons do so with prejudice and the officer/civilian should be counseled by his/her commander.

3.12.3. Officers who are identified by their promotion board as DE "selects" are assured of attending some form of DE program in-residence, as long as their performance continues to meet standards, whether or not they have completed PME through DL. That said, all officers, including "selects," are eligible to enroll in PME by DL programs.

3.12.4. Removes enlisted Airmen selected to attend all PME levels for the reasons listed below (forward removal to AF/DPE for CMSgts and selects; AFPC/DPS for SMSgts and below):

3.12.4.1. When the individual's duty performance declines to an unacceptable level, or the individual receives disciplinary action.

3.12.4.2. When the individual has an approved date of separation.

3.12.5. Acts as approval authority for deferment or removal requests for resident EPME courses.

3.12.6. Ensures promotion waivers for Airmen who cannot attend PME are processed in a timely manner to ensure on time promotions.

3.12.7. Ensures enlisted Airmen promoted via promotion waivers attend applicable EPME within established timeframes (Refer to AFI 36-2502, *Airman Promotion/Demotion Programs*).

3.12.8. Ensures the assignment of additional duties and details for EPME faculty will not impede the program requirement for uninterrupted academic instruction, student/instructor preparation activities, faculty evaluation of student performance, and class preparation and closeout procedures. Faculty and students will be considered unavailable for additional duties and/or exercise participation (as if TDY away from home station) throughout the course from start date to graduation. When class is not in session, the assignment of additional duties and details for EPME faculty will be tempered with AU program requirements to evaluate the effectiveness of instruction and curriculum, conduct in-service training, complete and implement professional development. EPME faculty will support unit and wing activities and perform additional duties when not conflicted with the aforementioned restrictions. NOTE: For CONUS ALS faculty, these responsibilities typically fall under the Force Support Squadron (FSS) Commander (FSS/CC); however, for OCONUS PME Centers this responsibility typically falls under the local WG/CV or Director of Staff. EPME faculty will be assigned to an Air Expeditionary Force (AEF) cycle in Air Force Specialty Code (AFSC) 8T000 and may be deployed with an AFSC 8T000 unit type code (UTC) tasking with prior approval of their MAJCOM/A1.

3.12.9. Ensure all nominations for officer and civilian DE opportunities reflect individual, lawful, fair, and equal consideration.

3.13. Force Support Squadron Commander (FSS/CC)

3.13.1. Ensures EPME students are selected to attend resident schools based on seniority (rank, TIG, then TIS), priority and other considerations (deployments, retraining, mission, humanitarian, medical, etc) IAW this Instruction and the ETCA website.

3.13.2. Ensures individual names are entered and confirmed against established Training Line Numbers (TLNs) in Oracle Training Administration System (OTAS) MILPDS for resident PME schools no later than 45 days before the CSD unless managed by AFPC/DPS. Provides school websites, orders, and reporting instructions to selectees. (NOTE: For civilians, AFPC/DPI will enter and confirm the names in MILPDS.)

3.13.3. Notifies individuals of selection and date of school attendance and immediately notifies AFPC for officers, civilians and enlisted members who are ineligible or unable to attend.

3.13.4. Ensures DE students have their commander's recommendation for SOS and meet eligibility criteria outlined in the Air Force ETCA: **https://etca.randolph.af.mil**.

3.13.5. Provides the ALS Commandant a monthly or bi-monthly listing of eligible ALS members by unit of assignment.

3.13.6. Provides enrollment information and testing support for non-resident DE programs.

3.13.7. Disseminates annual DE nomination announcement published by AFPC.

3.13.8. Ensures MILPDS is updated for members who decline PME attendance to identify them as ineligible for reenlistment, PCS (except mandatory moves), extension of enlistment, promotion, and special duty assignment.

3.13.9. Processes waiver and deferment requests.

3.14. Unit Commander

3.14.1. Ensures each officer/civilian/enlisted DE attendee meets eligibility criteria outlined in Air Force ETCA: **https://etca.randolph.af.mil**.

3.14.2. Advises officer, civilian, and enlisted members of fitness requirements to attend resident PME. They will appoint a unit representative (if other than the unit first sergeant) to verify fitness test scores. Officer and enlisted members must have a passing current AF Fitness Test prior to attending any resident PME. For officer and enlisted members attending any resident PME course that is less than 6 months in duration, a passing AF Fitness Assessment must be current through course completion. (Exceptions: members medically exempt, deployed and unable to complete a Fitness Assessment prior to attendance as approved by the Commandant of the school the officer falls under).

3.14.3. Counsels all individuals who are considering declination of resident DE attendance. Commanders will emphasize the positive benefit completing DE and implications of declining.

3.14.4. Processes deferment requests in accordance with AF and ETCA procedures.

3.15. Superintendents/supervisors: Actively and deliberately plan subordinates' activities (i.e., deployments, TDYs, training, leave, etc.) to ensure the earliest PME attendance for eligible military airmen.

3.16. Selected Individuals

3.16.1. Immediately identify mission-related, medical, or personal hardship circumstances, which may require deferment or student change action.

3.16.2. Initiate paperwork to obtain (or renew) a Secret, Top Secret, or SCI security clearance, as appropriate, upon notification of selection to attend a resident DE course. See ETCA for the applicable security clearance required (applies to US military and US civilians only).

3.16.3. Comply with DE school prerequisites and guidelines for school attendance.

3.16.4. Coordinate appropriate medical profile documentation to their respective wing training manager and obtain approval to attend EPME school NLT 35 days prior to CSD. Provide the appropriate fitness or medical profile documentation to respective EPME school upon arrival.

3.17. Air Force Degree Granting Educational Institutions

3.17.1. Establish, modify, or redesignate degrees. Air Force accredited, degree granting educational institutions shall only establish, modify, or redesignate degrees after the Secretary of Education has recommended approval of the degree program, the institution is accredited by the appropriate civilian academic accrediting agency or organization to award the degree, and the Office of the Under Secretary of Defense for Personnel and Readiness PDUSD (P&R) formally informs the AF educational institution that the appropriate documentation has been submitted to Congress.

3.17.2. New Degrees. New degrees must be approved by the US Department of Education (DoEd) as well as the appropriate accrediting agency. Within 60 days of receipt of the DoEd determination regarding the establishment of the new degree- granting authority, the institution will submit a memorandum to the PDUSD (P&R) requesting notification of the House and Senate Armed Services Committees along with the self-assessment questionnaire and subsequent recommendations and comments of the DoEd and the appropriate academic accrediting agency.

3.17.3. Modification or Redesignation of Degrees. When seeking to modify or redesignate an existing degree-granting authority, the institution will submit a copy of the substantive change request, or equivalent documentation as required by the applicable accrediting agency to the PDUSD (P&R) and DoEd, for modified or redesignated degrees within 60 days of its submission to the applicable accrediting agency.

3.17.4. Refusal of Accreditation. If an academic accrediting agency or organization decides not to accredit an AF educational institution to award a new degree or accredit the modification or redesignation of an existing degree, the institution will submit a memorandum to the PDUSD (P&R) within 90 days containing a summary of the issue and corrective actions.

3.17.5. A copy of the memorandums sent to the PDUSD (P&R) will be sent to SAF/MR and AF/A1D.

Section B— Officer DE

4. Architecture. The Air Force officer DE Program is central to the CoL that spans an officer's professional career beyond pre-commissioning education. There are three subsequent levels of officer DE: primary, intermediate and senior (Attachment 2). The Air University Catalog and ETCA online catalog (**https://etca.randolph.af.mil**) provides additional details on DE programs. Changes to AU catalog and AU courses listed in the ETCA must be processed through the AU Office of the Registrar.

5. Attendance. Under the Force Development construct, some officers will be deeply, functionally developed so as to be the experts in their field. Others will be developed more broadly for specific leadership and command responsibilities. Limited resources may restrict DE attendance. Resident PDE/IDE/SDE attendance is further limited to the "best qualified". Non-resident PME programs for SOS, ACSC and AWC are available to all eligible officers, including those officers who will not attend resident IDE/SDE at a military service school (i.e., NPS, AFIT, NDIC, ASAM, Fellowships, etc.).

5.1. DELETE.

5.2. PDE programs are SOS and SOS-equivalent Inter-American Air Forces Academy (IAAFA) course.

5.3. IDE programs are specified as Intermediate-Level Colleges (in the joint community and identified foreign schools) and/or Command & Staff Colleges, internships and fellowships, as well as certain graduate degree programs through AFIT, NPS, ASAM and NDIC. Command & Staff Colleges include: ACSC, sister service and JPME I equivalent IDE-level foreign schools. AFIP descriptions are listed at Attachment 3.

5.3.1. Resident IDE at all Service schools and the ACSC-DL programs are JPME Phase I awarding. Officers selected for IDE at non-JPME I awarding programs (AF Intern Program, AF Fellow Program, AFIT, NPS, etc.) are required to complete ACSC-DL to receive both JPME-I and IDE in-residence credit. Officers can elect to enroll in ACSC by DL/seminar. Officers who are selected to attend a non-Masters degree granting program, and/or do not hold a Masters degree may enroll in the AU Online Masters Program.

5.4. SDE programs are categorized as Senior-Level Colleges (in the joint community and identified foreign schools) and/or each Service's War College, National Defense University (NDU) programs (National War College and Industrial College of the Armed Forces), and certain fellowships (complete listing of AF Fellowships is at Attachment 4). Resident programs at the Service's War Colleges and NDU programs award JPME Phase II credit. (NOTE: Most NDU programs award both JPME Phase I and Phase II.)

6. Eligibility and Prerequisites. (NOTE: Active duty officer eligibility criteria is listed in Table 1).

6.1. Colonels (and selects). To attend resident SDE, Line of the Air Force (LAF) colonel-selects must be designated by the promotion selection board as SDE "selects". If a LAF officer is selected for promotion to O-6/colonel below-the-zone and has not attended resident SDE, the officer will automatically become a SDE "select". A LAF officer promoted to colonel in-the-zone, who was promoted below-the-zone to lieutenant colonel and has not attended resident SDE, is also designated as an SDE "select". Once designated as a SDE "select", an officer will attend SDE as long as their performance continues to meet standards.

Officers will not attend if they have an approved retirement, are operationally deferred or no longer meet the eligibility criteria for attendance.

6.1.1. Health Professions officers are no longer designated as SDE selects by the promotion selection board. However, in order for health professions officers to be designated as SDE selects they must meet all eligibility criteria listed in Table 1. AF/DPO conducts the health professions SDE selection process in conjunction with the Line of the Air Force officer SDE selection process, which is approved by the AF/A1.

6.1.2. Judge advocate officers (LAF-J) are not designated as IDE or SDE selects by the promotion selection board. AF/JA conducts the LAF-J IDE and SDE selection process and presents the LAF-J officers identified for attendance to AF/A1 for approval during the DEDB.

6.2. Lieutenant colonels (and selects). To attend resident SDE, a pre-determined percentage of LAF lieutenant colonels (and selects) will be identified as SDE selects from their promotion selection board. If not identified as a "select" from the promotion board, officers are considered a SDE "candidate" and can be nominated by their senior rater to their Development Team (DT) to attend resident SDE. The DT will competitively consider "candidates" for SDE selection, then vector those selected to the appropriate SDE opportunity. Final approval of SDE designation will occur at the annual DEDB. DT-nominated "candidates" must re-compete annually for SDE consideration. SDE "selects," to include lieutenant colonels, colonel (selects), and colonels must graduate school no later than their 23rd year of commissioned service.

6.2.1. Board-identified SDE "selects" will attend SDE in residence during their eligibility window as long as their performance continues to meet the high standards that originally merited their selection. In the rare instance when the performance of an officer in their last look consistently and drastically decline to the point they should not attend SDE in residence, the DT can submit a request to the DEDB to have the officer removed from the DE designation list. Justification should include, at a minimum, documented evidence of decreased level of performance. The DEDB chair (AF/A1) will make the final decision on whether an officer is removed from the DE designation list.

6.2.2. Approximately eighty percent (80%) of the total number of designees chosen to attend SDE in residence will be "selects" from their promotion selection board. Approximately 20 percent (20%) will be "candidates" that have been competitively considered and nominated by their DT.

6.3. Majors (and selects). To attend resident IDE, a pre-determined percentage of LAF majors (and selects) will be identified as IDE "selects" from their promotion selection board. If not identified as a "select" from the promotion board, officers are considered an IDE "candidate" and can be nominated by their senior rater to their DT to attend resident IDE. The DT will competitively consider candidates for IDE selection, then vector those selected to the appropriate IDE opportunity. DT-nominated "candidates" must re-compete annually for IDE consideration. Final approval of IDE designations will occur at the annual DEDB.

6.3.1. Board-identified IDE "selects" will attend resident IDE during their eligibility window as long as their performance continues to meet the high standards that merited their selection originally. In the rare instance when the performance of an officer in their

last look has consistently and drastically declined to the point that they should not attend resident IDE, the DT can submit a request to the DEDB to have the officer removed from the DE designation list. Request justification should include, at a minimum, documented evidence of decreased level of performance. The DEDB chair (AF/A1) will make the final decision on an officer's removal from the DE designation list. IDE "selects" must complete ACSC-DL if their designated IDE program is not JPME I awarding.

6.3.2. Approximately seventy percent (70%) of the total number of designees chosen to attend IDE in residence will be "selects" from their promotion selection board. Approximately 30 percent (30%) will be "candidates" that have been competitively considered and nominated by their DT.

6.4. Preference Statement. Lieutenant colonel (and select) and major (and select) DE selects may indicate their preference for resident DE programs on the web-based Airmen Development Plan (ADP). The ADP is used to communicate officer and senior rater DE recommendations to the respective DT in accordance with annual nomination guidance published by AFPC. AF/DPO provides guidance to the field and to the eligible Colonels (and selects) on the SDE selection process each year.

6.5. Effective from the date of their promotion (pin on), Captains are eligible to attend SOS with a TAFCSD of greater than 4 years but no more than 7 years TAFCS at class start date.

6.6. DELETE.

6.7. Retainability. Officers attending IDE/SDE must have enough retainability to serve at least 3 years following school attendance in order to satisfy the resulting active duty service commitment.

6.8. Decorations. Officers attending PDE, IDE or SDE in-residence are not authorized to be nominated for, nor receive, any individual tour completion or meritorious service decorations or badges. This is consistent with Air Force guidance for officers in student status.

Table 1. Active Duty Officer[1] Resident DE Eligibility Criteria.

School	Rank	TAFCS	ADSC	Time On Station (TOS) [2]
SOS	Captain[4] (must be pinned-on Captain to attend)	More than 4 to no more than 7 years TAFCS at class start[9]	None	N/A
IDE	Major[5] or Major Select	N/A[6]	3 Yrs	2 years as of projected departure date (except in last year of eligibility or in a "must move" status)
SDE	Lt Col[7] Select thru Col[8]	No more than 23 years at graduation	3 Yrs	2 years as of projected departure date (except in last year of eligibility or in a "must-move" status)

NOTES:

1. Officers must have a current passing AF Fitness Test prior to attending any resident PME. For officers attending any resident PME course that is less than 6 months in duration, a passing AF Fitness Assessment must be current through course completion. (Exceptions: members medically exempt, deployed and unable to complete a Fitness Test prior to attendance as approved by the commandant of the school the officer will attend).

2. TOS is N/A for colonels/colonel selects

3. Delete.

4. Ineligible to attend if captain has approved date of separation.

5. Until considered In-the-Promotion-Zone for lieutenant colonel.

6. Must be a pinned on major to attend IDE.

7. Until considered In-the-Promotion-Zone for colonel.

8. For LAF and AF Medical Service colonels, resident attendance requires at least one Below-the-Promotion-Zone selection.

9. Exclude LAF-J and non – line officers from 4 year TAFCS requirement to attend SOS.

6.9. Air Force Reserve/Air National Guard. An ANG officer is eligible for resident PME if the officer has the proper grade and falls within the eligibility criteria as shown in Table 2. Air Force Reserve (USAFR) officers in pay category A or B are eligible to apply for resident PME provided they meet eligibility criteria outlined in Table 2 and are not deferred as defined in Title 10 U.S.C. 8368(a). Air Force Reserve Technicians (ARTs), regardless of method of training, either resident/non-resident, must meet military grade requirements to apply for PME. Accordingly, ARTs will attend schools and training courses in civilian

status, except as otherwise noted. Waiver authority for resident IDE and SDE eligibility criteria rests with AF/REP and NGB/A1, respectively.

Table 2. Air Force Reserve/Air National Guard Resident Officer[1] DE Eligibility Criteria.

School	Grade	TYCS: USAFR [2,3] /ANG	Service Commitment
SOS	Captain	Less than 11 Years	1 Year
IDE	Major or Major Select [4]	Less than 18/16 Years	3 Years
SDE	Lt Col or Colonel [4]	Less than 26/25 Years	3 Years

NOTES:

1. Officers must have a current passing AF Fitness Test prior to attending any resident PME. For officers attending any resident PME course that is less than 6 months in duration, a passing AF Fitness Assessment must be current through course completion. (Exceptions: members medically exempt, deployed and unable to complete a Fitness Test prior to attendance as approved by the commandant of the school the officer will attend).

2. Chaplain, legal and health profession officers who apply for IDE or SDE are allowed to exceed the maximum TYCS by the number of years of constructive service credited. Minimum retainability is still required.

3. Air Reserve Technician (ART) eligibility will be stated in remarks section of AF Form 1941 or on vPC-GR application.

4. Major selects (IDE) and Lt Col selects (SDE) may apply if promotion pin-on occurs by the first day of school.

6.10. All non-Air Force attendees must meet the eligibility criteria of their Air Force military counterparts unless exempted elsewhere in this Instruction.

7. Selection.

7.1. PDE. LAF SOS designation is determined at base-level. Non-line SOS designation is determined by the functional community.

7.2. IDE. For majors (and selects) the annual DE Designation Board (DEDB) is convened to designate active duty line and non-line officers for resident IDE programs. The DEDB will use the officer selection record, the Airmen Development Plan (ADP) and DT recommendation to designate officers to a specific IDE program. Selection for IDE overrides other pending assignments.

7.2.1. AF/JA will convene an annual selection board for judge advocate (LAF-J) officers competing for resident IDE. AF/JA will submit the officers identified for IDE attendance and their designated program to AF/A1 for approval during the DEDB.

7.3. SDE. For colonels (and selects), AF/DPO conducts an annual selection process, approved by the AF/A1, to designate a particular DE program for the eligible SDE selects. The board will review the officer's personnel record, personnel brief, and MAJCOM recommendation. For lieutenant colonels (and selects) the annual DEDB is convened at

AFPC to designate active duty line and non-line officers for resident SDE. Selection for SDE overrides other pending assignments.

7.3.1. AF/JA will convene an annual selection board for judge advocate (LAF-J) officers competing for resident SDE. AF/JA will submit the officers selected for SDE attendance and their designated school to AF/A1 for approval during the DEDB.

7.4. Due to the deliberate nature of the DE selection process, IDE and SDE attendance takes precedence over deployment when the individual has been selected for school prior to selection for deployment. Furthermore, DE attendance will take priority over deployments for all officers in their last year of eligibility. All other individuals will be evaluated on a case by case basis with requests from the SR, routed through the DT, and sent to AFPC/CC for approval.

7.5. For Air Force Reserve, refer to AFMAN 36-8001 and for ANG, refer to ANGI 36-2301.

8. Declinations, Deferments, and Removal.

8.1. IDE/SDE. Officers designated as IDE or SDE "selects" from the promotion board may decline select status at any time prior to being designated for attendance. The declination results in the loss of select status and replacement of AA or AB codes with the DM code (PME declination with prejudice), with an indefinite expiration date, on the officers SURF, Duty Qualification History Brief (DQHB), and OSB. The declination will be visible to future promotion boards. It will also result in ineligibility for any future IDE/SDE opportunity. The officer shall be counseled by his/her commander and shall submit the declination in writing, with the commander's counseling statement attached, endorsed by the senior rater, to either HQ AFPC/DPA or AF/DPO, as appropriate. For lieutenant colonels and below, the AFPC/CC will send a letter to the member and Senior Rater informing them that the declination letter and counseling statement will be retained permanently in the officers OSR (cc sent to MAJCOM A1) along with the letter from the AFPC/CC to the member and Senior Rater. For Colonels (and selects), AF/DPO will send a letter to the member, the Senior Rater, and the Management Level to inform them of the permanent declination. The notification letter and the counseling statement will be retained permanently in the officer's OSR.

