

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 36-3532**

6 APRIL 2022

Personnel

PERMANENT PROFESSORS



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This instruction implements Air Force Policy Directive (AFPD) 36-35, *United States Air Force Academy*, and the applicable portion of the United States Code, and provides guidance for managing Permanent Professors assigned to the United States Air Force Academy (USAFA) to include nomination and appointment, sabbaticals, continuation, removal, and retirement. This publication does not apply to Air Force Reserve Command (AFRC) units and the Air National Guard (ANG). This instruction establishes procedures IAW AFI 36-3501, *Air Force Academy Operations*. This instruction does not negate the responsibility of The Judge Advocate General to assign judge advocates under 10 U.S.C. §806. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*. The authorities to waive requirements in this publication are identified with a Tier 3 (T-3) number following the compliance statement. This publication may not be supplemented or further implemented/extended. See DAFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority. The waiver authority for non-tiered requirements in this publication is AF/A1LO. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

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SUMMARY OF CHANGES

This change (1) reorganizes information flow; (2) clarifies and/or codifies the Presidential appointment/confirmation and brigadier general retirement processes; (3) presents a Permanent Professor selection timeline; and (4) updates organization symbols for USAFA, Air Force Personnel Center (AFPC), and Air Force (AF).

Chapter 1

PERMANENT PROFESSORS

1.1. Purpose . Permanent Professors ensure the stability, integration, continuity, and evolution of the Academy's instructional program by providing senior institutional leadership, strategic direction, organizational stability, and oversight of the USAFA course of instruction as members of the Academy Board. Their special terms of service reflect the demands of maintaining the highest quality course of instruction at a military service academy, which is also an accredited institution of higher learning, and their long tenures foster integration and teamwork across all USAFA Mission Elements. Permanent Professors are the critical anchors of stability for evolving academic, military, athletic, and leadership programs and insulate the institution from the turbulence caused by rapid rotational assignments. They ensure the Academy governance process meets Higher Learning Commission requirements for Institutional Accreditation. Permanent Professors also serve in key corporate roles within the Department of Defense (DoD), Air Force (AF), and Space Force (SF) providing strategic perspectives grounded in institutional memory. Permanent Professors establish and maintain close links to the operational AF, SF, and to both national and international academic communities. These ties bolster the professional relevance of the institution, faculty, and the course of instruction in order to provide an educational program grounded in the best practices of academia while also preparing leaders to meet the challenges of future conflict. Furthermore, Permanent Professors serve as senior role models and mentors to cadets, faculty, and staff, and they imbue the course of instruction with character and leadership development. Finally, by demonstrating that military and academic leadership are an integrated ideal, they embody the Airman and Guardian scholar.

1.2. Guidelines

1.2.1. Permanent Professors shall be appointed by the President of the United States (POTUS) by and with the advice and consent of the Senate (10 U.S.C. §9433(b)).

1.2.2. The 10 U.S.C. §9431(b)(4) specifies the maximum number of Permanent Professors at the Air Force Academy of the grade specified in 10 U.S.C. §9436(a).

1.2.3. Permanent Professors are appointed to a new statutory status, separate and distinct from their previous status. They remain part of the Regular AF (10 U.S.C. §9066(b)(2)), but are not on the active duty list (ADL) (10 U.S.C. §641(2)). Permanent Professors are excluded when determining the number of officers serving on active duty in the grades of major, lieutenant colonel, and colonel (10 U.S.C. §523(b)). This renders Permanent Professors ineligible to sit on commissioned officer promotion boards (10 U.S.C. §612(a)(1)). Permanent Professors may serve on Development Teams, Developmental Education Selection Boards, Officer Instructor and Recruiting Special Duty boards and etc. Assignments involving the Permanent Professor for the Department of Law must be coordinated with and approved by The Judge Advocate General, AF/JA, pursuant to 10 U.S.C. §806(a).

1.2.4. As directed by USAFA/CC, Permanent Professors may be assigned in the following roles, not to exceed the cap described in [para. 1.2.2](#) of this instruction: Department Heads in the Dean of Faculty and Directorate of Athletics, Director of the Center for Character and Leadership Development, and Chief Learning Officer for the Commandant of Cadets. The

Dean of the Faculty may also assign any Permanent Professor as a Vice Dean or commensurate leadership role.

