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SUPERINTENDENT**

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**USAFA SISTER SERVICE EXCHANGE  
OFFICER PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This new instruction defines the roles and responsibilities and outlines the administration of USAFA officers performing exchange duty at the Sister Service academies. It implements Air Force Policy Directive (AFPD) 36-35, *United States Air Force Academy*, and AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*. The purpose of the officer exchange program is to place USAFA officers in a unique environment with Sister Service officers, enlisted members, and cadets while creating a symbiotic learning experience that helps highlight each service's capabilities. The exchange program further serves to familiarize those involved with the people that will support them while fighting our nation's enemies as part of a Joint force. This instruction applies to active duty USAFA personnel. It does not apply to Air National Guard or United States Air Force Reserve units or members. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*. 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/>. See **Attachment 1** for a glossary of references and supporting information.

**1. Program.** This high visibility program is of special interest to the USAFA Superintendent. It recognizes the importance of USAFA officers located at Sister Service academies as filling vital, selectively manned positions that represent USAFA and the Air Force at large to the Sister Service academy population.

**2. Program Intent.**

2.1. To promote joint military relationships by placing officers in a joint working environment and by enabling foundational exposure of cadets of Sister Service academies to officers of the U.S. Air Force and thereby to Air Force tenets, values, roles and missions.

2.2. It is intended that there be a “one-for-one” exchange of personnel between the corresponding academies. The Dean of Faculty, Commandant, and Athletic Department are encouraged to maintain an active relationship with the corresponding organization at the Sister Service academy where like officers are assigned. Similarly, a one-for-one relationship should exist between corresponding offices under the Commandant’s purview (i.e. Air Officer Commanding (AOC) – Tactical Officer (TAC)).

### 3. Responsibilities.

3.1. **Superintendent (USAFA/CC).** The USAFA/CC will:

3.1.1. Maintain overall responsibility and authority for the successful execution and oversight of USAFA’s exchange officer program as outlined within this instruction.

3.1.2. Periodically seek feedback from the Dean, Commandant and Athletic Director about their officers serving at sister academies as well as Sister Service exchange officers assigned to USAFA.

3.1.3. On a recurring basis (possibly during the Conference of Service Academy Superintendents), discuss the faculty exchange program with Sister Service leadership.

3.2. **Vice Superintendent (USAFA/CV).** The USAFA/CV will:

3.2.1. Be responsible for negotiations of Memorandums of Agreement (MOAs) defining the concept and details of the instructor exchange officer programs between USAFA and the Sister Service Academies in accordance with this instruction.

3.3. **Dean of the Faculty (USAFA/DF).** The USAFA/DF will:

3.3.1. Exercise SR responsibilities for USAFA faculty officers assigned to Sister Service academies who are under the Dean of Faculty’s purview.

3.3.2. Execute MOAs with Sister Service academies concerning instructor exchange officer programs.

3.3.3. Review and provide update recommendations and coordination on existing Sister Service instructor exchange officer program MOAs. Initiate new exchange officer MOA or requested revisions to existing exchange program MOAs for USAFA/CC approval and signature.

3.3.4. Ensure highly motivated and fully qualified officers are considered and selected to serve as faculty at a sister academy by supporting selection processes such as By-Name Requests (BNR) and reviewing standard Air Force Personnel Center (AFPC) requisitions for exchange officer fill requirements.

3.3.5. Ensure DF departments assist corresponding Sister Service departments hosting AF exchange officer positions to identify and hire qualified exchange faculty officers so to minimize any USAFA billet at a Sister Service academy going unfilled.

3.3.6. Periodically seek feedback from DF Department Heads about exchange officers.

3.3.7. On a recurring basis (possibly during the service academy Dean’s conference), discuss the faculty exchange program with Deans from Sister Service academies. Recommended discussion items should encompass the successes and challenges experienced in the previous year; a discussion regarding the upcoming year and whether additional exchange positions should be added,

moved, or eliminated from the program or should exchange officer requirements be moved between departments.

**3.4. Dean of Faculty Department Heads.** DF Department Heads will:

3.4.1. Periodically communicate with corresponding Sister Service Department Heads hosting exchange officers in like departments to ascertain how the officers are performing and to discuss any other relevant information or upcoming actions (i.e. OPRs, PRFs, reassignments, or other exchange issues).

3.4.2. When reassignment of an AF exchange officer at a sister academy becomes imminent, assist in an advisory role in the assignment process with the Dean of Faculty personnel representative and USAFA/DPA to identify qualified backfills.

3.4.3. When hosting a Sister Service exchange officer billet, articulate fill requirements to the Dean of Faculty personnel representative who will in-turn work with the respective Sister Service senior representative for a fill action.

**3.5. Commandant of Cadets (USAFA/CW).** The USAFA/CW will:

3.5.1. Exercise SR responsibilities for all USAFA officers assigned under a Sister Services' Commandant's purview.

3.5.2. Review and provide update recommendations and coordination on existing Sister Service MOAs concerning USMA TAC or USNA Company Officer (CO) programs as applicable. Coordinates new and existing USMA TAC or USNA Company Officer CO MOA updates/terminations for USAFA/CC approval and signature.

