

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



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**UNITED STATES AIR FORCE  
ACADEMY OPERATIONS**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Department of the Air Force Policy Directive (DAFPD) 36-35, *United States Air Force Academy*. It establishes specific roles and responsibilities involving the oversight, command, operation, and support of the United States Air Force Academy (USAFA) and its mission as outlined in Title 10 United States Code (USC), Sections (§§) 9431 et seq.; *United States Air Force Academy*, describes the set of performance management indicators and associated reporting requirements necessary to indicate successful accomplishment of the USAFA mission; includes operational authorities for institutional involvement with the Air Force Academy Athletic Corporation; outlines required support for cadet development programs; and provides direction for administratively disenrolling, separating, and discharging cadets from the USAFA. This instruction applies to Regular Air Force, Regular Space Force, Air Force Reserve, and Air National Guard personnel, except where noted otherwise. Air Staff roles and responsibilities may also apply to the equivalent Office of the Chief of Space Operations (Space Staff) position or office as deemed appropriate. This instruction requires the collection and/or maintenance of information protected by the Privacy Act of 1974 authorized by Department of Defense Instruction (DoDI) 5400.11, *DoD Privacy and Civil Liberties Program*. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 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. Refer recommended changes and questions about this publication to the office of primary responsibility using Air Force Form 847, *Recommendation for Change of Publication*; route Air

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## ***SUMMARY OF CHANGES***

This interim change revises DAFI 36-3501, *United States Air Force Academy Operations* by removing all diversity and inclusion concepts and programs pursuant to Executive Orders. A margin bar (|) indicates newly revised material.

<b>Chapter 1—GENERAL INFORMATION</b>	<b>5</b>
1.1. Scope.....	5
1.2. Roles and Responsibilities. ....	5
1.3. Delegations of Authority and Waivers. ....	19
<b>Chapter 2—PERFORMANCE MEASUREMENT PROGRAM FOR USAFA</b>	<b>25</b>
2.1. Goal.....	25
2.2. Reporting Requirements. ....	25
2.3. Significant Incidents. ....	25
2.4. Academy Oversight. ....	26
<b>Chapter 3—SUPPORT OF CADET DEVELOPMENT PROGRAMS</b>	<b>27</b>
3.1. Description.....	27
3.2. Core Cadet Development Programs.....	27
3.3. Cadet Development Program Responsibilities. ....	27
3.4. Resources. ....	29

3.5.	Command and Control.....	29
3.6.	Security Clearances.....	30
3.7.	Evaluating Performance.....	30
<b>Chapter 4—DISENROLLMENT AND SUSPENSION OF CADETS</b>		<b>31</b>
4.1.	Goal.....	31
4.2.	Roles and Responsibilities. ....	31
4.3.	Enrollment and Disenrollment Acknowledgements. ....	34
4.4.	Conditions Supporting Disenrollment. ....	34
4.5.	Disenrollment Considerations.....	34
4.6.	Collateral Consequences Considerations.....	34
4.7.	Disenrollment/Discharge Resulting in Entry-Level Discharge Characterizations...	35
4.8.	Medical Evaluation Board and Physical Evaluation Board. ....	35
4.9.	Active Duty Service Commitments, Grade Awards and Educational Delays. ....	35
4.10.	Disenrolling Cadets with Prior Service.....	36
4.11.	Disenrolling Foreign Cadets. ....	37
4.12.	Service Characterization. ....	37
4.13.	Voluntary Resignations.....	37
4.14.	Resigning In Lieu Of Further Disenrollment Action. ....	38
4.15.	Resigning for the Good of the Service.....	39
4.16.	Fulfilling Service Commitments.....	39
4.17.	Conducting Additional Investigations. ....	39
4.18.	Reporting Disenrollments. ....	39
4.19.	Involuntary Discharge Action based on Serious Misconduct. ....	39
4.20.	MRR Program.....	40
4.21.	Service Academy Transfer Requests for Victims of Sexual Assault or Related Offenses. ....	42
4.22.	Pregnancy.....	43
4.23.	Dependency. ....	44
<b>Chapter 5—(DELETED)</b>		<b>46</b>
<b>Chapter 6—ADDITIONAL GUIDANCE</b>		<b>47</b>
6.1.	Goal.....	47
6.2.	Cadet Assignment Process.....	47
6.3.	Air Officer Commanding Selection. ....	47

6.4. Officer and Enlisted Assignments. ....	48
<b>Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>	<b>50</b>
<b>Attachment 2—ANNUAL OPERATIONS AIR FORCE TIMELINE</b>	<b>56</b>
<b>Attachment 3—CRITERIA FOR CONSIDERATION OF CADET AND MIDSHIPMEN REQUESTS TO TRANSFER</b>	<b>57</b>

## Chapter 1

### GENERAL INFORMATION

**1.1. Scope.** Support to the USAFA Superintendent and Academy oversight are the responsibility of the Secretary of the Air Force (SecAF), the Chief of Staff of the Air Force (CSAF) and Chief of Space Operations (CSO). This instruction establishes SecAF and DAF oversight of the Academy to coordinate support for the Superintendent in accomplishing the Academy mission and for monitoring and assessing Academy performance.

### **1.2. Roles and Responsibilities.**

#### **1.2.1. Academy Advisory Bodies.**

1.2.1.1. Board of Visitors (BoV). The BoV is prescribed by 10 USC § 9455, *Board of Visitors*. It is an oversight board established to “inquire into the morale, discipline, social climate, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy the Board decides to consider.” The BoV consists of members outlined by statute, is attended by the Superintendent and exists to make members of Congress and other governmental organizations aware of various Academy issues and activities. The BoV will meet as prescribed by 10 USC § 9455.

1.2.1.2. The Executive Steering Group. The Executive Steering Group provides executive level advice and cross-functional support to the Academy. It is comprised of the Vice Chief of Staff of the Air Force (VCSAF) (Chair), Vice Chief of Staff of the Space Force (VCSO), SAF/MR, the Air Force General Counsel (SAF/GC), AF/A1, SF/S1, The Judge Advocate General of the Air Force (AF/JA), and the Superintendent. In the absence of the VCSAF, VCSO will serve as Chair of the meeting. **(T-1)**. The Secretary of the Air Force Inspector General (SAF/IG) will be invited to attend meetings as a guest as the agenda dictates. **(T-1)**. The Executive Steering Group will normally be assisted by various additional offices: the HAF Director of Military Force Management Policy (AF/A1P) as the primary HAF focal point for Academy operational activities; the Deputy Assistant Secretary for Force Management Integration (SAF/MRM) as the BoV’s Designated Federal Officer; and others as directed by the Executive Steering Group Chair. **(T-1)**. The Executive Steering Group should meet four times per year. In addition, the Executive Steering Group Chair should visit the Academy at least annually; all other members are also encouraged to visit at least annually. The Executive Steering Group will:

1.2.1.2.1. Review, at a minimum, appropriate Academy performance measures; any issues the AF/A1P, in fulfilling his/her role as the primary focal point for HAF activities, deems appropriate for Executive Steering Group attention; Academy cadet and permanent party climate surveys; and any other matters of concern proposed by individual members or by the Academy. **(T-1)**.

1.2.1.2.2. Notify the SecAF, CSAF, and CSO of matters warranting their attention. **(T-1)**.

1.2.1.2.3. Guide HAF cross-functional coordination of Academy issues. **(T-1)**.

1.2.1.3. General Officer Steering Committee. The General Officer Steering Committee, as the DAF oversight entity, provides support to the Academy and appropriately vets Academy-related issues for Air Force and Space Force senior leadership engagement. The committee also prepares subjects for the Executive Steering Group and the BoV. The committee is co-chaired by SAF/MRM and AF/A1P. Its membership includes the Academy Vice Superintendent and representatives of SAF/GC, Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM), SAF/IG, Assistant Secretary of the Air Force for Installations, Environment and Energy (SAF/IE); Air Force Public Affairs (AF/PA); and AF/JA. In addition, representatives from the Academy, appropriate DAF functional staffs, and the Air Education and Training Command (AETC) Deputy Commander may be invited, based on the topics for discussion.

## 1.2.2. SecAF.

1.2.2.1. Prescribes the organization of the Academy in accordance with 10 USC § 9431, *Establishment: superintendent; faculty*.

1.2.2.2. Nominates and selects the Academy's leadership in accordance with 10 USC §§ 9431, et seq.

1.2.2.3. Specifically establishes the following mandatory qualifications and requirements for the Dean of the Faculty:

1.2.2.3.1. Military Officer: A military officer serving as the Dean of the Faculty holds the rank of Brigadier General, if appointed to that grade by the President, by and with the advice and consent of the Senate. An earned doctorate or equivalent terminal degree (e.g., Juris Doctor from an accredited institution), an outstanding military career with senior leadership experience and a minimum of 3 years of teaching and/or administration experience in higher education is required.

1.2.2.3.2. Civilian: A civilian serving as the Dean of the Faculty shall occupy a Senior Executive Service career reserved or excepted service employee position. The individual selected shall also have an earned doctorate or professional equivalent degree from an accredited institution; a distinguished record of higher education teaching and scholarship to warrant appointment as a professor in one of the Academy's academic departments; and a successful record of administration and leadership in higher education as shown by a minimum of 5 years of senior academic management experience at a level equal to or above Department Chair.

1.2.2.4. Establishes policy for the Academy in accordance with, but not limited to: 10 USC §§ 9431, et seq, with regard to civilian faculty (10 USC § 9438, *Civilian faculty: number; compensation*); exchange programs with foreign military academies (10 USC § 347, *International engagement authorities for service academies*); cadet service agreements (10 USC § 9448(c), *Cadets: agreement to serve as officer*); annual nominations to the Academy (10 USC § 9432, *Departments and professors: titles*); admission policies; and buildings of worship (10 USC § 9454, *Buildings and grounds: buildings for religious worship*).

1.2.2.5. Determines final action and disposition on any disenrollment, resignation, transfer or administrative discharge of an Academy cadet in any case in which the decision authority has not been delegated.

1.2.2.6. Establishes a corporation to support the athletic programs of the Academy in accordance with 10 USC § 9462, *Support of athletic programs*.

**1.2.3. CSAF.**

1.2.3.1. Exercises direct supervision and control of the Academy as a Direct Reporting Unit, informing the SecAF of significant matters, as appropriate.

1.2.3.2. Designates the AF/A1 as the primary focal point within DAF for all Academy issues.

1.2.3.3. Fosters ownership of the Academy by the operational Air Force or Space Force through the prioritized assignment of personnel with operational experience in order that the operational Air Force or Space Force understand, embrace, and assume a sense of responsibility for successful accomplishment of Academy's mission.

**1.2.4. SAF/MR.**

1.2.4.1. Serves as an agent of the Secretary and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing the Academy.

1.2.4.2. Makes final decisions on individual disenrollment, suspension, resignation and collateral consequence actions (see [Attachment 1, Terms](#)) in those cases for which SAF/MR is the decision authority and makes recommendations to the decision authority on such actions for which there is a higher level decision authority. Confirms each recommendation forwarded includes a rationale and a complete case file.

1.2.4.3. Notifies the SecAF in writing, and informs the AF/A1, of intentions before taking any disenrollment action that is highly sensitive or has the potential for significant Congressional or public interest.

1.2.4.4. Oversees effective implementation of SecAF policy, in accordance with AFRD 36-35, AFMD 12, *United States Air Force Academy*, and Academy mission accomplishment.

1.2.4.5. Provides oversight and guidance for implementation of a performance based management system that keeps DAF leadership aware of Academy mission accomplishment.

1.2.4.6. Provides a Designated Federal Officer to the Academy's BoV, in accordance with Department of Defense Instruction (DoDI) 1322.22, *Service Academies*.

1.2.4.7. Advises the Executive Steering Group for the Academy. **(T-1)**.

1.2.4.8. Provides policy guidance and oversight over the Air Force Academy Athletic Corporation, in accordance with delegated authorities.

**1.2.5. SAF/FM.**

1.2.5.1. Provides oversight guidance and policy for nonappropriated fund financial analysis, financial management, and compliance with financial policy.

1.2.5.2. Reviews and approves waivers to DAF financial policy.

1.2.5.3. Reviews and approves supplements to DAF financial instructions where Department of Defense and DAF policies are being changed.

1.2.5.4. Provides guidance on use of Uniform Financial Management procedures pursuant to the execution of 10 USC § 9459, *Mixed-funded athletic and recreational extracurricular programs: authority to manage appropriated funds in same manner as nonappropriated funds*, allowing Appropriated funds to be used as Nonappropriated Funds for mixed-funded athletic and recreational extracurricular programs. Additionally, the Academy Directorate of Financial Management and Comptroller will coordinate on each specific request for execution of Uniform Financial Management procedures to confirm the intent is not to extend availability of Appropriated Funds and that the specific requirements, dollar amounts and obligation schedules have been identified. (T-0).

1.2.5.5. Provides fiscal policy, guidance and funds allocated to the Academy through the appropriated funds budget process.

**1.2.6. AF/A1.**

1.2.6.1. Serves as the CSAF's and CSO's DAF designee for all Academy related duties which include, but are not limited to, acting as an advocate for the Academy within the DAF Corporate Structure; implementing SecAF policy, CSAF and CSO vision, and SAF/MR guidance; serving as the primary focal point within DAF for all Academy issues; measuring Academy performance in accordance with this instruction; and assisting SAF/MR with oversight of Academy activities.

1.2.6.2. Supports the Superintendent in their commander responsibilities and supports the Academy as an institution.

1.2.6.2.1. Employs the DAF corporate process with regard to the Academy's annual Program Objective Memorandum submissions.

1.2.6.2.2. Outlines the full manpower requirements for mission sustainment; Military Personnel Appropriation Man-days Program Objective Memorandum cycle needs, and all advanced academic degree requirements. These include Graduate School Program, National Competitive Scholarship Program, faculty sustainment, Center for Character and Leadership Development, Air Officer Commanding Master's Program, etc. in accordance with Department of the Air Force Instruction (DAFI) 36-2619, *Active Duty Operational Support (ADOS) - ACTIVE Component (AC) Man-Day Program*.

1.2.6.3. Develops and monitors policy and legislative change proposals, and issues approved proposals as guidance.

1.2.6.4. Coordinates issues that have implication on DAF strategic policy with SAF/MR.

1.2.6.5. Develops and maintains policy directives, mission directives and instructions supporting Academy operations.

1.2.6.6. Appropriately classifies and assigns Academy graduates with emphasis on assignments in DAF operational missions in air, space and cyberspace in accordance with DAF needs and requirements. See [paragraph 6.2](#) of this instruction for additional information and guidance.



1.2.6.7. Advises all career field functional managers to actively promote Academy assignment opportunities, and support career field awareness and orientation efforts for Academy cadets.

1.2.6.8. Facilitates Air Officer Commanding and faculty duty selection in a manner that is beneficial for a member's career progression.

1.2.6.9. Maintains a selective assignment process and development program for Air Officers Commanding. See [paragraph 6.3](#) of this instruction for additional guidance.

1.2.6.10. Maintains assignment policies that limit the standard officer and enlisted tour length to no more than 5 consecutive years to ensure those assigned have recent operational experience. See [paragraph 6.4](#) of this instruction for additional guidance.

1.2.6.11. Establishes policy to fore effective sustainment of faculty and staff at the Academy. This policy should include guidance to career field functional managers and the Air Force Personnel Center (AFPC) to maximize faculty assignments for officers who have completed Advance Academic Degrees as part of the Academy's graduate studies program.

1.2.6.12. At a minimum, confirm that an annual cadet climate survey, an annual permanent party climate survey, and a bi-annual graduate assessment survey are administered.