8.2. Assignment implications. Officers designated to attend DE will receive an Assignment Selection Date (ASD) effective the date of release of the DEDB results message. Officers who decline DE post DEDB message release are subject to the provisions contained in AFI 36-2110, *Assignments, Table 2.9, Seven-Day Option Separation and Retirement Dates*. Officers with an indefinite DOS selected for education and training, an ADSC-incurring event, who do not want to participate in the event and/or do not want the associated ADSC must sign AF Form 63 to decline the ADSC and submit a request for separation in accordance with AFI 36-3207, *Separating Commissioned Officers*, or request for retirement in accordance with AFI 36-3203, *Service Retirements*. AF/JA may waive this paragraph for LAF-J officers.

8.3. Alternates. IDE and SDE alternates who are designated to attend DE will receive an ASD effective upon notification of attendance. If notification is made more than 120 days prior to the Report Not Later than Date the provisions contained in AFI 36-2110,

Assignments apply. Officers notified of attendance with l20 or less days of notice may decline attendance without prejudice.

8.4. Removal for non-prejudicial reasons. AFPC/CC approves individual declinations and requests for mission-essential and humanitarian removal from the DE designation list for lieutenant colonels and below. If an officer is in his or her last year of eligibility and cannot attend IDE/SDE because of mission reasons or an approved Humanitarian or Exceptional Family Member Program (EFMP) deferment IAW AFI 36-2110, attachment 25, AFPC/DPAPF will prepare a letter stating the officer was selected for IDE/SDE but was not made available to attend in his or her final year of eligibility. This letter is to be permanently filed in the officer's selection record and the officer will have (QQ QR) code placed in MilPDS. A copy of the letter will be sent to the member and Senior Rater.

8.4.1. IDE and SDE (lieutenant colonels and below), "selects" who are delayed or removed from DE designation lists for mission essential, humanitarian, or other non-prejudicial reasons will be scheduled for attendance in the second or subsequent year following the deferment, once the DT and DEDB re-validate the select's designation as long as they continue to perform. IDE/SDE "selects" will only re-compete for a specific IDE/SDE program, as they are guaranteed a seat. IDE and SDE "candidates" deferred from school attendance with IDE/SDE eligibility remaining will be required to re- compete for designation during the following year's DEDB. "Candidates" will have to re-compete for both designation and for a specific program, as they are no longer guaranteed either from one year to the next. The Senior Rater will need to re-recommend a deferred candidate to school during the annual call for IDE/SDE nominations, and the nomination will be evaluated by the DT. Lieutenant colonels that were designated a SDE "select" but have not yet attended, and are then designated as a colonel or colonel-select, might not attend the SDE they were designated for as a lieutenant colonel. AF/DPO will designate officers in this situation as best meets Air Force strategic requirements and developmental requirements for the officer as a colonel.

8.4.2. Removal for Promotion Deferment. Lt Cols deferred for promotion to Col are ineligible for in-residence SDE. AD officers selected to go to resident SDE will be removed from the select list if they are deferred for promotion. Senior Rater, management level, or DT will submit a request for approval to AFPC/DPAPF to remove the officer from the DE designation list. AFPC will staff the request for approval by AF/A1.

8.5. Removal for cause. When a request from the Senior Rater, management level, or DT to remove an officer from a DE designation list is approved by AF/A1, the officer will be permanently removed from the nomination list. This results in the loss of select status which will appear on the officers SURF, DQHB, and OSB. A letter will be permanently filed in the Officer Selection Record (OSR) and officers will be permanently ineligible for any future resident DE. It is the commander's and Senior Rater's responsibility to monitor the performance and standards of DE selects and alternates. Should the propriety of any designee's attendance become questionable, the Senior Rater should notify appropriate management level A1 (e.g., MAJCOM, DRU, FOA) and HQ AFPC/DPAPF immediately.

8.6. DELETE.

8.6.1. DELETE.

8.6.2. DELETE.

8.6.2.1. DELETE.

8.6.2.2. DELETE.

8.6.2.3. DELETE.

8.7. DELETE.

8.7.1. DELETE.

8.7.1.1. DELETE.

8.7.2. DELETE.

8.7.3. DELETE.

8.8. Eligibility SOS Waiver Procedures. Waiver authority for SOS is the MAJCOM A1, who may delegate to the wing commander or equivalent.

8.9. To be eligible to attend SOS in residence, a LAF officer (Active, Guard or Reserve) must be a pinned-on captain with more than 4 years commissioned service but not more than 7 years TAFCS (i.e., 6 years, 11 months, and 30 days of TAFCS) at start of SOS class.

8.10. Intervening service between IDE/SDE residence attendance. To be eligible to attend SDE, officers should have at least 3 years of service since their last PCS resident education assignment (e.g., ACSC, AFIT, etc.) as of the CSD. DTs may elect to send an officer earlier, but only in the best interest of the AF so as to preclude back-to-back school programs.

8.11. Air National Guard/Air Force Reserve. For the Air Force Reserve, refer to AFMAN 36-8001 and for the Air National Guard, ANGI 36-2301.

9. Non-resident/DL Programs. The purpose of non-resident DE programs (SOS, ACSC and AWC) is to provide DE opportunities to those individuals who cannot complete the resident program appropriate to their rank/grade or to supplement the available DE opportunities. All officers, including DE "selects" are eligible to enroll in PME by DL programs, thereby enhancing their leadership and knowledge of air, space, and cyberspace power. While some officers may attend an Air Force resident PME program, a number of officers selected for in- residence IDE or SDE will still need to complete PME by DL in order to receive JPME I credit. Completion of AF PME is required before an individual can receive credit for completing other non-resident DE (for example, sister-Service non-resident DE). AF/A1DL is the waiver authority for all non-resident PME eligibility. HQ AU is the waiver authority for all non-resident AF PME completion restrictions and limitations.

9.1. Air Force policy emphasizes taking the right DE at the right time and at the right grade. The non-resident sequence is SOS, ACSC, then AWC. Officers may enroll in non-resident programs as detailed in Table 3.

9.2. Officers enrolled in IDE programs that are not JPME Phase I awarding (NDIC, AFIT, NPS, ASAM, Fellowships/Internships, etc.) must complete ACSC-DL in order to be awarded JPME Phase I credit and be granted IDE in-residence completion.

9.3. Officers crossflowing into the AF from another Service will receive credit for the appropriate PME completed while serving in the sister-Service, subject to the following limitations.

9.3.1. All crossflow officers will receive credit for PME completed before their promotion to their current rank/grade. For instance, an Army Major transferring into the Air Force would receive credit for having completed CGO PME in the Army.

9.3.2. For PME in the currently held grade, the following applies: If the officer has more than three years TIG at the time of transfer, the officer will receive credit for the grade-specific PME completed in the sister-Service. If officers crossflow into the AF with less than three years TIG (as captains, majors or lieutenant colonels), they will not receive credit for their sister-Service PME specific to their current grade, however, they will have the opportunity to complete AF PME commensurate with their current rank/grade. AF/A1D is the waiver authority for this requirement.

Table 3. Active Duty Officer Non-Resident/DL PME Eligibility Criteria.

Program	**Military**	**TAFCS**
SOS	Captain or Captain-select	When selected to Captain
AU Online Master's	Captains only[1]	Must have 6 years TAFCS to enroll
AU Online Master's (w/Joint Warfare Concentration - ACSC)[2]	Major or Major Select	When selected to Major
ACSC	Major[3] or Major Select	When selected to Major
AWC	Lt Col Select thru Col	When selected to Lt Col

NOTES:

1. Must have SOS-DL complete to be eligible.

2. AU Online Master's (w/Joint Warfare Concentration) is only available to Majors/Major Selects. JPME I credit will be awarded upon completion.

3. Until selected for Lt Col.

9.4. AU Online Master's. The AU Online master's program was a CSAF initiative designed to offer qualified officers an additional opportunity to earn a master's degree from a regionally accredited institution of higher learning. Originally targeted to Majors, the Joint

Warfighting concentration ensures its graduates also earn JPME Phase I and AF IDE credit. In 2010, the program was expanded to open a concentration in Leadership for qualified Captains. Other concentrations are projected in the future. Although graduates from these concentrations do not earn AF IDE or JPME Phase I credit, they receive an accredited educational experience specifically tailored to the needs of the Air Force.

9.5. Optional DE opportunities via DL. In addition to the opportunities listed above, officers may also elect to complete courses from the Leadership Development Programs (LDP). These self-paced optional courses are offered through Squadron Officer College's distance learning program (SOC-DL). These courses are applicable across the force and include such topics as foundational, expeditionary and organizational leadership. Students do not receive any PME or DE credits for completion. Also, these credits cannot be transferred into AU degree programs.

9.5.1. Officers may enroll in LDP courses via a self-enrollment DL process. Enrollees will have 6 months in which to complete a course or they will be disenrolled. Completion will not appear anywhere in a member's record but will appear on the member's AU transcript.

9.5.2. AF Reserves, Air National Guard and AF Civilians may enroll in LDP courses via the self-enrollment process.

10. DE Resident Equivalency Credit.

10.1. Officers who have attended, are currently attending, or who have been selected to attend programs where they were competitively selected by the AF (Table 4), may be considered for IDE/SDE Equivalency credit. DE requests for equivalency credit will be made via the ADP during the annual nomination call from AFPC. Senior Raters must nominate the officer for equivalency credit. DTs will evaluate the quality of the requesting member to determine if members' records are of commensurate quality with those being forwarded for DE attendance to the DEDB. If requesting members meet the DT quality review, they then must be approved by the DEDB. To receive resident DE credit, officers must also complete the appropriate level of AF PME by DL or seminar. JPME I credit can be earned by completing ACSC via DL, seminar or through the online master's degree program. JPME I credit is required for officers in order to continue towards obtaining Joint Qualification Officer status. Once members are approved for resident IDE or SDE credit, they are not eligible to compete for another DE program at the same level. Furthermore, if a member receives IDE equivalency credit, that same program cannot be applied to SDE credit.

10.1.1. If an officer is outside the annual DE nomination timeline but still in their eligibility window, they may request credit by forwarding their request through their senior rater, to AFPC/DPA, who will forward to the respective DT, then to AF/A1D for approval. Out of cycle requests are for extenuating circumstances only and/or will only be considered for those officers that were unable to compete during the normal DE Nomination cycle. Out of cycle credit requests are not designed for an additional "look".

10.1.2. Because officers must also complete ACSC via DL, seminar or the online master's degree program in order to earn JPME I credit, the completion date for resident credit will reflect in the system to show the later completion date of the two programs. If

credit is awarded for a program completed in 2005, however JPME I is not completed until 2010, then in residence completion will reflect a 2010 date in the system.

10.1.3. In order to obtain SDE equivalency credit, officers must complete AWC by DL or seminar. If credit is awarded for a program completed in 2008, however AWC by DL or seminar is not completed until 2012, then resident completion will reflect a 2012 date in the system. Please note, JPME II credit can only be earned by resident attendance at JFSC, other National Defense University schools, and accredited senior-level Service colleges.

10.1.3.1. School of Advanced Air and Space Studies (SAASS) graduates who are AFIT-sponsored faculty-development PhD candidates (all but dissertation) may request SDE credit for SAASS PhD completion. These officers are not required to complete AWC by DL to receive SDE equivalency credit but must follow the same request process outlined in paragraphs 10.1. and 10.1.1.

10.1.3.2. AF/JA may convene an annual selection board to identify judge advocate (LAF-J) officers who have completed, or will complete, the AFIT Masters of Laws (LL.M.) program and who are of the requisite quality to be awarded IDE equivalency credit. AF/JA will submit the LAF-J officers identified for award of equivalency credit to AF/A1 for approval during the DEDB process.

10.2. DTs may recommend credit for IDE/SDE to the DEDB for nominees requesting equivalency credit as listed in Table 4. Furthermore, DTs have the latitude to recommend equivalency credit to nominees in the primary ceiling, even if the member did not request equivalency credit. The DT has the knowledge and functional expertise to determine the needed development of each officer. This includes determining that the member does not need to attend an IDE/SDE resident program, when they have previously completed a developmental experience the DT determines is sufficient. DTs/CFMs are encouraged to discuss this action with the nominating senior rater prior to recommending the credit to ensure there are no extenuating circumstances or any unintended consequences.

10.3. Air Force officers may also participate in other Service, Joint, DoD, and non-DoD (international and civilian) PME-equivalent programs. For details on what constitutes joint programs, see CJCSI 1800.01. Other Services, US Government agencies, and foreign countries participate in Air Force PME programs.

10.4. DE Equivalency programs listed in Table 4 have been identified because of the operational and/or strategic development that each program provides. Tactical and functionally focused programs do not demonstrate operational and strategic elements of development required by AF institutional education.

10.5. White House Fellows, Washington DC. This program is not managed by the AF; however, details on the program follow. The White house Fellows program is one of the nation's most prestigious opportunities in the areas of leadership and public service. Founded in 1964 by President Lyndon B. Johnson, the Fellowship offers exceptional young men and women first-hand experience working at the highest levels of the Federal government. Selection as a White House Fellow is highly competitive and the program has fostered national leaders in many fields including senior military officers, Cabinet Secretaries, legislators and CEOs. White House Fellows typically spend one year, running

from 1 Sept to 31 Aug, working as full-time, paid special assistants to senior White House Staff, the Vice President, Cabinet Secretaries and other top-ranking government officials. Fellows also participate in an education program consisting of roundtable discussions with leaders from the private and public sectors and trips to study U.S. policy in action both domestically and abroad. Beginning with Academic Year (AY)2005 starts, White House Fellows were granted resident IDE/SDE credit provided they complete a pre-approved program.

Table 4. Officer Programs Eligible for IDE or SDE Equivalency Credit1.

IDE	**SDE (Applies to lieutenant colonels only)**
AFIT PhD Program[2]	AFIT PhD Program[2]
AFIT Master's Degree Program	AFIT - Civilian Institution (CI) (PhD only) [2]
AFIT – Civilian Institution (CI)	AF Medical Service (AFMS) Executive Development Programs
AF Medical Service (AFMS) Advanced Development Program	Director National Security Agency (DIRNSA) Fellowship
Fletcher School Global Master of Arts Program (GMAP)	Information Assurance Scholarship Program (IASP)
Information Assurance Scholarship Program (IASP)	NPS PhD program [2]
Mansfield Fellow	White House Fellow
Naval Postgraduate School (NPS)	Faculty Development SAASS PhD Candidate[3]
Olmsted Scholar	
Test Pilot School (USAF TPS, US Naval TPS, Empire TPS in Great Britain, EPNER in France)	
White House Fellow	
National Defense Intelligence College (formerly JMIC)	

NOTES:

1. All programs within the table require completion of ACSC/DL or AWC/DL accordingly.

2. With the exception of SAASS PhD candidates, for all PhD programs, officers must complete PhD. All but dissertation and PhD candidates cannot receive equivalency credit.

3. Faculty Development SAASS PhD Candidates are not required to complete AWC by DL to receive SDE equivalency credit.

10.6. All graduates of AFIP, when it was a Captain level program, will be awarded In-residence IDE credit upon completion of ACSC-DL. Captain AFIP graduates will not attend another IDE in-resident experience. ACSC DL must be complete in order to obtain JPME I credit.

11. International Applicants.

11.1. Before attending a resident PME school, all International Officers (IO) must attend the International Officer School (IOS) preparatory course at Spaatz Center for Officer Education, Maxwell AFB, AL. IOS is designed to increase the officer's ability to communicate and participate in the PME schools and to familiarize the IO with US culture and the US Air Force. See ETCA **https://etca.randolph.af.mil** and AU Catalog for details. The applicant's military or civilian grade must be equivalent to the US Air Force grades eligibility criteria found in Table 1& 6.

11.2. International applicants for non-resident PME programs must be military members or civilian employees of the military department of a country or international organization eligible for Foreign Military Sales (FMS) training program sponsorship and hold the equivalent rank or grade required. (see ETCA).

11.2.1. A US military officer or US civilian employee in the country, or with the organization concerned, must accept responsibility to monitor student progress and to serve as a contact between HQ AU and the student. Applicants must be proficient in the English language (English Competency Level of 80) to complete the program successfully.

11.2.2. International applicants should send application for enrollment to the in-country US representative who will sponsor the applicant and verify, in writing, they have met the criteria in paragraphs 11.1 and 11.2. A letter from the applicant's government must accompany the application, agreeing to the enrollment and identifying an existing FMS publications case against which charges may be applied or International Military Education & Training (IMET) to fund the course. If no publications case exists, the letter will cite the date of request to Air Force Materiel Command (AFMC), AFSAC/CV, 1822 Van Patton Drive, Wright-Patterson AFB OH 45433-5337, to establish a case.

11.2.3. The US sponsor endorsing the application must send it to Air Force Security Assistance Training Squadron, Training Support (AFSAT), 315 J Street West, Randolph AFB TX 78150-4354. AFSAT will program the training, after coordinating approval from Security Cooperation Officer (SCO), and program against an FMS or IMET case. SCO must verify that the sponsor will monitor student progress and testing facilities are available. AFSAT Country Manager will advise the sponsor if application is disapproved or funding is not available. AFSAT Country Manager will forward student application to the ACSC or AWC staff via e-mail ensuring application is attached. AFSAT will advise SCO if an application is approved. AFSAT will program the Distance Learning course in TRACS and apply appropriate charges against the applicable training case or charge to IMET and notify HQ AU to enroll the applicant in the proper program. If a training case does not exist that the course can be programmed against, AFSAT will require a Letter of Request (LOR) from the country requesting a Letter of Offer and Acceptance (LOA) for a new case to program the training against. This process can take up to six months. Students may not be enrolled or training programmed against the new case until country has deposited funds on the case and it is implemented.

11.3. International officers/civilians applying for a non-resident program must send their application to the FSS Force Development (FD) Flight Chief at the member's location. The FD Flight Chief will verify, in writing, the criteria in paragraphs 11.1.1, 11.1.2, or 11.1.3. are

met. The applicant's government must provide a letter agreeing to enrollment and identify an existing FMS training case against which charges may be applied. If no blanket order training case exists, the letter will cite the date of a request to the AFSAT to establish a case. The FD Flight Chief will endorse the application and send it to AFSAT, who will advise if an application is approved or disapproved. If approved, AFSAT will apply charges against the applicable FMS training case and notify HQ AU to enroll the applicant in the proper program after case implementation.

12. Advanced Studies Group (ASG). The ASG programs are advanced level education programs that are not considered as IDE/SDE credit-awarding programs but fill an important role in educating the AF's senior officers. ASG programs include: SAASS, Maritime Advanced Warfighting School (MAWS), School of Advanced Warfighting Studies (SAWS), and School of Advanced Military Studies (SAMS). Each school competitively selects a small number of officers each year to participate in its respective program. While the DEDB does not select officers for these programs; eligible officers, senior raters and DTs must be actively engaged in the nomination and selection process. AFPC may solicit volunteer from former interns who are in the window of eligibility as determined by their DTs. Sister Service programs vary, interested officers may contact AFPC/DPAFP for additional information. ASG assignments should be synchronized with other leadership and educational opportunities to provide the best development path for each officer.