1.3. Qualifications. Permanent Professor nominees must be outstanding AF or SF officers highly qualified in their respective disciplines. Academically-qualified officers in the grade of Lieutenant Colonel and above may be considered. Candidates will have a doctorate or appropriate professional terminal degree and demonstrated excellence as an Airman- and/or Guardian-scholar. Consideration factors may include, but are not limited to: leadership qualities; operational military experience; currency, professional experience, and effectiveness in the applicable academic field (e.g., teaching, research, and scholarly publication); and professional military education.

1.4. Promotion . If not already holding the grade of Colonel when confirmed by the Senate, a Permanent Professor is promoted to Colonel when one of the following conditions are met (10 U.S.C. §9436(a)):

1.4.1. Becomes the head of a department of instruction (i.e., when officially gained to a department head position).

1.4.2. Reaches six years of service as a Permanent Professor.

1.4.3. Reaches the date on which she/he would have been promoted had she/he been selected for promotion from among officers in her/his promotion zone.

1.5. Titles. The Secretary of the Air Force (SecAF) may prescribe the titles of each of the departments of instruction and the Permanent Professors of the Academy. However, the change of the title of a department or officer does not affect the status, rank, or eligibility for promotion or retirement of, or otherwise prejudice, a Permanent Professor at the Academy (10 U.S.C. §9432).

1.6. Distinctive Badge. Permanent Professors will wear the distinctive identification badge (approved by the Chief of Staff of the Air Force (CSAF) on 10 January 1966) in accordance with AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*.

1.7. Command. Permanent Professors exercise command only in their respective academic department or directorate of the Academy (10 U.S.C. §9434(b)). They are not commanders nor are they authorized to be on G-series orders.

1.8. Flying Status. Permanent Professor appointment does not affect an officer's aeronautical rating. Air Force rated personnel and flying-status policies apply to Permanent Professors.

1.9. Additional Pay. Permanent Professors who complete 36 years of cumulative creditable service based on the date used to compute longevity pay increases are entitled to additional pay of \$250 per month. The ME will provide a copy of the member's confirmation orders to HQ USAFA/FM at least 30 days prior to the member's 36th year of service to initiate additional pay. This additional pay may not be used in computing retired pay (37 U.S.C. §203(b)).

1.10. Sabbatical Assignments. Permanent Professors will periodically serve on sabbaticals with the purpose of either maintaining currency in their academic discipline or refreshing their professional military experience through an operational or staff experience outside of USAFA. The Permanent Professor will develop and coordinate a sabbatical plan with AF/A1LO through HQ USAFA/A1L, for approval by the appropriate ME Lead. The proposed plan will be submitted to HQ USAFA/A1L by the ME Lead for USAFA/CC approval. Once approved and as applicable, HQ USAFA/A1 will accomplish necessary actions to publish PCS or TDY orders for the sabbatical assignment.

1.10.1. Frequency and Duration. Sabbaticals will normally occur no later than the 6th year of service as a Permanent Professor and on 5 year intervals (return to depart) thereafter. Sabbaticals will typically be 1 year but no more than 2 years in length and can be CONUS or OCONUS PCS assignments, short-term or extended deployments, fellowships within or outside the AF or SF, in-residence Senior Developmental Education, or TDYs in support of the operational AF or SF. Permanent Professors serving on sabbaticals typically remain on USAFA manning documents with appropriate manpower actions taken to temporarily relocate the billet to the appropriate duty location. In keeping with the short-duration intent for sabbaticals, standard time-on-station requirements will be waived to permit the timely return of the Permanent Professor to USAFA.

1.10.2. Funding. Permanent Professor sabbaticals will typically be AF or SF funded activities (accompanied if applicable) and will incur an Active Duty Service Commitment (ADSC) per Air Force guidance associated with Permanent Change of Station (PCS), training, deployment, or other activity. In the rare instance of a USAFA-funded sabbatical, Permanent Professors will incur a 24-month ADSC.

1.10.3. With the approval of the Dean of the Faculty, service by a Permanent Professor for a year or more as the "Vice Dean or commensurate leadership role" fulfills the sabbatical requirement.

1.10.4. Permanent Professors who decline sabbatical assignments may be subject to disciplinary action and/or recommendation for removal (see [paragraph 1.12](#)).

1.10.5. Deployments. Due to the statutory basis for the Permanent Professor appointment, Permanent Professors may not be tasked to deploy. The sole exception is a voluntary deployment arranged for and approved under the sabbatical process described in the preceding sections.

1.11. Continuation Review. Continuation of Permanent Professors beyond 30 years of service is normally in the best interests of USAFA and the AF. While the primary purpose of continuation reviews is to provide a focus on the future, they can also serve as a basis for removal action in accordance with the following paragraphs. Additionally, these reviews support promotion recommendations for Permanent Professors to the grade of brigadier general upon retirement.