1.2.6.13. Maintains an office for commissioning programs.

1.2.6.14. Develops policy implementation guidance, monitors program progress, and provides support for commissioning sources, Major Commands (MAJCOMs), Field Commands (FLDCOMs) and host installations/deltas/garrisons to coordinate the training, lodging, feeding, transporting, medical care and disciplinary issues arising as a result of cadet participation in various Cadet Development Programs.

1.2.6.15. Serves as the focal point for DAF support and operational oversight of the Academy in its relationship with the Air Force Academy Athletic Corporation. Coordinates staff actions on all Air Force Academy Athletic Corporation-related issues that require SAF/MR or SecAF approval or action.

#### **1.2.7. SAF/MRM.**

1.2.7.1. Responsible to SAF/MR for accomplishing strategic oversight of the Academy mission, and effective DAF oversight of the Academy.

1.2.7.2. Serves as the Designated Federal Officer for the BoV, in accordance 5 USC Appendix § 10, (Federal Advisory Committee Act).

1.2.7.3. Serves as the interface with Office of the Secretary of Defense on cross-Service academy issues and issues related to foreign nations.

1.2.7.4. Visits the Academy, as necessary, to accomplish effective SecAF oversight.

#### **1.2.8. AF/A1P.**

1.2.8.1. Acts as the primary focal point within the DAF for all Academy operational activities including day-to-day interface and coordination of DAF-level issues with DAF functional communities.

1.2.8.2. Supports the Superintendent in command responsibilities.

1.2.8.3. Executes timely and effective compliance with Congressional Directives.

1.2.8.4. Monitors Academy practices and programs so that they accomplish the Academy mission and align with the DAF to the maximum extent possible.

1.2.8.5. Manages Academy-related actions within the DAF, to include staffing of outstanding action items, drafting of DAF direct reply letters, responding to CORONA taskings, staffing Academy assessment reports, and accomplishing other activities as tasked by AF/A1.

1.2.8.6. Coordinate on Academy-related DAF actions with the Superintendent, Vice Superintendent, Director of Staff and/or the appropriate functional office.

1.2.8.7. Monitors accomplishment of the Academy mission through use of performance metrics, as directed in this instruction, reporting deviations to the Executive Steering Group, and providing a report to the SecAF, CSAF, and CSO, at least annually.

1.2.8.8. Convenes forums of DAF oversight experts, as necessary, to assist the Superintendent in accomplishing the Academy mission.

1.2.8.9. Provides an Executive Secretary for the BoV, who:

1.2.8.9.1. Assists the Designated Federal Officer in ensuring compliance with 5 USC Appendix, § 10 (Federal Advisory Committee Act) and 5 USC § 552, *Public information; agency rules, opinions, orders, records, and proceedings* (The Freedom of Information Act) to include semi-annual reports.

1.2.8.9.2. Prepares and distributes detailed minutes of each meeting.

1.2.8.9.3. Provides information to, and coordinates administrative and logistical support with, the Academy and DAF agencies.

1.2.8.9.4. Maintains the BoV bylaws and charter.

1.2.8.9.5. In coordination with the Designated Federal Officer, tasks appropriate functional offices for research, briefings, etc., on behalf of the BoV, for BoV meetings.

1.2.8.10. Serves as a DAF liaison between the Academy and the Program Element Monitor for Academy training and education. Provide SAF/MRM an informational copy of all Academy related Program Budget Decision appeals or requests for reconsideration.

1.2.8.11. Directs career field functional managers to submit annual accession quotas for all Academy commissioning career fields required for DAF needs.

1.2.8.12. Validates the Academy's Airmanship Program Requirements Document.

1.2.8.13. Provides coordination and oversight of the Airmanship programs specified in [paragraph 1.3.3.8](#).

1.2.9. **SAF/IG.** SAF/IG designates the Air Force Inspection Agency as the party responsible to conduct a management inspection of the Academy Staff and all assigned units and a Unit Effectiveness Inspection on the 10th Air Base Wing in accordance with AFI 90-201, *The Air Force Inspection System*. The Air Force Inspection Agency:

1.2.9.1. Provides functional guidance/checklists, as required, for compliance items that are subject to inspection.

1.2.9.2. Coordinates with the Academy to select an inspection time frame that is least disruptive to cadet training and/or significant Academy events. The inspection date must be agreed upon no later than 12 months prior.

**1.2.10. Assistant Secretaries/Deputy Chiefs of Staff/Deputy Chief or Space Operations/MAJCOM and FLDCOM and Commanders.**

1.2.10.1. Support Academy programs, working matters in their functional areas directly with the Academy, through the Superintendent and Vice Superintendent.

1.2.10.2. Notify AF/AIP when matters arise in their functional areas that might impact Academy mission performance.

1.2.10.3. Coordinate memoranda of agreement with the Academy, as required.

1.2.10.4. Provide access to and support from installation host wings and garrisons, in accordance with [Chapter 3](#) of this instruction.

**1.2.11. All DAF Offices and Agencies.**

1.2.11.1. Support the Academy, as needed.

1.2.11.2. Coordinate with functional offices at the Academy. Only the SecAF, CSAF, and those designated to act with their authority, will provide direction to the Superintendent.

1.2.11.3. Provide the Academy 60 days of advance notification of visits, when possible. When organizations conducting an audit, investigation and/or other oversight review require immediate access, coordination is made with the Superintendent.

**1.2.12. The Superintendent.**

1.2.12.1. The role of installation commander of USAFA is shared with the 10th Air Base Wing Commander. The Superintendent may determine which installation commander responsibilities to reserve to his/her level. Establishes a culture in which developing and mentoring cadets into officers of character is part of the duties of every member of the faculty and staff, whether officer, enlisted, or civilian.

1.2.12.2. Provides the BoV with information necessary to fulfill its mission.

1.2.12.3. In addition to annual performance appraisals, the Superintendent completes a performance review with a continuation recommendation on the Dean of the Faculty, Director of Admissions, Executive Director of Athletic Programs, and the Director of the Center of Character and Leadership Development at the 4-year point. The performance review is forwarded to the SecAF and CSAF. If the Superintendent has not accomplished a review within the last 2 years, and is scheduled to depart his/her position early, he/she will accomplish all such reviews before departing. **(T-1)**.

1.2.12.4. Coordinates memoranda of agreement with MAJCOMs and FLDCOMs, as required and informs DAF when appropriate.

1.2.12.5. Represents the Academy as a member of the DAF Council as required (see [Attachment 1, Terms](#)).

1.2.12.6. Assists the Principal Deputy Under Secretary of Defense for Personnel and Readiness (USD (P&R)), BoV, Executive Steering Group, SAF/IG, SAF/MR, SAF/FM, AF/A1, SF/S1, SAF/MRM, AF/A1P, and other DAF oversight entities in execution of their responsibilities in accordance with this instruction.

1.2.12.7. Assumes responsibility for culture and climate, and for all aspects of the Academy sexual assault prevention and response program, in accordance with DAF guidelines.

1.2.12.8. Immediately notifies the SecAF, CSAF and CSO when a significant event occurs that could reflect poorly on the Academy, and informs SAF/MR, AF/A1 and SF/S1.

1.2.12.9. Maintains an actionable strategic plan that defines goals, objectives, tasks, metrics, and serves as the strategic level guidance for the development of supporting plans for all assigned units.

1.2.12.9.1. Reviews and updates the strategic plan as necessary and at a least every 2 years.

1.2.12.9.2. Confirm all Academy operating instructions and procedures support the strategic plan and further achievement of the Academy mission.

1.2.12.10. Confirm all Academy organizational processes, procedures, and instructions align with DAF policy guidance to the maximum extent possible. Where Academy policies or practices deviate from Department of Defense or DAF policies, the Academy will request a waiver from the appropriate DAF office or agency prior to any implementation of the policy change. **(T-1)**. The Academy will maintain supplements to instructions reflecting these approved waivers. **(T-1)**.

1.2.12.11. Directs the Academy Board in accordance with United States Air Force Academy Instruction (USAFAI) 36-3540, *The US Air Force Academy Board*.

1.2.12.12. Establishes other boards or planning groups as necessary for collaborative planning, execution, and assessment of the Academy mission.

1.2.12.13. Maintains and implements a 4-year course of instruction in accordance with 10 USC § 9449, *Cadets; organization; service; instruction*. The course of instruction directly supports accomplishment of the mission of the Academy and is supported by the proficiencies listed in the Academy's Outcomes. Cadets will not be required to pursue their studies on Sunday in accordance with 10 USC § 9449, though religious accommodation may result in other than Sunday-off arrangements. **(T-0)**. Cadets shall be trained in the duties of members of the DAF in accordance with 10 USC § 9449. **(T-0)**. In fulfillment of this requirement, the Superintendent will:

1.2.12.13.1. Develop a course of instruction as an integrated whole and incorporates the core elements in accordance with AFMD 12. **(T-1)**.

1.2.12.13.2. Integrates character development for cadets and permanent party. **(T-1)**. The Superintendent conducts this effort through the Center for Character and Leadership Development. Supporting commanders will ensure character development is supported by and integrated throughout the course of instruction for academic, leadership, and physical development. **(T-1)**.

- 1.2.12.13.3. Establish an honor system that educates cadets on the meaning of honor, ethics, and integrity, and also holds cadets accountable for their actions, and achieves timely case processing for reported Cadet Honor Code violations. **(T-1)**.
- 1.2.12.13.4. Establish mechanisms by which Academy and DAF leadership can assess the success of the course of instruction. **(T-1)**.
- 1.2.12.14. Approves graduation and commissioning for every cadet with the advice of the Academy Board. This includes the authority to delay the graduation and/or commissioning for a cadet who is determined to not meet requirements as well as the authority to deny graduation and commissioning for cadets who have failed to meet requirements.
- 1.2.12.15. Maintain Academy accreditation by the Higher Learning Commission or its equivalent and other appropriate division or discipline specific accreditations (engineering, chemistry, Association to Advance Collegiate Schools of Business, etc.) as appropriate to the overall Academy mission.
- 1.2.12.16. Develops a specific sustainment plan for selection and development of Cadet Training and Education positions, Senior Military Faculty and civilian faculty for all mission areas. Coordinates the plan with AFPC (including functional managers), Air Force Colonel Management Office, AF/A1 and SF/S1 in accordance with DAF requirements for the Air Force Education Requirements Board. The plan should be updated annually to allow timely adjustments to civilian pay funding, future year advanced academic degree quotas and associated assignment actions.
- 1.2.12.17. Implements a leadership structure in the Directorate of Athletics to effectively accomplish the Academy mission and manage a Division I intercollegiate sports program.
- 1.2.12.18. Provides substantial government involvement in the Air Force Academy Athletic Corporation by exercising operational and programmatic oversight in accordance with authorities delegated by SAF/MR and in accordance with 10 USC § 9461, *Policy on sexual harassment and sexual violence*.
- 1.2.12.18.1. Serves as a permanent advisor to the Air Force Academy Athletic Corporation Board of Directors.
- 1.2.12.18.2. Chairs the Air Force Academy Athletic Corporation Management Review meeting.
- 1.2.12.19. Makes every effort, consistent with the overall Academy mission, and compliance with the National Collegiate Athletic Association and athletic conference principles and bylaws in the intercollegiate athletics program, subject to Department of Defense and DAF directives. **(T-1)**.
- 1.2.12.20. Serves as a member of the Board of Directors of Athletic Conferences where the Academy is a member. The Superintendent is authorized to participate in the management and direction of the conference(s) in accordance with 10 USC § 1033, *Participation in management of specified non-federal entities: authorized activities*.
- 1.2.12.21. Serves as member of other Higher Education committees and boards, as appropriate.

1.2.12.22. Responsible for the United States Air Force Academy Preparatory School. **(T-1)**. Selects a commander for Preparatory School, in coordination with the colonels group, using the command screening board process. **(T-1)**.

1.2.12.23. Exercises authority over all matters related to Permanent Professors. **(T-1)**.

1.2.12.24. Regardless of extracurricular activities such as varsity athletics and club participation, ensures all cadets conform to the same rules and standards, unless exceptions are approved by the Superintendent. Disseminates the basis for the exceptions throughout the Academy.

1.2.12.25. Ensures coordination between the Commander, Jeanne M. Holm Officer Accession and Citizen Development Center (Holm Center/CC) for budget development and training funds management for joint Cadet Development Programs, see [Chapter 3](#). This responsibility may be delegated to the Commandant of Cadets or the Dean of the Faculty.

1.2.12.26. Maintains supplements to this instruction with detailed program guidance for Cadet Development Programs.

1.2.12.27. Establishes annual qualifications for admissions consistent with the SecAF policy which are the same for all candidates, except for foreign candidates, with allowances for minimally essential physiological differences between men and women in accordance with Public Law 94-106, *The DoD Appropriation Authorization Act of 1976*, Section 803(a) and 10 USC § 9442, *Cadets: appointment; numbers, territorial distribution*.

1.2.12.28. Provides appropriate program management over grants and cooperative agreements in support of the various Academy departments.

1.2.12.29. Exercises oversight over the Director for the Center for Character and Leadership Development.

1.2.12.30. Forwards nominated candidates to AF/A1 for appointment to the position of Permanent Professor of the Academy faculty in accordance with 10 USC § 9436, *Permanent professors; director of admissions*.

1.2.12.31. Exercises General Court-Martial Convening Authority for all personnel, including cadets and tenant units, at the Academy.

### **1.2.13. The Vice Superintendent.**

1.2.13.1. Assists the Superintendent, as necessary.

1.2.13.2. Represents the Academy in the Air Force Corporate Process as member of the Air Force Intermediate Level Review Board, as required.

1.2.13.3. Holds membership on boards and committees as directed by the Superintendent. Serves as a permanent advisor to the Air Force Academy Athletic Corporation Board of Directors.

1.2.13.4. Directs execution of the Academy strategic plan.

1.2.13.5. Is directly responsible for the execution, assessment, and improvement of the Academy's course of instruction.

1.2.13.6. Accomplishes other duties as prescribed by the Superintendent.

**1.2.14. The Commandant of Cadets.**

1.2.14.1. Organizes to provide command, control, and administrative support to Academy cadets and the Commandant's faculty and staff, to include Air Officers Commanding and Academy Military Trainers.

1.2.14.2. Executes cadet leadership development programs and processes with support from the Center for Character and Leadership Development.

1.2.14.2.1. Maintains a Cadet Wing organizational structure with prescribed roles for each class that focuses on developing the leadership competencies of the Air Force Foundational Competency List and offers opportunities for meaningful leadership experiences at the tactical level for every cadet before graduation.

1.2.14.2.2. Develops and maintains a Cadet Military Education and Training Plan focused on the mission of the DAF, aligned with the Academy's Institutional Outcomes and integrated with other elements of the Academy course of instruction.

1.2.14.3. Is designated as a supporting commander for academic and physical development programs and processes.

1.2.14.4. Maintains good order and discipline among cadets.

1.2.14.4.1. With the exception of foreign cadets, the cadets at the Academy are members of the Air Force and subject to military law and the Uniform Code of Military Justice (UCMJ), in accordance with 10 USC §§ 801 et seq., *Uniform Code of Military Justice*, including nonjudicial punishment. A cadet who commits an offense under the UCMJ, may be tried and punished by court-martial or punished in accordance with Article 15, UCMJ, notwithstanding any other provision of this instruction. Although foreign cadets are not subject to the UCMJ, they still remain subject to orders, regulations, and the Cadet Disciplinary System in accordance with 10 USC § 347 and applicable international agreements.

