

**BY ORDER OF THE  
SUPERINTENDENT**

**HQ UNITED STATES ACADEMY  
INSTRUCTION 84-101**

**20 NOVEMBER 2014**



*History*

**MAINTAINING THE USAF ACADEMY  
HISTORICAL PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive (AFPD) 84-1, *Historical Information, Property, and Art*, 16 September 2005, and augments Air Force Instruction (AFI) 84-101, *Historical Products, Services, and Requirements*, 30 July 2009. This publication prescribes procedures for incorporating current Vice Superintendent (HQ USAFA/CV) written annual Tasker guidance, simplifying and clarifying the existing process for creating the annual history, as well as streamlining and explaining responsibilities, deliverables, deadlines, and the purpose of the United States Air Force Academy (USAFA) Historical Program. It provides clear, better-defined narrative examples and guidance for Mission Elements and their subordinate units as well as what they must do to maintain the USAF Academy Historical Program. This instruction applies to all USAFA Mission Elements. This publication does not apply to Air Force Reserve Command (AFRC) units or the Air National Guard (ANG). 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 number following the compliance statement. See AFI 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 the Command Historian (HQ USAFA/HO). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

***SUMMARY OF CHANGES***

This document has been substantially revised and must be completely reviewed.

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## Chapter 1

### RESPONSIBILITIES

#### 1.1. Commanders, Directors, and Department Heads.

1.1.1. Per Air Force Instruction (AFI) 84-101, *Historical Products, Services, and Requirements*, Commanders [Directors, Department Heads] will give historians access to all information required to prepare accurate, objective, and comprehensive historical publications and records. This includes access to archived email files, organizational shared drives, restricted-access web sites, and other sources of information. See AFI 84-101, *Historical Products, Services, and Requirements*, para 1.4.1.1.

1.1.2. Sign the unit's Annual History Report approval letter. See Attachment 3 for a sample Commander's Approval Letter.

#### 1.2. The Command Historian:

1.2.1. Supervises all non-academic historical activity at the USAF Academy.

1.2.2. Prepares monographs and special studies directed or approved by the Office of Air Force History, HQ USAF (HQ USAF/HO).

1.2.2.1. Conducts interviews of Academy Leadership and decision-makers, as per AFI 84-101, *Historical Products, Services, and Requirements*, para 2.5.

1.2.3. Prepares an annual *Official History of the USAF Academy* and maintains a printed library of yearly copies.

1.2.4. Collects all historical data on all activities of Mission Elements as well as Staff Activities and Leadership within the USAF Academy. Examines all their documents, except those documents which are privileged or those containing privileged information. Documents include memoranda, internal and external correspondence, electronic messages (emails), USAF Academy directives, special orders, staff studies, minutes and reports of board and committee meetings, staff instructions, and policy files. Collects historical data on challenging issues faced by Academy decision-makers and the results of corrective action. Analyzes historical data and briefs Academy Leadership on its relevance, as required.

1.2.5. Maintains a program to improve and encourage managers to use historical data as a tool to better accomplish their duties.

1.2.6. Attends meetings, official boards, committees, and councils to help gain a more complete understanding and knowledge of USAF Academy developments. Supports the Academic mission of the USAF Academy by providing adjunct faculty to the Dean of Faculty, as able.

1.2.7. Coordinates on all matters of Lineage and Honors and Heraldry at the USAF Academy.

1.2.8. Arranges with the Head, Department of History, to use members of the Department of History (USAF/DFH) to support USAF Academy historical projects.

1.2.9. Delegates duties and responsibilities to the Deputy Command Historian or members of the Academy History Office, as required.

**1.3. Each USAF Academy Mission Partner/Element, Establishment (Wing/Group), Staff Activity, or Assigned Unit:**

1.3.1. Must appoint Unit History Representative (UHR) additional duty positions that should be at least a field grade officer or civilian equivalent from the command level down to the squadron/department level who:

1.3.1.1. Accomplishes the unit Annual History Report, covering the Academic Year, which is the period 1 Jul-30 Jun, as soon as possible after the end of each academic year.