1.11.1. Consistent with the best leadership accountability practices, the appropriate ME Lead will conduct 5-year performance reviews considering criteria detailed in [Attachment 3](#), "Minimum Criteria for Review", after completion of the 30th, 35th, and 40th years of commissioned service and provide a summary to the USAFA/CC (10 U.S.C. §637 (b)(3) and 10 U.S.C. §9320). While the ME Lead may always request additional documentation, the presumptive sufficient body of evidence for the review will be the Permanent Professor's last five Officer Performance Reports.

1.11.2. HQ USAFA/A1L will maintain a suspense system and notify the ME Lead and Permanent Professor at least 4 months in advance of required reviews. Continuation reviews are submitted to HQ USAFA/A1L who verifies eligibility requirements and forwards nomination to USAFA/CC for review. If USAFA/CC concurs, HQ USAFA/A1L staffs package to the Personnel Council through AF/A1LO. The continuation review package consists of the memo (see [Attachment 4.3](#)) and biography.

1.12. Removal. Permanent Professors are subject to removal from the AF or SF by termination of their appointments (other than by retirement for age) because of involuntary retirement by the SecAF after 30 years commissioned service (10 U.S.C. §9320), court-martial sentence to dismissal, or administrative discharge (AFI 36-3206, *Administrative Discharge Procedures for Commissioned Officers*). If the USAFA/CC, in consultation with the appropriate ME Lead, determines that termination of a Permanent Professor's appointment is appropriate, the Permanent Professor shall be notified in writing of the grounds for termination and given an opportunity to respond in writing. If after considering the Permanent Professor's response, the Superintendent still believes termination is appropriate, the Superintendent shall forward the case file, to include supporting documentation for the termination, to SecAF for forwarding to the Secretary of Defense (SecDef), and POTUS for action.

1.12.1. The appropriate ME Lead or USAFA/CC may remove Permanent Professors from their roles assigned IAW [para 1.2.4](#) and use them in any capacity befitting their grade and time in service at USAFA.

1.13. Retirement. Unless retired or separated at an earlier date, a Permanent Professor shall be retired no later than the first day of the month following the month in which she/he becomes 64 years of age (10 U.S.C. §1252). Upon retirement, any Permanent Professor whose grade is below brigadier general, and whose service as such a professor has been long and distinguished, may, at the discretion of the POTUS, be retired in the grade of brigadier general (10 U.S.C. §9342) without the pay of that grade (see [Attachment 4.4](#)). For this retirement promotion, the individual must have 30 or more years of total active federal commissioned service and 10 or more years of service as a Permanent Professor and/or Department Head (time spent as a Department Head prior to confirmation or during sabbaticals after confirmation count toward this requirement). In conformance with the desire of the President, Deputy SecDef memorandum, 21 July 1964, approval authority for these promotions has been delegated to the SecAF. The SecAF further delegated retirement promotion appointment authority to the SecAF Personnel Council (30 August 1967 memorandum). In addition, Headquarters Air Force Mission Directive 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, contains the Secretarial delegation to the SAF/MR, and the latter's re-delegation to the SecAF Personnel Council.

1.13.1. Nominations for Permanent Professor brigadier general promotions are submitted to HQ USAFA/A1L shortly after the Permanent Professor submits retirement application. HQ USAFA/A1L verifies eligibility requirements and forwards nomination to USAFA/CC for review. If USAFA/CC concurs, HQ USAFA/A1L staffs package to the Personnel Council through AF/A1LO (see [Attachment 4.4](#)). If approved, AF/A1LO will prepare or amend the retirement orders and indicate that the highest grade held on active duty is brigadier general.

DALE A. HOGUE, GS-15, DAFC
Director, Manpower, Personnel, Organization, and
Officer Accessions

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

AFI 33-332, *Air Force Privacy Act Program*, 10 March 2020
AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 6 February 2020
AFI 36-3206, *Administrative Discharge Procedures for Commissioned Officers*, 8 June 2004
AFI 36-3501, *Air Force Academy Operations*, 28 December 2018
AFPD 36-35, *United States Air Force Academy*, 14 March 2018
DAFI 33-360, *Publications and Forms Management*, 30 November 2015
AFMD 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, 27 January 2019