1.2.14.4.2. Oversees administration of the Cadet Disciplinary System. The Cadet Disciplinary System compliments the options already existing in the UCMJ and allows for appropriate counseling, leadership, and discretion required by cadet and permanent party leadership to correct behavior, enforce standards and assist cadet development, appropriate to a training environment.

1.2.14.4.3. Documents the rationale for all significant disciplinary decisions and retains them with the corresponding action.

1.2.14.4.4. Exercises Special Court-Martial Convening Authority over cadets and personnel assigned to the Cadet Wing.

1.2.14.4.5. In consultation with the Dean of Faculty, Executive Director of Athletics, and other Mission Elements, determines whether cadets may participate in athletics, club activities, or other extracurricular activities and represent the Academy.

1.2.14.5. Maintains the system that administers the Honor Code.

1.2.14.6. Holds membership on boards and committees, as directed by the Superintendent.

1.2.14.7. Performs other duties, as prescribed by the Superintendent.

**1.2.15. The Dean of the Faculty.**

1.2.15.1. Organizes to provide command, control, and administrative support to the Academy faculty and personnel in accordance with 10 USC §§ 9431 et seq. and USAFAI 36-3532, *Permanent Professors*.

1.2.15.2. Is designated as the supported commander (or supported director if the Dean of the Faculty is a civilian) for cadet academic development programs and processes.

1.2.15.3. Directs and manages the development and execution of the undergraduate Bachelor of Science program as part of the Academy course of instruction.

1.2.15.4. Is designated as a supporting commander (or supporting director if the Dean of the Faculty is a civilian) for character, leadership, and physical development programs and processes. The Dean of the Faculty will include deliberate and structured processes emphasizing character development and maximizing leadership opportunities in all cadet situations and will assist with development of the Air Force Foundational Competencies. **(T-1)**.

1.2.15.5. Provides guidance and oversight with respect to the Academy's research enterprise.

1.2.15.6. Holds membership on boards and committees, as directed by the Superintendent.

1.2.15.7. Performs other duties, as prescribed by the Superintendent.

**1.2.16. Executive Director of Athletics.**

1.2.16.1. Organizes to provide command, control, and administrative support to Academy Directorate of Athletics personnel.

1.2.16.2. The Department of Physical Education is designated an Academy department of instruction within the Directorate of Athletics. The Physical Education Department Head (USAFA/ADP):

1.2.16.2.1. Maintains a comprehensive Physical Education Program, to include fitness training, testing, and evaluation in compliance with the Directorate of Athletics requirements.

1.2.16.2.2. Maintains an intramural sports program.

1.2.16.2.3. The Vice Athletic Director (USAFA/ADV) serves as the Directorate of Athletics liaison with the Commandant of Cadets on all cadet athlete disciplinary actions.

1.2.16.3. Reports directly to the Superintendent and is designated as the supported director for cadet physical development programs and processes.

1.2.16.4. Is designated as a supporting director for character, academic, and leadership development programs and processes and assists with development of the Air Force Foundational Competencies.

1.2.16.5. Provides oversight and direction over:



- 1.2.16.5.1. The operations of the Air Force Academy Athletic Corporation, a nonprofit corporation to support the athletic program in accordance with 10 USC § 9462.
- 1.2.16.5.2. The Air Force Academy Athletic Association, a special mission support nonappropriated fund instrumentality chartered in accordance with Air Force Manual (AFMAN) 34-201, *Use of Nonappropriated funds (NAFS)*, to support the Academy's mission essential athletic programs, including physical education, cadet intramurals, and intercollegiate athletics.
- 1.2.16.5.3. Acts as supervisor and fund custodian of the Air Force Academy Athletic Association for support to the athletic mission.
- 1.2.16.6. Retains coaches of cadet intercollegiate athletic teams from the following sources:
  - 1.2.16.6.1. Officers in the grade of lieutenant through lieutenant colonel. Officers must be qualified physical education instructors and/or coaches by virtue of education, athletic experience, or both, to be assigned as coaches. **(T-1)**.
  - 1.2.16.6.2. Members of the Civilian Faculty. These employees are retained as instructor-coaches; their duties include physical education instruction and/or coaching intercollegiate teams.
  - 1.2.16.6.3. Contract Coaches. Contract coaches are retained via cooperative agreement with the Air Force Academy Athletic Corporation.
- 1.2.16.7. Oversees and maintains compliance with all National Collegiate Athletic Association and applicable conference rules. Complies with National Collegiate Athletic Association and governing athletic conference rules so long as consistent with applicable laws and Department of Defense and DAF directives (governing documents). This may include advising the Superintendent on cadet-athlete name, image, and likeness (NIL) issues in consultation with the USAFA legal office. Ensures the Directorate of Athletics, Air Force Academy Athletic Association, and Air Force Academy Athletic Corporation follow applicable Association and conference rules, laws and Department of Defense and DAF directives. In the event of a conflict between any governing document and Association or conference rules, the governing document prevails. When necessary, obtains waivers from the appropriate DAF office or agency.
- 1.2.16.8. Holds membership on boards and committees, as directed by the Superintendent.
- 1.2.16.9. Performs other duties, as prescribed by the Superintendent.
- 1.2.17. The Commander of the Academy Preparatory School.**
  - 1.2.17.1. Organizes to provide command and control over cadet-candidates and individuals assigned to United States Air Force Academy Preparatory School.
  - 1.2.17.2. Provides focused academic, military, and physical instruction in an environment designed to develop character and promote military values. Athletic instruction includes intercollegiate programs at the junior college or equivalent level.
  - 1.2.17.3. Provides educational, discipline and administrative practices of Preparatory School consistent with those of the Academy, except as otherwise approved by the Superintendent.

1.2.17.4. Maintains good order and discipline among cadet candidates.

1.2.17.4.1. With the exception of foreign cadets, the cadets at the Academy are members of the Air Force and subject to military law and the UCMJ, in accordance with 10 USC §§ 801 et seq., including nonjudicial punishment. A cadet who commits an offense under the UCMJ, may be tried and punished by court-martial or punished in accordance with Article 15, UCMJ, notwithstanding any other provision of this instruction. Although foreign cadets are not subject to the UCMJ, they still remain subject to orders, regulations, and the Cadet Disciplinary System in accordance with 10 USC § 347 and applicable international agreements.

1.2.17.4.2. Oversees administration of the Cadet Disciplinary System. The Cadet Disciplinary System compliments the options already existing in the UCMJ and allows for appropriate counseling, leadership, and discretion required by cadet and permanent party leadership to correct behavior, enforce standards and assist cadet development, appropriate to a training environment.

1.2.17.4.3. Documents rationale for all significant disciplinary decisions and retains the corresponding action.

1.2.17.5. Holds membership on boards and committees, as directed by the Superintendent.

1.2.17.6. Performs other duties, as prescribed by the Superintendent.

**1.2.18. The 10th Air Base Wing.**

1.2.18.1. Serves as co-installation commander with the Superintendent.

1.2.18.2. Supports various programs, organizations, and agencies, in furtherance of the Academy mission.

1.2.18.3. Holds membership on boards and committees, as directed by the Superintendent.

1.2.18.4. Performs other duties, as prescribed by the Superintendent.

1.2.18.5. Maintains good order and discipline among 10th Air Base Wing personnel. Is designated as the Special Court-Martial Convening Authority for all Academy personnel not assigned to the Cadet Wing.

**1.2.19. The Director of Admissions.**

1.2.19.1. Identifies and attracts a broad group of qualified candidates. **(T-1)**.

1.2.19.2. Implements admissions practices consistent with law and that admissions policies established by the SecAF. For purpose of enrollment in the Academy Preparatory School, gives consideration to recruited athletes as long as they meet all other enrollment criteria. The SecAF has determined that developing recruited athletes is an authorized part of the Preparatory School mission.

1.2.19.3. Establishes candidate admission qualifications that include academic potential, demonstrated good character, demonstrated leadership potential, physical aptitude, and medical fitness. **(T-1)**.

1.2.19.4. Considers all applications lawfully, individually, and fairly and that admission decisions are made without regard to religion, race, ethnicity, sex, or sexual orientation.

1.2.19.5. Holds membership on boards and committees, as directed by the Superintendent.

1.2.19.6. Performs other duties, as prescribed by the Superintendent.

1.2.19.7. DELETED

### 1.3. Delegations of Authority and Waivers.

1.3.1. **Waivers.** Standards and requirements in instructions are to be applied at the Academy to the maximum extent practicable. While permanent party members at the Academy are always held to DAF standards, the Superintendent may find it necessary to develop local instructions that prescribe unique performance requirements for members of the cadet wing and their permanent party supervisors and instructors. Until USAFA supplements or waivers are approved for cadet activities and compliance, the Superintendent is authorized to:

1.3.1.1. Deviate from standard DAF Unit Climate Assessments in DAFI 36-2710, *Equal Opportunity Program*, to employ a climate survey more appropriate for the cadet culture, cadet development, and that best facilitates accomplishment of the Academy mission.

1.3.1.2. Deviate from AFRPD 36-29, *Military Standards*, or standard DAF rules of conduct to develop and employ special rules of conduct for cadets that are appropriate for cadet development and facilitate accomplishment of the Academy mission.

1.3.1.3. Deviate from the standard Air Force or Space Force rank structure found in Attachment 2 of DAFI 36-2903, *Dress and Personal Appearance of Air Force Personnel and United States Space Force Personnel*, and maintain and employ a unique rank structure for cadets and cadet candidates that is appropriate for cadet development and facilitates accomplishment of the Academy mission. Cadets do not hold rank outside of the cadet wing, and thus do not outrank any other DAF member, including enlisted members.

1.3.1.4. Develop and field uniforms for cadets that deviate from DAFI 36-2903 as appropriate for the Academy mission.

1.3.1.5. Deviate from DAFI 36-2406, *Officer and Enlisted Evaluations Systems*, in documenting performance of cadets.

1.3.1.6. Deviate from DAFMAN 36-2905, *Air Force Physical Fitness Program*, as related to cadet fitness standards and activities while ensuring all graduates meet Air Force and/or Space Force commissioning fitness requirements prior to graduation.

1.3.1.7. Deviate from DAFI 36-2907, *Adverse Administrative Actions*. The Superintendent may establish a program unique for cadets appropriate for officially documenting substantiated adverse information about a cadet and establishing final disposition of the Unfavorable Information File.

1.3.1.8. Deviate from other DAF standards as approved by the appropriate DAF office of primary responsibility and consistent with law.

**1.3.2. Waivers Relating to the Directorate of Athletics.** The athletic program is operated in accordance with a Memorandum of Understanding and Department of Defense and DAF directives, to include execution of mixed funded program legislation in accordance with 10 USC § 9459. The Air Force Academy Athletic Association nonappropriated fund instrumentality assists the Academy in the development, funding, operating and management of its intercollegiate athletic program in direct support of the Academy's mission to build future DAF leaders of character by providing a realistic leadership experience in a mentally and physically challenging environment. Specific guidance and direction and a number of exceptions and waivers to policy are contained in DAF-approved supplements to appropriate instructions. Specific written Academy supplements or exceptions have been approved in accordance with the following publications:

1.3.2.1. AFMAN 34-201.

1.3.2.2. AFMAN 34-202, *Procedures for Protecting Nonappropriated Funds Assets*.

1.3.2.3. AFI 34-108, *Commercial Sponsorship and Sale of Advertising*.

1.3.2.4. AFMAN 64-302, *Nonappropriated Fund (NAF) Contracting Procedures*.

1.3.2.5. AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation (MWR) and Nonappropriated Fund Instrumentalities (NAFIS)*.

**1.3.3. Authorizations Relating to Other Organizations.**

1.3.3.1. The Academy staff provides support to the Superintendent by developing, managing and executing policies and processes to enable, align, and integrate Academy operations across assigned units. In areas not codified in this instruction, the Superintendent will designate supported and supporting relationships for assigned units and Academy staff as required.

1.3.3.2. Visitor Center and Museum. The Academy is authorized to operate a visitor center and a museum on the Academy reservation. The museum will be operated in accordance with established Federal guidelines on Service Academy museums as well as AFI 84-103, *Department of the Air Force Heritage Program*.

1.3.3.3. Civilian Youth Programs. The Academy is authorized to operate authorized summer youth programs for civilian youth, on the Academy reservation, and to utilize cadets, permanent party, and temporary duty personnel in the operation of those programs to the extent the Superintendent deems appropriate. **Note:** These programs are not related to any established Morale, Welfare and Recreation programs.

1.3.3.4. Special Summer Programs. The Academy is authorized to operate special summer programs for cadets, in accordance with **Chapter 3**, as the Superintendent deems appropriate. The Academy is authorized to utilize cadets, permanent party, and temporary duty personnel in the operation of those programs to the extent the Superintendent deems appropriate.

1.3.3.5. Competitive Post Graduate Scholarships (Rhodes, etc.). The Superintendent is authorized to select cadets who will compete for and complete graduate school programs after graduation, and before their first assignments or operational training. This selection should fulfill DAF short-term or long-term advanced academic degree requirements when practical and notifications are made in accordance with [paragraph 6.2](#). If the total number of DAF funded scholarships exceeds the Academy's advanced academic degree man-year allocation, the Academy will request a waiver or exception through the HAF Director of Force Development. **(T-1)**. AF/A1, SF/S1 or his/her designee is the approval authority. Cadets selected for competitive post graduate scholarships will receive a special code from AFPC in their record.

1.3.3.6. Graduate School Programs. The Superintendent, upon the recommendation of the Dean of the Faculty, may select cadets or officers for post graduate degrees in order to serve as Academy faculty at a future point in their career.

1.3.3.6.1. Officers and cadets selected for this program should demonstrate outstanding character and leadership, and the potential for excellence as classroom instructors.

1.3.3.6.2. Officers and cadets selected for graduate school program scholarships will receive a special code from AFPC in their record to identify them as future Academy faculty. AFPC and functional managers will return graduate school program graduates to the Academy for faculty duty no later than 4 years after completion of their advanced academic degree. The Academy Director of Manpower and Personnel, in coordination with the Dean of the Faculty, may request any member coded for Academy faculty duty to be returned to the Academy in order to fill critical faculty vacancies. AFPC and functional managers will coordinate with the Dean of the Faculty and the Academy Director of Manpower and Personnel on critical vacancy requests. **(T-2)**.

1.3.3.6.3. Law School Programs. The Superintendent, upon the recommendation of the Dean of the Faculty, and in coordination with The Judge Advocate General, (TJAG) may select cadets to attend law school immediately following graduation from USAFA through the USAFA Excess Leave Program in accordance with DAFI 51-101, *The Air Force Judge Advocate General's Corps (AFJAGC) Operations, Accessions, and Professional Development*, paragraph 5.9..

1.3.3.7. Airmanship Development. The Academy is the supported command for Airmanship development (flight, navigation and operations) and is authorized to utilize unique airmanship programs within the Academy course of instruction. AETC is the supporting command for Airmanship programs offered at the Academy airfield, see [paragraph 1.3.3.7.2](#). The Academy develops Airmanship through an Airmanship Experience Model, which is a series of activities (aviation offerings, academics, flyovers, summer programs, etc.) outlined in the Curriculum Handbook and aligned and integrated by the Academy. Airmanship programs are integrated with the Academy course of instruction and support development of the Academy Institutional Outcomes. This 4-year continuum of learning and assessment challenges cadets, develops character and aviation skills, and affords leadership opportunities and competition at the intercollegiate level.

