



**DEPARTMENT OF THE AIR FORCE  
AIR UNIVERSITY (AETC)**

AUGM2020-36-01  
13 MAY 2020

MEMORANDUM FOR AIR UNIVERSITY

FROM: AU/CC  
55 LeMay Plaza South  
Maxwell AFB AL 36112-6335

SUBJECT: Air University Guidance Memorandum on Management of the Air University  
Fellows Program

ACCESSIBILITY: Publications are available for downloading on the e-Publishing web site at  
<http://www.e-publishing.af.mil>

RELEASABILITY: There are no releasability restrictions on this publication.

By order of the Commander and President of Air University, this Air University Guidance Memorandum (AUGM) is the first instance of a to-be published Air University publication establishing management procedures for the AU Fellows Program. Compliance with this AUGM is mandatory. To the extent this AUGM is inconsistent with other AU publications, the information herein prevails in accordance with AFI 33-360, *Publications and Forms Management*. This AUGM applies to all personnel assigned or attached to AU. The OPR for this AUGM is the AU Chief Academic Officer. Direct all questions to the AU/A3AF.

Ensure that all records created as a result of processes prescribed in this publication are maintained IAW AFI 33-322, *Records Management and Information Governance Program*, and disposed of IAW the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

This AUGM is void after one year from the date of the AUGM or upon publishing a new publication permanently establishing this guidance, whichever is earlier.

JAMES B. HECKER  
Lieutenant General, USAF  
Commander and President

Attachment:  
Air University Fellows Program Management Policy

## Attachment

### Air University Fellows Program Management

**1. Purpose:** This document establishes guidance for management of the Air University (AU) Fellows Program.

**2. Intent:** The AU Fellows Program is the AU Commander's program. Its two-fold mission is to increase the quality of AU faculty while providing select officers with enhanced developmental opportunities. The AU Fellows Program is a two-year selective developmental assignment that entails in-residence attendance of Intermediate or Senior Developmental Education (IDE or SDE) and faculty duty in an AU educational program. During the student year, AU Fellows operate as in-residence students, executing the prescribed curriculum. The AU Commander's intent is to ensure the AU Fellow Program is a sought after assignment on par with other Air Force Fellowships, and the faculty year provides broad development opportunities that enhance officers' promotion opportunities.

#### **3. Program Outcomes:**

3.1. AU Fellows develop other officers by successfully teaching (developing, delivering, and/or assessing) all assigned materials in their designated educational program while in faculty status.

3.2. AU Fellows return to the force as more capable officers, innovative thinkers, and better leaders than when they arrived, as a result of experiential and deliberate development in both student and faculty status.

#### **4. Development:**

4.1. There are many ways to provide development. This policy distinguishes between experiential and deliberate development. Experiential development occurs during the performance of assigned duties. Deliberate development occurs through intentionally designed learning activities. Both are necessary elements of the AU Fellows Program; however, the balance changes when one is in faculty vs. student status.

4.2. When serving in a student status in the AU Fellows Program, development is primarily deliberate, complemented by experiential activities:

4.2.1. Deliberate development as a student entails the program's formal learning activities (e.g., readings, seminars, assignments, lectures, exercises, etc.).

4.2.2. Experiential development as a student entails the informal learning activities (e.g., peer conversations, social events, etc.).

4.3. When serving in faculty status, development is primarily experiential, complemented with deliberate activities. Both types are guided by AUI 36-2602, Paragraph 5.3.2., which states “Faculty development activities are designed to enhance knowledge, skills, and abilities in the duty areas each faculty member will perform... [including] teaching, scholarship, service, and subject-matter expertise.”

4.3.1. Experiential development as a faculty member is primarily accomplished by performance of teaching duties and secondarily through scholarly service.

4.3.1.1. In accordance with AUI 36-2602, Para. 5.7.1.1, teaching students entails a wide range of activities, from developing curriculum, to leading classes, and assessing learning. This is an AU Fellows’ primary duty when in a faculty role. However, since teaching is also a form of leading, the skills developed on faculty will continue to serve officers in future assignments.

4.3.1.2. Service can also be developmental; leadership and/or administrative roles that provide broader perspectives of the academic program, Air University, and/or the Air Force result in learning and growth for the member. Examples include, but are not limited to, acting as a course director, participating on a hiring committee, or serving in the Faculty Senate.

4.3.2. Deliberate development as a faculty member is primarily focused on improving as an officer, a teacher, and as a scholar.

4.3.2.1. Developing as an officer entails broadening one’s perspective beyond a particular occupational specialty. This can range from developing expertise in other functional areas, deepening appreciation of the profession of arms, or expanding understanding of whole-of-government or coalition operations. These can be accomplished through Professional Continuing Education short courses, site visits, or other activities.

4.3.2.2. Developing as a teacher includes, but is not limited to, qualifying as a faculty member in the assigned program, enhancing one’s instructional skills, and acquiring and maintaining expertise in the assigned materials. These activities facilitate performing assigned faculty duties while also developing AU Fellows’ leadership abilities.

4.3.2.3. Developing as a scholar does not necessarily mean publishing a book or article. These are examples of the “scholarship of discovery” or creating new knowledge through research. As officers and practitioners of airpower, it is more likely that AU Fellows will undertake the “scholarship of application” (using academic knowledge to address real-world issues, such as overcoming operational challenges, participating in doctrine development, or recommending changes to institutional processes) or the “scholarship of integration” (connecting or synthesizing existing knowledge in new or novel ways to provide fresh insights. Examples include adapting virtual reality technology to Air Force training,

publishing a book review from a related field in *Air & Space Power Journal*, or recommending changes to support functions based on studying best practices in industry).