1.3.1.2. Sends to the Command Historian (HQ USAFA/HO) a clear, concise Annual History Report, no later than 31 August, signed by the unit commander, director, vice commander, or deputy. See Attachment 3 for an example of the Commander's Approval Letter.

1.3.1.2.1. Submits two paper copies of the Annual History Report and supporting documents, as well as one electronic copy of the report and supporting documents, to the Command Historian (HQ USAFA/HO). Submit the electronic copy on a DVD/CD.

**1.4. Unit History Representatives for each Mission Element, Establishment (Wing/Group), Staff Activity, or Assigned Unit will:**

1.4.1. Accomplish the unit Annual History Report, covering the Academic Year, which is the period 1 Jul-30 Jun, as soon as possible after the end of each academic year.

1.4.2. Collect, edit, and consolidate the Annual History Reports for each subordinate unit within the organization.

1.4.2.1. Ensure Annual History Reports for each subordinate unit in the organization meet both the requirements and deliverables per AFI84-101 *Historical Products, Services, and Requirements*, and this instruction, as well as the needs of the unit's commander or director.

1.4.2.2. Ensure all lower echelons (i.e. Group, Branch, etc.) include subordinate squadron or department Annual History Reports.

1.4.2.3. Ensure all squadron or departmental Annual History Reports cover each flight, office, branch, or division.

1.4.3. Send to the Command Historian (HQ USAFA/HO) a clear, concise composite annual historical report for the organization, no later than 31 August.

1.4.3.1. Submits two paper copies of the Annual History Report and supporting documents, as well as one electronic copy of the report and supporting documents, to the Command Historian (HQ USAFA/HO). Submit the electronic copy on a DVD/CD.

1.4.4. Sends the organization's "read file" to the Command Historian (HQ USAFA/HO) when the activity must no longer retain it.

1.4.5. Sends to the Command Historian (HQ USAFA/HO) copies of documents or other important materials relating to how the unit:

1.4.5.1. Formulated and executed policies, operations, and training procedures.

1.4.5.2. Organized its administration, functions, and mission.

1.4.5.3. These read files and documents may be submitted as Supporting Documents to the Annual History Report. See Chapter 3, below.

**1.5. Unit History Representatives for each next lower echelon organization (i.e. Group, Branch, as applicable) will:**

1.5.1. Accomplish the unit Annual History Report, covering the Academic Year, which is the period 1 Jul-30 Jun, as soon as possible after the end of each academic year.

1.5.2. Collect, edit, and consolidate the Annual History Reports for each subordinate unit within their echelon.

1.5.3. Ensure all squadron or departmental Annual History Reports cover each flight, office, branch, or division.

1.5.4. Ensure Annual History Reports for each subordinate unit in the organization meet both the requirements and deliverables per AFI84-101 *Historical Products, Services, and Requirements and this instruction, as well as the needs of the unit's commander or director.*

1.5.5. Send to the Unit History Representatives for each Mission Partner/Element, Establishment (Wing/Group), Staff Activity, or Assigned Unit a clear, concise composite annual historical report for the echelon, no later than a date specified by the commander or designated UHR.

**1.6. Unit History Representatives for each squadron or department will:**

1.6.1. Accomplish the unit annual history report, covering the Academic Year, which is the period 1 Jul-30 Jun, as soon as possible after the end of each academic year.

1.6.2. Collect, edit, and consolidate the Annual History Reports for each flight, office, branch, or division within the squadron or department.

1.6.3. Send to the Unit History Representatives for the next higher echelon a clear, concise composite annual historical report for the echelon, no later than a date specified by the commander or designated UHR.

**1.7. Unit History Representatives (All Levels) will:**

1.7.1. Produce substantive Annual History Report, which is the foundation of the Academy's Historical Program. Timely and accurate submission of these reports is the UHR's primary responsibility.

1.7.2. Maintain a continuity book or SharePoint site or other file that holds organization documents and references, including a complete file of the organization's Annual History Reports.

1.7.3. Meet the historical needs of the unit's commander/director and staff. Act as historical liaison between the unit and the Command Historian (HQ USAFA/HO).