1.3.3.7.1. Airmanship Goal. The overall goal is to foster "airmindedness," a perspective through which Airmen and Guardians can visualize and understand how air power can be applied to achieve our nation's goals. This goal is achieved through three program objectives:

1.3.3.7.1.1. Educate all cadets on the concept of airpower, in accordance with Air Force Doctrine Publication I, *The Air Force*, as the ability to project military power or influence through the control and exploitation of air, space, and cyberspace to achieve strategic, operational, or tactical objectives. Cadets should understand the intellectual foundations behind airpower, articulate its proper applications, and understand Air Force aviation's history, traditions, demands, and emerging capabilities.

1.3.3.7.1.2. Inspire cadets and provide motivational, character-building experiences that:

1.3.3.7.1.2.1. Contribute to the development of a larger population of cadets who are interested in, and eligible for, rated assignment.

1.3.3.7.1.2.2. Afford more informed career decisions.

1.3.3.7.1.2.3. Allow the Academy to meet its rated training allocation requirements.

1.3.3.7.1.3. Train cadets and award graduates that possess the attitude, aptitude, and confidence necessary to excel in undergraduate flying training with rated assignments.

1.3.3.7.2. Airmanship Programs. As part of airmanship development, the Academy is authorized to:

1.3.3.7.2.1. Conduct Remotely Piloted Aircraft training and research programs to the extent the Superintendent deems appropriate and Academy funding permits.

1.3.3.7.2.2. Conduct Aviation courses in the cadet area to the extent the Superintendent deems appropriate and Academy funding permits.

1.3.3.7.2.3. Utilize powered flight, soaring, and parachuting programs conducted by AETC at the Academy. AETC will also provide a formal training program to include Initial Qualification, Mission Qualification and Pilot Instructor Training and Jumpmaster / Instructor Training for assigned / attached rated and jump qualified officers and enlisted individuals. This formal training is distinct from the airmanship program. Cadet instructors will be used to the maximum extent possible in accordance with applicable DAF guidance and as flight safety allows. (T-3).

1.3.3.8. Headquarters AETC supports Academy mission accomplishment by operating the Academy airfield and conducting powered flight, soaring and parachuting programs. Headquarters AETC funds and executes the above programs along with coordinating maintenance and aircraft modernizations and sustainment through the Air Force Life Cycle Management Center.

1.3.3.8.1. The Academy defines powered flight, soaring, and parachuting program course objectives, determines whether objectives are met, and prioritizes cadet participation in above programs and courses in pursuit of Airmanship Experience Model objectives.

1.3.3.8.2. AETC supports the Academy Flight Test Techniques course (Aeronautical Engineering 456) with aircraft and associated resources.

1.3.3.8.3. Airmanship Training Requirements Process. The Academy Operations and Analysis Directorate will determine Airmanship Training requirements in the categories in [paragraph 1.3.3.7.2](#).

1.3.3.8.3.1. Academy Operations and Analysis Directorate provides the Academy's validated (as determined by the Academy Strategic Plans, Programs, and Requirements Directorate), airmanship training requirements to the AF/A1P via the Academy Airmanship Program Requirements Document, which Headquarters AETC sends to all users through a data call.

1.3.3.8.3.2. The AETC Resources and Requirements Division compiles and consolidates requirements from all users and forwards the Academy Airmanship Program Requirements Document to AF/A1P.

1.3.3.8.3.3. AF/A1P validates the Academy's Airmanship Program Requirements Document, and tasks Headquarters AETC as the training command, to perform a capacity and resource analysis.

1.3.3.8.3.4. AETC Resources and Requirements Division provides the results of the analysis in a Capacity Analysis Shortfall Report to the AF/A1P. If training shortfalls exist, AETC coordinates with AF/A1P to determine an acceptable solution to best meet end user requirements.

1.3.3.8.3.5. AF/A1P publishes the Academy Airmanship Program Guidance Letter. The Academy Airmanship Program Guidance Letter is the AF/A1P distribution of available training in each Academy Airmanship course and AETC Formal Training course and the Air Force Programmed Flying Training tasking to AETC.

1.3.3.8.3.6. AETC uses the Academy Airmanship Program Guidance Letter distribution to develop the Programmed Flying Training document. Direct liaison is authorized to coordinate with the AETC Flying Training Division for Airmanship Experience Model support, agreements, and syllabuses.

1.3.3.8.4. Academy Operations and Analysis Directorate is the Academy's functional area manager for Academy-assigned aircrew and parachutist management in accordance with DAFMAN 11-401, *Aviation Management*.

1.3.3.8.5. Academy Strategic Plans, Programs, and Requirements will develop Airmanship Experience Model requirements that align with the most current Academy Strategic Plan and follow the intent of requirements development guidance. These requirements should define threshold and objective capabilities expected of each cadet by completion of each Airmanship Experience Model offering. Academy Strategic Plans, Programs, and Requirements should involve all AETC and the Air Force Life Cycle Management Center stakeholders in this requirements development.

1.3.3.8.6. Organizational Agreements. Headquarters AETC will coordinate appropriate support agreements with the Academy. In parallel with this effort, the 10th Air Base Wing will coordinate a Host Tenant Service Agreement, on behalf of the Academy, with the 12th Flying Training Wing and 306th Flying Training Group. (T-3).

1.3.3.9. Center for Character and Leadership Development. The Center for Character and Leadership Development is the Superintendent's chief integrator and catalyst for character and leadership development for cadets and permanent party.

1.3.3.10. Private Organizations. Private organizations are self-sustaining non-federal entities set up by people acting outside the federal government. They are not part of the DAF, a nonappropriated fund instrumentality, or otherwise federal entities. DAF personnel may not use their titles, offices, or positions to officially endorse a private organization or its activities beyond what is permitted by AFI 34-223, *Private Organizations Program* and relevant ethics laws and rules. These organizations are monitored by the 10th Force Support Squadron Resource Management (10 FSS/FSR), in accordance with AFI 34-223 and do not include Cadet clubs and organizations established with the permission of the Commandant of Cadets. The Superintendent or his/her designee has the discretion to permit these organizations to operate on the Academy reservation, but only with written consent. Cadets may participate in Private Organizations but are not allowed to establish nor serve in leadership capacities within them.

1.3.3.11. Academy Supporting Foundations.

1.3.3.11.1. The Academy's supporting foundations are nonprofit entities, consisting of non-federal persons or organizations, established, operated, and controlled by individual(s) acting outside the scope of any official capacity as officers, employees, or agents of the federal government for charitable, educational, or civic purposes exclusively in support of recruiting; parent, alumni, academic, leadership and character development, athletic programs; and institutional development for the Academy.

1.3.3.11.2. The Academy will develop written procedures relating to appropriate interactions with its supporting foundations. Procedures will include a review process of all requested support, that incorporates the views of all relevant staff equities, including a legal/ethics review, and will require Superintendent approval.

1.3.4. **Gifts to the Academy.** Receipt, acceptance, and processing of all gifts offered to the Academy or personnel assigned to the Academy are handled in accordance with AFI 51-506, *Gifts to Department of the Air Force from Domestic and Foreign Sources*.



## Chapter 2

### PERFORMANCE MEASUREMENT PROGRAM FOR USAFA

**2.1. Goal.** Provide SAF/MR insight into accomplishment of the Academy's vision, mission, priorities, goals and objectives via key performance indicators and required reports. These key performance indicators should be a product of Academy strategic planning and will include the Academy Preparatory School. Individual sets of measures, both in aggregate and alone, are designed to provide insight into the major areas in accordance with DoDI 1322.22, Section 9, and AFD 36-35, and comply with strategic planning requirements of AFI 90-201.

**2.2. Reporting Requirements.** Reporting is primarily on an academic year basis. One annual report is required each academic year, as follows:

**2.2.1. Reports and Due Dates.** A report will be provided each academic year and will cover the reporting period from Graduation to Graduation, which usually falls from 1 Jun to 31 May. This is referred to as the Annual Report, and will report cumulative academic year data. The Academy Performance Measurement Report will be submitted to the Chief, Accessions and Training Division (AF/AIPT) not later than 75 days after the final day of the reporting period.

**2.2.2. Performance Measures.** The Academy will focus its annual report on key output and customer measures which support the vision, mission statement, and organizational strategy of the Academy, including the Preparatory School. **(T-2)**. Metrics will include those required in DoDI 1322.22, Section 9. Specific performance measurements may change but will be published in an Academy supplement or instruction subordinate to this instruction, and must be pre-approved by SAF/MR. **(T-1)**.

**2.2.3. Special Interest Items.** The Academy Operations and Analysis Directorate will contact DAF, AF/AIPT at the beginning of the reporting period to ascertain what Special Interest Items DAF would like included in the annual report. **(T-2)**. Special Interest Items are DAF requested performance measures used by the Academy and Air Force Leadership to assess salient issues that are not captured elsewhere in this instruction.

**2.2.4. Procedures.** Collect all data based upon the academic year (Graduation – Graduation) except as required due to special circumstances that dictate a distinctive reporting period. The Academy will collect and analyze the information required by each of the key performance indicators, determine the cause of and an appropriate course of action for any performance indicator requiring a correction, and track the corrective measure(s) to completion.

**2.3. Significant Incidents.** Academy leadership will immediately notify the SecAF or CSAF any time a significant incident occurs which could reflect poorly on the Academy, and confirm that the SAF/MR, AF/JA, SAF/GC, AF/A1 and SF/S1 are also aware. **(T-1)**. In particular, incidents of sexual assault/harassment, religious intolerance, or other high visibility activities which could garner negative media or Congressional attention must be reported. **(T-1)**.

**2.4. Academy Oversight.** The Performance Measurement Program does not limit the flow of information between the Academy and DAF. Academy leadership may supplement the information required by this instruction with any data they deem necessary. Conversely, submittal of the information required by this instruction does not eliminate the requirement for the Academy to respond to requests for information from elements of the Academy oversight structure, such as the General Officer Steering Committee, the Executive Steering Group, the BoV, SAF/MR, AF/A1 or SF/S1.

## Chapter 3

### SUPPORT OF CADET DEVELOPMENT PROGRAMS

**3.1. Description.** The Academy operates multiple Cadet Development Programs during the summer months of each year requiring the support of every available DAF installation and organization. Increasing the multitude of cadet development experiences is an Air Force priority designed to focus and orient our future officers on Air Force Foundational competencies related to their primary operational duties.

**3.2. Core Cadet Development Programs.** Each summer, the Academy will execute the core cadet development programs of Basic Training and Combat Survival Training and develop cadets through the support of the Academy's execution of Summer Scientific Seminar and Academy Preparatory School Basic Training. **(T-1).**

#### **3.3. Cadet Development Program Responsibilities.**

3.3.1. The Academy's Commandant of Cadets will:

3.3.1.1. Coordinate with AFROTC Cadet Development Program staff, where required, to determine cadet and cadre allocations for installations based on resources agreed upon by supporting MAJCOMs, FLDCOMs and units with the Cadet Development Program staffs. **(T-2).** Attempt to use participating MAJCOM installations and FLDCOM Garrison/Deltas to the fullest extent practical based on their capacity to host cadets for the broadest potential exposure for participants. Specific numbers and distribution of cadets among installations varies each year, commensurate with the following support limitations of each facility **(T-2):**

3.3.1.1.1. Mission demands.

3.3.1.1.2. Capability to support cadets' projected career fields.

3.3.1.1.3. Development mission and support capabilities to include lodging, transportation support, and dining facility availability.

3.3.1.1.4. Force protection issues.

3.3.1.1.5. Other operational or resource considerations.

3.3.1.2. Distribute program timelines and requests for support to participating installations. **(T-2).** This information should be coordinated and centralized to the maximum practical extent.

3.3.1.3. Coordinate all requests and provide program information through designated cadet development "directors" at the MAJCOM, FLDCOM, and base levels. **(T-2).**

3.3.1.4. Manage liaison activities with supporting installations. **(T-2).**

3.3.1.5. Provide administrative support for temporary duty cadets. **(T-2).**

3.3.1.6. Conduct MAJCOM/FLDCOM-level planning and program review conferences (if appropriate). **(T-2).**

3.3.1.7. Disseminate specific program guidance to MAJCOMs, FLDCOMs and installations with complete and correct information including detailed course syllabi/program objectives and an operations plan explaining individual program execution procedures and restrictions. (T-2).

3.3.1.8. Confirm cadet participants maintain required documentation or complete prerequisite training prior to departing for their program. (T-2). Prerequisite items may include, but are not limited to, the following:

3.3.1.8.1. Travel orders.

3.3.1.8.2. Program-specific requirements (e.g., AETC Leadership Program cadre training).

3.3.1.8.3. Current information protection training certificate.

3.3.1.8.4. Anti-terrorism training.

3.3.1.8.5. Law of Armed Conflict training.

3.3.1.8.6. Office of Special Investigations brief (overseas locations only).

3.3.1.8.7. Intelligence brief (where required by Foreign Clearance Guide).

3.3.1.8.8. For orientation flights, contact host unit in advance for all required documentation prior to arrival at unit in accordance with DoDI 4515.13, *Air Transportation Eligibility*, and DAFMAN 11-401, AFMAN 11-403, *Aerospace Physiological Training Program*, and DAFMAN 48-123, *Medical Examinations and Standards*. As a minimum, bring a completed Department of Defense Form 2992, *Medical Recommendation for Flying or Special Operational Duty*, in accordance with DAFMAN 48-123.

3.3.2. MAJCOM/FLDCOMs will:

3.3.2.1. Assign a specific agency as Executive Agent for Cadet Development Programs within the MAJCOM or FLDCOM. Additionally, MAJCOMs and FLDCOMs shall appoint, at a minimum, one primary and one alternate program director with authority to affect action throughout the MAJCOM's wings, FLDCOM, Delta or Garrison and other subordinate organizations. (T-2). At MAJCOM or FLDCOM discretion, appointees may serve as directors for multiple Cadet Development Programs or for singular program management within the MAJCOM or FLDCOM. Appointees will come from existing manpower resources.

3.3.2.2. Coordinate with Cadet Development Program staffs regarding levels of support to be provided annually by the MAJCOM or FLDCOM.

3.3.2.3. Encourage program participation within their wings and other subordinate organizations and assist with coordinating base support allocations to meet Cadet Development Program needs.

3.3.2.4. Act as a liaison between supporting MAJCOM/FLDCOM units and Cadet Development Program staffs.

3.3.2.5. Provide information support to supporting MAJCOM/FLDCOM units.

3.3.2.6. Coordinate with other MAJCOMs and FLDCOMs to resolve shared support issues between MAJCOM/FLDCOM host and tenant units.

3.3.2.7. Acknowledge group travel country clearance requests (as required).

3.3.2.8. Establish guidance for cadet orientation flights and/or incentive flights to supplement this instruction and DAFMAN 11-401, if necessary, which promotes cadet involvement in flight activities without jeopardizing safety of flight or mission objectives.

3.3.3. Supporting installation host wings will:

3.3.3.1. Appoint a primary and alternate base director for all supported Cadet Development Program activities. **(T-2)**. Primary base directors should be an O-3 or above. Alternate base directors can be of any grade, as deemed appropriate by local commanders. At commander discretion, appointees may serve as directors for multiple Cadet Development Programs or for singular program management within the base.

3.3.3.2. Coordinate with tenant units for Cadet Development Program support, where applicable. **(T-2)**. If necessary, request MAJCOM-to-MAJCOM or MAJCOM-FLDCOM coordination to resolve support agreements between host base and tenant units.

3.3.3.3. Provide levels of support coordinated through MAJCOM/FLDCOM and Cadet Development Program staffs in accordance with requirements of this instruction. **(T-2)**. This includes but is not limited to: lodging, transportation, meals, career fields available to shadow and security clearance restrictions.

3.3.3.4. Host installation tenant units support host wings in accordance with their existing support agreements or as directed by their MAJCOMs or FLDCOMs.

