

**BY ORDER OF THE SECRETARY
OF THE AIR FORCE**

AIR FORCE MISSION DIRECTIVE 12

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Personnel

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

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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 Superintendent in Title 10, United States Code, Sections 9431-9434, *Establishment; Superintendent; faculty*, the authority delegated to the Secretary of the Air Force in Department of Defense Instruction 1322.22, *Service Academies*, Department of the Air Force Policy Directive 36-35, *United States Air Force Academy*, Department of the Air Force Manual 36-2032, *Military Recruiting and Accessions*, and Department of the Air Force Instruction 36-3501, *United States Air Force Academy Operations*. 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 Department of Air Force Form 847, *Recommendation for Change of Publication*; route Department of Air Force Forms 847 from the field through the appropriate functional chain of command. 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.

SUMMARY OF CHANGES

This document has been substantially revised and must be reviewed in its entirety. This publication has been updated to incorporate the United States Air Force Academy Superintendent's responsibilities as they pertain to the United States Space Force.

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 and Guardians in service to our nation. The Academy offers developmental academic, athletic, aviation, space domain, and military programs that produce leaders exceptionally well prepared to lead warfighters in the 21st century. The Academy commissions cadets reflective of the best of our diverse nation who have demonstrated the character and aptitude to serve as officers in the United States Air Force and the United States Space 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 and Space Force officers consistent with the expectations of the Department of Defense as outlined in Department of Defense Instruction 1322.22 as well as Department of Air Force Policy Directive 36-35.

2.2. The Chief of Staff of the Air Force coordinates with the Chief of Space Operations before directing major changes to the United States Air Force Academy. The Chief of Staff of the Air Force also coordinates with the Chief of Space Operations regarding any significant events affecting Space Force assets and future accessions.

2.3. The United States Air Force Academy is assigned as a Direct Reporting Unit 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 Department of the Air Force Policy Directive 36-35.

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

2.5. The Superintendent, United States Air Force Academy:

2.5.1. Implements Secretary of Air Force policy.

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

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

2.5.4. Exercises military command, control and governance over the United States Air Force Academy and the United States Air Force Academy reservation in accordance with Department of the Department of the Air Force Instruction 36-3501.

2.5.5. 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.

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

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

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

2.5.9. May serve as a member of the National Collegiate Athletic Association Board of Directors or the Board of Directors of any athletic conference where United States Air Force Academy 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, *Participation in management of specified non-Federal entities: authorized activities*, and the 65 Federal Register 14255 (16 March 2000).

2.5.10. Keeps the Secretary of the Air Force, Chief of Staff of the Air Force, and Chief of Space Operations informed on matters of concern.

2.5.11. Annually commissions officers into the Air Force and Space Force.

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 and Space Force core values, to include a strong sense of honor, moral-ethical strength, duty and discipline. The Academy will be a leadership laboratory that provides cadets opportunities to learn and develop values-driven leadership through practice of loyalty, conduct, stewardship, and their individual roles and responsibilities. Character development will occur through academic and experiential learning. Throughout the academy experience, cadets will be granted increased responsibility to exercise their leadership skills over diverse teams and create inclusive environments. 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.

3.2.1. Deliver an accredited Bachelor of Science degree program based on a core curriculum. The Academy will include 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 and Space Force careers.

3.2.2. Conduct Research that Supports Academic Mission. The Academy experience fosters innovation and critical thinking through research opportunities interwoven within the academic curriculum. The Academy will conduct research and all associated business activities to ensure research opportunities worthy of an elite undergraduate institution may be executed by faculty and cadets in all academic disciplines. The Academy will partner with Department of Defense customers, industry, other academic institutions, and the Air Force Research Laboratory to ensure that faculty and cadet research is operationally relevant and intellectually challenging.

3.3. Reflect the Air Force and Space Force Missions. The Academy develops an appreciation and understanding of the spectrum of Air Force and Space 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 and space experiences, gain a greater appreciation for teamwork, and further their understanding of and appreciation for the Air Force and Space Force missions.

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.

ALEX WAGNER
Assistant Secretary
(Manpower and Reserve Affairs)