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

Abbreviations and Acronyms

ADL—Active Duty List
ADSC—Active Duty Service Commitment
AF—Air Force
AFPC—Air Force Personnel Center
AFPD—Air Force Policy Directive
AFMAN—Air Force Manual
AFRISS-TF—Air Force Recruiting Information Support System-Total Force
CSAF—Chief of Staff of the Air Force
CV—Curriculum Vitae
DoD—Department of Defense
AF—Headquarters Air Force
OPR—Office of Primary Responsibility
OSD—Office of the Secretary of Defense
PCS—Permanent Change of Station
POTUS—President of the United States
RDS—Records Disposition Schedule
SAF—Secretary of the Air Force
SecAF—Secretary of the Air Force

SecDef—Secretary of Defense

SF—United States Space Force

USAFA—United States Air Force Academy

Terms

Mission Element (ME) Lead—Dean of the Faculty, Commandant of Cadets, or Director of Athletics.

Permanent Professor Body—Consists of all currently serving Permanent Professors.

Attachment 2**SEQUENCE OF EVENTS:****NOMINATING AND APPOINTING PERMANENT PROFESSORS****A2.1. Superintendent or Mission Element Lead:**

A2.1.1. Identifies to HQ USAFA/A1 the Permanent Professor position vacancy to be filled.

A2.1.2. Appoints ad hoc search committee chair (a Permanent Professor) and any additional search committee members (including external reviewers) deemed necessary to screen and evaluate all prospective candidates for a Permanent Professor vacancy. The Dean of Faculty committee will consist of at least three Permanent Professors. The Commandant of Cadets, Directorate of Athletics, and Center for Character and Leadership Development committees will consist of at least three senior officers, including at least two Permanent Professors.

A2.2. Ad hoc Search Committee:

A2.2.1. Provides HQ USAFA/A1L with a list of desired qualifications (e.g., academic specialty codes, rank, teaching and leadership experiences) to generate initial list of candidates.

A2.3. Directorate of Manpower, Personnel, and Officer Accessions (HQ USAFA/A1):

A2.3.1. Obtains candidate lists and officer career briefs, as well as other appropriate sources and furnishes them to the ad hoc search committee for review. HQ USAFA/A1L will obtain additional personnel information, as necessary, when requested by the committee.

A2.4. Ad hoc Search Committee:

A2.4.1. Will meet to discuss an agreed upon scoring rubric to be used in recommending to the ME Lead those candidates to be invited to apply. Reviews and scores the officer career briefs (OCBs), then recommends to the ME Lead those candidates to be invited to apply. Upon the ME Lead's approval, the committee chair extends formal invitations with explicit instructions on the requirements of the application package.

A2.4.2. After receiving and screening application packages, recommends to the ME Lead those candidates to be invited for the next phase, funded interviews at USAFA (or via video teleconference, if in-person interviews are not possible). After her/his approval, these candidates are scheduled for separate interviews with the committee, the entire Permanent Professor body (usually in panels of four to six Permanent Professors each), and ME Lead. After all interviews are completed, the committee chair sends the committee's ranking of the best-qualified candidates to the ME Lead.

A2.5. Permanent Professor body:

A2.5.1. After interviews, the Permanent Professor body meets to rank the candidates and forwards ranking to the appropriate ME Lead.

A2.6. Mission Element Lead:

A2.6.1. Establishes independent ranking of interviewed candidates (the Dean of the Faculty also provides an additional independent ranking of candidates for other MEs). Forwards up to three candidates through HQ USAFA/A1L to the USAFA/CC for consideration along with a summary of the independent rankings from the search committee, Permanent Professor body,

and the Dean of the Faculty (if applicable). The package will include at least: a staff summary sheet signed by the ME Lead, the nomination list, a Superintendent endorsement letter (see [Attachment 4.1.](#)), a Curriculum Vitae (CV), and the search committee candidate summary.

A2.7. Superintendent:

A2.7.1. USAFA/CC considers the independent rankings and forwards her/his nomination for appointment through HQ USAFA/A1L for CSAF and SecAF support. Final nominee will be forwarded through SecDef to POTUS and Senate for confirmation.

A2.8. HQ USAFA/A1L:

A2.8.1. Forwards nomination package to AFPC/DP1TSA via AFRISS-TF (preferred method) or email for staffing through AF, Secretary of the Air Force (SAF), Office of the Secretary of Defense (OSD), POTUS and Senate for confirmation. The nomination package consists of the Appointment Recommendation memo (see [Attachment 4.1](#)) and CV. After Senate confirmation, HQ USAFA/A1L publishes a special order of appointment (see [Attachment 4.2.](#)). This special order, when tendered to the nominee, operates as tender of Presidential appointment, by delegation. Acceptance of the appointment is presumed.