13. Air Force Intern (AFIP) and Air Force Fellows Program (AFF). IDE programs comprised of multiple internships and fellowships designed to develop leadership and broaden perspectives through observation and interaction with senior DoD, legislative, political, and academic leaders making strategy and policy decisions. AFIP employs a combination of hands-on experience working in OSD or Joint Staff, Secretariat or Air Staff, MAJCOM or USTRANSCOM staff through participation in fellowships or advanced degree programs. The overall program intent is to further develop the following institutional competencies in future Air Force senior leaders: Employing Military Capabilities, Enterprise Perspective, Strategic Thinking, and Fostering Collaborative Relationships through education, experience and participation. AF/A1DL manages the list of programs included in AFIP.

13.1. Both LAF and non-LAF officers are eligible to compete for AFIP. AF/A1DL manages the seat allocation for all programs.

13.2. Small Schools Board. AFIP designees will be selected during the second phase of the DEDB which selects officers to attend small schools/programs. In addition to AFIP, these programs include foreign schools, specialty schools (e.g., JAWS), other AF Fellowships and some sister Service schools. Officers must be vectored by their DTs to compete during this phase of the DEDB. This ensures the most competitive officers, regardless of functional community, are designated to these schools. Officers vectored to more than one small school program will, in most cases, be reviewed for each program.

13.3. All AFIP designees must initiate a Top Secret clearance immediately upon designation notification and attend an orientation at the Pentagon prior to program start.

13.4. AF Strategic Policy Fellowship participants will receive an AF Form 475, *Education/Training Report*, annually and upon program completion. AF Strategic Policy and Joint Mobility Fellows will also receive letters of evaluation (LOEs) after each rotation, signed by the rotation Senior Rater of the Fellow, normally a HAF two-letter. The final

Education/Training Report will be signed by the respective director/commander of the primary offices designated to provide program management: AU for the Fellows Programs, Strategic Policy Fellows, Joint Mobility Fellows, and Advanced Academic Degree Program participants; SAF/LL for all Legislative Fellows.

13.4.1. Training reports will reflect intern/fellow duty titles with IDE Student, Program Name. Reference Attachment 3 for program name information.

13.4.2. PME Information on the SURF will reflect IDE, Air Force Intern or IDE, Air Force Fellow based on program name. Reference Attachment 3 for program name information.

13.5. AFIP participants will not be nominated for, nor receive, any individual tour completion or meritorious service decorations or badges for this program. This is consistent with Air Force guidance for officers in a training status. Interns/Fellows are not authorized permanent wear of OSD, Joint Staff, or Air Staff badges; however, they may wear the applicable badge during rotations. No exceptions will be granted.

13.6. AFIP course work varies depending on the program. The following is a summary of required course work according to program.

13.6.1. AF Strategic Policy and Joint Mobility Fellow Rotations. Fellows without a master's degree will complete the AU Online Master's Degree. LAF Officers who have not completed ACSC but have a master's degree will be required to complete ACSC by correspondence or seminar. AF Strategic Policy and Joint Mobility Fellowships are year-long programs, emphasizing professional growth and active participation. Throughout the program, these fellows attend (at a minimum) monthly meetings and professional development seminars/tours and should not be required to perform in typical action officer capacity. The AF Strategic Policy Fellowship Program consists of two six-month rotations with the OSD or Joint Staff and HAF. The Joint Mobility Fellowship Program consists of three, four-month rotations on USTRANSCOM, AMC, and 18AF staffs. While broadening through rotational duty sections, fellows complete various officer professional development activities. These programs include AU academic requirements.

13.6.2. NLTFP, DARPA, POLAD, McConn Public Policy, SOLA, CSAF Masters and Strategic Communication Fellows will not participate in the AU Online Master's Degree Program, but will be required to complete ACSC by correspondence or seminar.

13.6.3. CSAF Scholar Interns who have not completed ACSC will be required to complete ACSC by distance learning or seminar.

13.6.4. Legislative Fellows program length is 17-months (w/out AU Online Master's Degree) or 20 months (with AU Online Master's Degree). The program includes the following: SAF/LL immersion, OSD training, Georgetown University seminar, and 1-year assigned duties on Capitol Hill. Military fellows who do not have a Master's Degree will complete the AU Online Master's Degree. Military fellows who have not completed ACSC but have a master's degree, will be required to complete ACSC by correspondence or seminar.

13.6.4.1. Civilian Legislative Fellow program length varies but is typically a 2-year program where the first year is spent with the assigned Congressional Representative or Senator and the second year is in the legislative office.

13.7. AFPC/DPA is the assignment authority for all active duty officer AFIP & AFF participants and will work post-program assignments. Normal tour length for AFIP & AFF will not exceed 4 total years (this is inclusive of course work, internship, completion of AU Online Master's Degree and post program assignment). Release due to command selection will be considered on a case-by-case basis. Any exceptions to post-program assignments will be coordinated through AFPC/DPA, with AF/A1D as the final approval authority for all exceptions.

13.7.1. Strategic Policy/Legislative Fellows and Joint Mobility Fellows will be assigned to permanent staff positions within the National Capital Region (NCR) and USTRANSCOM/AMC/18AF staff positions respectively upon completion of their program course work.

13.7.2. NLTFP Fellows are eligible to PCS upon completion of the academic program. Fellows at Sandia, Los Alamos and Lawrence Livermore Labs must be assigned to a nuclear-related position upon program completion. Fellows at Idaho Lab must be assigned to a cyber-related position upon program completion.

13.7.3. DARPA requires a mandatory follow-on to any technical/systems agency, such as ESC or Systems Communication Center (consider TOS if from Washington DC, return-to-fly boards, command candidacy, etc.).

13.7.4. POLAD requires a mandatory follow-on to a Political Advisor position at the MAJCOM or NAF-level.

13.7.5. Strategic Communication Fellows will be assigned to staff positions in SAF/PA upon completion of their degree program.

13.7.6. SOLA Fellows will be assigned to USSOCOM SOLA Office in DC upon completion of their degree program.

13.7.7. McConn Public Policy Fellows will be assigned to a OSD, JCS, or HAF office in a legislative related position.

13.7.8. DOE Fellows require a mandatory follow-on to a nuclear related position in NCR upon completion of fellowship.

Section C— Civilian DE

14. Architecture. The Air Force Civilian DE Program is central to the CoL that spans a civilian's professional career. There are three levels of civilian DE: Primary, Intermediate, and Senior. For PDE, Career Field Teams (CFT) provide oversight of personnel development. For IDE/SDE, the CFTs and DTs provide oversight of personnel development to meet both functional and institutional strategic leadership requirements. As such the DTs recommend the right person, at the right time for the right training to the CDE Selection Board. Specific course descriptions are posted on the AFPC homepage.

14.1. PDE: Squadron Officer School (SOS).

14.2. IDE: Air Command and Staff College (ACSC), Air Force National Laboratories Technical Fellows program (NLTFP), Academic programs, Executive Leadership Development Program (ELDP), and Legislative Fellows.

14.3. SDE: Defense Senior Leader Development Program (DSLDP), Industrial College of the Armed Forces (ICAF), Air War College, Academic programs, Excellence in Government (EIG and E-GOV), RAND, and NLTFP.

14.4. Civilian DE (CDE) Selection Board: The purpose of the CDE Selection Board is to select employees who clearly possess the greatest leadership potential and who are most likely to be assigned follow-on positions of increasingly greater responsibility.

15. Attendance. Under the Force Development construct, some civilians will be deeply, functionally developed so as to be the expert in their field. Others will be developed more broadly for specific leadership responsibilities. Limited resources restrict resident DE attendance to the "best qualified." Non-resident or distance learning PME programs for SOS, ACSC and AWC are available to all eligible civilians, including those civilians who will not attend resident PDE/IDE/SDE at a military Service school (i.e., Air University).

15.1. PDE. All AF civilians who meet eligibility requirements can apply for SOS. See Table 5.

16. Eligibility and Prerequisites. (NOTE: Civilian eligibility criteria is listed in Table 5).

16.1. Civilians attending resident DE or enrolling in non-resident DE must have an accredidated bachelor’s degree as the minimum prerequisite for DE programs.

16.2. AF-wide, nomination and selection criteria: Performance (overall performance ratings for current and prior years as documented in the employee record), follow-on assignment, and appropriateness of education program at this stage of a civilian’s career as depicted on the framework for the Civilian Institutional Leadership Continuum are all factors.

16.2.1. Civilians must have a minimum performance appraisal rating of fully successful or NSPS-3 rating to compete for and participate in DE programs.

16.2.2. Follow-on Assignment: Expect a reassignment to a position as described in the framework for the Civilian Institutional Leadership Continuum or Career Field Team career paths and master development plans which provides progressive breadth, depth, or broadening experience appropriate to the development activity.

16.3. Endorsing Official: Wing Commander or first SES member or GO in the chain-of-command is required for IDE/SDE. Two levels of supervision are required for nomination to attend SOS.

16.4. Developmental Team (DT): Responsible for functional review and ranking of nomination packages, vectoring programs and follow-on assignments.

Table 5. DoD Civilian Resident DE Eligibility Criteria.

Program[2, 7]	**GS/GM**	**NSPS Pay Band (PB)**	**DCIPS**	**Time in Service**[6]	**Vector Required**[3]	**Mobility**
Developmental Education						
PDE (SOS)	GS 9-12	PB 2	PB 2	2 yrs AF Civil Service	N/A	N/A
IDE (ACSC, Legis Fellow[5], NLTFP[5])	GS 12 & 13	PB 2	PB 3	2 yrs AF Civil Service	DT must validate	Must have signed mobility agreement
SDE (AWC, ICAF, ICAF-SAC, RAND Fellow[5], DSLDP, NLTFP[5])	GS/GM 14 & 15	PB 3	PB 4 & 5	2 yrs AF Civil Service	DT must validate	Must have signed mobility agreement
Academic[4]						
Intermediate	GS-12 & 13	PB 2	PB 3	2 yrs AF Civil Service	DT must validate	Must have signed mobility agreement
Senior	GS/GM 14 & 15	PB 3	PB 4 & 5	2 yrs AF Civil Service	DT must validate	Must have signed mobility agreement
Experiential						
ELDP	GS-12 & 13	PB 2	PB 3	2 yrs AF Civil Service	DT must validate	N/A
EIG & E-Gov Fellows[5]	GS/GM 14 & 15	PB 3	PB 4 & 5	2 yrs AF Civil Service	DT must validate	N/A
Strategic Education						
Level 1	GS 14&15	PB 3	PB 4 & 5	2 yrs AF Civil Service	DT will select	N/A

Level II & III	GS 15	PB 3	PB 4 & 5	2 yrs AF Civil Service	DT must validate	N/A

NOTES:

1. As a minimum, all civilians must have an accredidated bachelor's degree to attend in residence DE.

2. Once designated for attendance, completion of a declination statement will result in no further opportunity for attendance at that same level.

3. The DT can make specific school recommendations to the CDE selection board for IDE & SDE in residence.

4. GRE scores are required for intermediate programs and must be w/in the last 5 years while GRE and/or GMAT scores are required for senior programs and must be w/in the last 5 years.

5. A Master's Degree is required for RAND, Legislative Fellow, NLTFP, EIG & E-Gov Fellows.

6. Time in service must be as of nomination due date.

7. Civilians must have 12 months minimum time in current position to apply for IDE/SDE as of 1 May (to include Academic and Experiential programs) and Strategic Education, Level III. Exceptions will be considered for situations such as expeditionary workforce positions and personnel in career broadener status.

16.5. PME Completion. IDE/SDE PME completion is a requirement to be eligible for SDE in-residence. IDE/SDE PME completion is also a requirement to be eligible for all Strategic Education Course Levels.

16.6. Preference Statement. Civilians list their program preference in their Development Plan located in Secure AFPC webpage or on an AF Form 4059, *Air Force Civilian Competitive Development Nomination Form*, as prescribed in AFI 36-401, *Employee Training and Development*.

16.7. Eligibility waiver authority. Waiver authority for civilians applying for residence CDE programs rests with AFPC/CC. AF/A1DL is the waiver authority for all non-resident PME eligibility. HQ AU is the waiver authority for non-resident PME completion restrictions and limitations.

16.7.1. All non-Air Force attendees must meet the eligibility criteria of their Air Force civilian counterparts unless exempted elsewhere in this Instruction.

16.8. Retainability. Civilians will serve at least 3 times the length of courses attended following completion. For example, a 6 week SOS course will result in at least 18 weeks of follow on service.

16.8.1. AFPC/DPI will ensure paperwork is completed to move employees into and out of authorized Central Salary Account (CSA) positions. Fellows will be assigned to CSA positions concurrent with their permanent change of station (PCS) move. Participants will be removed from CSA positions when follow-on assignments terminate, and graduates transition into permanent positions.

17. Selection. The annual CDE Selection Board convenes to review personnel records and designate nominees to attend a particular DE program. They consider endorser statements and

DT recommendations. The CDE Selection Board designations are forwarded to the DEDB for final approval.

18. Declinations, Deferments & Removal

18.1. CDE Declination. All declinations must be reported to AFPC/DPI immediately. If a member declines once designated for DE attendance by the DEDB, there is no further opportunity to compete for resident CDE at the same level. Exceptions for hardship and deferment requests will be approved/disapproved by the AFPC/CC.

18.2. Declination Justification. Management and/or individual declinations for mission essential or humanitarian removal from a program must be supported with reasonable justification. Declining selection for any program covered under CDE must be **approved** by the nominating organization (Wing Commander or first SES/GO in the chain of command).

18.2.1. Mission Essential. AFPC/CC will serve as approval authority for mission essential considerations. The approval authority will normally approve a mission essential removal if the employee's program participation would have an adverse mission impact. Removal, if granted, will be without prejudice.

18.2.2. Humanitarian. AFPC/CC will serve as approval authority for humanitarian considerations. The approval authority will normally approve a humanitarian withdrawal under the conditions below. Withdrawal, if granted, will be without prejudice.

18.2.2.1. The recent death (within 6 months of course start date) of a spouse or child or stepchild under the age of 18 who is living in the home at the time of death.

18.2.2.2. The terminal illness of a family member when death is imminent within the window after employee's selection and preceding school start date. A doctor must support his or her prognosis of a terminal illness by clinical data.

18.2.2.3. A serious financial problem that is **not** the result of over extension of employee’s personal income or bankruptcy (e.g. loss of home or possessions through fire, theft, or natural disaster) and employee will suffer a substantial financial loss unless present. (This applies to employees who must go TDY or PCS to participate in a selected program.) Employee must show he/she could not solve the problem by leave, correspondence, power of attorney, or by any other person or means.

18.3. Deferral Justification. AFPC/CC will serve as the approval authority for deferral considerations. Management and/or individual deferrals for mission essential or humanitarian reasons must be supported with reasonable justification. Deferrals for any program must be approved by the nominating organization (Wing Commander or first SES/GO in the chain of command). The deferral must be for the same program for which selected for the following year only. Employees who do not attend the year following an approved deferral will be subject to the appropriate withdrawal or declination policies.

18.4. Removal for cause. When a request from the Senior Rater, management level, DT, or institution to remove a civilian from the selected program for just cause, that request must be approved by AFPC/CC. A letter will be permanently filed in the individual’s official personnel file and the employee will be permanently ineligible for any future resident DE.

19. Non-resident/DL Programs. The purpose of DE non-resident programs (SOS, ACSC and AWC) is to provide individuals who have not completed resident DE an opportunity to complete

it via correspondence, seminar, or other approved method. To the extent reasonably possible, DE non-resident programs mirror the resident school curriculum. See Table 6 for non-residence eligibility criteria. AF/A1DL is the waiver authority for all non-resident PME eligibility. HQ AU is the waiver authority for completion restrictions and limitations.

19.1. Sequence. Air Force policy emphasizes taking the right DE at the right time and at the right grade. The non-resident sequence is SOS, ACSC, then AWC. Civilians who enter the Air Force at a more senior rank may complete a lower DL PME, if desired, prior to enrolling in the rank appropriate DL PME. Civilians may enroll in non-resident programs as detailed in Table 6.

19.2. Civilians must be boarded and selected to complete an AU Online Master's Degree with Joint Warfare concentration (ACSC) through formal AFPC/DPI channels.

19.3. Optional DE opportunities via DL. In addition to the opportunities listed above, civilians may also elect to complete courses from the Leadership Development Programs (LDP). These self-paced optional courses are offered through SOC-DL. These courses are applicable across the force and include such topics as foundational, expeditionary and organizational leadership.

19.3.1. Civilians may enroll in LDP courses via a self-enrollment DL process. Enrollees will have 6 months in which to complete their courses or they will be disenrolled. Completion will not appear anywhere in a member's record but will appear on the member's AU transcript. Civilian's must have an accredidated bachelor's degree to self-enroll in LDP.

Table 6. DoD Civilian Non-Resident/DL PME Eligibility Criteria.

Program	**GS/GM**	**NSPS**	**DCIPS**	**NAF**
SOS	GS-9 to GS-12	PB 1 PB 2	PB 2	3/4
ACSC	GS-12 & 13	PB 2	PB 3	4/5
AU Online Master's (w/Joint Warfare Concentration - ACSC)	GS-12 & 13	PB 2	PB 3	N/A[2]
AWC	GS/GM 14 & 15	PB 3	PB 4 & 5	5/6

NOTES:

1. All civilians, to include NAF employees, must have an accredidated bachelor's degree to enroll in non-resident programs.

2. Based on limited capacity, NAF employees may not enroll in the AU Online Master's Degree.

20. DE Resident Equivalency Credit. Civilians who have attended, are currently attending, or who have been selected to attend one of the programs listed at Table 7 may request resident DE credit. DE requests for equivalency credit will be made via the CDP during the annual nomination call from AFPC. Senior Raters must nominate the civilian for equivalency credit. DTs will evaluate the quality of the requesting member to determine if members' records are of commensurate quality with those being forwarded for DE attendance to the DEDB. If requesting members meet the DT quality review, they then must be approved by the DEDB. To receive resident DE credit, civilians must also complete the appropriate level of AF PME DL/seminar. Out of cycle requests for DE credit follow the same procedure described in paragraph 10.1.1 of this Insturction.

20.1. Civilians who have completed AF Advanced Academic Degrees, are attending, or who have been selected to attend an AAD program may request resident DE credit while eligible to attend IDE or SDE, respectively.

20.2. Civilians may also participate in other Service, Joint, DoD, and non-DoD (international and civilian) PME-equivalent programs. For details on what constitutes joint programs, see CJCSI 1800.01.

Table 7. Civilian Programs Eligible for IDE or SDE Equivalency Credit.

IDE	SDE
AFIT PhD Program	AFIT PhD Program
AFIT Master's Degree Program	AFIT - Civilian Institution (CI) (PhD only)
AFIT – Civilian Institution (CI)	Excellence in Government Fellows Program (EIG)
Executive Leadership Development Program (ELDP)	E-Government Fellows (E-GOV)
White House Fellow	White House Fellow
Fletcher School Global Master of Arts Program (GMAP)	
NOTE: 1. Civilians have 24 months from completion of the equivalency programs listed in Table 7 to complete the appropriate DL course (ACSC DL or AWC DL) in order to be granted equivalency credit.	

21. International Applicants. Reference paragraph 11 for civilian rules of engagement.

22. AF Fellow Program. Unlike other CDE programs, civilians completing the Legislative Fellowship program must complete ACSC by correspondence if not already complete and are not eligible for the AU Online Master's Degree just because of acceptance to this program. Reference paragraph 13 for additional rules of engagement. Civilian Legislative Fellow program length varies but is typically a 2-year program where the first year is spent with the assigned Congressional Representative or Senator and the second year is in the legislative office.

22.1. Civilian functional points of contact will work with participants, to identify follow-on assignments in the Secretariat or Air Staff. It is the responsibility of respective functional

community points of contact for civilians to identify permanent positions for fellowship participants to fill 6 months before follow-on assignments terminate.