**1.8. The Command Historian, the Head of the Department of History, and/or the Director of the Library:**

1.8.1. These individuals shall be authorized to occasionally acquire rare or unique books, manuscripts, and similar items that document Academy history or enhance Library collections, utilizing gift funds or appropriated funds. Such items further the Air Force Academy outcome of grounding cadets in knowledge of the profession of arms and the human and physical worlds, with particular respect for the heritage and application of air and space power, and knowledge of civic, cultural, and international environments.

1.8.2. These individuals shall be authorized to debrief key personnel, such as the Superintendent, Vice Superintendent, Director of Staff, Commandant of Cadets, Dean of Faculty, Director of Athletics, Preparatory School Commander, 10<sup>th</sup> Air Base Wing Commander, or Staff Directorate Heads, before they leave the Academy. Coordinate debriefs with HQ USAFA/HO.

**1.9. Other Academy Personnel and Outside Researchers:**

1.9.1. Writers of scholarly monographs or other researchers using the *Official History of the USAF Academy* or USAF Academy records must clear their manuscripts with HQ USAFA/HO and the Directorate of Public Affairs (USAFA/PA) by submitting a copy of their draft manuscript for coordination to USAFA/PA and USAFA/HO.

## Chapter 2

### THE ACADEMY'S *OFFICIAL HISTORY* AND THE ANNUAL HISTORY REPORT

**2.1. Purpose of the *Official History of the Air Force Academy.*** The annual history of the USAF Academy provides objective, accurate, descriptive, and interpretive records of each Academic Year at the Academy. The *Official History of the USAF Academy* enables Academy leadership to approach current problems and concerns more intelligently and professionally. Evaluation of past experience is of great value to commanders, planners, and other decision-makers when determining current policies and preparing for current and future contingencies. Knowledge of history is a significant factor in determining the success or failure of a particular policy, plan, or decision. Accurate and timely historical reporting provides Academy leadership the information they can use to improve the institution and make sound decisions.

2.1.1. Products. The primary product of the Unit History Representative (UHR) is the Annual History Report for the Academic Year. The Command Historian will collect each Academic Year's Annual History Reports from all Mission Elements, Establishments (Wings/Groups), Staff Activities, or Assigned Units to produce the *Official History of the Air Force Academy*. UHRs will also collect various types of publications, papers, memos, emails, and other supporting documents that enhance the content of the Annual History Report. These products:

2.1.1.1. Highlight the organization's mission, goals, accomplishments, challenging issues, lessons learned, and plans for the future. Supplement with charts, tables, and appendices as necessary.

2.1.1.2. Preserve the official record of the organization's operations for the Academic Year.

2.1.1.3. Make information and decision processes available to Academy leadership and future Academy leadership.

2.1.1.4. Provide reference material for researchers.

2.1.1.5. The *Official History of the USAF Academy* is FOR OFFICIAL USE ONLY. Do not send classified information to HQ USAFA/HO.

**2.2. Preserving the History.** The Annual History Report for the Academic Year represents the official USAF Academy effort to preserve information in a complete and systematic manner for future decision-making, research and reference. These reports consist of a narrative account of significant events supported by a collection of original source documents. Annual History Reports serve as the institutional memory of Academy organizations.

2.2.1. Each organization will appoint a UHR from the command level to the squadron/department level who will prepare the Annual History Report according to instructions in Chapter 3.

2.2.2. Submission Cycle. The standard submission cycle for Annual History Reports is 12-months. Academy organizations will use an Academic Year cycle, which is from 1 July through 30 June.

2.2.2.1. The Annual History Report must be submitted for signature by the commander, director, or department head, vice commander, or deputy prior to submission. The report is considered complete when signed. The completed Annual History Report must be sent to the Command Historian (HQ USAFA/HO) no later than 31 August. An example of a commander's approval letter can be found in Attachment 3. An executive summary at the beginning of the Annual History Report signed by the commander will also suffice for a signed letter. See para 3.1.1.2.

2.2.2.2. Requests for Extension. Requests for extension must be dated no later than 30 days from the original due date and must be signed by the organization commander, director, department head, vice commander, or deputy.

2.2.2.2.1. Requests for Extension may be approved by the Command Historian or designated representative. Extensions longer than 30 days must be requested by the organization's commander or director and must be approved by the Command Historian.