3.3.3.5. The Academy Installation Deployment Readiness Center, in concert with the relevant Unit Deployment Manager, will coordinate deployment locations, materiel, readiness training, and transportation with Central Air Forces or other participating unified combatant commander air component headquarters in support of Operation Air Force-Deployed. **(T-1)**.

**3.4. Resources.** All travel to and from host base primary airports is funded by the cadets' respective organizations (i.e., Academy or AFROTC). The Academy and AFROTC will develop a memorandum of agreement to execute Operation Air Force for both Academy and AFROTC cadets. **(T-2)**. The following guidance applies; AFI 65-103, *Temporary Duty/Special Orders*, and Joint Travel Regulations (JTR), *Uniformed Service Members and DOD Civilian Employees*. **(T-0)**.

**3.5. Command and Control.** The Academy and AFROTC will make available a centralized command and control plan for Cadet Development Program participants. **(T-2)**.

3.5.1. Forward concerns regarding cadet order and discipline to the applicable Cadet Development Program staff as soon as practical. **(T-2)**.

3.5.2. Operational control remains with the applicable Cadet Development Program staffs. Decisions on removing a cadet from a Cadet Development Program include input from host base/wing leadership and deployed program officers in charge, but remain at the discretion of the applicable program staff.

**3.6. Security Clearances.** All Academy cadets and AFROTC senior cadets participating in Cadet Development Programs must hold at least an interim SECRET clearance.

**3.7. Evaluating Performance.** For all Cadet Development Programs, the Academy will execute a program evaluation. (T-2). All programs will include a cadet personal performance evaluation that will be provided to the cadet's unit. (T-2).

## Chapter 4

### DISENROLLMENT AND SUSPENSION OF CADETS

**4.1. Goal.** Provide direction pertaining to the disenrollment, suspension, resignation, and discharge of Academy cadets and the collateral consequences of these actions, including enlisted service, monetary reimbursement for the cost of an Academy education, and educational delay for the purpose of obtaining an alternative commissioning source.

**4.2. Roles and Responsibilities.**

4.2.1. The SecAF or designee approves all disenrollments, transfers, and administrative discharges as well as procedures for affecting them. Hereafter, the phrase “decision authority” means “SecAF or designee” whenever the text refers to final decision authority for individual disenrollment, resignation, and collateral consequence actions (except as specifically identified below).

4.2.2. The SecAF determines final action and disposition on any disenrollment, resignation, transfer or administrative discharge of an Academy cadet in any case in which the decision authority has not been delegated.

4.2.3. SAF/MR makes final decisions on individual disenrollment, suspension, resignation and collateral consequence actions (see [Attachment 1, Terms](#)) in those cases for which SAF/MR is the decision authority and makes recommendations to the decision authority on such actions for which there is a higher level decision authority.

4.2.3.1. Provide each recommendation forwarded with rationale and a complete case file.

4.2.3.2. Notifies the SecAF in writing of intentions before taking any disenrollment action that is highly sensitive or has the potential for significant Congressional, media, or public interest in accordance with procedures described in paragraph 2 (re-delegation and high interest notification) of Mission Directive (HAFMD) 1-24, Addendum B, *Re-Delegation of Authority for Individual Personnel Actions HAFMD 1-24, Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*.

4.2.4. Deputy Chief of Staff for Manpower, Personnel, and Service (AF/A1) formulates, reviews, and executes plans, policies, and programs addressing cadet disenrollment.

4.2.4.1. Establishes policy on the execution of orders for disenrolled cadets to perform enlisted service.

4.2.4.2. Establishes policy on active duty obligations and assigns military grades to disenrolled cadets if the decision authority directs active duty service.

4.2.4.3. Coordinates on educational delay requests. If approved pauses processing a disenrolled cadet into the enlisted force for a period of 150 days for the purpose of entering into another commissioning source.

4.2.4.3.1. Approves or disapproves requests for extensions in the educational delay in 30-day increments, not to exceed a total of 1 year from the date of the original order.

- 4.2.4.3.2. Instructs AFPC to call a disenrolled cadet to active duty who was granted educational delay but does not obtain an alternative commissioning source within the specified time.
- 4.2.4.4. Serves as liaison with other Services for disenrollment actions being taken on a cadet who had been an enlisted member in a Sister Service and was released from their obligation to that service contingent upon their acceptance and successful graduation and commissioning from the Academy.
- 4.2.5. Director, Air Force Review Boards Agency:
  - 4.2.5.1. Makes final decisions on individual disenrollment, involuntary excess leave following indefinite suspension, resignation, and collateral consequence actions in those cases for which the Air Force Review Boards Agency (AFRBA) is the decision authority.
  - 4.2.5.2. Notifies the SecAF and SAF/MR of intentions before taking any action in [paragraph 4.2.5.1](#) that is highly sensitive or has the potential for significant Congressional, media, or public interest in accordance with procedures described in [paragraph 2.3](#) (high-interest reporting) of HAFMD 1-24, Addendum B.
    - 4.2.5.2.1. Explains in detail the rationale for the intended decision and why it should be considered highly sensitive, and has the potential for significant Congressional, media, or public interest.
    - 4.2.5.2.2. Expedites these cases to the maximum extent practical and appropriate.
  - 4.2.5.3. Makes recommendations to the decision authority on individual disenrollment, resignation, and associated collateral consequence actions in those cases for which there is a higher level decision authority.
  - 4.2.5.4. Provides recommendations forwarded that include a rationale and the complete case file.
- 4.2.6. The Academy Superintendent will:
  - 4.2.6.1. Provide expeditious review and updating of cadet agreements to reflect current law and Department of Defense and DAF directives and policy. **(T-0)**.
  - 4.2.6.2. Implement training and education programs that provide cadets' awareness of, and ability to comply with, DAF and Academy standards of conduct, character, integrity, attitude, and deportment. **(T-2)**.
  - 4.2.6.3. Prescribe criteria and procedures for reviewing cadet performance in the areas of academics, athletics/physical fitness, character development, military skills and potential, and summer training. **(T-3)**.
  - 4.2.6.4. Prescribe criteria and procedures for cadets to remedy deficiencies when disenrollment is determined not to be appropriate without first attempting remedial actions to bring deficient cadets into compliance with standards. **(T-3)**.
  - 4.2.6.5. Develop and implement (after coordination with, and approval of, AF/A1), cadet disenrollment and resignation criteria, standards, and procedures which:



- 4.2.6.5.1. Balance military, academic, physical fitness, and other training interests in expeditious processing with administrative due process appropriate to the nature of the action. **(T-3)**.
- 4.2.6.5.2. Upon implementation, are available in the Academy listings on the Department of the Air Force Electronic Publications website. **(T-0)**.
- 4.2.6.6. Make final decisions on individual disenrollment, indefinite suspension, and resignation actions in those cases for which the Superintendent is the decision authority. **(T-3)**.
  - 4.2.6.6.1. Notify the SecAF, SAF/MR, the Air Force Review Boards Agency, AF/A1 and SF/S1 in writing of intentions before taking any disenrollment or suspension action that is highly sensitive or has the potential for significant Congressional or public interest. **(T-0)**.
    - 4.2.6.6.1.1. Expedite senior leadership notification of the nature and basis of indefinite suspension of a cadet from all cadet duties and activities. **(T-3)**.
    - 4.2.6.6.1.2. May detail a suspended cadet to the 10th Air Base Wing or to another Air Force or Space Force unit located in the Denver or Colorado Springs area, with consent of that unit's commander.
    - 4.2.6.6.1.3. Review suspension packages and determine whether to forward a request to the AFRBA to place the suspended cadet on involuntary excess leave in accordance with 10 USC § 702, *Cadets and midshipmen*.
  - 4.2.6.6.2. Make recommendations to the decision authority on individual disenrollment, resignation, discharge, and associated collateral consequence actions in only those cases for which the Superintendent is not the decision authority. **(T-1)**.
  - 4.2.6.6.3. Provide recommendations to the decision authority that include a rationale and a complete case file and is forwarded to the Air Force Review Boards Agency. **(T-1)**.
- 4.2.6.7. Completes records of final disposition for all disenrollment, resignation, discharge, and collateral consequence decisions in accordance with the Air Force Records Disposition Schedule and System of Records Notices, F036 USAFA A-L, available at <http://dpclo.defense.gov/Privacy/SORNs.aspx/>. **(T-1)**.
- 4.2.6.8. Serve as Show Cause Authority for discharge actions against cadets which warrant initiation of a Board of Inquiry in accordance with DAFMAN 51-507, *Enlisted Discharge Boards and Boards of Officers*. Boards of Inquiry for cadets will apply the procedures in accordance with DAFMAN 51-507.
- 4.2.7. Commander, AFPC will:
  - 4.2.7.1. Determine and award the service commitment for disenrolled cadets ordered to active enlisted service. **(T-1)**. The service commitment cannot exceed 4 years and is reduced proportionately for each month active duty is served.
  - 4.2.7.2. Monitor the status of disenrolled cadets who are granted an educational delay for the purpose of seeking an alternative commissioning source to satisfy their service commitment. **(T-3)**.

### 4.3. Enrollment and Disenrollment Acknowledgements.

4.3.1. Upon entry to the Academy, basic cadets must sign an agreement stating if they are subsequently disenrolled or resign during their second- or first-class year, they may be required to either:

4.3.1.1. Serve on active duty as an enlisted member in the Regular Air Force, Space Force, or Air Force Reserve for a period of time not to exceed 4 years (T-1), or

4.3.1.2. Reimburse the United States for education costs when it is determined that fulfillment of the active duty service obligation by the cadet would not be in the best interest of the DAF. (T-1).

4.3.2. Upon entry to the Academy, the agreement the basic cadets must sign must also state if they are subsequently discharged, resign for the good of the service, or are not ordered to active duty due to their serious misconduct, they may be required to reimburse the United States for education costs commensurate with their time spent at the Academy.

**4.4. Conditions Supporting Disenrollment.** Cadets are subject to potential involuntary disenrollment in one or more of the following circumstances:

4.4.1. Failure to comply with their Academy enrollment agreement.

4.4.2. Lack of demonstrated potential for commissioned service.

4.4.3. Failure to abide by established DAF or Academy standards of conduct, character, integrity, or academic, military or physical fitness requirements.

4.4.4. Are medically unsuited for continued military service.

**4.5. Disenrollment Considerations.** A decision to disenroll a cadet or accept a cadet's resignation constitutes a finding the cadet has broken the agreement to complete the course of instruction at the Academy. Disenrollment because of medical disqualification ordinarily does not constitute a breach of the agreement unless the medical condition was caused by the cadet's misconduct or was fraudulently concealed by the cadet prior to being discovered. For cadets who have served in an imminent danger pay area, deployed in support of a contingency operation, or filed a report of sexual assault, the Academy will apply the special processing requirements in accordance with AFI 36-3206, *Administrative Discharge Procedures for Commissioned Officers*. Special processing is also required for members who have self-disclosed that they are a victim of a sex-related offense, an intimate partner violence-related offense, or a spousal abuse offense during service, when disenrollment is based upon diagnosis of a mental health condition not constituting a physical disability. DoDI 1332.30, *Separation of Regular and Reserve Commissioned Officers*.

### 4.6. Collateral Consequences Considerations.

4.6.1. Active duty service is the primary means of reimbursement for a cadet's education at the Academy; however, monetary reimbursement or an educational delay for the purpose of allowing the disenrolled cadet to obtain an alternative commissioning source can be considered under appropriate circumstances.

4.6.2. Cost of education debts are determined by Academy Staff Judge Advocate and sent to Academy Financial Services, who forwards the same to the Defense Finance and Accounting Service, to establish the accounts receivable. Monetary accounts receivables for educational costs are established by the Defense Finance and Accounting Service for appropriate collection action.

4.6.3. The Superintendent has the Mentorship, Reevaluation, and Reappointment (MRR) program as an option for disenrolled cadets. The program will be executed in accordance with [paragraph 4.20](#) below.

#### **4.7. Disenrollment/Discharge Resulting in Entry-Level Discharge Characterizations.**

4.7.1. Basic cadets engaged in Basic Cadet Training and fourth-class cadets, prior to issuance of their first academic progress report and still within 180 days of entering military service, who are determined by medical personnel to have an Existing Prior to Service disqualifying medical condition not compatible with continued military service will likely be disenrolled from the Academy and discharged from the DAF with an Entry-Level characterization. If a disqualifying medical condition is sustained, or if a reported pre-existing condition was waived and the condition is aggravated during Basic Cadet Training, or at some time prior to the cadet's first academic progress report, the cadet is subject to a medical evaluation board.

4.7.2. Basic cadets who submit a voluntary resignation during Basic Cadet Training receive an Entry-Level discharge characterization unless they have prior enlisted service or have graduated from the Academy Preparatory School, in which case they receive a discharge characterization in accordance with [paragraph 4.12](#) below.

**4.8. Medical Evaluation Board and Physical Evaluation Board.** When a question arises about a cadet or cadet candidate's medical qualification for continued service or commissioning, medical personnel evaluate the cadet using the medical standards in accordance with DoDI 6130.03 Volume 1, *Medical Standards for Military Service: Appointment, Enlistment, or Induction*, and DAFMAN 48-123. If medical personnel determine the cadet does not meet continuation standards, a medical evaluation board is convened under procedural guidance in accordance with AFMAN 41-210, *TRICARE Operations and Administration*, AFI 48-133, *Duty Limiting Conditions*, AFD 36-32, *Military Retirements and Separations* and AFI 36-3212, *Physical Evaluation for Retention, Retirement and Separation*. An individual participant is subject to placement on medical leave of absence or medical disenrollment from USAFA in accordance with DoDI 1322.22, based on a medical condition that impairs the individual's ability to complete such training or to access into the Military Services. A "return to duty" finding by a medical evaluation board does not prevent a cadet or cadet candidate from being disenrolled for failing to meet accession/commissioning standards.

#### **4.9. Active Duty Service Commitments, Grade Awards and Educational Delays.**

4.9.1. Active duty service commitments will be determined by the Commander, Air Force Personnel Center, in accordance with [paragraph 4.2.7.1](#) of this instruction.

4.9.2. Enlisted grade is based on the cadet's class year at the time the disenrollment conduct occurred or the resignation was submitted and not based on the cadet's class year at the time of the final action. Disenrolled cadets are awarded the following grades:

4.9.2.1. Second class--Airman First Class. (**Exception:** The cadet reverts to the highest pay grade held during enlisted service prior to entering the Academy if that pay grade was higher than Airman First Class.)

4.9.2.2. First class--Senior Airman. These individuals must qualify at the five-skill level Air Force Specialty Code to retain the grade of Senior Airman. (**Exception:** The cadet reverts to the highest pay grade held during enlisted service prior to entering the Academy if that pay grade was higher than Senior Airman.)

4.9.3. A disenrolled cadet may request an educational delay in fulfilling their service commitment for the purpose of obtaining a commission by means of an alternative source.

4.9.4. The disenrolled cadet is normally called to active duty not later than 30 days after the receipt of the decision authority's order directing enlisted service as the collateral consequence of disenrollment.

4.9.5. When the Superintendent concludes a cadet is not qualified for graduation and commissioning, the Superintendent determines the cadet's status while the case is pending disposition. (T-1).

#### **4.10. Disenrolling Cadets with Prior Service.**

4.10.1. Cadets who enter the Academy from the regular or reserve component of any military service and who fail to fulfill their Academy enrollment agreement may incur an active duty service commitment (ADSC) in return for their education at the Academy. Subject to the subparagraphs below, a disenrolled cadet with a prior service commitment will serve that commitment concurrently with any Academy commitment with the longer of the two taking precedence. (T-1).