Section D— Enlisted DE

23. Architecture. The Air Force enlisted DE program is central to the CoL that spans an enlisted Airman's career. The Continuum of Education (CoE) is a subset of the CoL and is the foundation for the development of all enlisted education programs. Education complements training and experience to prepare professional warfighting Airmen to perform in progressively more demanding supervisor, leader, and manager positions in dynamic operational environments. More specifically, enlisted DE develops Air Force Institutional Competencies and subcompetencies vital to the knowledge and skills required for sound decision making and strategic thinking to provide the Air Force with Agile Combat Support. Additionally, enlisted DE also develops critical and analytical thinking skills which enable innovative and creative leadership solutions and skilled employment of air, space, and cyberspace power in the conduct of war and contingency operations. There are four levels of enlisted DE.

23.1. Enlisted DE levels:

23.1.1. Basic DE (BDE): For grades E1-E3. Basic Military Training (BMT).

23.1.2. Primary DE (PDE): For grades E-4 to E-6: Airman Leadership School (ALS), Noncommissioned Officer Academy (NCOA), equivalent sister service, comparable international courses, Senior Enlisted Joint PME (SEJPME), and Enlisted Program for Advanced Academic Degrees (EPAAD); including Enlisted to Air Force Institute of Technology (Enlisted-to-AFIT).

23.1.3. Intermediate DE (IDE): For grade E-7 (E-6 for US Marine Corps). Air Force Senior Noncommissioned Officer Academy (AFSNCOA), equivalent sister Service courses which include the US Army Sergeant Major Academy (USASMA), the US Navy Senior Enlisted Academy (USNSEA), US Marine Corps Staff NCO Academy (USMCSNCOA), the Coast Guard Chief Petty Officer Academy (CGCPOA) and comparable international courses, SEJPME and EPAAD.

23.1.4. Senior DE (SDE): For grades E-8 to E-9, SEJPME, and EPAAD. The CMSgt Leadership Course was cancelled in 2011; the associated competencies will be delivered in another format not yet determined at the time of publication. SDE also includes the CMSgt Development Courses that are managed by the Chief's Group (AF/DPE).

23.1.5. All enlisted Professional Enhancement (PE) Courses fall under DE, at their respective levels as outlined previously. See AFI 36-2624, *The Career Assistance Advisor, First Term Airmen Center and Enlisted Professional Enhancement Programs*, for additional information concerning these courses.

23.2. USAF Enlisted Professional Military Education (EPME): Consists of resident and non-resident/distance learning (DL) courses for ALS, NCOA and AFSNCOA to prepare Airmen for increased responsibilities associated with promotion. Air Force enlisted personnel will complete the appropriate level of resident or DL EPME as prescribed in tables 8 and 9 prior to promotion. The *Air University Catalog* and *Education and Training Course Announcement* (ETCA) online catalog (**https://etca.randolph.af.mil**) provides course descriptions and additional details on DL programs.

23.3. 3 DELETED.

23.3.1. DELETED.

23.3.2. DELETED.

23.3.3. Senior EJPME: Includes CJCS-sponsored assignment oriented educational courses beginning at the Senior Enlisted Leader (SEL) level.

23.3.3.1. Senior Enlisted Joint PME (SEJPME) course: A stand alone web-based course that educates SELs serving in or slated to serve in joint organizations. The course is designed to expose enlisted personnel to joint education and prepare them to succeed by improving their ability to operate effectively as part of a future joint force and supervise multiple service members. The course is open to all Total Force components' enlisted E-6 to E-9. Although not a requirement, members should complete their grade required Service EPME prior to completing this course located at: **http://www.jfsc.ndu.edu/SCHOOLS_PROGRAMS/se_jpme/default.asp**.

23.4. Enlisted Program for Advanced Academic Degrees (EPAAD): AF/A1DLE tracks all enlisted advanced academic degree programs and ensures selection processes are established and published. Functionally-owned programs may retain overall management, but must provide AF/A1DLE updates at least annually. This includes, at a minimum, the selection process, academic requirements and a running history of attendees.

23.4.1. Enlisted-to-AFIT: In conjunction with other training and education programs, resident AFIT sponsored science, engineering, and management graduate degree opportunities further develop NCOs' technical education and skills. This program enhances combat capability through career field core competency augmentation and provides the Air Force with a source of highly proficient NCOs, technically experienced in their career field and highly educated through AFIT graduate degree programs. For information regarding this program, including eligibility criteria and nomination procedures, visit the following link: **http://www.afit.edu/en/admissions/usaf_usmilitaryapply.cfm**.

24. EPME Resident Eligibility and Prerequisites.

24.1. See ETCA, AU Catalog, and AF Course Development Academy (formerly AU A4/6) Catalog for eligibility requirements. In addition, all members must meet the following requirements in order to attend EPME resident programs.

24.1.1. ALS: Completion of resident ALS is required for SrA selected for SSgt before their promotion increment month, all eligible SrA before PCS to short-tour locations without an ALS or departing to extended deployments (90 days or more), all non-prior service and prior sister Service members accessed as a SSgt (on or after 1 Oct 08), and all SrA within the first three years from their initial date of eligibility (48 months TIS). All SrA/SSgts must complete ALS before they are assigned as a reporting official (supervisor). Support ARC SrA, AF civilians, Sister Service, DoD, and international personnel with resident ALS attendance opportunities as space allows. Local police department, fire department, and other non-DoD or US Departments are authorized to attend with AF/A1DL's approval.

24.1.2. NCOA: Completion of resident NCOA (or equivalent sister Service/comparable international courses) is required for promotion to MSgt, all non-prior service and prior sister Service members accessed as a TSgt, and all TSgts within two years after TSgt promotion. Support ARC SSgts/TSgts, AF civilians, Sister Service, and international students with resident NCOA attendance opportunities as space allows based on the PRD. NOTE: All non-prior service TSgts (such as USAF Band members) who enter the Air Force on or after 1 Oct 08 as a TSgt will complete the NCOA according to Table 8 or Table 9 (which ever is applicable) at the earliest opportunity. These Airmen will have priority for resident EPME attendance ahead of their peers. Exceptions to the resident requirement will only be considered when attendance is not possible for an extended period of time, such as a recurring or permanent medical condition. This determination will be made by AF/A1DL in coordination with AFPC/DPSIT. Those exempt from the resident requirement must still complete NCOA via distance learning.

24.1.2.1. The one exception to this requirement is the McGhee-Tyson Satellite NCOA. Within the context of TDY-to-School funding and PME credit to meet promotion requirements, this program is to be treated as the resident NCOAs.

24.1.3. AFSNCOA: Completion of resident AFSNCOA (or equivalent sister Service/comparable international courses) is required for promotion to SMSgt. MSgts are designated to attend AFSNCOA each year as prioritized according to paragraph 25.3.1. Support ARC MSgts/SMSgts with resident AFSNCOA attendance opportunity as space allows based on the PRD. Also, AF civilians, sister Service and international SNCOs may attend the AFSNCOA. AF SNCOs may apply to attend the resident US Army Sergeant Major Academy (USASMA), the US Navy Senior Enlisted Academy (USNSEA), US Marine Corps Staff NCO Academy (USMCSNCOA) or the Coast Guard Chief Petty Officer Academy (CGCPOA) and comparable international PME courses in lieu of the AFSNCOA. NOTE: SNCOs who complete a resident sister Service or comparable international PME course will receive PME credit for completing resident AFSNCOA.

24.1.4. DELETED.

24.1.5. Members possessing an AF Form 422, *Physical Profile Serial Report* identifying temporary physical restrictions to EPME program requirements are ineligible to attend without EPME Commandant approval or with an approved waiver from AF/A1DL. Enlisted Airmen must have a current passing AF Fitness Test (valid through the scheduled graduation date) in order to attend resident EPME. Exceptions are granted IAW AFI 36-2905 Chapter 4 and allowed to attend if approved by school commandant.

24.1.6. For personnel with the required retainability as of class graduation date (CGD), once selected, attendance is mandatory (exception: see declination guidance for NCOA and AFSNCOA). For personnel who reenlist/extend and obtain the required retainability, attendance becomes mandatory. USAFR determines separate retainability requirements for their members. All active duty personnel are eligible to reenlist/extend for the purpose of attending EPME. NCOs and SNCOs eligible to attend resident NCOA or AFSNCOA with an approved retirement or separation date within one year will not be scheduled to attend (except when required for promotion). SrA with an approved PALACE CHASE or PALACE FRONT may attend ALS with four months retainability as of CGD.

Members of the Wounded Warrior program may be considered for a waiver based on their individual circumstance; route requests through A1DL for consideration.

24.1.7. ARC members: Follow the applicable ANG and USAFR directives in sending ANG and USAFR applications through the individual's unit training office (through the FSS) for resident EPME. Base Individual Mobilization Augmentation Advisors send Individual Mobilization Augmentee, AFRC enlisted candidate, and statutory tour applications to HQ ARPC/DRMP, 6760 East Irvington Place, 3200, Denver CO 80280-3200, through the member's gaining MAJCOM Reserve Affairs Office. USAFR NCOs may attend resident PME schools as an Air Reserve Technician in civilian status based on military rank. ARTs attending in civilian status will be unit funded. Military and civilian records may both be updated to reflect attendance upon course graduation. While resident EPME completion is similarly required for promotion, ARC members may complete PME promotion requirements via resident or DL courses, or any other approved method. AFI 36-2502, *Airman Promotion Program*, Table 4.1, contains EPME requirements for Air Force Reserve enlisted personnel. Completion of DL EPME does not preclude eligibility to attend a comparable or lower level resident EPME course.

24.1.7.1. Air Force Reserve: Members who enter AFR as a SSgt or below must complete ALS. Members who enter AFR as a TSgt must complete NCOA prior to promotion to MSgt. Members who enter AFR as a MSgt or SMSgt must complete the Air Force SNCOA prior to promotion to CMSgt (unless they attended one of the comparable sister service Senior NCO courses). In all cases completion of additional courses are encouraged.

Table 8. EPME Resident School Eligibility Criteria.

School	Grade	Time In Grade	Time in Service	Retainability
ALS	SSgt (and selects), SrA	N/A	48 months[1]	6 months
NCOA (ARC only)[2]	SSgt	N/A	96 months/ARC	1 year
NCOA	MSgt (and selects), TSgt	N/A	N/A	1 year
AFSNCOA[3]	SMSgt (and selects), MSgt	N/A	N/A	1 year

NOTES:

1. Exception: TIS may be earlier for SrA who receive a promotion line number to SSgt. Other exceptions must be submitted to AF/A1DL for approval.

2. ANG members must wait two years after graduation from a resident EPME program to attend the next level of resident EPME. AFR members must wait one year after graduation from resident or DL to attend then next level of PME. TSgts have priority to attend resident NCOA. All ANG drill status guardsmen and technicians must attend resident EPME programs in Title 10 active duty status. Active Guard Reserve (AGR) members must attend in AGR status.

3. Members must complete the SNCO PME Distance Learning (DL) course to be eligible to attend an equivalent sister Service or comparable international EPME course.

24.2. DELETED.

24.2.1. DELETED.

24.2.2. DELETED.

24.3. Prior Service

24.3.1. US Air Force. ARC members entering USAF active duty enlisted service who have previously completed USAF resident or DL EPME courses receive full credit for their active duty grade requirement. Although not required, these members are highly encouraged to complete grade appropriate resident EPME courses to benefit themselves and the other students.

24.3.2. Non-US Air Force.

24.3.2.1. Sister Service resident SNCO courses are comparable to the resident AFSNCOA and thus meet the SNCOA resident requirement. However, the E6 and below sister Service resident EPME courses are not comparable to AF EPME resident courses and thus do not meet AF resident EPME requirements. Therefore, prior sister Service NCOs who enter the Air Force on or after 1 Oct 08, as either SSgt or TSgt will complete the appropriate AF EPME according to Table 8 or Table 9 (which ever is applicable) at the earliest opportunity. These Airmen will have priority for resident EPME attendance ahead of their peers.

24.3.2.2. Sister Service DL EPME courses are not comparable to AF DL (or resident) EPME courses and thus do not meet the Air Force EPME requirements. Therefore, prior sister Service NCOs who enter the AF on or after 1 Oct 08 will complete the grade appropriate AF EPME according to Table 8 or Table 9 (which ever is applicable) at the earliest opportunity.

24.3.2.3. Prior sister Service NCOs entering the ANG as an E-6 or below after 1 Oct 2007 are required to complete the grade appropriate AF EPME according to Table 8 or 9 at the earliest opportunity after enlistment in the ANG. This can be done via residence or distance learning. Prior sister service NCOs enlisting in the ANG in the grades of E-7 or E-8 that have completed a sister service SNCOA will not be required to complete the AF SNCOA.

25. Selection. Selection for active duty members for resident EPME attendance is based on grade (seniority based on TIG, TIS), promotion line number, priority, eligibility, and availability. Commanders, supervisors, and individuals must closely track EPME requirements and coordinate scheduling to avoid promotion delays. NOTE: Individuals selected for resident EPME will formally accept, decline, or request deferment within five duty days of notification.

25.1. ALS: Selection and scheduling for ALS attendance is accomplished by the local ALS and is driven by the SSgt promotion release. Selection and scheduling is done in accordance with this Instruction and ALS ETCA based on grade, promotion line number, priority, and availability. Below is the order of priority for SrA attending resident ALS. NOTE: ALS commandants may train lower priority Airmen before higher priority Airmen on a case-by-case basis in extenuating circumstances if it does not result in promotion withhold for higher priority Airmen (priorities 1 through 5 are considered “must train” Airmen). Additionally, the intent is to meet priority requirements over each fiscal year; i.e., schools may schedule

lower priority students throughout the year as long as the integrity of the policy is met and no Airmen are denied timely promotion.

25.1.1. Priority 1: SSgts without ALS complete (this includes non-prior service and prior sister Service SSgts) and SrA in promotion withhold status.

25.1.2. Priority 2: SrA selected for promotion to SSgt and selected for a 365-day TDY tasking or PCS assignment to a location without an ALS.

25.1.3. Priority 3: SrA selected for promotion to SSgt and selected for a TDY tasking of 90 days or more.

25.1.4. Priority 4: SrA selected for promotion to SSgt (seniority based according to promotion line number).

25.1.5. Priority 5: SrA with 48 months TIS or more (at time of assignment notification) and selected for PCS assignment or 365-day deployment to a location without an ALS.

25.1.6. Priority 6: SrA with 48 months TIS or more and selected for a TDY tasking of 90 days or more.

25.1.7. Priority 7: SrA with 48 months TIS.

25.1.8. Priority 8: ARC SrA on a space-available basis. Scheduling ARC Airmen in each class is highly encouraged, within established guidelines, to facilitate a Total Force perspective.

25.1.9. Priority 9: Eligible Air Force and DoD civilians, sister Service, and international students on a space available basis.

25.1.10. ANG. ALS quotas are programmed annually through NGB/HRT. Allocations will be made available through the appropriate Human Resource System (HRS). In accordance with local FSS guidance, the Force Development Flight will utilize appropriate scheduling methods to request seats. Requests are approved on a first come, first serve basis.

25.1.11. AFR ALS quotas are centrally managed thru HQ AFRC/A1KO and will be advertised based on current automated system. All quotas for ALS will be on a first come first served basis. Every effort will be made to ensure members attend geographically located school closest to home of record or unit of assignment.

25.2. NCOA: Selection and scheduling is done by AFPC/DPS for stateside NCOAs and by MAJCOM/A1s for overseas NCOAs in accordance with this Instruction and the NCOA ETCA based on member's grade, promotion line number, priority, and availability. Below is the order of priority for Airmen attending resident NCOA. NOTE: AFPC/DPS or MAJCOM/A1 may schedule a lower priority Airman before higher priority Airmen on a case-by-case basis in extenuating circumstances if doing so does not result in promotion withhold for higher priority Airmen.

25.2.1. Priority 1: MSgts or MSgt selects in promotion withhold status.

25.2.2. Priority 2: TSgt selected for promotion to MSgt (seniority based on promotion line number).

25.2.3. Priority 3: Non-prior service or prior sister Service TSgt without ALS/NCOA complete.

25.2.4. Priority 4: TSgts by seniority (based on date of rank, total active federal military service, pay date, date of birth).

25.2.5. Priority 5: ARC TSgts on a space-available basis. Scheduling ARC Airmen in each class is highly encouraged, within established guidelines, to facilitate a Total Force perspective.

25.2.6. Priority 6: Eligible Air Force and DoD civilians, sister Service, and international students on a space available basis.

25.2.7. ANG. NCOA quotas are programmed annually through NGB/HRT. Allocations will be made available through the appropriate Human Resource System (HRS). In accordance with local FSS guidance, the Force Development Flight will utilize appropriate scheduling methods to request seats. Requests are approved on a first come, first serve basis.

25.2.8. AFR. NCOA quotas are centrally managed thru HQ AFRC/A1KO and will be advertised based on the current automated system. All quotas for NCOA will be on a first come first served basis. Every effort will be made to ensure members attend geographically located school closest to home of record or unit of assignment.

25.3. AFSNCOA: Selection and scheduling for AFSNCOA is done by AFPC/DPSIT and is driven by the SMSgt promotion release. Selection and scheduling is done in accordance with this instruction and the AFSNCOA ETCA based on grade, promotion line number, priority, and availability. In addition to SMSgts, and SMSgt (selects) who will attend prior to SMSgt promotion, MSgts (non-selects) are selected to attend the SNCOA each fiscal year based on their combined USAF Supervisory Examination score and promotion board score within their AFSC. AFPC/DPSIT selects members based on scheduling priority below, reviews each member's MilPDS record to ensure prerequisites are met and inputs each member into each class seat using MilPDS.

25.3.1. Below is the order of priority for Air Force SNCOs attending resident SNCOA. NOTE: AFPC/DPS may schedule lower priority Airmen before higher priority Airmen on a case-by-case basis in extenuating circumstances if doing so does not result in promotion withhold for higher priority Airmen.

25.3.1.1. Priority 1: SMSgts without SNCOA complete (based on DOR-lowest to highest) or SMSgt selects in promotion withhold status.

25.3.1.2. Priority 2: MSgt selected for promotion to SMSgt (seniority based on promotion line number—lowest to highest).

25.3.1.3. Priority 3: MSgt (non-select) alternates in order of their alternate sequence number based on combined USAF Supervisory Examination score and promotion board score (lowest to highest).

25.3.1.4. Priority 4: ARC SMSgts on a space-available basis. Scheduling ARC Airmen in each class is highly encouraged, within established guidelines, to facilitate a Total Force perspective.

25.3.1.5. Priority 5: Eligible Air Force and DoD civilians, sister Service, and international students on a space available basis.

25.3.2. Members with approved quotas for Joint, Sister-Service and International EPME may be removed from the list for SNCOA resident attendance as long as the projected class date is within one year (exceptions may be approved by AF/A1DL and/or AFPC/DPSIT). Additionally, selection criteria (rank requirements, etc.) may vary from school to school. Do not use AF SNCOA criteria as a limiting factor. Each school sets their specific requirements which may be adjusted by AF/A1DL in coordination with AFPC/DPS to facilitate scheduling and maintain a level of consistency.

25.3.3. ANG. NGB/HRT will convene a selection panel annually to recommend AF SNCOA and Sister Service SNCOA attendees to NGB/CF for approval. SNCOA application procedures and the contents of the packages are announced each year. Allocations for selected members will be made available in the appropriate HRS following approval by NGB/CF.

25.3.4. AFR. SNCOA quotas are centrally managed thru HQ AFRC/A1KO and will be advertised based on current automated system. All quotas for SNCOA will be on a first come first served basis. However, every effort will be made to ensure an equal amount of quotas will be given across the Command.

25.4. CLC. Selection and scheduling for the CLC is done by AF/DPE and is driven by the CMSgt promotion release. Selection and scheduling is done in accordance with this Instruction and the CLC ETCA based on grade and availability.

25.4.1. AF/DPE forwards confirmed CLC TLNs to the appropriate MAJCOM/A1 (or equivalent) with a courtesy copy to the appropriate MAJCOM/CCC.

25.4.2. The member will acknowledge (in writing) receipt of training date within five duty days of notification.

25.4.3. The member coordinates changes or adjustment of class dates through the appropriate MAJCOM/CCC not later than 20 days prior to CSD. A change or an adjustment of a class date within 20 days of CSD is considered a “request” and will be submitted directly to AF/DPE.

