



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

AUGM2023-36-01
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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

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By order of the Commander and President of Air University, this Air University Guidance Memorandum (AUGM) establishes 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 DAFMAN 90-161, *Publishing Processes and Procedures*. 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/OAAM.

Ensure all records generated as a result of processes prescribed in this publication are maintained IAW AFI 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

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

ANDREA D. TULLOS
Lieutenant General, USAF
Commander and President

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Air University Fellows Program Management

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

2. Intent: The AU Fellows Program is a 3-star sponsored Fellowship program for selected officers through the Developmental Education Designation Board (DEDB). 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 education assignment that entails in-residence attendance of Intermediate Developmental Education (IDE) through Air Command and Staff College (ACSC) and faculty duty in an AU educational program. During the student year, AU Fellows operate as in-residence students, executing the prescribed curriculum. The faculty year includes teaching officer PME as well as a year-long developmental program designed to enhance the overall experience. The AU Commander's intent is to ensure the AU Fellows Program is a desired assignment and that the program provides broad development opportunities that enhance officers' promotion opportunities.

3. Program Outcomes:

3.1. AU Fellows build the skills and knowledge to be confident and intellectual joint leaders.

3.2. 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.

3.3. AU Fellows return to the force as more capable officers, innovative thinkers, and better leaders than when they arrived, resulting from 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 student vs. faculty status changes.

4.2. During the student year of 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 informal learning activities (e.g., peer conversations, social events, etc.).

4.3. During the faculty year, development is primarily experiential, complemented with deliberate activities. Both types are guided by AUI 36-2602, paragraph 5.7.1., which states "Faculty development activities are designed to enhance knowledge, skills, and abilities in the

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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, paragraph 5.5.1.1, 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 by; leadership and/or administrative roles that provide broader perspectives of the academic program, Air University, and/or the Air Force which 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 during the faculty year is primarily focused on improving as an officer and educator.

4.3.2.1. Developing as an officer includes the option for attendance to the Leadership Development Course for Squadron Command (LDC), participating in monthly activities organized around likely future career opportunities, and monthly Senior Leader Mentor events. Each Fellow should plan and execute a minimum of one professional or academic developmental event within their assigned Student Squadron or Department. The planned events should be open to and attended by other AU Fellows within their respective schools. Events can include but are not limited to: TDY staff rides, mentorship with SOS/OTS/ROTC cadets, development courses offered around the AU circle, or engaging with AU Research Task Forces. Developmental activities should be discussed with the Fellow’s supervisor and captured on their Individual Development Plan (IDP).

4.3.2.2. Developing as an educator can include certification as an AETC Instructor, AETC Master Instructor, and AU faculty development courses such as the Teaching Essentials Course, faculty development activities specific to the assigned program. These options are designed to enhance one’s instructional methodology, pedagogical and andragogical theory, and acquiring and maintaining expertise in the assigned materials.

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

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5. Faculty Year School Determination

5.1. No later than November, the AU Fellows Program Manager will solicit the Fellows for their Faculty Year preferences, commissioning year group, previous academic instructor experience, and graduate of advanced school and/or advanced academic degree with associated research focus. Once preferences have been consolidated, the AU Fellows Program Manager will host a meeting with the School CCs and/or designated representatives to determine Fellow Faculty Year Assignments. Fellows should be notified of their Faculty Year Assignments no later than January.

5.1.1. Faculty determination should consider the Fellows' preferences, career background, academic background, commissioning year grouping, and schools' requirements.

5.1.2. With 61 AU Fellows, the desired faculty allocations will be:

5.1.2.1. ACSC: 27

5.1.2.2. SOS: 27

5.1.2.3. OTS: 7

5.1.2.4. The desired faculty allocations are a starting point and can be adjusted based on priorities of the AU/CC and school requirements.

6. Responsibilities:

6.1. AU/CC will:

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

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

6.2. AU Chief Academic Officer (CAO) will:

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

6.2.2. Select and appoint the AU Fellows Program Manager, who will provide day-to-day administration of the program that ensures effective and efficient execution at the university level.

6.2.3. 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.

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

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

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

6.3. AU Fellows Program Manager (AU/OAAM) will:

6.3.1. Provide administrative management of the AU Fellows Program.

6.3.2. Plan, coordinate, and execute the AU Fellows Orientation Program.

6.3.3. Plan, coordinate, and execute the annual AU Fellows Deliberate Development Program for Fellows serving in Faculty status including assigning Senior Leader Mentors and directing monthly Senior Leader Mentor engagement events with AU Fellows.