A2.9. AFPC/DP1TSA:

A2.9.1. Prepares Nomination List package for coordination through required agencies, such as:

AF/A1P
AF/A1E
AF/JA
AF/A1
SAF/GC
SAF/MR
CSO
CSAF
SecAF
OSD
POTUS
SENATE

A2.9.2. Notifies HQ USAFA/A1L upon confirmation.

A.2.10. HQ USAFA/A1L:

A.2.10.1. Notifies the Superintendent, ME Lead, and AF/A1LO.

A.2.10.2. Publishes Permanent Professor appointment order.

A.2.11. AF/A1LO

A.2.11.1. Updates an exclusion code removing the Permanent Professor from the ADL, rendering the officer ineligible for future promotion consideration and PCS (excluding sabbatical assignments).

A.2.11.2. Updates the officer's date of separation and establishes an assignment availability code 50 to equal the first day of the month following his/her 64th birthday.

Table A2.1. Notional Permanent Professor Selection Timelines (Calendar Days)

ACTION	OPR	Timeline	Total
Selection, Hiring and Confirmation Process			399 days
Identify Vacancy and Appoint Search Committee Chair	ME Lead		
Form Selection Committee	ME Lead	7 days	7 days
Determine qualifications and specialties	ME Lead	14 days	21 days
Request list of qualified officers from AIL	Committee Chair	7 days	28 days
Provide list of those eligible back to Committee Chair	A1L	7 days	35 days
Select external reviewer / validate qualifications	Committee Chair	7 days	42 days
Refine candidate list through coord (DT, etc.)	Committee Chair	7 days	49 days
Build eligible packages (ROPs)	A1L	7 days	56 days
Send "Invitation to Apply" letter	Committee Chair	7 days	63 days
Application suspense back to committee	Committee Chair	35 days	98 days
Review applicants and determine finalists	Committee Chair	35 days	133 days
Send interview invites and declination letters	Committee Chair	7 days	140 days
Schedule and conduct interviews	Committee Chair	28 days	168 days
Final PP meeting to formalize recommendation	Committee Chair	7 days	175 days
Rank applicants and send to Superintendent through A1L	ME Lead		
Select PP	Superintendent		
Build nomination/confirmation package	ME Lead/ A1L	7 days	182 days
Submit PP package via AFRISS to AFPC	A1L	30 days	212 days
PP Package routed to AF/A1PT	AFPC	30 days	242 days
PP Package routed to OSD	AF/A1PT	30 days	272 days
PP Package routed to POTUS / Senate	AF/A1PT	120 days	392 days
Upon Senate confirmation, cut orders and apply Code 50	A1L	7 days	399 days
Sabbatical and Continuation			N/A
Sabbatical (every sixth year)	ME Lead		
Continuation review (every five years after 30)	ME Lead		
Retirement and Brigadier General Promotion Process			140 days
PP applies for retirement	PP		
Build retirement promotion package	ME Lead / A1L	45 days	45 days
Submit promotion package to DPO	A1L	7 days	52 days
DPO review and submit to SAF/PC	DPO	14 days	66 days
SAF/PC review and provide instrument to DPO	SAF/PC	60 days	126 days
Cut retirement orders and send to A1L / ME	DPO	14 days	140 days
A1L briefing with retiring PP	A1L		
Promotion ceremony (first) followed immediately by retirement ceremony	Member		

Attachment 3

MINIMUM CRITERIA FOR CONTINUATION REVIEW: USAFA PERMANENT PROFESSOR DOMAINS AND COMPETENCIES

A3.1. USAFA/CC's Intent - The Superintendent expects USAFA Permanent Professors to exemplify the highest standards of being a leader of character. The domains below demand that an officer appointed as a Permanent Professor: 1) lives honorably by consistently practicing the Air Force Core Values; 2) lifts others to be their best possible selves; and 3) elevates performance to a common and noble purpose.

A3.2. Domain of Academic Discipline: Individual and Department - Contributions that advance the departmental discipline and the generalized body of knowledge in support of USAFA as a premier university.

Individual scholarship and expertise - Publications, presentations, certifications/licenses, professional affiliations, national leadership positions, and academic distinctions reflect ongoing proficiency in one's academic discipline and role models lifelong learning and development.

Department academic reputation - Core and majors' courses are of the highest quality in terms of content, delivery, and impact in support of USAFA mission, AF needs, and accreditation requirements. Department curriculum reflects current pedagogy. Cadets are active learners.