4.10.2. Cadets who were members of a Regular or Reserve component before enrollment and are disenrolled before they begin their second class academic year, return to their former military status to complete any remaining service commitment.

4.10.2.1. If the remaining service commitment is to the DAF and is within 1 year of ending or has ended by the separation date, the cadet is reassigned to the Reserve (not extended active duty).

4.10.2.2. If the cadet's prior service was not in the DAF, the Academy notifies AF/A1PT who reports the disenrollment and removal from cadet status to the appropriate Service to coordinate disposition.

4.10.2.3. If the cadet is discharged, resigns for the good of the service, or is not ordered to active duty due to their serious misconduct, the cadet may be required to reimburse the United States for education costs commensurate with their time spent at the Academy.

4.10.3. Cadets who were members of a Regular or Reserve component before enrollment and have begun their second class academic year are disenrolled in the same manner as cadets with no prior service, except under the following circumstances:

4.10.3.1. If the prior service commitment extends beyond the period of active duty commitment the cadet incurs according to **paragraph 4.9**, the cadet then completes the previously incurred prior service obligation unless the decision authority determines that a different collateral consequence is more appropriate because of the circumstances surrounding the disenrollment.

4.10.3.2. If the prior service did not take place in the DAF and the disenrolled cadet has a remaining service commitment from the prior service, the Academy notifies AF/A1PT, who reports the disenrollment and removal from cadet status to the proper Service and coordinates disposition. **(T-1)**.

4.10.3.2.1. If the cadet's previous service elects not to have the cadet return to complete any outstanding obligations to them, the cadet is separated from cadet status in the same manner as a cadet with no prior service obligation.

4.10.3.2.2. If the cadet's previous service elects to have the cadet return to complete any outstanding obligations to that service, the disenrolled cadet is separated from cadet status and returned to service in accordance with the prior Service's instructions. **(T-1)**.

**4.11. Disenrolling Foreign Cadets.** The Academy will notify AF/A1, who in turn will notify the SecAF International Affairs Office, SAF/IA, upon initiation of disenrollment actions on a foreign cadet for coordination with home nation government. **(T-1)**.

**4.12. Service Characterization.** The disenrollment decision authority determines the cadet's discharge characterization according to the following standards:

4.12.1. **Honorable.** This should be awarded when the quality of the cadet's service has met DAF standards of acceptable conduct or when the cadet's record is otherwise so meritorious that any other characterization would be inappropriate.

4.12.2. **General (Under Honorable Conditions).** This service characterization is appropriate when a cadet's service has been honest and faithful but is warranted when the negative aspects of the cadet's conduct or performance of duty outweigh the positive aspects of the cadet's conduct or performance of duty as documented in their records.

4.12.3. **Under Other Than Honorable Conditions.** When separation is based upon a pattern of behavior that constitutes a significant departure from the conduct expected of service members, or when separation is based upon one or more acts or omissions that constitute a significant departure from the conduct expected of service members.

4.12.4. **Entry-Level.** Assign an Entry-Level characterization when a cadet is disenrolled and discharged within 180 days of taking the oath of appointment, unless they have prior enlisted service or have graduated from the Academy Preparatory School, and for certain Existed Prior to Service-related disenrollments of Basic Cadets in Basic Cadet Training and of certain 4th-class cadets as described above.

**4.13. Voluntary Resignations.**

4.13.1. All resignations tendered in accordance with this paragraph are voluntary.

4.13.2. These include, but are not limited to, such reasons as change of career goals, personal reasons, or difficulty in acclimating to a military environment.

4.13.3. They do not include resignations tendered in the situations described in paragraphs [4.13.3.1](#) and [4.13.3.2](#). Tenders of resignation of this nature are not acted upon until the command has determined paragraphs [4.13.3.1](#) and/or [4.13.3.2](#) no longer apply.

4.13.3.1. The individual is under preferred charges in accordance with the UCMJ or under consideration for or the subject of an investigation that could lead to a court-martial or disenrollment action in accordance with this instruction. See paragraphs [4.14](#) and [4.15](#) for tenders of resignation for the good of the service or resigning instead of further disenrollment procedures.

4.13.3.2. If the individual submitting the voluntary resignation is under consideration for or is the subject of an investigation that could lead to involuntary disenrollment under paragraphs [4.4.1](#) through [4.4.3](#). See [paragraph 4.14](#) for tenders of resignation instead of further disenrollment procedures.

4.13.4. Cadets must tender voluntary resignations to the Superintendent in writing. (T-3).

4.13.5. The decision authority determines whether to accept a cadet's resignation and assigns the service characterization.

4.13.6. Acceptance of a tender of voluntary resignation does not negate the applicability of paragraphs [4.6](#), [4.9](#), and [4.10](#).

4.13.7. The Superintendent may permit cadets who have tendered voluntary resignations to withdraw them if the Superintendent determines withdrawal of the resignation is in the best interest of the DAF.

#### **4.14. Resigning In Lieu Of Further Disenrollment Action.**

4.14.1. Cadets under consideration for, or who are the subject of, an investigation that could lead to involuntary disenrollment under paragraphs [4.4.1](#) through [4.4.3](#) may tender resignations in lieu of further disenrollment action.

4.14.2. Cadets resigning in lieu of further disenrollment action may receive an honorable, general, or under other-than-honorable-conditions discharge characterization as determined by the decision authority. The Superintendent may establish procedures permitting cadets to tender resignations conditioned on service characterization that includes the Superintendent's authority to deny such conditional resignations.

4.14.3. The decision authority determines whether to accept a cadet's resignation and assigns the appropriate service characterization.

4.14.4. Acceptance of a tender of resignation in lieu of further disenrollment action does not negate the applicability of paragraphs [4.6](#), [4.9](#), and [4.10](#).

4.14.5. The Superintendent may permit cadets who have tendered resignation in lieu of further disenrollment action to withdraw them if the Superintendent determines withdrawal of the resignation is in the best interest of the DAF.

4.14.6. Cadets must tender resignation in lieu of requests to the Superintendent in writing. (T-3).

**4.15. Resigning for the Good of the Service.** Cadets who are subject to trial by court-martial may tender a resignation for the good of the service in accordance with AFI 36-3207, *Separating Commissioned Officers*, and DAFI 51-201, *Administration of Military Justice*. Cadets who resign for the Good of the Service during any class year may be required to reimburse the United States for education costs commensurate with their time spent at USAFA if they incurred an active duty service commitment or the underlying action involved serious misconduct.

**4.16. Fulfilling Service Commitments.** Cadets, whose resignations are approved, must fulfill their ADSC and/or obligations to reimburse the Government for education costs in accordance with AFMAN 36-2032, *Military Recruiting and Accessions*. **(T-1)**. A cadet ordered to active duty has a military service obligation equivalent to the period for which they are ordered to Regular Air Force active duty or to the reserve components. Disposition of cadet candidates who are disenrolled is in accordance with AFMAN 36-2032.

**4.17. Conducting Additional Investigations.** If the Superintendent decides to conduct an investigation after a resignation requiring decision by a higher authority has been forwarded, the Superintendent:

4.17.1. Informs AF/A1 and SF/S1 of the reasons by message. **(T-1)**.

4.17.2. Requests the decision authority delay action until such time as the investigation is complete and the Superintendent can forward recommendations based on the results of the investigation. **(T-1)**.

**4.18. Reporting Disenrollments.**

4.18.1. The Academy will submit Air Force Cadet Wing End Strength to the Manpower Program Development Division and AF/A1PT no later than the fifth of each month. **(T-3)**.

4.18.2. The Academy will use the Department of Defense Form 785, *Record of Disenrollment from Officer Candidate-Type Training*, to record the information on individuals disenrolled from the Academy.

4.18.3. The Academy will provide the AFRBA a quarterly listing of disenrollment actions (includes resignations under paragraphs 4.14 and 4.15) that are initiated or finalized during the respective quarter. **(T-3)**. This listing need only include the cadet name, class year, basis for disenrollment, status or final disposition, and a short summary of the facts supporting the action.

**4.19. Involuntary Discharge Action based on Serious Misconduct.**

4.19.1. The Superintendent, with advice from Academy Staff Judge Advocate, determines whether cases involving serious misconduct are initiated under the procedures for an honor board, disenrollment for conduct deficiencies, or an involuntary discharge action.

4.19.2. If the underlying misconduct is serious enough to potentially warrant discharge Under Other Than Honorable Conditions, the procedures in accordance with DAFMAN 51-507, will be followed with appropriate modifications necessary for application to a cadet. **(T-1)**.

4.19.3. If SecAF, or a designee, approves a discharge under this paragraph, disenrollment will be a consequent of that approval.



4.19.4. Any cadet who is discharged, who resigns for the Good of the Service after being notified of a discharge action, or is not otherwise ordered to active duty due to their serious misconduct may be required to reimburse the United States for education costs commensurate with their time spent at the Academy.

#### **4.20. MRR Program.**

4.20.1. The MRR program is an opportunity for the Superintendent, in unusual circumstances, to recommend disenrolled cadets whose record of performance, other than the circumstances forming the basis of disenrollment, met standards and demonstrated potential for success as an officer. While the circumstances leading to the cadet's disenrollment would be inconsistent with continued service in the Academy Cadet Wing at that time, other indicators of performance and potential officership may merit the opportunity for the cadet to demonstrate professional-ethical behavior and commitment through performance on active duty as an enlisted member in an Air Force operational unit, with the potential for reappointment to the Academy.

4.20.2. Consideration. The Superintendent can consider disenrolled cadets who breached their agreement to serve for failing to complete the required course of Academy instruction, including academics, physical fitness, conduct, and honor code violations.

4.20.2.1. Eligibility is based on the cadet's overall record, including academic achievement, military and professional performance, and proven leadership ability. The Superintendent will review these factors, balanced against the nature and seriousness of the circumstances which formed the basis of the disenrollment, to determine the cadet's potential for future enlisted and commissioned service. **(T-2)**.

4.20.2.2. Cadet entry into the MRR Program will be entirely voluntary. **(T-2)**. The Superintendent will confirm disenrolled cadets recommended for the program agree to participate as well as understand and agree to the terms of the program. **(T-2)**.

4.20.3. Approval for MRR Program Entry.

4.20.3.1. Fourth (freshman) and third (sophomore) class cadets. Upon cadet agreement, the Superintendent will notify AF/A1P and AFPC of the decision and request enlistment processing. **(T-2)**.

4.20.3.2. Second (junior) and first (senior) class cadets. Upon cadet agreement, the Superintendent will forward the recommendation, all information listed in [paragraph 4.20.2.1](#) and the record of disenrollment proceedings to the AFRBA, for a collateral consequences decision. **(T-3)**. This AFRBA collateral consequences decision will be made after Air Force Personnel Board consideration, with senior non-commissioned officer representation, pursuant to HAFMD 1-24\_Addendum B. **(T-3)**. If the collateral consequences decision orders enlisted service, then the Superintendent's recommendation for MRR will be implemented. **(T-3)**.

4.20.4. Mentorship. Disenrolled cadets approved for participation shall be ordered to active duty in accordance with the period of active duty consistent with 10 USC § 9448, *Cadets: agreement to serve as an officer*; DoDI 1322.22 and this instruction. **(T-0)**.



4.20.4.1. Disenrolled cadets approved for participation in the MRR Program shall be assigned an enlisted Air Force Specialty Code, attend appropriate initial skills training, and be assigned to an operational unit for a specified period of not less than 1 year following the completion of initial skills training before they are eligible for reappointment. **(T-3)**.

4.20.4.2. The Academy Commandant of Cadets (Commandant) shall assign mentors who will be responsible for maintaining regular contact with the former cadets and their unit commander to advise them of specific program requirements. **(T-3)**.

4.20.4.3. The Academy will establish responsibilities for the mentors, including specific monitoring, counseling, and record keeping. **(T-3)**.

4.20.4.4. Unit commanders of the former cadets will provide assistance and information necessary to enable the mentors to fulfill their responsibilities. **(T-3)**.

4.20.5. Reevaluation and Reappointment. Following consultation with mentors and unit commanders on performance and the potential of reappointment, former cadets may submit a request for readmission to the Superintendent, through the Commandant.

4.20.5.1. Former cadets must have demonstrated the highest standards of character, patriotism, sense of duty, and personal conduct; must have demonstrated a potential for commissioned service; have no record of conviction by court-martial or nonjudicial punishment and no record of civil conviction; and they must be recommended for readmission by their current unit commander and mentor. **(T-3)**.

4.20.5.2. The Academy Board will review all reappointment requests and provide a recommendation to the Superintendent for decision. **(T-3)**. The Board shall use the factors identified in [paragraph 4.20.5.1](#) in making their recommendation, and shall clarify any other factors or information considered in its final recommendation. **(T-3)**.

4.20.5.3. Upon completion of the evaluation of the request for reappointment for first and second class cadets, the Superintendent will notify the AFRBA of the decision. **(T-3)**.

4.20.5.4. For readmission, former cadets must meet all Academy eligibility requirements as of the time of readmission. **(T-3)**.

4.20.5.5. Former cadets approved for reappointment will be readmitted to the Academy to a class consistent with the academic qualifications at the time of readmission. **(T-3)**. Regardless of previous progress toward graduation requirements, the reappointed participant must serve at least one fully encumbered semester (academic, military, athletic) before they can be considered for graduation. **(T-3)**.

4.20.5.6. Former cadets not initially recommended or approved for reappointment may receive a second consideration following another 12 months of active duty, consistent with their ability to continue to meet all Academy entrance requirements.

4.20.5.7. Participants not selected for reappointment will not receive any further consideration for reappointment and will complete the period of active duty to which ordered. **(T-1)**.

**4.21. Service Academy Transfer Requests for Victims of Sexual Assault or Related Offenses.**

4.21.1. The Superintendent will confirm that any cadet appointed to the USAFA who is a victim of an alleged sexual assault or other offense covered by Articles 117a, 120, 120c, or 130 of the UCMJ shall be informed of the option to request a transfer to another military service academy or enroll in a Senior Reserve Officers' Training Corps program. **(T-0)**.

4.21.2. Cadets or midshipmen who file an unrestricted report of a sexual assault are eligible to request a transfer to or from USAFA. The USAFA Superintendent, in coordination with the Superintendent of the other named military service academy, shall consider all criteria provided in **Attachment 3** when making a determination on each request. **(T-1)**. The Superintendent will approve the transfer unless there are exceptional circumstances that require denial of the request. **(T-1)**. If the request for transfer is to a Senior Reserve Officers' Training Corps program, the losing military service academy's registrar, on behalf of the Superintendent, will coordinate with the Headquarters AFROTC Commander or sister service Headquarters ROTC Commander, the gaining ROTC Detachment Commander, and the host university/college to facilitate the transition. For transfers to AFROTC, already existing procedures (see DoDI 1322.22, Enclosure 3, paragraph f(8)) for USAFA-AFROTC transfers should be utilized to the extent practicable. **(T-1)**.

4.21.3. The Principal Deputy Assistant Secretary has delegated to the USAFA Superintendent the authority to waive a cadet's active duty service commitment. Disenrollments executed under this guidance will not incur a collateral consequences determination other than a waiver determination of a cadet's ADSC. **(T-1)**.

4.21.4. If the request for transfer is approved, the gaining academy or Senior Reserve Officers' Training Corps program should take appropriate action to execute the transfer as expeditiously as practicable, preferably prior to the start of the next academic semester. If disapproved, the cadet or midshipman must be advised by the Superintendent, or the appropriate approving authority of the option to submit a request for reconsideration, through SAF/MR, to the SecAF. **(T-1)**.