25.4.4. AF/DPE forwards confirmed class rosters to AFSNCOA not later than 60 days prior to CSD.

25.4.5. Eligible civilian, sister Service and international CMSgt equivalent students may attend the CLC on a space available basis.

26. Declinations, Deferments, and Waivers.

26.1. Declinations. Completing resident EPME courses is an important and necessary step in enlisted professional development. As such, the choice to decline resident EPME is restricted to personnel selected for NCOA and AFSNCOA with more than 19 years active service as of CSD. NOTE: Members selected for ALS may not decline attendance. Declinations are done with prejudice and signed declination statements must be submitted within 5 duty days of notification. Eligible NCOs declining resident EPME must retire upon reaching 20 years of active service or the first day of the seventh month following the declination, whichever is later. NOTE: Personnel with Active Duty Service Commitments

(ADSC) that extend beyond 20 years TIS are ineligible to decline EPME. Eligible personnel declining resident EPME are ineligible for promotion, reenlistment, and participation in the High Year Tenure Extension Program.

26.1.1. Eligible personnel who intend to decline PME attendance may request an extension of the 5 duty day time period if needed. Provide justification and the calendar date of the additional time required. Forward extension requests to: AFPC/DPSIT via email, fax, or memorandum. Unnecessary delay or failure in submitting this request and/or the statement below will result in loss of declination opportunity.

26.1.2. Eligible personnel who decline EPME will sign the following statement: **"***I decline to attend the (NCOA or AFSNCOA) class starting on (class start date), for which I have been selected/scheduled. I have, or will have, 19 or more years of active service as of class start date. I understand that this declination renders me ineligible for promotion and reenlistment, and that I must retire upon reaching 20 years in service or the first day of the seventh month following the date of this declination, whichever is later. I further acknowledge that this declination renders me ineligible to participate in the High Year Tenure Extension Program.***"** After updating AAC 9 in MilPDS, forward the signed statement along with the signed AF Form 964, *PCS, TDY or Training Declination Statement* to AFPC IAW established procedures for including miscellaneous documents in member's Personnel Records Display Action (PRDA).

26.2. Deferments. Airmen selected for resident EPME may be deferred for compelling non-routine mission, humanitarian, medical, or other reasons (as described below) without prejudice upon approval of the member's wing commander (or equivalent). Deferment requests will be kept to the absolute minimum. EPME deferment requests require solid justification, wing command chief coordination/concurrence, and wing commander (or equivalent) approval. Resident attendance remains mandatory for enlisted personnel as outlined in this Instruction, with the exception noted in 26.2.1.5.

26.2.1. Commanders, first sergeants, and supervisors should make their people available as scheduled for EPME and hold deferment requests strictly to the following criteria.

26.2.1.1. Mission: The individual scheduled to attend is indispensible to the mission and the mission will be severely degraded without their presence. No other individual could stand in or temporarily replace the selected individual. Justification must include the following verbiage: "…absence will cause severe degradation to the mission."

26.2.1.2. Humanitarian: The individual scheduled to attend has an unusually stressful family or personal situation or an emergency situation with an immediate family member as similarly defined under humanitarian reassignment guidance.

26.2.1.3. Medical: The individual scheduled to attend has a medical condition (including some pregnancies) that renders him/her ineligible for course attendance or requires on-going treatment (including Mental Health counseling and ADAPT program) that would be detrimental if interrupted. EPME commandants will determine the member's eligibility based on the school's ability to accommodate the member's medical condition and an overall assessment of the member's ability to meet course objectives.

26.2.1.4. Other: Unit commanders may request deferment/non-recommend individuals for EPME attendance based on extenuating circumstances not covered above. Examples may include member's poor duty performance (not covered under control roster actions but detrimental to the academic environment), pending disciplinary action, under investigation, etc.

26.2.2. Personnel serving overseas tours of 15 months or less will be deferred from the AFSNCOA attendance until tour completion. Members serving overseas tours of 16 months or longer may attend the AFSNCOA from the overseas assignment if they have at least one year remaining in the overseas area upon graduation and meet all other eligibility criteria. AFPC/DPS may waive this requirement to 120 days remaining in the overseas area upon graduation, if the unit commander and MAJCOM approve. (Exception: EPME attendance is mandatory due to promotion selection.)

26.2.2.1. ANG members must request cancellation or deferral from attending resident EPME as soon as possible after notification. Paragraphs 26.2 through 26.2.2 apply to ANG members.

26.2.2.2. AFR members must request cancellation or deferral from attending resident EPME as soon as possible after notification; cancellations or deferments received within 30 days of class start date will be identified as a no show. Paragraphs 26.2 through 26.2.2 apply to AFR members.

26.2.3. Deferment Procedures

26.2.3.1. ALS: Process unit/CC approved deferment requests through the respective chain of command to the ALS commandant for coordination, wing command chief (WG/CCC) for coordination/concurrence and WG/CC approval. Send WG/CC approved deferments to the ALS NLT 30 days prior to CSD for action. The ALS will file approved deferments and notify the member's unit of the approved deferment.

26.2.3.2. NCOA/AFSNCOA: Process unit/CC approved deferment requests through the respective chain of command to the member's WG/CCC for coordination/concurrence and WG/CC (senior rater (or equivalent) for approval. Send WG/CC approved deferments for CONUS NCOAs and AFSNCOA (and sister Service equivalents) through AFPC/DPSIT (with a copy to member's MAJCOM A1) as close to receipt of training allocation as possible, but not less than 45 days prior to class start date for action. For overseas NCOAs, process WG/CC approved deferment through the wing formal training office/appropriate MAJCOM.

26.2.3.3. DELETED

26.2.3.4. ANG NCOA cancellations should be processed through the unit commander to the Wing CCM and the Wing/CC prior to sending to NGB/HRT. ANG SNCOA deferment requests should be processed through the unit commander through the Wing CCM, to the WG/CC, and to the state CCM for final approval prior to sending to NGB/HRT.

26.2.3.5. AFR NCOA and SNCOA cancellations should be processed through the unit commander to the Wing CCM and the Wing/CC prior to sending to HQ AFRC/A1KO.

26.3. Waivers: Resident EPME completion may be waived (by exception) in accordance with AFI 36-2502, *Airmen Promotion Program* for Airmen who cannot complete required EPME before promotion due to circumstances beyond their control (i.e., remote tours, deployments, medical issues, personal hardship, EFMP, etc.). NGB/HRT is the waiver authority for ANG members. AFRC/A1K is the waiver authority for AFR members.

26.3.1. Commanders and supervisors will make every effort to ensure Airmen selected for promotion complete required EPME prior to departure for remote tours, deployments, extended TDYs (45 days or more), lengthy formal training/retraining, etc. However, if EPME completion is not possible prior to departure, commanders are required to seek a promotion waiver.

26.3.2. Airmen with approved waivers must attend EPME (in the next higher grade) as soon as possible without negatively impacting the mission or member. Airmen with approved waivers serving on remote tours or extended deployments, or attending lengthy formal training/retraining, will attend EPME within 120 days of completing the remote tour, deployment, or training and NLT 60 days prior to subsequent re-deployment, training, or PCS (also see AFI 36-2502, *Airman Promotions*).

26.3.3. ANG deferral and declination processes will be included in the ANG annual announcement messages.

26.3.4. ANG disenrollments. Members disenrolled for disciplinary reasons from resident EPME programs are excluded from reentering a resident EPME program and from enrolling/reenrolling in an equivalent DL program for one year. If a member released from a resident EPME program for disciplinary reasons wishes to attend the same level of resident EPME after one year, the released student's commander must submit a letter of recommendation through the Wing CCM, Wing/CC, State CCM, and TAG prior to sending to NGB/HRT.

26.3.5. AFR waivers must be routed to unit CC, Wing/CCM, and Wing/CC prior to submitting to AFRC/A1K. Airmen with approved promotion waivers must attend EPME within 90 days after promotion. If members are unable to attend within that time frame, promotion will be withdrawn. Airmen with approved waivers serving on remote tours or extended deployments, or attending lengthy formal training/retraining will attend EPME within 90 days of completing the remote tour, deployment, or training and NLT 60 days prior to subsequent re-deployment, training, or PCS.

26.3.6. ARC disenrollments. Members disenrolled for disciplinary reasons from resident EPME programs are excluded from reentering a resident EPME program and from enrolling/reenrolling in an equivalent DL program for one year. If a member released from a resident EPME program for disciplinary reasons wishes to complete the same level of resident EPME after one year, the member must complete by DL.

27. Non-resident/DL Programs. The purpose of EPME DL programs is to enhance an individual's professional development with challenging course study through distance learning courses appropriate to their grade and experience. The Barnes Center's, EPME, Academic Affairs is the OPR for all EPME DL courses. The AU A4/6 Catalog contains definitive guidance for DL courses and is located at: **http://www.maxwell.af.mil/au/afiadl**/.

Table 9. EPME Non-resident/DL Eligibility Criteria.

Course	Grade	Time in Service	Retainability
ALS (ARC only)	SrA	48 months/42 months[1]	N/A
NCOA (ARC only)	SSgt/TSgt	72 months[2], N/A	N/A
AFSNCOA	TSgt or higher[3]	N/A	N/A
SEJPME[4]	TSgt or higher	N/A	N/A

NOTE:

1. SrA with 42 months TIS are required to have a 5-skill level in their Primary Air Force Specialty Code (PAFSC).

2. SSgts with 72 months TIS must have a 7-skill level to enroll in NCOA.

3. TSgts must have completed NCOA and have 2 years Time in Grade to enroll.

4. Completion of SEJPME DL course is highly recommended prior to assignment to joint duty billets. If not possible due to a short notice assignment, completion within 60 days of arrival is highly recommended.

5. ARC members must wait one year after graduation from a DL EPME program to attend the next level of DL EPME.

28. EPME Graduate Ribbon. Graduates from each level of resident EPME earn the Air Force EPME Graduate Ribbon. This extends to all equivalent EPME courses, to include approved Joint, Sister Service and international programs. An oak leaf cluster is added to the basic ribbon for completion of each additional resident level of EPME (i.e., NCOA, SNCOA). This is retroactive for completion of all resident EPME including the NCO Preparatory Course, NCO Leadership School, and the CMSgt Leadership Course.

29. EPME Achievement Awards.

29.1. EPME courses are authorized the following four mandatory awards. These awards apply to ALS, NCOA and SNCOA. Additionally, the SNCOA is authorized the Etchberger Team Award. NOTE: DL courses do not have these awards.

29.1.1. John L. Levitow Award is the highest honor and is presented to the top graduate of each class. Only one John L. Levitow Award is presented per class. Recipients of this award are excluded from both the Academic Achievement and Commandant/Leadership Award.

29.1.2. Distinguished Graduate (DG) Award is presented to the top 10 percent of each class. The John L. Levitow Award recipient as the class “top” Distinguished Graduate is included in this group. Ties are permitted for DG awards (except the John L. Levitow Award).

29.1.3. Academic Achievement Award is presented for scholastic excellence. Ties are permitted for the Academic Achievement Award.

29.1.4. Commandant/Leadership Award is presented to the student who, in the commandant's judgment made the most significant contribution to the overall success of their class.

29.1.5. The CMSgt Richard L. Etchberger Team Award is selected by the AFSNCOA/CO and presented to the flight during each AFSNCOA class that demonstrates superior leadership and performance in academics, physical fitness, and community service as a team.

29.2. AF/A1DL is approval authority for the establishment of additional EPME awards or changing the name/criteria for existing EPME awards. Staff requests for additional EPME awards or changes to existing EPME awards through the chain of command to AF/A1DL for approval.

29.3. The Air University, through the Barnes Center, publishes specific award criteria in the USAF EPME Procedural Guidance.

30. EPME Triennial Review.

30.1. Objective: Ensure AF EPME is aligned with Air Force priorities and force development strategies and EPME courses have relevant curricula, appropriate educational technologies, and required resources to inculcate institutional competencies in warfighting Airmen to meet future mission challenges in joint and coalition environments.

30.2. Steering Committee. Consists of AF/CCC, AF/A1D, AU/CC, and AF/A1DL. Subject matter experts (SME) invited, as required. Convene not less than once every three years to review the EPME strategic plan (mission, vision, strategic themes and objectives, and key initiatives), EPME policies, curricula, resources, and processes. Meets at the discretion of any primary member and, if agreed to by AF/CCC and AF/A1D, prior to the Review. Reviews proposed issues and determines dates for the Review. Upon completion of the Review, determines which items will be presented to the AF/A1 and Enlisted Force Development Panel (EFDP) for action.

30.3. Committee. Consists of AF/CCC, AF/A1D, AF/A1DL, AF/A1DI, AETC/CCC, AU/CCC, AU/CF representative MAJCOM/CCCs, ARC/CCCs, Barnes Center/CC and key leaders, and MAJCOM A1/PME representatives, and other SMEs as appropriate. Reviews the agenda items, determines the nature of the problems, and identifies issues for further investigation/study. Based on their findings, they will identify the appropriate OPR for further research/action and out-brief the steering committee with their findings and recommendations. The way ahead determined by the steering committee will be vetted via the AFLC for submission to the FMDC for approval/disapproval.

30.4. Specific Responsibilities:

30.4.1. AF/CCC: Co-chairs the Review with AF/A1D, approves proposed the agenda, and signs the Report.

30.4.2. AF/A1D: Co-chairs the Review with the AF/CCC, approves proposed agenda, and signs the Report. Upon AF/A1 approval of the Review Report, staffs applicable issues through the AF/A1DL and AF/CCC. Closes HAF action items.

30.4.3. AF/A1DL:

30.4.3.1. Provides agenda for the Review, prepares the Review Report, and coordinates the report through attendees. The report should address EPME initiatives/proposals, sister Service best practices and near-term and long-term improvement plans. Forwards the final report to AF/A1D and AF/CCC for approval.

30.4.3.2. Staffs approved items from the Review Report through appropriate agencies; distributes approved report to review participants; provides semi-annual update to each member of the Committee on action item status, and closes HAF action items.

30.4.3.3. Deconflicts any potential manpower decreases/increases due to future DE courses/production levels or notifies appropriate MAJCOM/A1s to POM for additional resources as required to conduct future DE courses/production levels.

31. Adopted Forms. AF Form 63, *Active Duty Service Commitment (ADSC) Acknowledgement Statement*

AF Form 422, *Physical Profile Serial Report*

AF Form 475, *Education/Training Report*

AF Form 847, *Recommendation for Change of Publication*

AF Form 964, *PCS, TDY or Training Declination Statement*

AF Form 1941, *Application for DE (In-Residence)*

AF Form 3849, *PME/AFIT/ RTFB Officer Worksheet*

AF Form 4059, *Air Force Civilian Competitive Development Nomination Form*

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DCS, Manpower and Personnel

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Title 10, United States Code, Section 9315, *Community College of the Air Force: Associate Degrees*, December 12, 1980

Title 10, United States Code, Sections 406d and 663, *Education*, December 5, 1991

Title 10, United States Code, Section 2007, *Payment of Tuition for Off-duty Training or Education*, January 2, 2006

Title 10, United States Code, Section 9317, *Air University: Conferral of Degrees*, October 5, 1999

DoDI 1322.6, *Fellowships, Scholarships, Training With Industry (TWI) and Grants for DoD Personnel*, November 15, 2007

DoDD 1400.25, *DoD Civilian Personnel Management System*, November 25, 1996 DoDD

1400.5, *DoD Policy for Civilian Personnel*, January 12, 2005

DoDD 1322.08E, *Voluntary Education Programs for Military Personnel*, January 3, 2005

DoDI 1322.10, *Policy on Graduate Education for Military Officers*, August 26, 2004 DoDI

1322.19, *Voluntary Education Programs in Overseas Locations*, May 9, 1988 AFPD 36-26,

Total Force Development, August 27, 2008

AFPD 36-23, *Military Education*, September 27, 1993

AFPD 36-22, *Air Force Military Training*, March 22, 2004

AFPD 36-13, Civilian Supervisory, Management and Leadership Development, May 1, 1997

AFPD 36-4, *Air Force Civilian Training, Education and Development*, February 12, 2004 AFI

36-2502, *Airman Promotion/Demotion Programs*, December 31, 2009

AFI 36-3604, *Community College of the Air Force*, September 1, 1999

AFI 36-2302, *Professional Development (Advanced Academic Degrees and Professional Continuing Education)*, July 11, 2001

AFI 36-2110, Assignments, April 20, 2005

AFI 36-401, Employee Training and Development, June 28, 2002 AFI

36-2905, *Fitness Program*

Abbreviations and Acronyms

ACSC—Air Command and Staff College
ADP—Airman Developmental Plan
AFIP—Air Force Intern Program
AFIT—Air Force Institute of Technology
AFPC—Air Force Personnel Center
AFR—Air Force Reserve
AFSNCOA—Air Force Senior Noncommissioned Officer Academy
ALS—Airman Leadership School
ANG—Air National Guard
ANGRC—Air National Guard Readiness Center

ARC—Air Reserve Component (Air National Guard and Air Force Reserve)
ARPC—Air Reserve Personnel Center
ASBC—Air and Space Basic Course
AU—Air University
AWC—Air War College
BDE—Basic Developmental Education
CCAF—Community College of the Air Force
CDE—Civilian Developmental Education
The Barnes Center—formerly "The College for Enlisted Professional Military Education"
CJCSI—Chairman Joint Chiefs of Staff Instruction
CLC— CMSgt Leadership Course
CoL—Continuum of Learning
CoE—Continuum of Education
CONUS—Continental US
CSB—Central Selection Board
CSEL—Command Senior Enlisted Leader
DE—Developmental Education (Basic, Primary, Intermediate, Senior)
DL—Distance Learning (i.e., non-resident)
DoD—Department of Defense
DRU—Direct Reporting Unit
DSLDP—Defense Senior Leadership Development Program
DT—Development Team
ECI—Extension Course Institute
EPME—Enlisted Professional Military Education
EPMEP—Enlisted Professional Military Education Policy, CJCSI 1805.01
ERB—Executive Resources Board
ETCA—Education and Training Course Announcement
FD—Force Development
FMS—Foreign Military Sales
FOA—Field Operating Agency
GS—General Schedule
GM—General Manager
IAAFA—Inter-American Air Forces Academy
IDE—Intermediate Developmental Education
IO—International Officer
IOS—International Officer School
JPME—Joint Professional Military Education
LDP— Leadership Development Program
MAJCOM—Major Command
NCOA—Noncommissioned Officer Academy
NLT—No Later Than
NSPS—National Security Personnel System
OPMEP—Officer Professional Military Education Policy, CJCSI 1800.01
OPR—Office of Primary Responsibility
PB—Pay Band
PCS—Permanent Change of Station
PDE—Primary Developmental Education
PME—Professional Military Education
POC—Point of Contact
PGL—Program Guidance Letter
RAND—Rand Corporation
SAASS—School of Advanced Air and Space Studies

SDE—Senior Developmental Education
SEJPME—Senior Enlisted Joint Professional Military Education
SEL—Senior Enlisted Leader
SOC—DL—Squadron Officer College – Distance Learning
SOS—Squadron Officer School
SURF—Single Unit Retrievable Format
TAFCS—Total Active Federal Commissioned Service
TDY—Temporary Duty
TYCS—Total Years Commissioned Service
USAFR—US Air Force Reserve
WG—Wage Grade

Attachment 2

OFFICER DEVELOPMENTAL EDUCATION INSTITUTIONS AND PROGRAMS

PDE - Squadron Officer School, Maxwell, AFB, AL

Inter-American Air Forces Academy (IAAFA), Lackland AFB, TX (Spanish Language required; Officers Only)

IDE - Most institutions/programs have a summer to spring academic year (i.e., Aug-Jun) except as indicated. Quotas are allocated yearly, except for Foreign PME opportunities which vary yearly and can be found in the Officer Developmental Education IDE/SDE Program Guide updated annually by AFPC.