Integration of discipline with other mission elements, appropriate professional and/or academic institutions, and AF/DoD - Appropriate application of academic discipline in support of USAFA outcomes through partnerships, curricular development, and pedagogical contributions.

A3.3. Domain of Institutional Advancement: Institutional Leadership - Contributions that tactically, operationally, and strategically support the advancement of USAFA with internal and external partners.

USAFA service - Active leadership and participation on committees, working groups, and other teams that serve USAFA and AF needs, to include chairing Academic Review Committees, or Physical Education Review Committees; involvement as Eligibility Committee chair; and other team roles. Serves in roles that broadly support the Academy, such as speaking engagements, accreditation work, internal and external consultation, and Academy Board/Board of Visitors support.

Innovation - Effectively supports USAFA via breakthroughs that advance the discipline, cadet development, and military readiness. Creates and communicates "best practices" that promote a climate of professional curiosity and rigor.

Departmental leadership - Demonstrates complex leadership skills to establish an optimal organizational climate to develop and inspire subordinates who are motivated and capable to develop and inspiring cadets and other faculty/staff.

A3.4. Domain of Departmental Advancement: Departmental Management - Contributions that model efficiency and mission accomplishment.

Efficient administration - Proactively meets suspense and coordinates departmental presence throughout duty day. Demonstrates skill in planning, prioritizing, and executing

the mission; makes sound decisions; and delivers results. Monitors and evaluates existing processes to look for improvement and change.

Talent and resource management - Procures and manages resources and personnel through a variety of mechanisms such as budget requests, soliciting fallout money, alternative sources of funding, and effective use of the military and civilian personnel systems.

Judgment and decision making - Gathers vital information, analyzes situations, and makes informed decisions that consider and weigh departmental, institutional, and AF needs. Accepts responsibility for decisions, exhibits systems thinking, and delegates appropriately.

A3.5. Domain of Professionalism: Leading Through Character - Contributions that exemplify the highest standards of professional conduct.

Appearance - Appearance, uniform, and fitness are exemplary.

Interpersonal skills - Credible leader who is poised, confident, and effective.

Demonstrates proactive and visible modeling of respect for human dignity; an active pursuit of diversity, the ability to build an effective team, and a balance between concern for people and accomplishment of the mission.

Operational currency - Knows, understands, and has appropriate operational experience that enables cadets and all members of the Academy to link training and education with the requirements of the operational AF.

Table A3.1. Sample Continuation Review Assessment Criteria.

Domain of Academic Discipline: Individual and Departmental Leadership				
	<i>Exceptional</i>	<i>Acceptable</i>	<i>Improving</i>	<i>Not Observed</i>
<i>Individual scholarship and expertise</i>	Maintains steady publication/presentation schedule. Sought after presenter/advisor. Expert in his/her discipline with national reputation. Role model for life-long learning.	Solid, generally consistent publication/presentation record. Maintains currency in professional organizations.	Minimal involvement in publishing or academic engagement outside the institution.	
<i>Department academic reputation</i>	Department publications/presentations frequent in academic journals/conferences. Courses are integral to cadet development and represent current pedagogy. Dynamic and accurate assessment. Department majors are active outside the classroom and are well prepared to meet AF needs.	Publications, presentations, and courses meet expectations. Assessment strategies are sound and appropriate accreditation standards are met. Department majors meet AF needs.	Department is not adequately seeking publication/presentation opportunities. Core courses are in development to meet mission needs. Cadets are minimally involved. Little evidence of assessment based curriculum development processes.	
<i>Integration of discipline with other mission elements and AF/DoD</i>	Faculty and staff are sought out as external consultants from DoD/institutions of higher learning. Department demonstrates measurable and significant contributions to USAFA outcomes and proactively shares lessons learned with other organizations.	Faculty and staff are involved in consulting and information sharing on an individual basis but department has limited involvement with external organizations. Department participates in USAFA outcome process and results reflect a positive contribution.	Department does not proactively seek out opportunities to collaborate. Department has rudimentary assessment of USAFA outcomes and results reveal limited impact.	