## Chapter 3

### WRITING THE ANNUAL HISTORY REPORT

#### 3.1. The Annual History Report.

3.1.1. The Annual History Report comprises two required sections: the Narrative and Supporting Documents. Commanders, directors, and the Dean have the option of requiring that their organizational Annual History Report begin with an Executive Summary. For the structure of the Annual History Report, see Attachment 2.

3.1.2. Executive Summary (Optional). A brief overview by the commander, director, or department head of the organization's major events, topics, and strategic goals covered in the Annual History Report, including the significance of each to the organization and the perspective or conclusions of the commander/director/department head.

3.1.3. Narrative (Required). As the major component of an Annual History Report, the Narrative relates important events and developments affecting the organization. It should be concisely written and organized by topic or issues, not by the unit organizational structure. A high quality or useful Annual History Report does not require a long narrative. Select topics or issues of importance or long-term interest to current and future leadership. Treat each issue or topic according to its importance, especially its effect on the organization's ability to accomplish its mission. Provide sufficient detail or data to clearly and accurately explain the issue or topic. It is not necessary to include every detail in the Narrative. Preserve detailed information on the issue or topic in the Supporting Documents section of the Annual History Report (see para 3.1.3), and include a reference or footnote to the specific document in the Narrative. Since detailed data on many topics or issues, especially those dealing with decision-making, resources, or support, could be needed by future commanders for decision-making, reference, or research, be sure to preserve all relevant documents and emails. It is important that topics or issues that were left open at the close of the previous Annual History Report are continued in the current report to provide future commanders and researchers a comprehensive record of events and issues.

3.1.3.1. Topics or issues to consider for the Narrative should include (but are not limited to): organizational leadership (officer, enlisted, civilian); mission; achievements; goals; challenging issues; budget; planning; communications and information technology (IT); environment; facilities; community relations; flying hour program; personnel assigned to the unit (by rank and name); personnel gains, losses, and deployments; academic specialties (American History, East Africanist, 20<sup>th</sup> Century British Literature, Nuclear Physics, Distinguished Visiting Professor, etc.); military functional specialties of personnel (Pilot, Navigator, Missileer, Intelligence, Special Forces, Naval Aviator, etc.); students majoring in the discipline; research projects; conferences; support of the operational Air Force; court martial results/convictions; awards; etc.

3.1.3.2. The Narrative will be written in Microsoft Word, using Times New Roman 12 Font, single-spaced, with one inch margins, left justification, block paragraphs, no indentation.

Bullet format is not authorized in the Narrative. See Attachments 4 and 5 for examples.

3.1.3.3. The Narrative must be original writing and not copied from source documents or “boilerplate” copied from previous histories. It is not just a summary of dates, places, personnel, and statistics, nor is it an outline. Cover topics significant to the organization by addressing the “who, what, when, where, (and especially) the why and how.” Do not convert the Word document to pdf format.

3.1.3.4. Write in simple, direct, and grammatically correct language, striving to use past tense and avoiding military jargon, clichés, and words not commonly known outside of the organization. Spell out acronyms, abbreviations, and unit designations in the Narrative and include acronyms and abbreviations in the glossary in the attachments/appendices. Define or explain scientific or technical terms. Avoid using office symbols repeatedly in the Narrative because they tend to change over time. Use spell check. See Attachment 1 for examples.

3.1.3.5. Provide complete dates using military style, that is, day, month, and year. For example, 30 April 2010. Use the military 24-hour clock and local time if it is necessary to refer to time. For example, 2130L.

3.1.3.6. Spell out the full given name (first name, middle initial, and surname) when first mentioning a person in the Narrative and in the roster of key personnel. Abbreviate military titles only when followed by initials or given names. For example, Col Jane Q. Smith. In later references, omit the qualifying part of the military title, spell out the rank, and use only the last name. For example, Colonel Smith. Use full title of civilian office holders in the text. For example, Director of the McDermott Library, Dr. Edward A. Scott. Do not substitute pay grades (civilian or military) for position titles.

3.1.3.7. The *Official History of the USAF Academy* is FOR OFFICIAL USE ONLY. Do not include classified information in the Narrative of the Annual History Report.