3.5.3. Maintain a selective assignment process and development program for officers selected for USMA TAC or USNA CO programs to ensure they are appropriately prepared. Air Force exchange TACs/COs will:

3.5.3.1. Be majors or major selects.

3.5.3.2. Be recommended through the same central command board process established by AFPC, in coordination with the Developmental Education Designation Board, used to select USAFA AOCs.

3.5.3.3. Attend the USMA/USNA one-year master's degree program, prior to beginning their two-year command assignment. IDE credit will be awarded upon completion of prerequisites and successful TAC/CO tour.

3.5.4. Periodically ask for feedback about officer(s) serving at a sister academy.

3.5.5. On a recurring basis, discuss the officer exchange program with Commandants from Sister Service academies.

3.5.6. Make the final selection of the AF exchange TAC and CO.

**3.6. USAFA Athletic Director (USAFA/AD).** The USAFA/AD will:

3.6.1. Exercise SR responsibilities for USAFA faculty officers assigned to Sister Service academy athletic programs.

3.6.2. Review and provide update recommendations and coordination on existing Sister Service MOAs pertaining to coaching faculty exchange officers.

3.6.3. Assist in the identification and selection of highly motivated and fully qualified officers to serve as faculty/coaches at a sister academy by supporting selection processes such as BNRs and reviewing Sister Service requisitions to AFPC for quality control and completeness.

3.6.4. Periodically communicate with corresponding Sister Service Athletic Departments hosting or owning exchange officers to ascertain how the officers are performing and to discuss any other relevant information or issues pertaining to the exchange program.

**3.7. USMA AF Liaison Officer (USMA AFLO) and USNA Senior AF Representative.** USAFA Liaison Officers (AFLO) at Sister Service academies will:

3.7.1. Serve as instructors. Ensure USAF culture, core values, policies and procedures are maintained by USAF personnel (officer and cadets) while assigned to USMA/USNA.

3.7.2. Advise Deans of Faculty for both USAFA and USMA/USNA respectively on activities, issues, and concerns relevant to their missions and ensure open communication takes place between both organizations.

3.7.3. Facilitate coordination and approval by hosting Sister Service academy leadership on all new or existing changes/updates to Sister Service exchange officer program MOAs with USAFA.

3.7.4. Serve as AF cross-commissioning action officer at assigned Sister Service academy and provides broad exposure to U.S. Air Force values, tenets, roles and missions. Coordinate regular (i.e. monthly) USAFA faculty interaction to provide for professional development opportunities among assigned USAF exchange officers and ensure USAFA exchange cadets at Sister Service academy have AF faculty sponsorship.

3.7.5. Coordinate and facilitate the management and administration of the USAF exchange officers assigned to respective Sister Service academy. Act as the focal point to ensure all USAF requirements and reports are accomplished IAW USAF instructions. While not the rating official, has responsibility to educate hosting Sister Service academy supervising personnel who serve as exchange officers' primary raters on AF requirements and Instructions for Performance Feedback, Officer Performance Reports (OPRs), Promotion Recommendation Forms (PRFs) and other AF administrative actions. Track and ensure reports are properly completed and forwarded to USAFA/DF and/or HQ USAFA/CSS in a timely manner. The Senior AF Representatives will have the authority to delegate tasks to USAFA exchange officers assigned to their respective Sister Service academies as necessary; maintains ultimate responsibility for proper completion of the duties.

3.7.6. Assignment management. Manage USAFA billets at respective Sister Service Academy and coordinates with the Dean of Faculty of both hosting Sister Service academy and USAFA (or their assigned representative) to ensure the exchange AF instructor requirements of the Sister Service academy are facilitated. This responsibility includes coordinating with interested USAF officers and the respective Sister Service academic departments to ensure applicants meet qualifications and standards set by the USMA Dean/USNA Division Director. Maintains and updates timely assignment requisitions and submits reclassifications in order to meet the program intent set forth in this instruction.

3.7.7. Coordinate and manage USAF Exchange Officers' additional duties. The host service academy should coordinate with the Senior AF Representatives to ensure equitable additional duty tasking for USAF exchange officers. Acts as unit commander for all inprocessing and outprocessing actions except those reserved for a commander with UCMJ authority ("G" series orders.)

Ensures retirement ceremonies, decorations and official farewells are properly completed and meet USAF standards.

**3.8. USMMA Air Force Liaison Officer (USMMA AFLO).** USMMA AFLO will:

3.8.1. Perform AF liaison duties for Superintendents/Deans of USAFA and USMMA. Provide AF perspective, leadership and logistics & transportation expertise in the education of USMMA midshipmen. Instruct and revise core courses in logistics, aviation, transportation, and AF commissioning.

3.8.2. Facilitate coordination and approval by USMMA leadership on all new or existing changes/updates to Sister Service exchange officer program MOAs with USAFA.