Domain of Institutional Advancement: Institutional Leadership				
	<i>Exceptional</i>	<i>Acceptable</i>	<i>Improving</i>	<i>Not Observed</i>
<i>USAFA service</i>	Proactively seeks opportunities to apply expertise to critical internal and external issues. Seeks opportunities to represent USAFA in a variety of venues. Articulate guardian of USAFA curriculum and education. Professional ambassador for AF and USAFA.	Involved when asked to serve. Provides educational leadership with generally valuable outcomes. Ably represents USAFA in specific discipline.	Minimal initiative in seeking or developing service opportunities. Rarely in public eye as USAFA leader.	
<i>Innovation</i>	Seeks and creates 'best practices' in academic research, teaching, and service. Creative use of resources brings leading-edge tools/equipment to cadet education mission. Stimulates intellectual curiosity among faculty and cadets.	Keeps department practices current and relevant to cadet and AF mission. Seeks resources when needed. Supports and initiates change and development to address current needs.	Difficulty maintaining department status quo. Slow to react or seeks safe alternatives when innovation is the better option.	

Domain of Departmental Advancement: Departmental Management				
	<i>Exceptional</i>	<i>Acceptable</i>	<i>Improving</i>	<i>Not Observed</i>
<i>Efficient administration</i>	Proactive practices aligned with USAFA mission and AF guidance. Shares 'best practices' to improve other departments. Meets and exceeds suspense. External communications are correct and timely. Keeps leadership informed of significant events/issues. Provides well thought out courses of action and wise solutions.	Runs an effective department requiring very little oversight. Generally meets coordination requirements. Monitoring and evaluation of suspense is sufficient. Communicates effectively internally and externally.	Department projects and external correspondence requires external review and correction. Slow to coordinate and communicate with outside agencies. Priorities and key processes are not monitored or aligned resulting in delays or not meeting standards.	
<i>Talent and resource management</i>	Proactively coordinates with DF personnel and budget offices to ensure mission execution even when faced with shortfalls. Plans ahead to maximize pool of qualified instructors. Fair and consistent evaluations.	Personnel and resources enable mission accomplishment. Fills quotas in timely fashion and meets budget and personnel suspense. Manages critical resource issues as they arise. Evaluations are generally accurate and timely.	Frequent resource or personnel shortfalls. Reactive rather than proactive resource management. Evaluations do not represent actual activity of department members.	
<i>Judgment and decision making</i>	Proactively and accurately analyzes data from multiple perspectives while forecasting downstream consequences. Delegates to maximize efficiency. Routinely develops decision making in others.	Generally accurate analysis that considers impact at departmental, institutional, and AF levels. Develops effective courses of action based on available information.	Responds to challenges with hasty or delayed analyses without alternative courses of action. Rarely delegates or develops judgment/decision skills in others.	

Domain of Professionalism: Leading Through Character				
	<i>Exceptional</i>	<i>Acceptable</i>	<i>Improving</i>	<i>Not Observed</i>
<i>Appearance</i>	Professional bearing and exemplar of AF core values. Exceeds AF fitness standards. Takes pride in appearance.	Consistently meets standards.	Requires improvement to meet standards in one or more areas.	
<i>Interpersonal skills</i>	Credible presence when commanding an organization or directing a project. Controls emotions and effectively reads emotions of others. Exceptional human relations climate and active pursuit of diversity. Exceptional balance of people and mission.	Leads adequately, especially in his or her discipline. Works well on a team and accomplishes the mission. Generally promotes respect and dignity and understands importance of diversity. Works toward mission/people balance.	Shows limited poise, credibility, and confidence. Department climate negatively impacted by leadership style and personal interactions. Demonstrates inappropriate emotional control.	
<i>Operational currency</i>	Understands, supports, and applies current AF policy/doctrine to USAFA mission. Balances operational expertise/currency with academic expertise/currency.	Knows current AF issues/policy/doctrine and includes this knowledge in curriculum and classroom experience. Appropriately emphasizes operational and academic expertise.	Limited operational knowledge and awareness of AF/DoD events/issues. Minimally infuses operational matters in department and classroom.	

Attachment 4

PERMANENT PROFESSOR TEMPLATES

A4.1. Appointment Recommendation of Permanent Professor MEMORANDUM FOR HQ AFPC/XXX

FROM: USAFA/CC
 2304 Cadet Drive, Suite 3300
 USAF Academy CO 80840-5001

SUBJECT: Appointment of Lieutenant Colonel (full name) as Permanent Professor and Department Head of History

1. I recommend Lieutenant Colonel (full name) be appointed a Permanent Professor, USAF Academy, under the provisions of 10 U.S. Code §9433(b) and §9436(a).
2. Colonel (last name)'s military and academic qualifications, as well as his/her professional and personal qualities, eminently qualify him/her for this appointment. Colonel (last name)'s title will be Permanent Professor and Department Head of (department name). I recommend his/her appointment as Permanent Professor. A Curriculum Vitae summarizing Colonel (last name)'s professional and military background is attached.
3. My point of contact for this appointment is NAME, HQ USAFA/A1L at (719) 333-XXXX or DSN 333-XXXX.