3.1.4. Supporting Documents (Required). The Supporting Documents provide additional clarification and detail of the topics and issues contained in the Narrative, since often these documents are the working copies the organization’s decision-makers use to establish or execute policy, operations, or training procedures. Supporting documents are categorized as primary or secondary sources. Primary sources are the original documents, or first records of the facts or events. Examples of these documents are memoranda, internal and external correspondence, electronic messages (emails), USAF Academy directives, special orders (especially G-series orders), staff studies, minutes and reports of board and committee meetings, staff instructions, policy files, after-action reports, and trip reports. Secondary sources are other writers’ interpretations, analyses, or discussions of primary sources, and include magazine articles, books, or newspaper articles.

3.1.4.1. The *Official History of the USAF Academy* is FOR OFFICIAL USE ONLY. Do not include classified documents in the Supporting Documents section.

3.1.4.2. UHRs may use either Microsoft Word or pdf format for the Supporting Documents. If using Word, format with Times New Roman 12 Font, single-spaced, with one inch margins, left justification, block paragraphs, no indentation. Bullet format is authorized in Supporting Documents.

3.1.4.3. Documentary Sources:

3.1.4.3.1. Orders. Military headquarters direct and authenticate changes, actions, and procedures through various types of orders. These include G-Series orders, movement, alert, warning, deployment, execution, tasking, operations, technical, and special orders. The Command Historian uses G-Series orders to authenticate that an individual is indeed the commander of an organization, and sends a copy of those G-Series orders to the Air Force Historical Research Agency (AFHRA) at Maxwell AFB, Alabama. AFHRA records the information and adds the commander's name to the organization's Lineage and Honors record. Without the G-Series order, AFHRA considers the commander "unknown." UHRs WILL include all unclassified special orders, especially G-Series orders, in the organization's Annual History Report.

3.1.4.3.1.1. Organizations should forward G-Series orders to the Command Historian immediately upon receipt in order to expedite the organization's Lineage and Honors record at AFHRA.

3.1.4.3.2. Publications. Policy and mission directives (AFPD and AFMD), instructions (AFI), doctrine documents (AFDD), and in particular, organizational supplements affecting the structure and mission of the organization. At the USAF Academy, changes or updates to organizational supplements affecting the structure and mission of the organization are included in the Annual History Report.

3.1.4.3.3. Correspondence. Correspondence includes important letters, memoranda, messages, email, and comparable communications on topics or issues relevant to the organization or between organizations. Per AFI 84-101, *Historical Products, Services, and Requirements*, para 3.3.1.3., historians require access to archived email files, organizational shared drives, restricted-access web sites, and other sources of information. UHRs collecting and submitting these types of supporting documents from these sources in the organization's Annual History Report meet the intent of the AFI requirement.

3.1.4.3.4. Statistical Tables and Graphics. Include organizational charts, significant maps, manning documents, tables, diagrams, relevant illustrations, and timelines to add clarity, interest, or conciseness to your unit's Annual History Report. Caption all graphics with dates, subjects, and names. Include biographies of unit commander/director and Noncommissioned Officer In Charge (NCOIC)/superintendent (if available), organizational charts (see Attachment 6), and manning documents. These are indispensable components of Annual History Reports.

3.1.4.3.5. Reports and studies. Reports and staff studies analyze issues and establish the central concern of the issue and related facts, as well as various options and recommendations. Therefore, reports and staff studies are of special interest to both commanders and historians because they often precede and form the basis for significant decisions. Include reports and staff studies, as well as PowerPoint briefing slides, graphics, tables, staff comments, notations, and related emails in the Supporting Documents section.

3.1.4.3.6. Meetings and minutes of the meetings are also important for both commanders and historians, since they too form the basis for significant decisions. Include PowerPoint slides and meeting minutes in the Supporting Documents.

Consider inviting the Command Historian to important planning sessions or policy-making meetings.

3.1.4.3.7. Photographs. Use only photographs of historical value. Do not embed them in the Narrative. Save them as a supporting document in either PowerPoint or pdf format. Caption all photographs with dates and clarifying data. Fully identify the subject by listing the “who, what, when, and where” of the photograph. Identify the photographer, if known. Use high-resolution digital images (at least 600 dots per inch) when possible to assure clarity. Use no more than two photographs per 8.5 x 11 inch page. See Attachment 7 for an example.