3.8.3. Recruit USMMA midshipmen to be commissioned in the AF.

**3.9. USAFA Exchange Officers.** USAFA exchange officers assigned to a Sister Service academy will:

3.9.1. Perform instructor duties as directed by the organization they are assigned to.

3.9.2. Keep AFLO informed on all issues and concerns pertaining to their assigned duties.

3.9.3. Assist raters and additional raters in the preparation of OPRs, PRFs, leaves, and other administrative actions.

3.9.4. Process administrative/finance actions to the greatest extent possible with the appropriate POCs at USAFA and/or the HQ USAFA Commander Support Staff and servicing Force Support Squadron.

**3.10. Sister Service Exchange Officers.** Sister Service exchange officers assigned to USAFA will:

3.10.1. Perform duties as directed in the assigned Mission Element.

3.10.2. Identify a senior ranking officer from each of the Services assigned at USAFA under the exchange officer program. The senior service exchange officers will coordinate and facilitate the management and administration of the exchange officers from their respective Service. Senior service exchange officers advise AF supervisors and USAFA ME leadership on activities, issues, concerns and perspectives relevant to the Sister Service exchange officer program.

3.10.3. Keep their respective senior service exchange officer regularly informed on all issues and concerns pertaining to their assigned duties.

3.10.4. Participate in the replacement assignment process as directed by the respective senior service officer. Senior service exchange officers work with their respective service personnel assignment office to backfill vacant Sister Service exchange officer positions.

3.10.4.1. Sister Service senior exchange officers review selected matched exchange officers provided by their respective personnel assignment offices to ensure they meet internal qualifications and requirements. If identified inbound exchange officers do not match with the required skill-set, USAFA/DP will assist in discussions with ME representatives to facilitate mutually beneficial swaps that best meet USAFA mission needs.

**3.11. HQ USAFA Commander's Support Staff (HQ USAFA/CSS).** HQ USAFA/CSS will:

3.11.1. Provide CSS functions as applicable to USAFA exchange officers located at the sister academies who are serviced by 10 MSS.

**3.12. Director of Manpower and Personnel (USAFA/DP).** USAFA/DP will:

3.12.1. Coordinate with AFLOs, and Dean of Faculty Personnel Representative on AF exchange officer fill requirements for Sister Service academy positions. Submit fill requirements to respective AFPC assignment teams to backfill vacancies with qualified AF exchange officers.

3.12.1.1. Coordinate with AFPC to obtain one of their Squadron Officer School quotas for inbound company grade officers to Sister Service exchange officer positions who have not attended in residence. If no quotas are available, USAFA/DPA will pass this information to the Dean of Faculty personnel representative to enter the officer into their nominative process.

3.12.2. Act as advisor to ME representatives to include Army, Navy, United States Marine Corps (USMC) senior representatives on any potential Sister Service exchange officer assignment issues (e.g. a Service will fill fewer positions due to manning constraints, etc.). Once USAFA exchange officer requirements are validated by Sister Service senior exchange officers, the senior representative will work with their respective service personnel assignment office to identify/hire officers. In the case of a potential Sister Service shortfall, USAFA/DP will assist in prioritizing the Sister Service fill requirements (i.e. more important to have an exchange officer commanding a cadet squadron than instructing/coaching in AD or DF).

**4. UCMJ authority.** UCMJ authority over assigned exchange officers remains at the officer's home service academy.

**5. Prescribed and Adopted Forms.**

5.1. Prescribed Forms. No forms are prescribed by this instruction.

5.2. Adopted Forms. AF Form 847, *Recommendation for Change of Publication*.

KATHRYN G. STATEN, Colonel, USAF  
Director, Manpower and Personnel

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 33-332, *Air Force Privacy Act Program*

AFMAN 37-123, *Management of Records*

***Abbreviations and Acronyms***

**AD**—Athletic Department

**AF**—Air Force

**AFLO**—Air Force Liaison Officer

**AFPC**—Air Force Personnel Center

**AOC**—Air Officer Commanding

**AFPD**—Air Force Policy Directive

**AFI**—Air Force Instruction

**BNR**—By Name Request

**CO**—Company Officer

**CSS**—Commander's Support Staff

**DF**—Dean of Faculty

**DoD**—Department of Defense

**DP**—Directorate of Manpower and Personnel

**IDE**—Intermediate Developmental Education

**ME**—Mission Element

**MOA**—Memorandum of Agreement

**OI**—Operating Instruction

**OPR**—Office of Primary Responsibility

**OPR**—Officer Performance Report

**POC**—Point of Contact

**PRF**—Promotion Recommendation Form

**RDS**—Records Disposition Schedule

**SR**—Senior Rater

**TAC**—Tactical Officer

**UCMJ**—Uniform Code of Military Justice

**USAFA**—United States Air Force Academy

**USMA**—United States Military Academy

**USMC**—United States Marine Corps

**USMMA**—United States Merchant Marine Academy

**USNA**—United States Naval Academy