RICHARD M. CLARK
 Lieutenant General, USAF
 Superintendent

Attachment:
 Curriculum Vitae

A4.2. Permanent Professors Orders DEPARTMENT OF THE AIR FORCE

HEADQUARTERS UNITED STATES AIR FORCE ACADEMY (USAFA)
 2304 CADET DRIVE, SUITE 3600
 USAF ACADEMY COLORADO 80840-5020

**SPECIAL ORDER
 AB-004**

DATE

(Permanent Professor or Director of Admissions in current grade)

By the direction of the President, COLONEL, NAME, SSAN, this Headquarters, is appointed as Permanent Professor (or Director of Admissions) at the United States Air Force Academy in the

grade of Colonel, USAF, under title 10, United States Code, sections §9433(b/c) and §9436(a/b), effective date.

(Permanent Professor Department Head to higher grade)

By the direction of the President, LIEUTENANT COLONEL, NAME, SSAN, this Headquarters, is appointed as Permanent Professor and head of a department of instruction at the United States Air Force Academy in the grade of Colonel, USAF, under title 10, United States Code, sections §9433(b/c) and §9436(a/b), effective date.

(Permanent Professor or Director of Admissions—no promotion)

By the direction of the President, COLONEL, NAME, SSAN, this Headquarters, is appointed as Permanent Professor (or Director of Admissions) at the United States Air Force Academy and under title 10, United States Code, sections §9433(b/c) and §9436(a/b), effective date.

(Promotion order amendment)

By the direction of the President, LIEUTENANT COLONEL, NAME, SSAN, this Headquarters, is appointed to the grade of Colonel, USAF, under title 10, United States Code, sections 9433(b/c) and 9436(a/b), effective date.

//////////OFFICIAL//////////

RICHARD M. CLARK
Lieutenant General, USAF
Superintendent

DALE A. HOGUE, GS-15, DAFC
Director, Manpower, Personnel and Officer Accessions
1 – HQ AFPC/DPSIP
5 – Individual
1 – HQ USAFA/CC/A1/CM
1 – 10 FSS/FSMP

Distribution:
1 – AF/AILO

A4.3. Continuation MEMORANDUM FOR SECRETARY OF THE AIR FORCE

FROM: USAFA/CC
2304 Cadet Drive, Suite 3300
USAF Academy CO 80840-5001

SUBJECT: Continuation Recommendation for Colonel (full name)

1. Colonel (last name) was confirmed by the US Senate as a Permanent Professor on (date) and has served as Head, Department of (department name). (Brief over view of member's duties and responsibilities)

2. I enthusiastically recommend that Colonel (last name) be permitted to continue his/her outstanding service on active duty beyond 30 years as Permanent Professor and Head of the Department of (department name). Her/His leadership will continue to be crucial in his/her Department, across USAFA, and for the United States Air Force.

RICHARD M. CLARK
Lieutenant General, USAF

Superintendent

Attachment:
Continuation Memo

ACTION

on behalf of the

SECRETARY OF THE AIR FORCE

The retention of Colonel First Name MI Last Name, XXX-XX-1111, is approved on active duty under Section 1252 of Title 10, United States Code, until Month, Day, Year, unless active duty is sooner terminated under provisions of some other law or directive.

This action is taken under the authority delegated by the Secretary of the Air Force.

A4.4. Permanent Professor Retirement Promotion MEMORANDUM FOR SAF/PC

FROM: USAFA/CC

2304 Cadet Drive, Suite 3300
USAF Academy CO 80840-5001

SUBJECT: Recommendation for Retirement in Grade of Brigadier General

1. I recommend Colonel (Full Name) be retired in the rank of Brigadier General on (effective date). On that date, he/she will have served the United States and the Air Force for more than 40 years. Nearly 16 of those years were as Permanent Professor and Head of the Department of (department name) at the United States Air Force Academy (USAFA).
2. (Brief history of member's USAFA tour).
3. Colonel (last name) is deserving of this recognition upon retirement for his/her contributions during a long and distinguished career of teaching, leadership, flying, research, and service. In accordance with Title 10, United States Code, Section 9342 and USAFA Instruction 36-3532, I recommend Colonel (full name) for promotion to the grade of Brigadier General upon retirement, effective (effective date).

RICHARD M. CLARK
Lieutenant General, USAF
Superintendent

2 Attachments:

1. Biography
2. Officer SURF or Curriculum Vitae