3.1.4.3.8. Accident information. Recording information on accidents and mishaps is governed by AFI 91-204, *Safety Investigations and Reports*, AFI 51-503, *Aerospace Accident Investigations*, and AFI 84-101, *Historical Products, Services, and Requirements*. When covering accidents or mishaps, only provide information released by the Air Force in the public domain, or areas for improvement in policy or procedures that the unit adopted, up to the level of FOR OFFICIAL USE ONLY. Never mention any formal findings, conclusions, causes, or recommendations. Do not cite or include mishap messages or safety investigation board reports in the Narrative or the Supporting Documents. Contact the Academy Chief of Safety (HQ USAFA/SE) or the Command Historian with questions.

3.1.4.3.9. Appendices. An appendix must be able to stand as an independent document when extracted from the history. List all sources used for its data. Appropriate items for appendices include charts, tables, graphs, statistical summaries, and compilations of data. Identify each appendix by a capital letter. For example, Appendix A.

GAIL BENJAMIN COLVIN, GS-15, DAF  
Director of Staff

**Attachment 1**

**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION**

***References***

AFI 33-360, *Publications and Forms Management*, 25 September 2013

AFI 51-503, *Aerospace Accident Investigations*, 26 May 2010

AFI 91-204, *Safety Investigations and Reports*, 12 February 2014

AFI 84-101, *Historical Products, Services, and Requirements*, 30 July 2009.

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 84-1, *Historical Information, Property, and Art*, 16 September 2005

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**HO**—History Office

**HQ USAFA/HO**—Office of the Command Historian, USAF Academy

**NCOIC**—Noncommissioned Officer In Charge

**UHR**—Unit History Representative

**Attachment 2****ORGANIZATION OF THE ANNUAL HISTORY REPORT*****Part One—Narrative***

1. Executive Summary (Optional)
2. Narrative

***Part Two—Supporting Documents***

1. Leadership Biographies
2. Organizational Chart
3. Internal/External Correspondence and Key Memoranda
4. Important Electronic Messages (email)
5. Staff Studies
6. Minutes and Reports
7. Slides or Slide Presentations
8. Staff Instructions
9. Policy, Subject, or Read Files
10. Brochures, Catalogs, Handouts, Guides, etc.
11. Miscellaneous documents
12. Policy and mission directives (AFPD and AFMD), Instructions (AFI), Organizational Supplements
13. Special Orders (especially G-Series orders)
  - a. Change of Command
  - b. Promotion/Award
  - c. Deployment
14. Photographs with Captions (pdf format, see Chapter 3, above)

***Part Three—Appendices (if applicable)***

1. Abbreviations and Acronyms (Required)
2. Miscellaneous (optional)

**Attachment 3**

**SAMPLE COMMANDER'S APPROVAL LETTER**

Official Letterhead

30 August 20YY

MEMORANDUM FOR HQ USAFA/HO

FROM: (YOUR ORGANIZATION/CC)

SUBJECT: The 20XX-20YY Academic Year Historical Report

1. The 20XX-20YY annual history for (YOUR ORGANIZATION) is approved and attached.
2. Please contact (YOUR NAME), Unit History Representative, at (PHONE NUMBER) or (EMAIL) if you have questions.

YOUR SIGNATURE BLOCK

Unit History Representative

1<sup>st</sup> Ind, YOUR COMMANDER'S OFFICE SYMBOL

MEMORANDUM FOR USAFA/HO

Approved

SIGNATURE BLOCK

Unit Commander

Attachments:

1. Two paper copies of annual history report
2. Two paper copies of supporting documents
3. One DVD/CD with electronic copy of history report and supporting documents