Air Command and Staff College, Maxwell AFB, AL

SOS instructor (2-yrs) w/ACSC Follow on, Maxwell AFB, AL

Army Command and General Staff College, Ft Leavenworth, KS

Naval Command and Staff College, Newport, RI

Marine Corps Command and Staff College, Quantico, VA

Air Force Intern Program (AFIP) / Air Force Fellow Program (AFFP) – Reference Attachment 3

Lean Aerospace Initiative, MIT Cambridge, MA

USAF Academy AOC, Colorado Springs, CO

National Intelligence University (formerly National Defense Intelligence College), Bolling AFB

Air Force Institute of Technology (AFIT), Wright Patterson AFB, OH

AFIT Civilian Institutions (CI)

Naval Postgraduate School (NPS), Monterey, CA

Advanced Study of Air Mobility (ASAM), McGuire AFB, NJ

Western Hemisphere Institute for Security Cooperation, Fort Benning, GA (Spanish required)

Executive Leadership Development Program (Civilians only)

SDE-Most institutions/programs have a summer to spring academic year (i.e., Aug-Jun) except as indicated. Quotas are allocated yearly, except for Foreign PME opportunities which vary yearly and can be found in the Officer DE IDE/SDE Program Guide updated annually by AFPC.

Air War College, Maxwell AFB, AL

National War College, Ft McNair, Wash DC

Dwight D. Eisenhower School for National Security and Resource Strategy, Ft McNair, Wash DC (formerly ICAF)

Army War College, Carlisle, PA

Naval War College, Newport, RI

Marine War College, Quantico, VA

Joint Advanced Warfighting School, Joint Forces Staff College, Norfolk, VA

USAF Academy Group AOC in Colorado Springs, CO for 2 yrs w/AWC follow on to Maxwell AFB, AL

ACSC Instructor for 2 yrs w/AWC follow on, Maxwell AFB, AL

Air Force Fellowships, various locations (see Attachment 4 for listing and brief description)

Inter-American Defense College, Ft McNair, Wash DC (Spanish required)

Army Advanced Operational Studies Fellowship, Ft. Leavenworth, KS

Defense Senior Leader Development Program (Civilians only)

Attachment 3

AIR FORCE INTERN PROGRAM (AFIP) & AIR FORCE FELLOW (AFF) PROGRAM OFFICER/CIVILIAN DESCRIPTIONS

Strategic Policy Internship: To develop officers' understanding of air, space, and cyberspace power and to broaden their perspectives through personal observation of senior DoD, Air Force, legislative, political, and academic leaders making strategy and policy decisions. All AFSCs are eligible to compete. Required follow-on assignment to OSD, JCS, SAF or Air Staff.

Joint Mobility Internship: Located at Scott AFB IL, a key Joint base, the Joint Mobility Interns work in USTRANSCOM, in key positions throughout the AMC staff and 618th Tanker Airlift Control Center, focusing on the development of selected officers' understanding of air, space and cyberspace power in addition to broadening their perspectives through personal observation of senior DoD, Air Force, legislative, political and academic leaders making strategy and policy decisions. These positions are rotated every 4 months to give the most exposure without losing productivity of the learning process. This challenging and productive year exposes these officers to unique leadership opportunities in multiple levels of development. Interns attend quarterly meetings and professional development seminars and tours. There are three four-month rotations on the AMC staff or USTRANSCOM staff – one rotation per intern in each of these two program options. After completion, Interns leave with a senior perspective that will pay dividends to the Air Force for years to come. Only MAF officers are eligible to compete: 11XX, 12XX. Required follow-on assignment to AMC or TRANSCOM staff.

Strategic Communications Internship: To develop officers' understanding of air, space, and cyberspace power and to broaden their perspectives through personal observation of senior DoD, Air Force, legislative, political, and academic leaders making strategy and policy decisions. Officers will obtain a Master's degree in Strategic Communications in the NCR. All AFSCs are eligible to compete except for 35PX. Required follow-on assignment to SAF/PA.

Special Operations Legislative Affairs (SOLA) Internship: Officer will obtain a Master's degree in International Public Policy, in the areas of international relations, international economics or a combination of these sub-fields, from Johns Hopkins University. Tuition, books and fees funded by USSOCOM. Officers with the following AFSCs are eligible to compete: 11SX, 12SX, 13DX. Required follow-on assignment to USSOCOM approved billet in Washington DC.

CSAF Scholar Internship: Broad, strategic Master's degrees intended to develop future AF and Joint leaders. Programs targeted may include: 1) JFK School of Government at Harvard, master's of Public Administration; 2) Princeton's School of Public & International Affairs, Master's of Public Policy; 3) Stanford University (Sloan Program), Master's in Science & Management. All AFSCs are eligible to compete.

McConn Public Policy Internship: Sponsor US Air Force Academy graduate for a one-year graduate degree at the Georgetown Public Policy Institute. Selected officers will learn both the art and science of policy management and leadership. Students develop leadership and communications skills in a curriculum that emphasizes analytical rigor to advance policy agendas. Graduates receive a Master of Policy Management degree. Required follow-on assignment to OSD, JCS, SAF or Air Staff office with legislative branch interaction.

Project on National Security Reform Fellowship: Air Force Fellow assists the Project on National Security Reform (PNSR) on implementing specific reforms of national security focused on interagency planning and teaming. They participate in major case studies/working groups and produce products used within the executive branch and Congress to develop mechanisms to reform legislative proposals, executive orders, and amendments to House and Senate rules.

AF Legislative Fellows: The Air Force Legislative Fellows receive instruction and hands-on experience on Capitol Hill through education and development activities consisting of an intensive orientation of Congress; a full time assignment to the staff of a Member, committee, or support agency of Congress in Washington D.C. in addition to periodic seminars throughout the fellowship year. The AF Legislative Fellowship program provides an outstanding opportunity to write, develop research for potential legislation issues of immediate or ongoing concern of the Air Force and the nation. The officer/civilian will develop an enhanced perspective of the legislative process on a wide range of issues. AF Legislative Fellows work under the auspices of HQ SAF/LL throughout the year-long AF Legislative Fellowship cycle. Required follow-on assignment to OSD, JCS, SAF or Air Staff in a legislative related position.

National Laboratory Technical Fellowship Program (NLTFP): Meet AF nuclear and future technologies experience requirements by developing a cadre of nuclear and cutting-edge energy-experienced personnel to shape and influence a flexible and responsible nuclear force as well as the way ahead to meet the 21st century energy and fuel needs of the AF. One aspect focuses on understanding the historical development of nuclear weapons technologies with an emphasis on applying knowledge to current/future stockpile activities and applications and developing knowledge of US nuclear community for use in issue resolution on behalf of AF. Other aspects focus on future fuel development, cyber, and energy conservation. Fellowships are available at Sandia National Lab NM; Argonne National Lab IL; Oak Ridge National Lab TN; Idaho National Laboratory ID; Lawrence Livermore National Lab CA. Participation is open to applicable AFSCs and qualified AF Medical Service (AFMS) officers. Required follow on assignment to nuclear-related position for Fellows at Sandia and Lawrence Livermore Labs. Required follow-on assignment to cyber-related position for Fellows at Idaho National Lab.

a. The Sandia National Laboratories' Weapon Intern Program provides a broad-based education about nuclear weapons. The goal of the program is to accelerate the development of engineers and scientists in their understanding of the enduring nuclear stockpile and the science-based stockpile stewardship tools, processes, and techniques to keep the stockpile safe, secure, and reliable in the absence of underground nuclear testing. Prepare future generation of experts for critical positions in nuclear weapons stewardship program and maintain a corps of expertise to ensure the U.S. remains the preeminent nuclear superpower. The Sandia Weapons Intern Program uses a combination of on-the-job learning and education course work. Program of study includes historical development, current stockpile activities and lessons learned, as well as modeling and simulation, validation and advanced manufacturing processes and techniques. AF Nat'l Lab Tech Fellows learn in both the classroom and in the laboratory gaining experience with current and future nuclear stockpile programs, surety principles, nuclear subsystems and components and modeling and simulation. Importantly, the program also focuses on the management of nuclear weapons programs, including laboratory Technical Business Practices, nuclear weapons information and knowledge management and the roles and responsibilities in the U.S. nuclear weapons complex and community.

b. Argonne National Laboratory's mission is to serve the U.S. Department of Energy (DOE) and national security by advancing the frontiers of knowledge, by creating and operating forefront scientific user facilities, and by providing innovative and effective approaches and solutions to energy, environmental, and security challenges to national and global well-being, in the near and long term, as a contributing member of the DOE laboratory system. They contribute significantly to DOE's mission in science, energy resources, environmental stewardship, and national security, with lead roles in the areas of science, operation of scientific facilities, and energy. In accomplishing their mission, they partner with DOE, other federal laboratories and agencies, the academic community, and the private sector.

c. Oak Ridge National Laboratory (ORNL) is the Department of Energy's largest multi-program science and technology laboratory and is managed by UT-Battelle, LLC. Scientists and engineers at ORNL conduct basic and applied research and development to create scientific knowledge and technological solutions that strengthen the nation's leadership in key areas of science; increase the availability of clean, abundant energy; restore and protect the environment; and contribute to national security. ORNL also performs other work for the Department of Energy, including isotope production, information management, and technical program management, and provides research and technical assistance to other organizations.

d. Idaho National Laboratory (INL) is operated by the Department of Energy researching areas such as Supervisory Control & Data Acquisition (SCADA) systems and wireless communications infrastructure programs. Additional insight into developing leading-edge capabilities for network defense, network exploitation, network attack and information operations through a variety of communications.

e. Lawrence Livermore National Laboratory (LLNL) is a premier research and development institution for science and technology applied to national security. We are responsible for ensuring that the nation's nuclear weapons remain safe, secure, and reliable. LLNL also applies its expertise to prevent the spread and use of weapons of mass destruction and strengthen homeland security. Their national security mission requires special multidisciplinary capabilities that are also used to pursue programs in advanced defense technologies, energy, environment, biosciences, and basic science to meet important national needs. These activities enhance the competencies needed for their defining national security mission.

POLAD: The goal is to increase Pol/Mil capability within the AF by training mid-level officers and fielding qualified advisors for Senior Leaders. Under the auspices of the Office of the Foreign Policy Advisor (CC-POLAD) to the Chief of Staff of the Air Force (CSAF), the POLAD Fellows focus of study is in two major areas. One area of study is regional focused (e.g., the Middle East, Europe, Asia, South Asia, Latin America) aimed at preparing the candidate for their follow-on assignment. The other area of study is functional in focus (e.g., counterterrorism, international space policy, arms control, peacekeeping, humanitarian aid) to provide exposure to dealing with issues global in nature. Direct experience working outside of the Pentagon on these issues is also offered during the fellowship. Candidates should possess a deep interest in and working knowledge of U.S. foreign policy and international events. Academic background in international relations is desirable. Required follow-on assignment to a Political Advisor position at a MAJCOM, NAF or unified command.

DOE Fellowship: Through DOE and the National Nuclear Security Administration (NNSA), the fellow works to enhance national security through the military application of nuclear energy.

The NNSA maintains and enhances the safety, reliability, and performance of the United States nuclear weapons stockpile, including the ability to design, produce, and test, in order to meet national security requirements. Rotations may include Defense Programs Division--ensures that the U.S. nuclear arsenal meets the country's national security requirements and continues to serve its essential deterrence role; Nuclear Non-proliferation Division--works closely with a wide range of international partners, key U.S. federal agencies, the U.S. national laboratories, and the private sector to detect, secure, and dispose of dangerous nuclear and radiological material, and related WMD technology and expertise; Nuclear Security--responsible for securing thousands of nuclear weapons and components, and hundreds of tons of special nuclear material in all forms, shapes and sizes. Required follow-on assignment to a Nuclear-related billet in the NCR.

DARPA: Mission is to assure the U.S. maintains a lead in applying state-of-the-art technology for military capabilities and to prevent technological surprise from adversaries. The DARPA Fellowship gives a talented officer an expert, insider understanding of significant impending technological changes which the CSAF views as likely to revolutionize air and space as well as joint warfighting capabilities. Following their DARPA fellowship, the officer becomes the 'expert' who can articulate and explain the revolutionary technological advances underway, and provide advice to leadership as to how to best take advantage of these advances. Officers should primarily come from operational warfighting communities. Required follow-on assignment to a technical/systems agency (such as ESC or Systems Communication Center).

Attachment 4

AIR FORCE OFFICER/CIVILIAN SDE FELLOWSHIP (AFF) PROGRAM DESCRIPTIONS

The Air Force assigns a small number of carefully chosen, experienced officers to serve one-year tours at distinguished civilian institutions and think tanks studying national security policy and strategy. These programs are equivalent to resident SDE for eligible officers. There are three programs sponsored by the AF: AF National Defense Fellows (NDF) Program, National Security Fellows (NSF), and the RAND Fellows Program. Additionally, eligible officers may also serve as Secretary of Defense (SECDEF) Fellows. NOTE: lieutenant colonel-selects are eligible for all SDE equivalent fellowships (unless otherwise noted), but **must** be pinned-on by the class start date.

All AF Fellowships are reviewed biannually to ensure continued suitability, cost efficiency and program objectives are in concert with AF DE goals and guiding philosophy.

A list of all AF Fellows programs is below with a more detailed description of each fellowship following the listing.

AF Fellowship Programs

National Defense Fellows (SDE)

1. Air Force Special Ops and Low Intensity Conflict (SOLIC) Fellow, Department of Defense Analysis (DDA), Navy Postgraduate School, Monterey CA

2. Atlantic Council of the United States (ACUS), Washington DC

3. Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge MA

4. Center for New American Security (CNAS), Washington DC

5. Center for Strategic and International Studies (CSIS), Washington DC **(must be a colonel)**

6. Congressional Research Service (CRS), Foreign Affairs, Defense and Trade Division (FDT), Library of Congress, Washington DC

7. Department of State, Washington DC

8. Foreign Policy Studies, Brookings Institution, Washington DC **(must be a colonel)**

9. Hoover Institute on War, Revolution & Peace, Stanford University Stanford CA

10. International Security Studies Program, Fletcher School of Law and Diplomacy, Tufts University, Medford MA

11. Institute for Defense Analyses (IDA), Strategy, Forces and Resources Division, Washington DC

12. Institute for the Study of Conflict, Ideology and Policy (ISCIP), Boston University, Boston MA

13. Institute for the Study of Diplomacy (ISD), Georgetown University, Washington DC

14. Office of the Director of National Intelligence (ODNI), Washington DC

15. Security Studies Program (SSP) Massachusetts Institute of Technology, Cambridge MA

16. The Washington Institute (TWI), Washington DC

17. Weatherhead Center for International Affairs (WCFIA), Harvard University, Cambridge MA **(must be a colonel)**

18. Woodrow Wilson International Center for Scholars, Washington DC (**must be a colonel)**

19. Freeman Spogli Institute (FSI), Center for International Security and Cooperation (CISAC), Stanford University

20. Stimson Center, Washington DC

21. Air Force National Laboratories Technologies Fellows (AFNLTF) at Los Alamos NM, Argonne Labs IL, Idaho National Laboratory, and Oak Ridge Labs TN

22. National Security Fellows, John F. Kennedy School of Government, Harvard University Cambridge MA (SDE)

23. RAND Fellows (SDE), Santa Monica CA

24. Lean Aerospace Initiative (LAI) Fellowship at MIT, MA

25. Secretary of Defense Corporate Fellows (Fortune 500 Companies CONUS and abroad) **(must be two colonels in addition to a lieutenant colonel)**

26. Air University Research Fellowship

Description of AF Fellows Programs

National Defense Fellowships (NDF)

1. Air Force Special Ops and Low Intensity Conflict (SOLIC) Fellow, Department of Defense Analysis (DDA), Navy Postgraduate School, Monterey CA provides a member of the special operations community the opportunity for study and analysis of special interest to the Air Force Special Operational Command (AFSOC) and Special Operations Command (SOCOM). The AF Fellow centers on issues and challenges of immediate concern to AFSOC and SOCOM. Of special interest for this fellowship is a program of study in the areas of political violence, irregular warfare and the role of special operations forces in US foreign and defense policy. The fellowship is designed to reflect the rapidly changing nature of the international conflict environment, which is increasingly characterized by the proliferation of locally driven communal and political wars.

2. The Atlantic Council of the United States is a non-profit organization which promotes constructive U.S. leadership and engagement in international affairs based on the central role of the Atlantic community in meeting the international challenges of the 21st century. The Council embodies a non-partisan network of leaders whose aim is to stimulate dialogue and discussion about critical international issues with a view to enriching public debate and promoting consensus on appropriate responses in the Administration, the Congress, the corporate and nonprofit sectors and the media in the United States and among leaders in Europe, Asia and the Americas. Through its diverse networks, the Council builds broad constituencies to support constructive U.S. leadership and policies. Its program offices publish informational analyses, convene conferences among current and/or future leaders and contribute to the public debate in order to integrate the views of knowledgeable individuals from a wide variety of backgrounds,

interests and experiences. The AF National Defense Fellow is one of 4-10 Senior fellows from military, foreign and other national departments organized to assist in the many goals of the Atlantic Council.

3. Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge MA is the hub of the John F. Kennedy School of Government's research, teaching, and training in international security affairs, environmental and resource issues, and science and technology policy. Its mission is to provide leadership advancing policy-relevant knowledge about issues where science, technology, environmental policy, and international affairs intersect. National Defense Fellows are assigned to the center's International Security Program which addresses the most pressing threats to U.S. national interests and international security. The program also sponsors and edits the quarterly journal International Security, a leading peer-reviewed journal of security affairs that provides sophisticated analyses of contemporary security issues and discusses their conceptual and historical foundations.

4. Center for New American Security (CNAS), Washington DC is an independent and nonpartisan research institution leading efforts to help inform and prepare the national security leaders of today and tomorrow. It facilitates the development of strong, pragmatic and principled national security and defense policies that promote and protect American interests and values. Building on the deep expertise and broad experience of its staff and advisors, CNAS engages policymakers, experts and the public with innovative fact-based research, ideas and analysis to shape and elevate the national security debate. The organization is small enough to allow AF Fellows to be directly involved with far-reaching strategic policy development to include personal discussions and relationships with Washington influencers. Past CNAS areas of study & publications include "Iran: Assessing U.S. Strategic Options," "Strategic Leadership," "Shaping the Iraq Inheritance," "Power of Balance: America in Asia," "A Strategy for American Power," energy security, building partner capacity and the QDR. AF Fellows will have the freedom to pursue any national security topic of interest that suits their interests and will have access to many subject matter experts. CNAS hosts at least one fellow from each Service annually.

5. Center for Strategic and International Studies (CSIS), Political Military Studies, Washington DC is an independent institution for public policy research in foreign and national security affairs. Its mission is to advance the understanding of emerging world issues in the areas of international security, economics, politics and government. Since its establishment in 1962, CSIS has become one of the country’s largest multi-discipline think tanks for strategic and international issues. It provides research and sponsors conferences for members of Congress, other senior US government officials, private sector leaders and their staffs. AF Fellows are instrumental in providing CSIS with Service specific expertise for its U.S. foreign policy and national security programs and spearheading the organization’s activities designed to promote airpower within the Washington DC, policy community.

6. Congressional Research Service (CRS), Library of Congress, Foreign Affairs, Defense and Trade Division (FDT), Washington DC works exclusively and directly for the members and committees of Congress in support of their legislative, oversight and representational functions. Its analyses and information services are required to be timely, objective, nonpartisan and confidential. Many CRS general distribution products do, however, find audiences throughout the government and public. CRS offices are located within the Library of Congress on Capitol Hill. Analysts within the Foreign Affairs and National Defense Division conduct research, write

reports, lead seminars and consult with congressional staff and members on the range of national security issues currently confronting the nation. During his/her year with CRS, the AF Fellow is expected to represent CRS within the Congress and the national security community while adding a current, accurate and personal understanding of defense issues to the debate. AF Fellows will be expected to author reports and memoranda for Congress, as well as answer specific requests of members of Congress on certain national defense issues.

