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SECRETARY OF THE AIR FORCE**

AIR FORCE MISSION DIRECTIVE 12

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Personnel

**UNITED STATES AIR FORCE
ACADEMY (USFA)**

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This mission directive provides general guidance about the mission and assigned duties of the United States Air Force Academy consistent with the statutory authority granted to the Superintendent in Title 10, United States Code, Sections 9331-9334, DoDI 1322.22, *Service Academies* and Air Force Policy Directive (AFPD) 36-35, *United States Air Force Academy*. This organization is a Direct Reporting Unit of the United States Air Force. Refer recommended changes and questions about this publication to the office of primary responsibility using the Air Force Form 847, *Recommendation for Change of Publication*; route Air Force Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System Records Disposition Schedule.

SUMMARY OF CHANGES

This document has been substantially revised and must be reviewed in its entirety. This revision provides clear guidance on what the Air Force expects from the Academy. It incorporates renewed guidance on how the Academy will develop leaders of character who are prepared to lead warfighters in the 21st Century.

1. United States Air Force Academy Mission. The mission of the United States Air Force Academy is to educate, train, and inspire men and women to become officers of character motivated to lead Airmen in service to our nation. The Academy offers developmental academic, athletic, aviation, and military programs that produce leaders exceptionally well

prepared to lead warfighters in the 21st Century. The Academy commissions cadets who have demonstrated the character and aptitude to serve as officers in the United States Air Force.

2. Command.

2.1. The Secretary of the Air Force will ensure that the United States Air Force Academy produces the highest quality Air Force officers consistent with the expectations of the Department of Defense as outlined in DoD Instruction 1322.22 as well as AFPD 36-35.

2.2. United States Air Force Academy is assigned as a Direct Reporting Unit (DRU) to the Chief of Staff of the Air Force who serves as the direct superior to the United States Air Force Academy Superintendent as directed by AFPD 36-35.

2.3. Assistant Secretary of the Air Force for Manpower and Reserve Affairs is responsible for strategic oversight of the United States Air Force Academy per AFPD 36-35 and Air Force Corporate Structure advocacy.

2.4. The Superintendent, United States Air Force Academy:

2.4.1. Implements the Secretary of the Air Force policy.

2.4.2. Reports directly to the Chief of Staff of the Air Force.

2.4.3. Exercises administrative control over assigned personnel, including cadets and preparatory school cadet candidates.

2.4.4. Exercises military command, control and governance over the United States Air Force Academy and the United States Air Force Academy reservation in accordance with Air Force Instruction (AFI) 36-3501, *United States Air Force Academy Operations*.

2.4.5. Serves as the General Court-Martial Convening Authority for assigned personnel including cadets, preparatory school cadet candidates and permanent party at United States Air Force Academy.

2.4.6. Delegates, except as prohibited by law or policy, certain installation commander responsibilities to the 10th Air Base Wing Commander.

2.4.7. Organizes, trains, and equips assigned forces to develop and produce leaders of character prepared to lead into the 21st century.

2.4.8. Serves as the head of an accredited, undergraduate institution of higher education, authorized to confer Bachelor of Science degrees as an accredited college.

2.4.9. May serve as a member of the National Collegiate Athletic Association Board of Directors or the Board of Directors of any athletic conference where USAFA is a member. The Superintendent is authorized to participate in the management and direction of the conference(s) consistent with Title 10, United States Code, Section 1033, and the Federal Register, Volume 65, 14255 (16 March 2000).

2.4.10. Keeps the Chief of Staff of the Air Force and Secretary of the Air Force informed of the status of the Academy and any significant issues as outlined by AFPD 36-35.

3. Responsibilities. The United States Air Force Academy will:

3.1. Develop Leaders of Character. The Academy experience will instill in cadets commitment to the Air Force core values: *Integrity First, Service before Self, and Excellence*

in All We Do. The Academy will be a leadership laboratory that provides cadets opportunities to learn and develop values-driven leadership through practice. Character development will occur through academic and experiential learning. Throughout the academy experience, cadets will be granted increased responsibility to exercise their leadership skills as members of high performing teams. Cadets will be held accountable for results and be provided feedback to help them learn from their successes and failures.

3.2. Provide Exceptional Education. The Academy will deliver an accredited Bachelor of Science degree program based on a core curriculum that includes a strong foundation in science, technology, mathematics, and engineering, complemented by a foundation in the social sciences and humanities. The Academy will offer a range of rigorous academic majors and seek to graduate more than half of each class with degrees in engineering, science, technology, or mathematics. The Academy will instill in cadets the intellectual curiosity, innovative spirit, and desire for self-improvement that will follow them throughout their Air Force careers.

3.3. Reflect the Air Force Mission. The Academy develops an appreciation and understanding of the spectrum of Air Force operations in the context of the joint force. Academy programs will expose cadets to the history of warfare as well as the modern way of warfare. The Academy will motivate cadets for operational careers and will provide opportunities for cadets to work with operational units, participate in aviation experiences, gain a greater appreciation for teamwork, and further their understanding of and appreciation for the Air Force mission.

3.4. Foster Excellence and Leadership through Competition. The Academy experience will challenge cadets with a wide range of competitive opportunities to develop habits of excellence, both as individuals and as teammates. Group competition develops the determination to prevail and shapes cadets into more capable leaders and team members. Competitive activities should develop a desire to strive for excellence and continued improvement, while honing leadership and followership skills.

3.5. Promote Physical and Mental Health. The Academy will maintain an intensive fitness program to enhance cadets' physical ability, stamina, and mental toughness through physical fitness education, fitness training, and athletic competition. Cadets will maintain high standards of physical fitness and learn to take ownership of their mental and physical well-being.

Heather Wilson
Secretary of the Air Force