**Attachment 4****SAMPLE NARRATIVE DF****The Major Core Course—The Road Ahead**

One of the original hoped-for outcomes when the department merged the Theory and Applications Divisions was being able to identify weaker students during the classroom portion of the core course and matching them up with a stronger laboratory instructor (as of yet, this has not happened). The one area that it highlighted was that instructors were able to better track how the students did academically, which possibly prevented them from going on Academic Probation as soon as in the past. But the communication between classroom and laboratory instructors provided another benefit. Lieutenant Colonel Jones relayed that this technique probably gives a little bit better picture of what kind of background and learning style a student has, maybe more so than instructors would have had otherwise, because the course director, Capt Leslie S. Smith, has better data on the student population.<sup>1</sup> This was especially important for new, first-time faculty who were mentored by Captain Smith and were able to translate this information into better pedagogy and Extra Instruction (EI) sessions with weaker students. Possibly with time, the system will provide enough information where the department can better match students in the classroom phase with the appropriate laboratory instructor.<sup>2</sup>

It was also too early to see what long-term effects the merger will have on attrition. The overall attrition rate fell approximately one percent, there being no academic eliminations since the merger compared to three eliminations for the previous 15 classes. The number/ratio of learning deficiencies and drop requests also remained about the same. In light of all this, no one deemed it necessary to make any changes to the syllabus or the track select process. Captain Smith summed up the whole purpose for the Phase I/II merger stating, “we have a vested interest in the students’ preparation and make the effort not to simply push them through the syllabus, but prepare them for both classroom and laboratory.”<sup>3</sup>

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<sup>1</sup> Course Director Talking Paper, Capt Leslie Smith, “Merging two divisions,” 28 March 2010.

<sup>2</sup> Email, Captain Smith to Col Jane Doe, “Follow up on merger,” 15 May 2010.

<sup>3</sup> Staff Study, Capt Smith, “Restructuring the Core Major for the Future,” 21 June 2010.

**Attachment 5****SAMPLE NARRATIVE CW****Commandant of Cadets (CW)**

This year saw many changes. The 34th Training Wing (34 TRW) officially became the Cadet Wing (CW) once again on 31 August 2006. Brig Gen Susan Desjardins served her second year as the first female Commandant of the Air Force Academy. Gen Desjardins commanded the 4,000-member cadet wing and more than 300 Air Force and civilian support personnel. Her responsibilities included the direction of cadet military training and airmanship education, supervision of cadet life activities, and providing support to facilities logistics.<sup>4</sup>

The Class of 2007 did a fantastic job of leading the cadet wing by developing a program that was consistent with the Commandant's guidance.

This was the third year for Commandant's Challenge (in November) and Cadet Unit Compliance Inspection, the two major training events of the year. Each program served to effectively assess the skill, endurance, and leadership of each cadet. This year saw excellent refinement of the two already successful programs. The fall training event continued to build on skills learned during the Academic year and training received during Summer Programs. The spring event was a culminating event that validates the cadets' readiness for promotion to the next class level.<sup>5</sup>

As part of Operation Air Force, 100 cadets were deployed to Southwest Asia. They were sent to the following locations, Qatar (Al Udiad), Kuwait (Ali Al Salem) and UAE (Al Dhafra). A total of 2,166 cadets participated in the program. They were sent to 74 bases in eight Air Force Commands and visited the following countries: Turkey, England, Italy, Germany, Japan Guam, Korea, Lajes (Portugal), and Spain.<sup>6</sup>

As with any organization, the push to continuously improve led to many changes within the organization's structure, especially with respect to personnel. Col David LaRivee was replaced by Col Jeffrey Beene as Vice Commandant of Operations. Col Gail Colvin remained in the position of Vice Commandant of Cadets for Climate and Culture. The Director of Staff position held by Col Robert Huber was assumed by Lt Col Dave Lange when Col Huber took over as Director of CW training. Lt Col Andrew Simmons and Maj William Winans took over the Commandant's Action Group when Maj Michael Clancy made a Permanent Change of Station (PCS) move to Kadena AB, Japan. Maj Robert Ramos took over the position of Commander's Executive officer in July 2006.<sup>7</sup>

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<sup>4</sup> CW Annual History Report Supporting Documents, 1 July 2006-30 June 2007. Unless otherwise noted, this document was the source for the narrative.

<sup>5</sup> Director of Staff Talking Paper, Lt Col David Lange, "Commandant's Challenge Results," 1 December 2006; After Action Report (AAR), Col Robert Huber, "CW Major Training Events Academic Year 2006-2007," 12 June 2007.