7. Department of State, Washington DC, advances freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure, and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty, and act responsibly within the international system. Security is a necessary precursor to the worthy goals of promoting peace, liberty, and prosperity for all people. The Department directly confronts threats to national and international security from terrorism, weapons proliferation, failed or failing states, and political violence. It strengthens the capability of the U.S. Government and of international partners to prevent or mitigate conflict, stabilize countries in crisis, promote regional stability, protect civilians, and promote just application of government and law. An AF Fellow assigned to the Department of State will be assigned to one or more Bureaus to gain an appreciation of the development and conduct of U.S. foreign policy and to seek a better understanding of cooperation and coordination within the Interagency. The Department of State provides the fellows an outstanding opportunity to enhance their leadership and executive skills in preparation for top-level assignments abroad and in the United States.

8. Foreign Policy Studies, Brookings Institution, Washington DC is a private, nonprofit organization devoted to research, education and publication on important issues of domestic and foreign policy. Brookings functions as an independent analyst and critic, publishing its research findings for public dissemination. AF Fellows are normally designated a Federal Executive Fellow with Foreign Policy Studies, Brookings Institution. They participate in the development and conduct of high-level conferences, seminars and programs for senior government and business executives covering a wide spectrum of major policy issues. The NDF is immersed in the Foreign Policy Studies program and has full access to the large multi-disciplinary research resources of the institution.

9. Hoover Institution on War, Revolution and Peace, Stanford University, Stanford CA, is one of the nation’s most prestigious centers for advanced study in domestic and international affairs. Through its programs in National Security Affairs, International Studies and Domestic Studies, its distinguished security experts, economists, political scientists, sociologists, educators, and historians publish analyses of public policy and current research. The Hoover Institution also focuses its intellectual resources on key national security, economic development, and terrorism topics, with scholars collectively researching issues through directed task forces. Designated as a National Security Affairs Fellow while at the Hoover Institution, Air Force officers provide a "real world" military perspective for resident and visiting scholars, as well as Stanford graduate students pursuing defense and national security-related studies. Fellows conduct independent research, lead research seminars, and discuss military-related issues at Hoover Institution functions. Additionally, Air Force Fellows are invited to speak to their “real world” experiences with graduate-level classes, and both university and student-led organizations.

10. Institute for Defense Analysis (IDA), Strategy, Forces and Resources Division (SF&RD), Washington DC performs inter-disciplinary studies and analyses of national security strategy, the

structure and capabilities of US and foreign forces and defense infrastructure. In support of this work the division develops analytical methodologies, quantitative models and simulations. Areas emphasized in SF & RD's current research portfolio include: preparation for the Quadrennial Defense Review; politico-military assessments pertaining to countries of the FSU and East Asia; international armaments cooperation and interoperability; skill-technology interaction in determining military force effectiveness; counter-proliferation of WMD; chemical and biological defense of military forces and civilian populations; and training and readiness of US Forces. The mission of IDA is to assist OSD, the Joint Staff, the Unified Commands and Defense Agencies in addressing important national security issues, particularly those requiring scientific and technical expertise. The Institute operates two Federally Funded Research and Development Centers (FFRDC) for the Department of Defense -- one focusing on studies and analyses, the other on communications and computing.

11. Institute for the Study of Conflict, Ideology and Policy, Boston University, Boston MA was chartered in 1988 to focus on conflict-prone societies in crisis, particularly Russia and the other post-Soviet republics. Working as an integral member of the Institute's research team, AF Fellows have an excellent opportunity to participate in all university activities and interact with faculty and graduate students. The Institute addresses the full spectrum of security issues, including studies of international alliances, treaties, military balance, defense strategy, low intensity conflict and Soviet/post-Soviet affairs. The primary research effort is the continued development of a current on-line database concerning the institutions and personalities in the post-Soviet states and Eastern Europe, with the AF Fellow focusing on current military events, institutions and doctrines and their potential impact on US security policy. AF Fellows also play a key role in organizing the biannual crisis management simulation exercises sponsored by the Institute and in arranging guest speakers for the Institute's Distinguished Speakers Program.

12. Institute for the Study of Diplomacy (ISD), School of Foreign Service (SFS), Georgetown University, Washington DC is the oldest school of international affairs in the United States and the largest of its type in the world. The Institute for the Study of Diplomacy is the school's primary window on the world of the foreign affairs practitioner. ISD studies the practitioner's craft: how diplomats and other foreign affairs professionals succeed and the lessons to be learned from their successes and failures. Institute programs focus on the foreign policy process, how decisions are made and implemented. The School of Foreign Service and the Institute for the Study of Diplomacy provide a distinguished forum for Air Force Fellows to interact with eminent faculty members and graduate students preparing for careers in government or Foreign Service.

13. International Security Studies Program (ISSP), the Fletcher School of Law and Diplomacy, Tufts University, Medford MA is the oldest graduate school of diplomacy in the US. The ISSP addresses the full spectrum of security issues, including studies of international alliances, especially NATO, treaties, military balance, defense strategy, low intensity conflict and Soviet affairs. AF Fellows are fully involved in planning and conducting ISSP courses, seminars, conferences and oral history programs. AF Fellows traditionally organize and conduct a crisis management exercise for graduate students and faculty, simulating decision-making processes by civil-military leadership.

14. The Office of the Director of National Intelligence (ODNI) Fellowship, Washington DC was created in 2005 to increase collaboration across the sixteen federal intelligence organizations. Its creation followed the release of the National Commission on Terrorist Attacks upon the United

States (better known as the 9/11 Commission). While establishing objectives and priorities for collection, analysis, production and dissemination of national intelligence, the ODNI ensures that timely and objective national intelligence is provided to the President, the heads of departments and agencies of the executive branch; the Chairman of the Joint Chiefs of Staff and senior military commanders; and the Congress. The Air Force Fellow at ODNI is involved in a three-part program including taking classes/seminars within the sixteen intelligence organizations and in Washington, engaging in experiential opportunities to learn more about the intelligence and national security communities and conducting research designed to produce papers of interest to the Director and/or intelligence leaders.

15. Security Studies Program (SSP), Massachusetts Institute of Technology (MIT), Cambridge MA is a graduate research institution whose focus is in international affairs and comparative studies that will contribute to both a basic understanding and possible solution to some of the long-term problems, which confront today's decision makers. The emphasis at SSP is strategy, technology and bureaucratic political issues to include among others: international security issues, nuclear weapons and arms control policy, defense environmental problems and the impact of casualties on US foreign policy. The program's prime task is educating those young men and women who will be the next generation of scholars and practitioners in international security policy making.

16. The Washington Institute (TWI), Washington DC is a prestigious institute centering on research and analysis of Middle East issues and security policy challenges. Experience, operational and/or academic, in Middle East studies will assist the individual in this institute's programs. A significant strength of this institute rests with the direct interaction between the NDF and Middle East policy makers and analysts. The center is well placed in the network of leading Middle East scholars and diplomats.

17. Weatherhead Center for International Affairs (WCFIA), Harvard University Cambridge MA provides a multidisciplinary environment for policy-relevant research on international issues that is both academically rigorous and tied to contemporary problems. The Weatherhead Center is structured to encourage the highest practical level of personal and intellectual interaction around a diverse community of scholars and practitioners. The Weatherhead Center sponsors a wide array of seminars, research programs, workshops and conferences. These activities not only encourage interaction among resident affiliates but also serve to involve a wide variety of scholars, government officials, representatives of the private sector and others from around the world. Air Force Fellows may have many opportunities to articulate defense policy and capability through contributions to these activities, both in the Weatherhead Center and in other university forums. The fruits of Weatherhead Center research are made available to the public policy community through books, articles, reports, seminars and lectures, as well as through the personal participation of Weatherhead Center members in policy planning and decision-making in governments and institutions outside the university. The Weatherhead Center for International Affairs is an integral component of Harvard University's Faculty of Arts and Sciences.

18. Woodrow Wilson International Center for Scholars, Washington DC was created by the Congress in 1968, the Woodrow Wilson International Center for Scholars is the official and living memorial to the 28th President. The Center seeks to commemorate both the scholarly depth and the public concerns of Woodrow Wilson through its program of advanced research. The Center emphasizes breadth of representation in its international company of scholars and an active life of dialogue within the Center and within Washington. The Center offers a forum for

the widest diversity of views and encourages free and lively debate among them. At its core, the Center remains a place where top scholars, exceptional thinkers and outstanding leaders in a variety of fields, from across the country and around the world, come to reflect, to write and to exchange ideas with others. As a practitioner of policy, the single authorized Air Force scholar provides practical insights to the Center's research and discourse on international security studies. Additionally, the Air Force scholar remains "plugged in" to current strategy projects on the Air Staff and Joint Staff and provides inputs and research as necessary.

19. Freeman Spogli Institute (FSI), Center for International Security and Cooperation (CISAC) at Stanford University allows fellows to conduct independent research, lead research seminars, and discuss military-related issues at Hoover Institution functions that are nuclear related. Additionally, Air Force Fellows are invited to speak to their “real world” experiences with graduate-level classes, and both university and student-led organizations.

20. Stimson Center in Washington DC allows Fellows to be instrumental in providing CSIS with Service specific expertise for its U.S. foreign policy and national security programs in relation to nuclear deterrence and non-proliferation issues as well as spearheading the organization’s activities designed to promote airpower and nuclear related issues within the Washington DC policy community.

21. Air Force National Laboratories Technologies Fellows (AFNLTF): Meet AF nuclear and future technologies experience requirements by developing a cadre of nuclear and cutting-edge energy-experienced personnel to shape and influence a flexible and responsible nuclear force as well as the way ahead to meet the 21st century energy and fuel needs of the AF. One aspect focuses on understanding the historical development of nuclear weapons technologies with an emphasis on applying knowledge to current/future stockpile activities and applications and developing knowledge of US nuclear community for use in issue resolution on behalf of AF. Other aspects focus on future fuel development and energy conservation. Fellowships are available at Los Alamos NM, Argonne National Lab IL; Idaho National Laboratory ID; Oak Ridge National Lab TN. Participation is open to applicable AFSCs and qualified AF Medical Service (AFMS) officers. Required follow on assignment to nuclear-related position for Fellows assigned to Los Alamos. Required follow on assignment to cyber-related position for Fellows assigned to Idaho Labs.

a. Los Alamos National Laboratory is operated by the University of California for the National Nuclear Security Administration of the U.S. Department of Energy and works in partnership with NNSA's Sandia and Lawrence Livermore national laboratories to support NNSA in its mission. Los Alamos enhances global security by ensuring the safety and reliability of the U.S. nuclear deterrent, developing technologies to reduce threats from weapons of mass destruction, and solving problems related to defense, energy, environment, infrastructure, health and national security concerns.

b. Argonne National Laboratory’s mission is to serve the U.S. Department of Energy (DOE) and national security by advancing the frontiers of knowledge, by creating and operating forefront scientific user facilities, and by providing innovative and effective approaches and solutions to energy, environmental, and security challenges to national and global well-being, in the near and long term, as a contributing member of the DOE laboratory system. They contribute significantly to DOE's mission in science, energy resources, environmental stewardship, and national security, with lead roles in the areas of science, operation of scientific facilities, and energy. In

accomplishing their mission, they partner with DOE, other federal laboratories and agencies, the academic community, and the private sector.

c. Idaho National Laboratory (INL) is operated by the Department of Energy researching areas such as Supervisory Control & Data Acquisition (SCADA) systems and wireless communications infrastructure programs. Additional insight into developing leading-edge capabilities for network defense, network exploitation, network attack and information operations through a variety of communications.

d. Oak Ridge National Laboratory (ORNL) is the Department of Energy's largest multi-program science and technology laboratory and is managed by UT-Battelle, LLC. Scientists and engineers at ORNL conduct basic and applied research and development to create scientific knowledge and technological solutions that strengthen the nation's leadership in key areas of science; increase the availability of clean, abundant energy; restore and protect the environment; and contribute to national security. ORNL also performs other work for the Department of Energy, including isotope production, information management, and technical program management, and provides research and technical assistance to other organizations.

22. National Security Fellows (NSF). Five lieutenant colonels and/or lieutenant colonel-selects, three active-duty and one each Reserve and Air National Guard, are named to the National Security Fellows Program at the John F. Kennedy School of Government, Harvard University, Cambridge MA. The selection criteria and program requirements are identical to the National Defense Fellows (NDF) program. This program provides the fellows an outstanding opportunity to research, write and speak on issues of immediate or ongoing concern of the Air Force and the nation. The officer will develop an enhanced perspective of the wide range of issues encompassed by the broader spectrum of the national security arena. While intellectual enrichment is the fundamental purpose of the program, the officer's position offers an excellent environment to represent the Air Force and DoD before well-known scholars, foreign dignitaries and leading policy analysts. The AF Fellow serves as a liaison between the Air Force and the civilian defense and national security academic communities.

23. RAND Fellows, Santa Monica CA. The RAND Fellowship Program selects several officers/civilians each year. Officers/civilians selected for RAND Fellowships employ advanced research techniques while working on AF sponsored research. The program provides an important cross flow of information between the AF and a major research institution. A HAF two-letter/digit sponsors each officer. The general areas of interest and HAF two-letter/digit requirements include:

a. AF/A2: Strong background in intelligence analysis, applications and/or training. Recent operational Intel experience is usually desirable. A Master's of Arts degree in a subject related to intelligence (area studies for example) is required. A second language is desirable.

b. AF/A1: Candidate must have manpower/personnel/services experience and technical/analytical capabilities. An MA, MS, or MBA is required.

cc. AF/A3: Candidates must be rated officers with strong operational backgrounds. The officer must be capable of conducting serious research and possess a graduate degree.

d. AF/A4-7: Candidates must have a graduate degree; an emphasis in logistics management is preferred. The officer must have a broad knowledge of logistics with previous assignments at base and MAJCOM level.

e. AF/SG: Candidates must have a Master's degree or higher; strong record; significant operations and staff experience; interest in healthcare policy and management. The candidate must have a broad working knowledge of the various aspects of healthcare management with previous experience at MAJCOM, NAF, Air Staff or Health Affairs desirable.

f. AF/A10: Candidate must have a technical degree; an emphasis in nuclear management is required. Work with classified projects inside policy research in conjunction with Air Staff nuclear policy offices.

24. Lean Aerospace Initiative (LAI) Fellowship at MIT, MA. Security Studies Program is a graduate research institution whose focus is in international affairs and comparative studies that will contribute to both a basic understanding and possible solution to some of the long-term problems which confront today's decision makers. The emphasis with LAI is strategy, technology and bureaucratic political issues to include among others: international security issues, nuclear weapons and arms control policy, defense environment problems, the impact of casualties on US foreign policy. The program's prime task is educating those young men and women who will be the next generation of scholars and practitioners international security policy making.

25. Secretary of Defense Corporate Fellows Program (SDCFP). The SDCFP was established by the Secretary of Defense in 1994, to become a long-term investment in transforming U.S. forces and capabilities and, as such, is a key part of the Department of Defense (DoD) strategy to achieve its transformational goals. Officers from each military Service are selected each year to receive their military senior DE credit by training with sponsoring institutions, i.e., corporations, companies, commercial enterprises, etc., who have earned a reputation for insightful long-range planning, organizational and management innovation, and implementation of new information and other technologies. SDCFP Fellows form a cadre of future leaders made knowledgeable in the organizational and operational opportunities made possible by their training throughout the year. At the conclusion of the assignment, each member of the SDCFP provides group/individual briefings to the Secretary of Defense/Deputy Secretary of Defense, Service Secretaries and Chiefs, and over three dozen other senior OSD and Service leaders on private industry best practices and the Fellow's assessment as to their applicability to transform the Department of Defense. Recent Fellows have spent a year at Booz Allen Hamilton, FedEx Corporation, Johnson & Johnson, Northrop Grumman Corporation, Raytheon Company, Sarnoff Corporation, Southern Company, Sun Microsystems, Inc., and United Technologies Corporation.

26. AU Research Fellowship. Air University is in the process of accrediting a PhD program in Military Strategic Art. When this program is accredited (anticipated December 2010), select students of the School of Advanced Air and Space Studies who achieve all-but-dissertation status at graduation will be given the opportunity for a one-year research fellowship to complete a book-length dissertation that makes an original contribution to the field of strategy or security studies. Upon completion of the dissertation, candidates will be awarded a Doctorate of Philosophy in Military Strategic Art. The location of the fellowship will be conducive to researching the subject at hand and perhaps a follow-on assignment. Fellows may attend Joint Forces Staff College for Phase II JPME.

Attachment 5

OFFICER/CIVILIAN PRIMARY DE (PDE) CREDIT

Officers and civilians from sister-Services who have transferred into the Air Force will be granted resident PDE credit for the completion of the following courses under the following conditions: 1) if the officer transferring to the AF is at least a captain and outside the SOS eligibility window but attended one of the resident courses below; 2) if the officer transferring to the AF has attended one of the resident courses below and is still SOS eligible, SOS must be completed by correspondence before resident PDE credit will be awarded.

An AF officer who wishes to attend a sister Service resident PDE equivalent course must complete resident or DL SOS prior to attending to receive resident PDE credit.

Army

US Army Captains Career Courses: Adjutant General, Air Defense Artillery, Finance, Chaplain, Armor, Infantry, Judge Advocate, Quartermaster, Signal, Transportation, and Engineer

Army Medical Department (AMEDD) Captains Career Course

Combined Arms & Services Staff School

US Army Aviation Captains Career Course

Navy

Sea, Air, and Land Course (SEAL LT Career Course)

Surface Warfare Officer Department Head Course

Submarine Officer Advanced Course

Marines

USMC Expeditionary Warfare School

Attachment 6

DEGREES AWARDED BY AIR UNIVERSITY

Master of Strategic Studies: Air War College

Master of Military Operational Art and Science: Air Command and Staff College

Master of Airpower Art and Science: School of Advanced Air and Space Studies

Master of Science in Test Flight Engineering: USAF Test Pilot School

Associate in Applied Science: Community College of the Air Force

Attachment 7

DE EQUIVALENCY FOR NON-AF PME SCHOOLS

DE Equivalency for international Service schools. DE equivalency for international Service schools is granted by AF/A1DL upon formal AU/CF recommendation based upon a full review of the program (Attachments 9).

A program is considered equivalent to an AF PME program when its curriculum, in terms of educational level, content, and academic rigor, is the same as or very similar to the PME program to which it is being compared. For example, comparing respective sister Service schools.

Another military school program may be considered comparable, but not equivalent, if the curriculum meets the educational level, academic rigor, and most major content areas, but not all the key content of the AF PME program. For example, a program comparable to AWC may be similar in most areas, but lacking in one or more of the major subject areas.

The term “academic rigor” in the above paragraphs relates to a variety of curriculum and instructional issues. To ensure a relatively consistent application of standards of academic rigor in equivalency/comparability evaluations, AU focuses on several categories, such as the instructional program, faculty, students, and curriculum content. Attachment 8 provides a set of categories used by AU for equivalency/comparability evaluations.

Attachment 8

EQUIVALENCY/COMPARABILITY RECERTIFICATION GUIDANCE FOR INTERNATIONAL PME PROGRAMS

The US Air Force provides for the evaluation of international PME programs to determine their equivalence/comparability with AF PME programs. Equivalency certification benefits AF officers by ensuring they receive the appropriate level of PME at the schools they attend. The Air University (AU) is the AF agent for determining educational equivalence/comparability of international PME programs.

Because PME programs change over time, it is imperative that equivalent/comparable international PME programs be reviewed periodically to ensure their continued equivalence/comparability with AF PME programs. This, in turn, ensures AF officers continue to receive the best possible education from cooperating international programs.