4.3.2.4. Opportunities to meet with or observe senior AU, AF, or DoD leaders are also deliberately developmental, as they provide AU Fellows with insights to leadership at the NAF, Service, and Departmental levels.

## **5. Responsibilities:**

### 5.1. AU/CC will:

5.1.1. Provide strategic leadership and guidance for the AU Fellows Program.

5.1.2. Maintain regular contact with AU Fellows and facilitate opportunities for them to meet with other senior AF and DoD leaders, as appropriate.

5.1.3. Sign AF Form 475s (Training Reports) upon completion of faculty duty.

### 5.2. AU Chief Academic Officer (CAO) will:

5.2.1. Supervise the AU Fellows Program, providing oversight of routine operations and coordinating necessary adjustments to business practices such as reporting dates, sequencing of student and faculty duty, and outplacement with AU educational programs.

5.2.2. Selects and appoints the AU Fellows Program Manager, who will provide day-to-day oversight of administrative matters and perform other tasks that ensure effective and efficient execution at the university level.

5.2.3. Establish and chair the AU Fellows Program Council to elicit Fellows' and Commanders/Commandants' feedback, ensure procedures are consistent across schools/programs, and develop recommendations for improvement.

5.2.4. Organize and execute an orientation to provide AU Fellows starting faculty duties a University-wide perspective and introduce all major academic programs.

5.2.5. Review summaries of developmental plans for AU Fellows performing faculty duties to ensure the appropriate balance between deliberate and experiential developmental opportunities.

5.2.6. Solicit, consolidate, and reconcile requirements for AU Fellows to perform faculty duty in AU academic programs from appropriate Center/School Commanders/Commandants.

5.2.7. Provide inputs for the AU Fellows Program in the *AF IDE/SDE Program Description Guide*.

5.2.8. Conduct an annual survey of AU Fellows to inform changes to the program.

5.3. AU/A1 will:

5.3.1. Receive requirements for AU Fellows to perform faculty duty in AU academic programs from the CAO and coordinate these with the Developmental Education Designation Board to ensure sufficient officers of the highest quality are assigned to the Program.

5.3.2. Collect Training Reports, ensure they are completed appropriately, and provide them to AU/CC for signature. Once signed, create an electric archive according to Academic year, then submit to AFPC through established procedures for upload into official record.

5.3.3. Elicit inputs and ensure updates are published for the AU Fellows Program in the *AF IDE/SDE Program Description Guide*.

5.3.4. Provide the CAO with annual metrics of AU Fellows' promotion rates compared with other frames of reference.

5.4. Center/School Commanders/Commandants will:

5.4.1. Appoint a Program Coordinator to oversee assigned AU Fellows' day-to-day responsibilities as students and faculty.

5.4.2. Attend or appoint a representative to the AU Fellows Program Council.

5.4.3. Support the AU/CAO's orientation of AU Fellows starting faculty duties.

5.4.4. Ensure AU Fellows performing faculty duties have approved developmental plans that maintain the appropriate balance between deliberate and experiential developmental opportunities.

5.4.5. Provide the AU/CAO with a summary of the developmental plans for all AU Fellows performing faculty duties.

5.4.6. Provide the AU/CAO with future year requirements for AU Fellows performing faculty duties.

5.4.7. Prepare annual AF Form 475 Training Reports for AU Fellows performing faculty duty, ensuring no stratification, and provide to AU/A1 for AU/CC's signature.

5.4.8. Engage with AFPC or DPO, when appropriate, to ensure deliberate out-placement of AU Fellows completing their two-year assignment, matching them to positions that capitalize on their unique developmental experience.

5.4.9. Ensure that no AU Fellow receives an appropriate military decoration for the faculty portion of their assignment.

5.5. Deans will:

5.5.1. Review and approve Fellows' developmental plans.

5.5.2. Inform the commander/commandant on the status of the Fellows' developmental plans.

5.6. Supervisors will:

5.6.1. Advise assigned Fellows in the creation of developmental plans.

5.6.2. Review and approve assigned Fellows' developmental plans, then submit developmental plans to the Dean for approval.

5.6.3. Enable and assist assigned Fellows in carrying out the duties and opportunities specified in their developmental plans.

5.7. AU Fellows will:

5.7.1. When in student status during the AU Fellowship, meet all requirements for the respective educational program.

5.7.2. When in faculty status during the AU Fellowship:

5.7.2.1. Perform all teaching duties assigned by the department chair, dean, or commander.

5.7.2.2. Create a developmental plan within 60 days of joining the faculty that details other desired experiential and deliberate developmental activities. Developmental plans should guide individual or group efforts in pursuit of personal and organizational goals, and will be approved by supervisors and deans.

5.7.2.3. Support the AU Program Manager in organizing and executing orientations for new AU Fellows performing faculty duties, as feasible.

5.7.3. Throughout the AU Fellowship:

5.7.3.1. Take the initiative in promoting their own growth as officers and AU Fellows.

5.7.3.2. Develop relationships and networks that foster development and collaboration across AU.

5.7.3.3. Elect a delegate to the AU Fellows Program Council from each student and faculty cohort of AU Fellows (e.g., Fellow As, Bs, and Cs, for a total of six).

5.7.3.4. Provide feedback on the AU Fellows Program through the CAO's annual survey and other mechanisms.