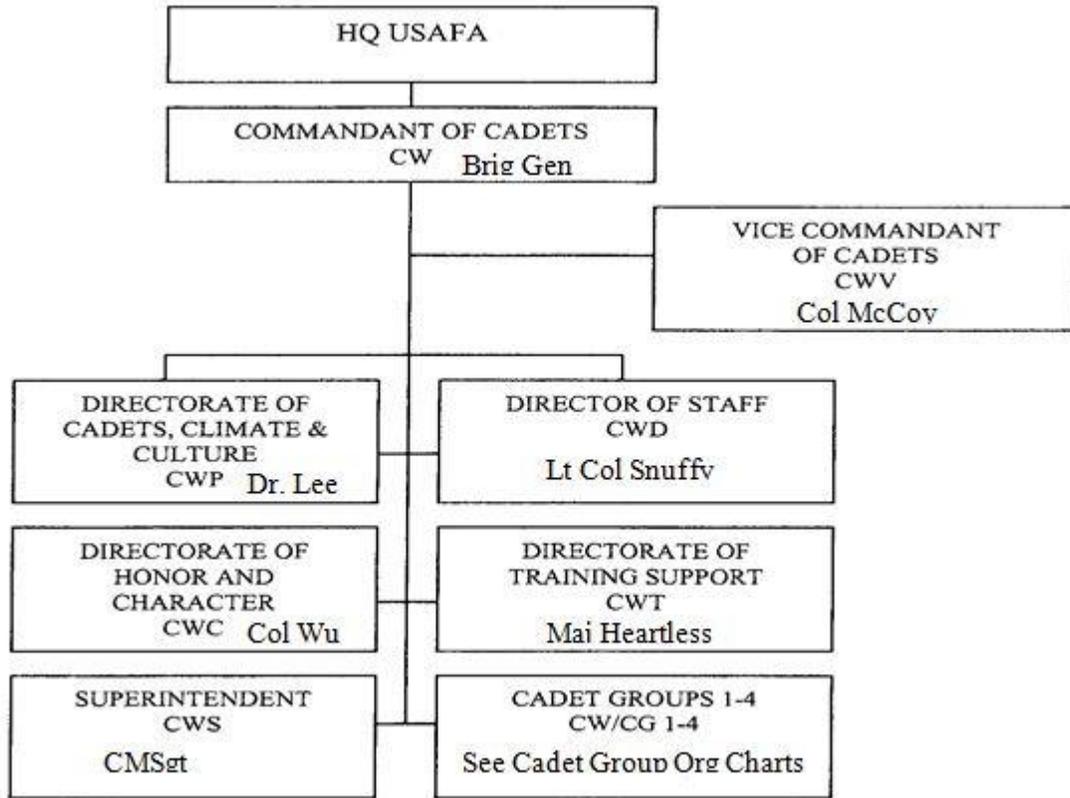
<sup>6</sup> AAR, Col Jeffrey Beene, "Operation Air Force," n.d. [No Date—editor]

<sup>7</sup> CW Roster of Key Personnel, 21 November 2006.

Attachment 6

SAMPLE ORGANIZATIONAL CHART

Figure A6.1. Sample Organizational Chart.



NOTE: For best results, use black and white (no color)

**Attachment 7**  
**PHOTOS EXAMPLE**

**Figure A7.1. Photo Example.**



The senior U.S. Air Force Academy staff prepares to review the cadet wing marching in honor of the Class of 2018 Acceptance Parade on the Stillman Parade Field in Colorado Springs, Colorado, August 5, 2014. From left to right: Superintendent Lt. Gen Michelle Johnson, Commandant of Cadets Brig. Gen Stephen Williams, Dean of Faculty Brig. Gen Andrew Armacost, Athletic Director retired Brig. Gen Hans Mueh, and Gen (Ret) William Begert, USAFA Class of 1968.  
(Air Force photo/ Jason Gutierrez)



Statue of Lt. Gen. Hubert R. Harmon, the USAF Academy's first Superintendent, gift of the Academy's first class, the Class of 1959.