4.21.5. All records of any requests, determination, transfer, or other action shall remain protected by the Privacy Act and shared only for official use. Any discussions between the victim and his or her Victims' Counsel and Sexual Assault Prevention and Response personnel related to the expedited transfer will be confidential and privileged in accordance with AFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*. **(T-1)**.

4.21.6. A request for transfer may be temporary or permanent. If a cadet requests a temporary transfer (e.g. semester), to the extent practical and without causing unnecessary delay, USAFA should utilize already existing programs and procedures to effect the temporary transfer (e.g. semester exchange program).

4.21.7. In the event that a cadet requests a permanent transfer to another service academy or another service ROTC program, the cadet should elect whether they will commission into the gaining service or the DAF. The default is that a cadet who transfers to another service academy or ROTC program will be discharged from the DAF and gained by the new service. If the cadet elects to be commissioned into DAF, the MSAs will utilize the cross-commissioning procedures. **(T-0)**. This avoids issues concerning a cadet's inability to satisfy USAFA graduation/commissioning requirements while at another service academy or ROTC program.

4.21.8. Since each transfer request is unique, requests should be considered on a case-by-case basis to ensure an efficient transfer process and minimizing negative personal and career impacts for the cadet.4.22.

#### **4.22. Pregnancy.**

4.22.1. Pregnancy is a significant life event for a cadet and above-all focus should be on ensuring the emotional and physical well-being of the cadet, to include empowering the cadet with options and supporting the cadet with available resources to assist them in determining what course of action is best for the cadet and their potential Air Force or Space Force career.

4.22.2. There is no prohibition on a cadet remaining at USAFA while pregnant or after giving birth to a child. However, DoDI 6130.03, Volume 1, paragraph 5.13(k) does state that "pregnancy through 6 months is disqualifying for commissioning. **(T-0)**. Thus, a pregnancy or childbirth may delay commissioning for a cadet or result in a waiver. A cadet shall not be involuntarily disenrolled merely for being pregnant. **(T-0)**.

4.22.3. If a cadet becomes pregnant, they may voluntarily elect to go on administrative turnback for any portion of the pregnancy and an appropriate period following the birth of the child (determined on a case-by-case basis). A cadet should not be forced to take an administrative turnback, however, solely based on their pregnancy. To the extent possible, a pregnant cadet should be given the option of remaining in training with reasonable accommodations similar to any other medical condition. If the cadet cannot complete training requirements (with reasonable accommodations), medical leave or turnback should be considered. The cadet is encouraged to consult with her medical provider, chain-of-command and helping agencies to determine whether an administrative turnback is in her best interest.

4.22.4. A cadet may also choose to terminate a pregnancy in a jurisdiction where such action is lawful, but under no circumstances should a cadet be coerced into such a decision or informed that termination of pregnancy is the only or recommended option for the cadet.

4.22.5. A cadet who is responsible for a pregnancy or parenthood may voluntarily elect to go on administrative turnback for the birth of their child and an appropriate period of time following the birth of the child (determined on a case-by-case basis). To the extent possible, an administrative turnback for pregnancy or parenthood should take into consideration the academic schedule to maximize the potential for the cadet to earn credits.

4.22.6. A cadet may also elect to voluntarily disenroll due to pregnancy or following childbirth or transfer to ROTC in accordance with DoDI 1322.22, Enclosure 3, paragraph f(8). Unless it is determined that the pregnancy occurred for the primary purpose of avoiding service or recoupment, a cadet who voluntarily disenrolls for pregnancy shall not be ordered to reimburse the government for educational benefits or be ordered to enlist in service. Consideration may be given to determine whether the exception for recoupment due to pregnancy qualifies as a hardship separation pursuant to DoD 7000.14. **(T-0)**.

4.22.7. Exemptions to fitness standards for pregnant cadets will be treated consistent with service regulations for enlisted and officers with appropriate modifications for USAFA in accordance with DAFMAN 36-2905. **(T-2)**.

4.22.8. This paragraph does not limit the service's ability to disenroll a pregnant cadet or midshipman for other reasons (e.g. academics, misconduct, honor) or other medical conditions.

#### **4.23. Dependency.**

4.23.1. In accordance with DoDI 1322.22, Enclosure 3, paragraph e(4), "those appointed cadets must not have dependents." As defined by DoDI 1322.22, a dependent is "any person for whom an individual has a legally recognized obligation to provide support including but not limited to spouse and natural, adoptive, or stepchildren."

4.23.2. A cadet who learns that they are responsible for a child must notify their chain-of-command immediately. **(T-2)**.

4.23.3. A cadet who becomes responsible for a child may not remain at USAFA unless they take action to remove any legally recognizing obligation to provide support, to include:

4.23.3.1. Permanently relinquish parental rights and obligations through either adoption procedures or relinquishing rights to the other parent. **(T-0)**.

4.23.3.2. Obtain a temporary guardianship agreement through a court of competent jurisdiction that grants in loco parental/authority to another adult to care for the child and temporarily relieves the cadet from any financial support obligations for the duration of the cadet's time at USAFA. **(T-2)**. The cadet may still maintain some level of parental rights, but support obligations, to include financial, medical, and day-to-day care for the child, must be transferred to another competent adult in accordance with DoDI 1322.22. **(T-0)**. The cadet will also be required to sign a Memorandum of Agreement with the Commandant of Cadets that details the care plan for the child. **(T-2)**. The cadet must acknowledge that if they fail to abide by the approved plan or if the chain-of-command determines that care for the dependent interferes with the cadet's ability to satisfactorily complete training, academic, or fitness requirements, the cadet may be subject to involuntary disenrollment for violation of the dependency provision. **(T-2)**.

4.23.3.3. The subparagraphs above shall not be construed to alleviate a cadet from parental responsibilities imposed by agreement or state or local law. **(T-0)**. Cadets and midshipmen are encouraged to consult with military and civilian counsel concerning their options.

4.23.4. A cadet who becomes responsible for a child may also choose to transfer to ROTC in accordance with DoDI 1322.22, Enclosure 3, paragraph f(8) or voluntarily disenroll from USAFA. Unless it is determined that the pregnancy occurred for the primary purpose of avoiding service or recoupment, a cadet who voluntarily disenrolls for dependency shall not be ordered to reimburse the government for educational benefits or be ordered to enlist service unless waived by SecAF (T-1).

4.23.5. A cadet may remain at USAFA or take an administrative turnback to make appropriate legal, financial, and other arrangements for the care of their dependent child. If the cadet chooses to remain at USAFA while making such arrangements, they must demonstrate, upon request, proof that they are actively pursuing such arrangements. (T-2). Failure to do so may result in disenrollment.

4.23.6. To the extent possible, an administrative turnback for dependency should take into consideration the academic schedule to maximize the potential for the cadet to earn credits.

4.23.7. A cadet's failure to comply with DoD and DAF requirements concerning dependents, may result in disciplinary action or disenrollment for violation of policy.

4.23.8. Unless specifically authorized by statute or higher-level instruction, a cadet who maintains parental rights in accordance with [paragraph 4.23.3.2](#) will not receive additional benefits, pay, or allowances as a result of their dependent until he or she enters active duty service. (T-0).

**Chapter 5 (DELETED)**

## Chapter 6

### ADDITIONAL GUIDANCE

**6.1. Goal.** Provide additional clarification and information on certain roles and responsibilities and cadet programs that impact multiple offices and may require more detail than is appropriate for other chapters. Reference will be made to the appropriate section of this instruction.

**6.2. Cadet Assignment Process.** There are numerous assignment possibilities for cadets graduating from the Academy. While not all inclusive, the following provides additional guidance for the process.

6.2.1. AF/A1 and SF/S1 have the responsibility to provide guidance to AFPC that Academy graduates are appropriately classified and assigned.

6.2.1.1. Assignments should be made with emphasis on DAF operational missions in air, space and cyberspace in accordance with DAF needs and requirements and [paragraph 1.2.6.6](#).

6.2.1.2. Graduates should initially serve at the wing or garrison level. **Note:** System Program Offices and labs are considered wing/garrison level for 61/62/63XX officers) or below.

6.2.2. AFPC is the final decision authority for all cadet classification and assignments.

6.2.2.1. The Academy may request newly commissioned lieutenants to support cadet Aviation, Airmanship, and cadet recruiting and retention efforts.

6.2.2.1.1. AF/A1 and SF/S1 will determine these assignments annually according to needs and requirements.

6.2.2.1.2. Initial flight training (if required) and other training requirements should be completed during the Academy assignment, but initial skills training may be delayed until the lieutenant has departed the Academy. AFPC is the final scheduling and assignment authority pertaining to these personnel.

6.2.2.1.3. Casual Lieutenant Program. The Academy will maintain the option to request from the Principal Deputy Assistant Secretary for Manpower and Reserve Affairs the ability to utilize graduates with extensive wait time until Undergraduate Flight Training as Casual Lieutenants following graduation. The Principal Deputy Assistant Secretary for Manpower and Reserve Affairs is the final approving authority for allocating the total number of cadets designated to participate in this program.

6.2.2.1.4. First-Year Lieutenant Program. Upon graduation, the Academy will assign no less than 20 graduating cadets to serve a 1-year tour at the Academy to assist with its cadet recruiting and retention efforts, consistent with Superintendent direction and unit manning document authorizations. **(T-3)**.

**6.3. Air Officer Commanding Selection.** Air Officers Commanding fulfill a vital role in implementing the Superintendent's cadet development plan and bringing an operational Air Force presence into the Cadet Squadrons.

6.3.1. AF/A1 has the responsibility to maintain a selective assignment process and development program for Air Officers Commanding to prepare them for their roles at the Academy.

6.3.1.1. Air Officers Commanding will be majors or major selects in most cases.

6.3.1.2. Air Officer Commanding selection process.

6.3.1.2.1. Regular Air Force Air Officers Commanding will be selected through a central command board process established by the Air Force Personnel Center, in coordination with the Developmental Education Designation Board, which includes voting board members representing the Academy Commandant of Cadets, Academy Preparatory School, the Air Force Personnel Center, and Academy Director of Manpower and Personnel. (T-1).

6.3.1.2.2. Reserve Air Officers Commanding will be selected through a central school board process, Reserve Developmental Education Designation Board established by Air Reserve Personnel Center and will include technical advisors representing the Reserve Advisor to the Academy; Office of Air Force Reserve, Directorate of Personnel; and Air Force Reserve Command. (T-1).

6.3.1.3. Air Officers Commanding attend a specialized 1-year graduate degree program resulting in a master's degree in counseling, leadership or similar area, prior to beginning their 2-year command assignment. (T-1). Intermediate Developmental Education credit is awarded upon completion of prerequisites and successful completion of the 1-year graduate degree program.

6.3.1.4. Air Officers Commanding will be designated as commanders, on G-series orders, in accordance with, AFI 51-509, *Appointment to and Assumption of Command*. However, Air Officers Commanding from services other than the Air Force are not eligible to command an Air Force unit. As a result, units with non-Air Force Air Officers Commanding will be commanded by either another Air Officer Commanding that is detailed to that unit for purposes of command or by the Group Air Officer Commanding unless the eligibility requirement is waived by AF/JAO. (T-1).

6.3.2. The Academy Commandant of Cadets makes the final selection of Air Officers Commanding.

**6.4. Officer and Enlisted Assignments.** The DAF must have balance in making assignments to the Academy. The CSAF and CSO foster ownership of the Academy by the operational DAF through the prioritized assignment of personnel with operational experience.

6.4.1. The tour length of the Superintendent is 4 years and the tour length of the Academy Commandant of Cadets is up to 3 years. Exceptions are allowed to prevent simultaneous turnover rotation of the Superintendent and the Commandant of Cadets in the same period, without violating 10 USC § 9433, *Superintendent; faculty: appointment and detail*.

6.4.2. Specific Academy assignments are coded as Cadet Training and Education positions for cadet contact time purposes. AF/A1 and SF/S1 will maintain standards for time on station among faculty and staff members in Cadet Training and Education positions that comply with both the recent experience requirement and DAF Corporate Structure fiscal and manpower constraints.



6.4.2.1. A Cadet Training and Education position within the cadet wing is one that designs, develops, manages, advises, plans, and executes military education and/or training for the cadet wing.

6.4.2.2. Limit personnel in Cadet Training and Education positions to 5-year tours.

6.4.2.3. Route requests for extension of Airmen and Guardians in the Cadet Training and Education position program past 5 years through the Academy Director of Manpower and Personnel and the Superintendent. If both recommend approval, the Academy Director of Manpower and Personnel submits the formal request to AFPC (for lieutenant colonels and below) or the Air Force Chiefs' Group (for Chief Master Sergeants) for final approval by AF/A1. AF/A1 is the approval authority for all extensions beyond 5 years.

6.4.3. Individuals assigned to non-training Base Operating Support-type positions will follow normal DAF assignment procedures. **(T-1)**. Individuals who transfer from Base Operating Support to Cadet Training and Education positions are not limited by their original date arrived station but instead limited from the date they take on duties in a Cadet Training and Education position and must be extended by the appropriate approval authority to exceed the 5 year time on station limit. **(T-1)**.

6.4.4. For all time on station limits, personnel who have a report no later than date in the same cycle their time on station limit expires are in compliance with this restriction.

6.4.5. Establish procedures for limited and specific Academy assignments to be coded as Senior Military Faculty positions for time on station purposes in addition to the Permanent Professor positions designated in 10 USC § 9431. The combination of Permanent Professor and Senior Military Faculty positions are maintained at approximately 15 percent of the authorized Academy faculty strength. To be designated a Senior Military Faculty, an officer must have served a minimum of 3 years with a terminal degree as a faculty member of the Academy or Air University in the appropriate discipline. **(T-1)**. Maintain standards for Senior Military Faculty that allow for periodic deployment or other short operational refreshing, but with return to the Academy to continue military oversight of the faculty in coordination with the officer's functional community.