Following initial determination of equivalence/comparability with an AF PME program, international PME programs must be re-certified to continue that status every five years thereafter. In December of each year, AU provides AF/A1DL a list of international PME schools requiring recertification the following calendar year. AF/A1DL requests SAF/IA acquire the necessary curriculum documents, in English, from the international schools and forward them to AU for review. The minimum information needed by AU for conducting a review is listed in Attachment 9 of this Instruction.

International PME programs that are determined not to be equivalent or comparable, or that do not submit their curriculum for recertification, are recommended to be placed on probationary status for one year. The following year, the program will be reviewed again. If that review still shows the program is not equivalent or comparable, then a recommendation for removal from the "Equivalent Schools" list may be made to AF/A1DL. Final approval authority is the AF/A1.

If a school is approved for removal from the Equivalent Schools list, AF personnel currently in the pipeline to attend the school will be authorized to attend the school and will receive the appropriate DE credit for completion of the program. However, no new personnel will enter into the pipeline (to include language training, etc) for that specific school.

A school that has been removed from the Equivalent Schools list may resubmit their curriculum for another equivalency review at any time, and may, upon determination of equivalency/comparability, be reinstated on the list. Once a school has been reinstated to the list, AF personnel may again be entered into the pipeline for school attendance.

The requestor must complete Attachment 9 and send to AU/CF.

Attachment 9

MINIMUM INFORMATION REQUIREMENTS FOR CONDUCTING A PME EQUIVALENCY REVIEW

The following categories of data comprise the minimum essential information for a conclusive determination of program equivalency/comparability with AF PME Programs. Complete below and submit to AU/CF.

1. Instructional Program

a. Purpose

b. Mission

c. Duration (Calendar Weeks/Months)

d. Class Military Rank and Years of Military Service

e. Degree or Diploma Awarded

f. Exercises, Field Trips, Research Required

2. Faculty

a. Number of Teaching Faculty (Military and Civilian)

b. Typical Credentials of Military/Civilian Faculty (Rank, Service Affiliation, Prior Education, Service Experience)

c. Do Faculty teach all Courses? Do External Personnel Teach in the Program? Are Any Classes Student Led? Explain.

3. Curriculum

a. Total Academic Hours (contact hours, research, field trips, other)

b. Description of Course (Courses should cover all core courses in the PME program being compared to; content should be the same or very similar)

c. Military Exercises (Should be similar in scope, breadth, realism, and rigor as the exercises used in the PME school being compared to)

d. Complete Course Syllabus Should Contain Course and Lesson Objectives, Lists of Assigned Readings, and Description of Oral and Written Assignments (If a complete course syllabus is not readily available in English, countries should provide a narrative description of the level of learning each major instructional area is designed to achieve)

e. Description of Student Evaluations (tests, papers, thesis, briefings, etc.)

f. Description of Graduation Requirements.

Attachment 10

APPLYING FOR MISSION ESSENTIAL OR HUMANITARIAN WITHDRAWAL FROM CDE

The following format should be used to request withdrawal, and should flow through the chain of command for approval by the nominating organization.

Appropriate Letterhead

MEMORANDUM FOR NOMINATING ORGANIZATION/ (Date)

FUNCTIONAL MANAGER

FROM: (Individual/Functional Address Symbol)

SUBJECT: Request for Mission Essential/Humanitarian Withdrawal from (name of CDE Program and course dates)

1. Request a mission essential/humanitarian withdrawal from the (selected program) for the following reasons: (Give all relevant information available to support your request.)

2. I became aware of the need to decline selection for the (give name of program) on (date) when (discuss details of the situation that prompted this request).

3. I have taken the following actions or steps to resolve the situation:

4. I submit the following supporting information:

a. Organization and location (current and projected), E-mail address, data fax phone number, and phone number where you can reach me.

b. Information on mission-related emergency that makes withdrawal crucial or information on family member concerned (e.g. home address, death certificate, doctor's statement).

c. Verification of serious financial problem due to loss (e.g. police report, statement from insurance company, photographs).

5. I have (not) previously requested withdrawal from a CDE program for humanitarian reasons. If so, indicate date and reason.

6. I understand if my situation is resolved before school begins, I cannot resume my status in the selected program for the current school year.

7. I also understand that if my request is not approved and I decline attendance in the selected course, I have no further opportunity to compete for in resident CDE at the same level.

Attachment 11

USAF PROFESSIONAL MILITARY EDUCATION POLICY

A11.1. Overview. AF Professional Military Education Program (AFPMEP) supports the Air Force CoL by integrating the Air Force institutional competencies into its curriculum. The AFPMEP guidance reflects principles contained in CJCSI 1800.01, *Officer Professional Military Education Policy* – OPMEP; and the CJCSI 1805.01, *Enlisted Professional Military Education Policy* – EPMEP; Air Force Doctrine Document (AFDD) 1, *Air Force Basic Doctrine, Organization, and Command;* and reinforces and builds on principles outlined in AFDD 1-1, *Leadership and Force Development*.

A11.2. Levels of PME. The Air Force CoL framework incorporates a model of institutional competencies and integrates into various educational and training programs to develop airmen over the course of their careers. The Air Force CoL framework reflects the dynamic and continuous system of Air Force PME.

A11.2.1. Officer. The baseline for the three levels of PME in an officer's career requires several common core curriculum areas that span their career and a broad listing of topics that define each core area (Table A11.1).

A11.2.1.1. Primary Level. Primary level PME is typically received at grade O-3. The Squadron Officers School (SOS) currently comprises the primary level. Education focuses on preparing junior officers for leadership roles at the tactical level based on Air Force core values and the professional attributes and leadership traits required of these core values. This level of PME gives company grade officers the "big picture" of airpower before they become "airpower specialists" within their Air Force Specialties (AFS).

A11.2.1.2. Intermediate Level. Education is typically received at grade O-4. Air Command and Staff College (ACSC) currently comprises the intermediate level of the continuum of AF PME. This level of PME focuses on warfighting within the context of operational art. At this level, students expand their understanding of joint force deployment and employment at the operational and tactical levels of war. Intermediate PME emphasizes operational art and how airpower integrates with joint, multinational, and interagency operations to support Joint Force Commanders (JFC).

A11.2.1.3. Senior Level. PME is typically received at grades O-5 and O-6. Senior level PME is designed to educate senior officers to lead at the strategic level in the employment of airpower forces, including joint operations, in support of national security. Senior field grade officers learn strengths and limitations involved when applying the national instruments of power. They learn to create strategies to reach National Command Authority (NCA) objectives and execute JFC guidance.

A11.2.2. Enlisted. The Continuum of Enlisted Professional Military Education (EPME) includes three PME levels relating to significant phases in an enlisted airman's career:

A11.2.2.1. Primary Level. Education focuses on developing the knowledge, skills, and attitudes of Airmen in the grades of E-4 to E-6 in ways appropriate for leadership and supervisory duties while fostering a commitment to the military profession.

A11.2.2.2. Intermediate Level. Education is designed to broaden and cultivate leadership and supervisory skills of NCOs in the grade of E-7 to lead and manage at the unit level effectively and inspire a commitment to the military profession.

A11.2.2.3. Senior Level. Education focuses on refining and expanding senior NCO leadership capabilities and confirming the commitment to the military profession to effectively lead the enlisted force for NCOs at the grades of E-8 to E-9.

A11.3. AFPME Core Curriculum. The Air Force needs its future leaders to share a full and common knowledge of airpower; history; doctrine; operations; joint war fighting; and core values. The institutional competencies provide the foundation for Air Force PME *requirements*. The continuum framework includes a progression and relationship among the institutional competencies and the core curriculum areas.

A11.3.1. Profession of Arms. This core area focuses on distinctive knowledge, exclusive group coherence, career structure, and the Airmen's role in society. It also addresses core values, discipline, professional ethics, dress and appearance, oath of office, drill and ceremonies, customs and courtesies, accountability, and security awareness.

A11.3.2. Warfare Studies. This core area develops an understanding and appreciation of the nature of war and the art of employing military power across the range of military operations. Warfighting includes historical and modern roles and missions, force structures, joint operations, core competencies, and tactics across the spectrum of conflict and the domains such as land, sea, air, space and cyberspace in order to develop an understanding of the theories, strategies, and doctrinal underpinnings of how best to achieve national security objectives.

A11.3.3. Leadership Studies. This core area includes broad categories focusing on leadership styles, organizational leadership, functions of management, and command responsibilities. It draws from the study of great leaders to develop an understanding and appreciation of the professional, organizational, and interpersonal dimensions of influencing and directing people and other resources to accomplish the mission.

A11.3.4. International Security Studies. This core area includes the nature and causes of war and peace, patterns of change and major global and regional trends, contemporary problems and issues, and maintaining global vigilance using intelligence capabilities. Special emphasis is given to the non-military instruments of power and how they affect global, regional, and national security conditions, problems and issues. It also includes the study of national security strategy and the national security decision-making process, civil-military relations, and critical contemporary regional and functional problems/issues.

A11.3.5. Communication Studies. This core area focuses on interpersonal, small group and organizational dynamics, cross-cultural communications, and the processes and networks for communication. This core area also involves relations with the media and the nuances of persuasion, rhetoric, negotiation, and propaganda.

Table A11.1. Core Curriculum Topics and Subtopics

CORE CURRICULUM AREA EMPHASIS		
Leadership Studies	Warfare Studies	
Leadership Supervision Skills Mentoring Evaluation Systems Functions of Management Diversity/Equal Opportunity Group Dynamics Dynamic Followership Building Teams and Coalitions Change Management Problem Solving Risk Management Time Management Personal and Professional Development Roles/Responsibilities Continuous Process Improvement	Nature of War General Military History USAF History Capabilities and Limitations of US Military Forces Military Theory and Doctrine Military Strategy Spectrum of Operations Joint, Enterprise & Multinational Operations Air and Space Doctrine & Employment Operational and Strategic Art	
Profession Of Arms	International Security Studies	Communication Studies
Airmanship/Military Culture Professional Relations Civil-Military Relations Security Awareness Wellness Core Values Professional Ethics Warrior Ethos	National and International Security Issues Instruments of National Power National Security Strategy and Policy Interagency Collaboration Cross-Cultural Competence	Active Listening Critical Thinking Audience Analysis Writing Speaking Research Negotiating
NOTE: This list is not comprehensive and is subject to change based on emerging issues and AF needs. Changes to these core areas are vetted through the AF Learning Committee (AFLC) for approval/disapproval by the Force Management Development Council. The AFLC process is outlined in Attachment 12.		

A11.4. AFPME Triennial Review. A triennial review of all levels of PME will be conducted via an ad hoc committee under the AF Learning Committee (Attachment 12).

A11.4.1. The ad hoc committee will be comprised of educators from AETC, Air University, MAJCOMs A1s, the Air Force Academy, the Air Force Institute of Technology and educators on the HQ USAF Staff as appropriate.

A11.4.2. Primary responsibility of the ad hoc committee is to assess adherence to AFPME program standards, determine life cycle of Special Areas of Emphasis (SAE), and to ensure the curriculum is aligned with Air Force priorities and force development strategies.

A11.4.3. Results will be presented to the AFLC Executive Session no later than one year after the review. The AFLC ES will vet any findings and/or recommendations for submission to the FMDC for approval/disapproval.

Attachment 12

AF LEARNING COMMITTEE

A12.1. Overview. The Air Force Learning Committee (AFLC) was established by the Force Management Development Council (FMDC) in 2008. The AFLC provides senior leader guidance regarding the focus and subject matter of Air Force institutional competencies development programs (ICDP). The AFLC also complements the Military Education Coordination Council (MECC) which determines the Learning Areas (LAs) and JPME SAEs required for JPME I and II accreditation for Air Command and Staff College (ACSC) and Air War College (AWC) . The AFLC process includes a working group (WG) and an executive session (ES).

A12.2. Scope. AFLC has senior leader oversight of changes to the established institutional competency development programs (ICDP) baseline requirements. Once a proposed change is vetted and a decision made, ICDP OPRs will follow the guidance provided and adjust their programs accordingly. This does not include the Air Force Institute of Technology, School of Advanced Air and Space Studies, or experiential development opportunities beyond fellowships and internships.

A12.2.1. Institutional Competencies Development Programs. AF education ICDPs include officer and enlisted PME curriculums, internships and fellowships, AF commissioning programs, and BMT. Proposed changes to these programs will be vetted through the AFLC.

A12.2.2. Special Areas of Emphasis. Special Areas of Emphasis (SAE) are emerging topics that may need special emphasis across the continuum of Learning (CoL). The areas may be incorporated into the core curriculum areas at the appropriate level once validated through the AFLC.

A12.2.2.1. AFLC will limit the AF SAEs list at any given time to ensure the ICDP curriculums maintain a reasonable balance between core content requirements and SAEs. The AFLC will work with functional communities to review all SAEs to ensure the requirement for inclusion still exists. This review will be aligned with the PME triennial curriculum review.

A12.2.2.2. Any recommendations impacting JPME SAE will be vetted through the Military Education Coordination Committee (MECC) and/or the Chairman of the Joint Chiefs of Staff.

A12.3. Roles and Responsibilities.

A12.3.1. FMDC. The FMDC is the final decision-making authority for the AFLC process. Chaired by the AF/CV, the FMDC is composed of MAJCOM/CVs, Functional Authorities, Chief Master Sergeant of the Air Force, and the Chair of the Executive Resources Board. AU/CC and USAFA/CC act as advisors.

A12.3. 1.1. AFLC ES. The AFLC ES is comprised of AF MAJCOM A1s and Functional Authority Force Development (FAFD) leads. The members are 0-7/0-6 or civilian equivalent, whose primary function is to vet all proposals for modifying the baseline of ICDPs and adding AF SAE. Appropriate representatives from USAFA, AETC, AU, AFIT, AFRI, and BMT act as advisors. AFLC ES recommendations are forwarded to the FMDC for final adjudication.

A12.3.1.2. AFLC WG. AFLC WG is composed of representatives at the O-5/O-6 level as well as advisors from AUCF, Holm Center, AMS, PME schools, AFRI, USAFA and BMT as

appropriate. The primary responsibility of this group will be to analyze the new requests for completeness and viability, aid in the development process, and make recommendations to the executive session. This body may meet virtually.

A12.3.2. Air Force Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1). AF/A1 owns the AFLC process because it is the authority responsible for all issues affecting personnel.

A12.3.3. Air Force Director for Force Development (AF/A1D). A1D chairs the AFLC ES and oversees management and synchronization of the AFLC process.

A12.3.4. Air Force Learning Division (AF/A1DL). A1DL chairs the AFLC Working Group and is responsible for all issues related to learning in the development of institutional competencies for Airmen, including developmental education, ancillary training, and BMT policy. As the executive secretary for the AFLC process, this division coordinates the agenda and prepares and disseminates the meeting minutes.

A12.3.5. Commissioning Training and Education Committee (CTEC). As the authority responsible for addressing the integration and standardization of commissioning training and education among all Air Force commissioning sources (AFROTC, OTS, USAFA, and AMS), the CTEC considers new accession training and education proposals and makes a recommendation to the AFLC.

A12.3.6. Functional Authority Force Development (FAFD) Lead. As the focal point for Airmen development within their functional areas, FAFD leads are O-6 level POCs who submit requests to change ancillary training, the ICDP baseline, or include AF SAEs. They serve as the OPR for identifying requirements in their respective areas.

A12.3.7. MAJCOM/A1s. As the focal point for Airmen development in the field, MAJCOM/A1s can submit requests to change the institutional competency development program baseline or include AF SAEs. Their request must be endorsed by the MAJCOM/CV.

A12.3.8. Advisors. AETC, AU, USAFA, BMT, and AMS serve as primary advisors to the AFLC. The accredited organizations with joint training implications serve as the advisors on both JPME and accreditation requirements, ensuring the AFLC is aware of any proposed changes that may impact their ability to meet these requirements.

A12.3.9. Air University.

A12.3.9.1. Chairs the ad hoc committee under the AFLC for the triennial AF PME review.

A12.3.9.2. Provides agenda for the AF PME Triennial Review and prepares and coordinates the report and reports to the AFLC.

A12.4. AFLC Process.

A12.4.1. Strategic Planning. AF Education and Training principals will work within the AFLC to define the AF-wide learning strategy or direction and to help senior leaders make decisions on allocating AF resources to pursue this strategy.

A12.4.2. AFLC Review Process. The AFLC review provides a formalized process for evaluating new requirements for AF institutional competency development curricula and programs. The basic process encompasses the following steps:

A12.4.2.1. AF/A1DL sends a *data call* to the field requesting requirements for changes to IC baselines, ancillary training, or implementation of an enterprise learning solution in the Spring and in the Fall. The proposals may be submitted by MAJCOM/A1s, functional authority force development leads, or other organizational directors of personnel.

A12.4.2.2. When AF/A1DL makes sure the requestor develops the intended competencies/learning outcomes before coordinating with appropriate organizations (e.g. AETC/AU, USAFA, AMS, and BMT) for further study.

A12.4.2.3. The ICDP OPRs will establish a process to review the proposals; identify which proposals are already addressed by existing programs or curricula, and present proposals for change or implementation.

A12.4.2.4. Once the proposal has been evaluated by the appropriate ICDP OPRs, they submit the results of the assessment to AF/A1DL, which can include a proposal of an alternate course of action. A1DL will then notify the respective MAJCOM or FAFD lead to build a business proposal to include an initial cost assessment.

A12.4.2.5. The business case will flow back to AF/A1DL to be included as an agenda item for the AFLC WG meetings. AFLC WG will vet new proposals to ensure several factors.

A12.4.2. 5.1. Proposals are targeted to the correct audience via the appropriate delivery method.

A12.4.2. 5.2. Proposals are properly defined and clearly identify the IC(s) addressed.

A12.4.2.5.3. There is an implementation/replacement strategy for existing curriculum.

A12.4.2. 5.4. The proposals capture withdrawal of other curriculum to meet new requirements.

A12.4.2.5.5. There is an understanding of the “cost” to accommodate the new requirement.

A12.4.2.6. The AFLC WG members may request additional information from the requestor or decide to make a recommendation to AFLC ES to forward to the FMDC for approval/disapproval.

A12.4.2.7. AFLC agenda items will stay open for two years. After remaining on the agenda for two years, AFLC WG will reassess the viability of the proposal.

A12.5. ICDP Curricula and Program Content Reviews

A12.5.1. Any request for an ICDP to conduct any type of curricula or program content review will be considered a new requirement, and the request must first go to AF/A1DL. If an ICDP receives a request to perform a content review from an organization other than AF/A1DL, the ICDP will forward to AF/A1DL.

A12.5.2. The requesting agency will define the institutional or occupational competency and the associated five proficiency levels before an ICDP performs a content review. Once done, AF/A1DL will determine if the AFLC process will be used to perform the content review.

Attachment 13

PME/AFIT/RTFB/OFFICER WORKSHEET

Figure 13.1. PME/AFIT/RTFB/OFFICER WORKSHEET

PME/AFIT/RTFB/OFFICER WORKSHEET				
PRIVACY ACT STATEMENT *AUTHORITY: 10 U.S.C. 8013 and EO 9397.* *PURPOSE: To provide a vehicle for the officers to indicate his or her preferences. SSN is used for positive identification.* *ROUTINE USES: None.* *DISCLOSURE: Mail form to the appropriate office.*				
PART I - MEMBER IDENTIFICATION DATA *(MANDATORY)*				
NAME *(Last, First, Middle Initial)*	SSN	GRADE	DAFSC/CORE ID	LOCATION

PART II – PREFERENCES	
1ST	
2ND	
3RD	

OVERSEA COUNTRY/LOCATION PREFERENCE					
LOCATION	**1ST**	**2ND**	**3RD**	**4TH**	**5TH**

PART III - MEMBER'S COMMENTS			
SIGNATURE	DATE	PHONE	
		DSN	COMMERCIAL

PART IV - COMMANDER'S/SUPERVISOR'S RECOMMENDATION *(MANDATORY)*			
REMARKS:			
SIGNATURE	DATE	PHONE	
		DSN	COMMERCIAL

AF IMT 3849, 19960101, V2 Previous edition is obsolete