6.3.4. Project, coordinate, and facilitate AU Fellows to attend the Leader Development Course (LDC) for squadron command.

6.3.5. Chair a meeting with the Center/School Commander/Commandant representatives to determine the follow-on faculty assignment for AU Fellows in year one.

6.3.6. Develop and administer an end-of-faculty-tour survey to Fellows departing faculty status.

6.3.7. Develop additional guidance as needed in accordance with AU/CC or CAO direction.

6.3.8. Collect AU Fellow Faculty Year Training Reports from Center/School Commanders/Commandants upon signature completion and create an electronic archive according to the academic year. In addition, the electronic Training Reports will be forwarded to the following organization email for upload into official records:

6.3.8.1. AFPC.DP2SPE.EvaluationOperation@us.af.mil.

6.4. AU/A1 will:

6.4.1. 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.

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6.4.2. Coordinate with school Directors of Staff and validate the AU Fellows are loaded into the appropriate organization Fellow PAS Code.

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

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

6.5. Center/School Commanders/Commandants will:

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

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

6.5.3. Support the AU Fellows Orientation and Deliberate Development Program to ensure Fellows can attend all required events.

6.5.4. Perform administrative, disciplinary, and Senior Raters roles for AU Fellows assigned in their organization.

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

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

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

6.5.8. Prepare and sign annual AF Form 475 Training Reports for AU Fellows administratively assigned performing faculty duty, ensuring no stratification. Preparing organization will provide signed electronic version of all AU Fellows' Training Reports to the AU Fellow Program Manager immediately upon completion for uploading into official records.

6.5.9. Provide losing commander comments and engage with AFPC Officer Assignment Teams or DTs, when appropriate, to ensure appropriate out-placement of AU Fellows completing their two-year assignment.

6.5.10. Ensure that no AU Fellow receives a military decoration specifically for the faculty portion of their assignment.

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6.6. Deans/Director of Staff will:

6.6.1. Review Fellows' approved individual developmental plans and submit to AU Fellow Program Manager and CAO.

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

6.6.3. Ensure that following student year IDE completion, AU Fellows will be gained to the appropriate PAS code according to the organization under which they are completing their faculty year under the Fellow Program. Only the following PAS codes will be used during the member's faculty year. Members may be gained to a funded position if reclama'd for an additional year on faculty after completion of the 2-year AU Fellow Program.

6.6.3.1. ACSC: FRFV

6.6.3.2. SOS: FKY0

6.6.3.3. OTS: F9BN

6.7. Supervisors (Squadron Commanders/Department Chairs) will:

6.7.1. Perform first-line supervisor roles and responsibilities.

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

6.7.3. Review and approve assigned Fellows' individual developmental plans, then submit developmental plans to the Dean for review.

6.7.4. Enable and assist assigned Fellows in fully participating in the annual Development Program and opportunities specified in their individual developmental plans.

6.8. AU Fellows will:

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

6.8.2. When in faculty status during the AU Fellowship:

6.8.2.1. Perform all teaching duties assigned by the department chair, dean, or commander/commandant.

6.8.2.2. Create an individual developmental plan in accordance with AUI 36-2602, paragraph 5.7.5, within 30 days of beginning faculty duties. Developmental plans should guide individual or group efforts to pursue personal and organizational goals and be approved by supervisors and deans.

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- 6.8.2.3. Plan and execute one developmental event within the Fellow's assigned department or Student Squadron. Examples include staff rides, TDYs, organize speaker events, etc.
 - 6.8.2.4. Attend deliberate developmental events planned by the AU Fellow Program Manager and Fellow events within their assigned department or Student Squadron.
 - 6.8.2.5. Support the AU Fellow Program Manager in organizing and executing orientations for new AU Fellows performing faculty duties, as feasible.
- 6.8.3. Throughout the AU Fellowship:
- 6.8.3.1. Take the initiative in planning and pursuing professional development and growth as officers, educators, and AU Fellows as guided by AUI 36-2602, paragraph 5.7.
 - 6.8.3.2. Develop relationships and networks that foster development and collaboration across the AU enterprise.
 - 6.8.3.3. Elect a delegate to the AU Fellows Program Council from each student and faculty cohort of AU Fellows (e.g., faculty at OTS, faculty as SOS, faculty at ACSC, Student Year Fellows, for a total of four).
 - 6.8.3.4. Provide feedback on the AU Fellows Program through the annual survey and other mechanisms.