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

5 USC Appendix, § 10 (Federal Advisory Committee Act)

5 USC § 552, *Public information: agency rules, opinions, orders, records, and proceedings* (The Freedom of Information Act)

10 USC § 347, *International engagement authorities for service academies*

10 USC § 702, *Cadets and midshipmen*

10 USC §§ 801 et seq., *Uniform Code of Military Justice*

10 USC § 1033, *Participation in management of specified non-federal entities: authorized activities*

10 USC § 9431, *Establishment: superintendent; faculty*

10 USC §§ 9431 et seq., *United States Air Force Academy*

10 USC § 9432, *Departments and professors: titles*

10 USC § 9433, *Superintendent; faculty: appointment and detail*

10 USC § 9436, *Permanent professors; director of admissions*

10 USC § 9438, *Civilian faculty: number; compensation*

10 USC § 9442, *Cadets; appointment; numbers, territorial distribution*

10 USC § 9448, *Cadets: agreement to serve as officer*

10 USC § 9449, *Cadets; organization; service; instruction*

10 USC § 9454, *Buildings and grounds: buildings for religious worship*

10 USC § 9455, *Board of Visitors*

10 USC § 9459, *Mixed-funded athletic and recreational extracurricular programs: authority to manage appropriated funds in same manner as nonappropriated funds*

10 USC § 9461, *Policy on sexual harassment and sexual violence*

10 USC § 9462, *Support of athletic programs*

Public Law 94-106, *The DoD Appropriation Authorization Act of 1976*, Section 803(a)

DoDI 1322.22, *Service Academies*, 24 September 2015

DoDI 1332.30, *Separation of Regular and Reserve Commissioned Officers*, 11 May 2018

DoDI 4515.13, *Air Transportation Eligibility*, 23 October 2020, with Change 5

DoDI 5400.11, *DoD Privacy and Civil Liberties Program*, 29 January, 2019

DoDI 6130.03 Volume 1, *Medical Standards for Military Service: Appointment, Enlistment, or Induction*, 6 May 2018

DoDI 6495.02 Volume 1, *Sexual Assault Prevention and Response: Program Procedures*, 9 April 2021, with Change 5

Joint Travel Regulations (JTR), *Uniformed Service Members and DOD Civilian Employees*

Air Force Doctrine Publication I, *The Air Force*, 10 March 2021

HAFMD 1-2, *Under Secretary of the Air Force*, 6 March 2018

HAFMD 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, 28 January 2019

AFPD 36-29, *Military Standards*, 11 April 2019

AFPD 36-32, *Military Retirements and Separations*, 30 August 2018

AFPD 36-35, *United States Air Force Academy*, 14 March 2018

AFI 33-322, *Records Management and Information Governance Program*, 28 July 2021

AFI 34-108, *Commercial Sponsorship and Sale of Advertising*, 21 August 2018

AFI 34-223, *Private Organizations Program*, 13 December 2018

AFI 36-3206, *Administrative Discharge Procedures for Commissioned Officers*, 9 June 2004

AFI 36-3207, *Separating Commissioned Officers*, 9 July 2004

AFI 36-3212, *Physical Evaluation for Retention, Retirement, and Separation*, 15 July 2019

AFI 48-133, *Duty Limiting Conditions*, 7 August 2020

AFI 51-506, *Gifts to Department of the Air Force from Domestic and Foreign Sources*, 16 April 2019

AFI 51-509, *Appointment to and Assumption of Command*, 14 January 2019

AFI 65-103, *Temporary Duty/Special Orders*, 15 August 2019

AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation (MWR) and Nonappropriated Fund Instrumentalities (NAFIS)*, 15 January 2019

AFI 84-103, *Department of the Air Force Heritage Program*, 12 May 2021

AFI 90-201, *The Air Force Inspection System*, 20 November 2018

AFI 90-6001, *Sexual Assault Prevention and Response (SAPR) Program*, 14 July 2020

AFMAN 11-403, *Aerospace Physiological Training Program*, 13 August 2020

AFMAN 34-201, *Use of Nonappropriated Funds (NAFS)*, 28 September 2018

AFMAN 34-202, *Procedures for Protecting Nonappropriated Funds Assets*, 25 June 2019

AFMAN 36-2032, *Military Recruiting and Accessions*, 27 September 2019

AFMAN 41-210, *TRICARE Operations and Patient Administration*, 10 September 2019

AFMAN 64-302, *Nonappropriated Fund (NAF) Contracting Procedures*, 26 September 2019

AFMD 12, *United States Air Force Academy*, 29 March 2019

DAFI 36-2406, *Officer and Enlisted Evaluations Systems*, 14 November 2019

DAFI 36-2619, *Active Duty Operational Support (ADOS) - ACTIVE Component (AC) Man-Day Program*, 25 November 2019

DAFI 36-2710, *Equal Opportunity Program*, 18 June 2020

DAFI 36-2903, *Dress and Personal Appearance of Air Force Personnel and United States Space Force Personnel*, 7 February 2020

DAFI 36-2907, *Adverse Administrative Actions*, 15 January 2021

DAFI 51-101, *The Air Force Judge Advocate General's Corps (AFJAGC) Operations, Accessions, and Professional Development*, 29 November 2018

DAFI 51-201, *Administration of Military Justice*, 18 January 2019

DAFMAN 11-401, *Aviation Management*, 27 October 2020

DAFMAN 36-2905, *Air Force Physical Fitness Program*, 21 April 2022

DAFMAN 48-123, *Medical Examinations and Standards*, 8 December 2020

DAFMAN 51-507, *Enlisted Discharge Boards and Boards of Officers*, 15 July 2021

DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

USAFAI 36-3532, *Permanent Professors*, 25 April 2012

USAFAI 36-3540, *The US Air Force Academy Board*, 2 May 2018

### ***Prescribed Forms***

None

### ***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

DD Form 2992, *Medical Recommendation for Flying or Special Operational Duty*

DD Form 785, *Record of Disenrollment from Officer Candidate-Type Training*

### ***Acronyms and Abbreviations***

**ADSC**—active duty service commitment

**AETC**—Air Education and Training Command

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFMD**—Air Force Mission Directive

**AFPC**—Air Force Personnel Center

**AFPD**—Air Force Policy Directive

**AFRBA**—Air Force Review Boards Agency

**AFROTC**—Air Force Reserve Officer Training Corps

**BoV**—Board of Visitors

**CSAF**—Chief of Staff of the Air Force

**DAF**—Department of the Air Force

**DAFI**—Department of the Air Force Instruction

**DAFMAN**—Department of the Air Force Manual

**DoDI**—Department of Defense Instruction

**FLDCOM**—Field Command

**HAF**—Headquarters Air Force

**HAFMD**—Headquarters Air Force Mission Directive

**Holm Center**—Jeanne M. Holm Officer Accession and Citizen Development Center

**MAJCOM**—Major Command

**MPF**—Military Personnel Flight

**MRR**—Mentorship, Reevaluation, and Reappointment

**ROTC**—Reserve Officer Training Corps

**SecAF**—Secretary of the Air Force

**UCMJ**—Uniform Code of Military Justice

**USAFA**—United States Air Force Academy

**USAFAI**—United States Air Force Academy Instruction

**USC**—United States Code

**VCSAF**—Vice Chief of Staff of the Air Force

### ***Terms***

**Administrative Control**—Direction or exercise of authority over subordinate or other organizations in respect to administration and support.

**Administrative Turnback**—a break in attendance, leave without pay and allowances, requested by a cadet because of a hardship of a temporary nature—either personal or medical.

**Airmanship**—Airmanship is the disciplined use of knowledge, skills, judgment and situational awareness—from the ground (remotely or in a support role) or while airborne (as a Pilot, Combat Systems Officer or Air Battle Manager)—to safely and consistently accomplish US Air Force objectives in the air.

**Air Force Foundational Competency List**—As defined in Air Force Doctrine Annex 1-1, *Leadership and Force Development*. USAF Doctrine website (<https://www.doctrine.af.mil/>).

**Air Reserve Component**—The Air Reserve Component is comprised of the Air National Guard and the Air Force Reserve.

**Cadet Training and Education Position**—An authorized personnel billet where the individual's duties require providing policy direction, regular instruction or frequent interaction associated with cadets and/or cadet development (includes academic, athletic, leadership and/or character development activities). Defining activities are not restricted to direct cadet access. Positions that provide frequent service-related interface such as medical personnel, law enforcement, or base operating support are not considered Cadet Training and Education positions.

**Collateral Consequences**—Conditions associated with disenrollment of a cadet during the junior or senior year. This includes reimbursement of educational expenses financially or through enlisted service, and educational delay.

**Conduct**—A cadet's adherence to or departure from civilian laws, the Uniform Code of Military Justice, and/or DAF and Academy directives, and standards.

**Department of the Air Force Council**—In accordance with HAFMD 1-2, *Under Secretary of the Air Force*, The DAF Council is the senior forum for cross-functional consideration of the most critical DAF issues. The DAF Council reviews and evaluates Air Force and Space Force objectives, policies, plans, programs, budgets, and studies to make timely recommendations to the SecAF and CSAF.

**Dependent**—Any person for whom an individual has a legally recognized obligation to provide support including but not limited to spouse and natural, adoptive, or stepchildren.

**Discharge**—A complete severance from military status, active or otherwise.

**Disenrollment**—Termination of cadet status as a consequence determination that a cadet is not qualified for commissioning or graduation. A cadet is disenrolled when the decision authority decides the cadet is unfit or unsuitable for graduation and/or commissioning, or otherwise fails to meet graduation and/or commissioning standards, approves the cadet's resignation or the cadet is dismissed in accordance pursuant to sentence of a general court martial. Removal from the cadet wing pending disenrollment entails loss of entitlement to participate in academic, athletic, morale, and military programs, but does not in itself end cadet status or other military obligations, and some or all of its normal effects as described above may be suspended by the Superintendent. Disenrollment, alone, does not constitute discharge or transfer, but may result in either.

**Graduate**—One who satisfactorily completes academic, aptitude, conduct, athletic, and military training requirements and receives a degree. This does not necessarily mean they have received a commission.

**Indefinite Suspension from All Cadet Duties and Activities**—An involuntary action based on serious misconduct to indefinitely remove a cadet from all cadet duties and activities and deny access to the cadet area. It is only to be used when disenrollment, involuntary administrative discharge, pretrial confinement, no contact orders, or other restrictive measures are not available, appropriate, or sufficient to provide for the safety of others and/or the preservation of good order and discipline.

**Mission Element Leads**—The Academy Mission Element leads include the commandant, dean of faculty, directorate of athletics, the preparatory school, the 10<sup>th</sup> Air Base Wing, the 306<sup>th</sup> Flying Training Group and other tenant units.

**Operational Control**—Combatant command authority that may be exercised by commanders at any echelon at or below the combatant command-level, when delegated. The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Also called OPCON.

**Oversight**—The responsibility for monitoring the implementation of policies and procedures that comply with national leadership guidance, and the evaluation of their impact on the successful accomplishment of a mission. For this instruction, oversight includes the mission of the Academy as well as the HAF support mission, and will utilize a performance based management approach to the extent possible.

**Resignation**—A request by a cadet for disenrollment from the Academy and/or discharge from the DAF. If a resignation is approved, the cadet is disenrolled and discharged or separated according to this instruction, or assigned other duties in the DAF.

**Supported Commander**—In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required.

**Supporting Commander**—In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander.

**Tactical Control**—The authority over forces assigned or attached to a combatant command, which may be delegated to and exercised by commanders at any echelon at or below the combatant command level. The authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned.

**Terminal Degree**—The highest degree that can be attained in a particular field of study, profession, or expertise, such as a Doctorate of Philosophy (PhD).

## Attachment 2

## ANNUAL OPERATIONS AIR FORCE TIMELINE

Table A2.1. Annual Operations Air Force Timeline.

<b><u>Suspense</u></b>	<b><u>Task/Activity</u></b>	<b><u>OPR</u></b>
15 November	AFROTC commits to program based on resource availability	AFROTC
1 January	MAJCOM and FLDCOM Directors/Alternate names forwarded to the Academy	MAJCOMs and FLDCOMs
15 January	Base Directors/Alternate names forwarded to MAJCOMs/the Academy	Bases
15 February	Base Capabilities due to the Academy	MAJCOMs and Field Commands/Bases
1 March	AFROTC submits number of cadets participating to Operation Air Force staff	AFROTC
15 March	Operation Air Force staff identifies bases to be used for each summer period and approximate number of cadets being sent	Academy
Mid-April	Operation Air Force staff assign cadets by name to specific bases	Academy/AFROTC
Mid-April	Operation Air Force staff assign Academy Cadets-in-Charge/AFROTC Cadre	Academy/AFROTC
15 May	Base directors submit Operation Air Force overview plan to Operation Air Force staff	Bases
First Tuesday of Summer Period 1	First groups of cadets arrive at host bases	Academy/AFROTC/Bases
Last Wednesday of Summer Period 3	Last groups of cadets depart host bases	Academy/AFROTC/Bases
14 August	Surveys sent to MAJCOM and FLDCOM/base directors	Academy
15 September	MAJCOM and Field Command Directors submit after action reports to Operation Air Force staff	MAJCOM and FLDCOM



### Attachment 3

## CRITERIA FOR CONSIDERATION OF CADET AND MIDSHIPMEN REQUESTS TO TRANSFER

**A3.1. Introduction.** This attachment will be used in addition to guidance in accordance with 10 USC § 9461. **(T-0).** While no single criterion established in this attachment will be the sole determining factor in the decision on the approval of a transfer request, the unique factors of each case should be considered when determining the best course of action. In each case, the primary focus of the USAFA Superintendent and staff should be the recovery, health, safety and academic success of the member making the request. Transfer procedures require that the USAFA Superintendent make a determination and provide appropriate justification on the transfer based on a report of a sexual assault or qualifying offense in accordance with DoDI 6495.02 Volume 1, *Sexual Assault Prevention and Response: Program Procedures*. **(T-0).** Any processes or agreements with regard to transfers are limited to USAFA, the United States Military Academy, the United States Naval Academy, or the Senior Reserve Officers' Training Corps and will be initiated by the losing institution. **(T-1).**

**A3.2. Timelines for Transfers.** The Superintendent shall approve/disapprove transfer requests within 72 hours. **(T-0).**

**A3.3. Considerations for Transfer.** At a minimum, the Superintendent shall conduct/consider the following:

**A3.3.1. Reasons for the request.** A victim of an alleged sexual assault or qualifying offense may request a transfer to meet recovery needs or because the cadet is uncomfortable remaining at the Academy following the assault. **(T-1).** Examples include: the sexual assault occurred on campus; the incident is widely known; the case has received public attention; the cadet experienced retaliation or ostracism; or the alleged offender is also on campus. An example of a transfer is to a location near family/support systems. Once an expedited transfer is requested, the Superintendent and staff will provide a purported victim with options to secure the victim's safety and well-being while awaiting transfer determination. **(T-1).** Such measures may include transferring dorms or squadrons, military protective orders, and administrative turn backs.

**A3.3.2. Status of persons alleged to have engaged in the sexual assault or other qualifying offense.** Endorsement should take into consideration the alleged offender's status (cadet, service member, or civilian) and location.

**A3.3.3. Nature and circumstance of the offense.** Endorsement should take into consideration the nature of the sexual assault or qualifying offense, investigative information, and other information as necessary.

**A3.3.4. Status of Investigation.** While not a determining factor, consideration should be given to the status of the investigation, potential impact on the investigation, and future disposition of the offense, in consultation with the investigating organization and Staff Judge Advocate.

**A3.3.5. Academic requirements.** Prior to endorsing the transfer, the Superintendent should consider the academic suitability of the cadet or midshipman who is transferring to or from USAFA and the transfer's potential negative effect on graduation timing or career plans. The cadet or midshipman shall receive counseling on the gaining institution's academic offerings and available resources. **(T-1).**

**A3.3.6. Agreement of the other academic institution.** Transfers will not be approved without agreement from the gaining institution or appropriate authority within the receiving military department. **(T-1).** A cadet seeking to leave USAFA should be allowed to propose preferred and alternate schools and those preferences should be given primary weight. A transfer to a Senior Reserve Officers' Training Corps unit will not be approved without acceptance by the gaining civilian institution of higher education. **(T-1).** It is incumbent upon the requestor to gain admittance of the college/university that they requested to attend. **(T-1).** Finally, a memorandum of understanding/agreement should be established to meet service and institutional requirements.

**A3.3.7. Specifics of graduation and commissioning.** Prior to final approval, the losing and gaining institutions must complete a written agreement outlining which institution will grant a degree and which military service will commission the member. **(T-0).** The institutions must complete a similar written agreement with the cadet or midshipman. **(T-0).** Graduation and commissioning requirements may change based on the seniority of the cadet or midshipman and the timing of the transfer. If the cadet requests a cross-commission into the gaining service, the institution shall process the cross-commission request consistent with existing procedures. **(T-0).**

**A3.3.8. Academy Record.** Prior to endorsing transfer, the Superintendent should review the victim's academy record to assess whether the victim has the requisite qualifications to succeed at the gaining academy, to include academics, military conduct and aptitude, character, and physical fitness. The losing Superintendent will advise the gaining Superintendent of any issues prior to any agreement being made with regard to the transfer of the victim. **(T-1).**

**A3.3.9. Other pertinent facts or circumstances.** It is understood that each case is unique and other factors may be considered when determining a transfer request. Above all, the primary consideration should be the recovery, health, and academic success of the member making the request.