

**BY ORDER OF THE COMMANDER
AIR UNIVERSITY (AETC)**



**DEPARTMENT OF THE AIR FORCE
INSTRUCTION 36-116_AIR
UNIVERSITY
Supplement
21 JULY 2023**

Personnel

**CIVILIAN FACULTY PERSONNEL
MANAGEMENT**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: AU/CAAF

Certified by: AU/CAO
(Dr. Mark Conversino)

Supersedes: AFI36-116_AUSUP, 19 October 2020

Pages: 13

This supplement extends guidance in DAFI 36-116. It applies to Air University (AU) civilian faculty members hired under Title 10 U.S.C. and positions classified using the Administratively Determined (AD) pay plan. Civilian faculty members assigned to AU's Air Force Institute of Technology (AFIT) will continue to follow *AFIT's Promotion and Tenure* policy in accordance with Air University Instruction (AUI) 36-2602, *AU Operations*. This Supplement does not apply to non-faculty positions, including support positions, or to faculty positions classified using the General Schedule (GS) or other pay plans. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) listed above, using the DAF Form 847, *Recommendation for Change of Publication*, routed through the appropriate chain of command. The Air University Commander and President (AU/CC) is the waiver authority for requirements established in this publication. Submit all waiver requests to requirements established in this publication to the OPR, routed through the appropriate chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS). The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Department of the Air Force.

SUMMARY OF CHANGES

This revision provides clarification and alignment of processes and procedures for general categories for the management of AD faculty including hiring, reassignment, and academic promotion.

2.4.1. **(Added)** AU Commander's (AU/CC's) Intent. For subordinate Commanders and Commandants to have the authority and flexibility to manage their assigned faculty to accomplish their designated missions. For the Chief Academic Officer (CAO) to ensure compliance with published guidance, equity for all civilian faculty members, consistency in how academic programs interpret University policies, and high academic standards. For AD faculty members to participate actively in shared academic governance and have confidence that all faculty actions consider scholarly as well as military perspectives and standards. For AU to build a diverse faculty committed to inclusive teaching and scholarship in support of the institution.

2.4.2. **(Added)** Roles and Responsibilities. Requirements established by this Supplement will be implemented in accordance with the roles and responsibilities established in AUI 36-2602, paragraph 5.2. The approval authorities delegated in AUI 36-2602, paragraph 5.2.1, may not be further delegated without written authorization from AU/CC. All such requests will be routed through the AU/CAO for coordination. If AU/CC authorizes further delegation of authority, a copy of the authorization will be included as a tab to all applicable staff packages.

2.4.3. **(Added)** Disapproval and Appeals. Only the approval authority is authorized to disapprove civilian faculty actions addressed in this Supplement. The approval authority will make decisions after considering recommendations, to include those of subordinate commanders, administrative faculty members, and peer review (see [paragraph 2.4.4](#) of this supplement). Civilian faculty members may appeal disapproval to the approval authority within 30 calendar days of being informed of the decision. Approval authorities will consult with the AU/CAO before adjudicating appeals.

2.4.4. **(Added)** Peer Review. Peer review is the careful analysis of a faculty member's performance based on professional standards by other knowledgeable academics. Peer review is a cornerstone of shared academic governance, which promotes self-regulation, accountability to colleagues, and academic excellence. (**NOTE:** "Peer" means – a faculty member, regardless of pay plan, who has similar duties, comparable or greater expertise, the same or higher academic rank, and is not the supervisor of the individual under review.) Peer review results in a recommendation, not a decision.

2.4.4.1. **(Added)** Use of Peer Review. Commanders and Commandants will consider recommendations from peer reviews at the College-level for all initial appointments (hiring), renewals of appointment, award of academic rank, academic promotion, award of academic tenure, and award of emeritus status. Peer review is not required for the renewal of appointment of senior civilian administrative faculty or faculty hired directly into an administrative position in accordance with AUI36-2602, paragraph 5.11.2.

2.4.4.2. **(Added)** The AU/CAO will coordinate peer reviews at the University-level for the award of academic promotions to the rank of Professor (AD-24), and the award of academic tenure. Peer reviews will consist of at least three faculty members with the academic rank of Professor having at least two years at Air University. Ideally peer reviews will include both career civilians (not retired from the military) and military representatives that meet these criteria. Additionally, peer

review panels should seek to include various dimensions of diversity (i.e., demographic diversity, cognitive/behavioral diversity, organizational/structural diversity, and global diversity). When diversity requirements cannot be met with only faculty holding academic rank of Professor, senior Title 10 administrative faculty from across the university may be considered to serve.

2.4.4.3. **(Added)** The AU/CAO will coordinate peer reviews at the University-level for the award of Emeritus Professor. The Emeritus Board will consist of a diverse representation of at least three faculty with the academic rank of Professor from Air University. When diversity requirements cannot be met with only faculty holding academic rank of Professor, those senior Title 10 administrative faculty from across the university may be considered to serve. Refer to [paragraph 3.2.3](#) of this publication.

3.1.4. Duties and Titles. Titles are tied to positions, and are distinct from Academic Ranks, which are based on an individual faculty member's qualifications and performance. Line civilian faculty members' titles will be standardized in Core Personnel Documents (CPDs) at the departmental level as "Professor of *Departmental Area*" (e.g., Professor of Leadership, Professor of Warfighting, etc.).

3.1.4.1.1. **(Added)** Establishing New Administrative Faculty Positions. Commanders and Commandants may establish new administrative faculty positions either by classifying a new billet or re-classifying an existing billet. Note, this assumes changes are required beyond those permissible using "pen and ink." The rationale, coordination, and approval will be documented using AU Form 61, *Changes to a Civilian Faculty Core Personnel Document*.

3.1.4.1.2. **(Added)** Assignments as Temporary Administrative Faculty. Commanders and Commandants may fill administrative positions by internally competing to fill those positions or by assigning a qualified civilian faculty member for a specified length of time IAW AUI36-2602 paragraph 5.11. This period should not exceed five years. Commanders and Commandants should treat such assignments as developmental opportunities for civilian faculty members, establish local policies to make faculty aware of such opportunities, and ensure that procedures employed for filling these assignments are clear. Faculty assigned to a temporary administrative position will continue their current term until eligible for reappointment.

3.1.4.1.2.1. **(Added)** Pay for Assignments as Temporary Administrative Faculty. Line civilian faculty members assigned to administrative roles will receive a 3-step salary increase for the duration of the assignment. Upon a civilian faculty member's completion of assignment, the Commander or Commandant may either: extend the temporary assignment for a second period if the total time within the temporary assignment does not exceed five years; or permit the civilian faculty member to resume line faculty duties. When academic rank promotion is sought during a temporary administrative faculty assignment, the member's pay will not be reduced by removing the temporary three-step increase when they assume their administrative assignment while the promotion in academic rank takes place. The school must follow the processes outlined in [paragraph 4.4.1.1.3](#). When a temporary administrative assignment concludes, however, the civilian faculty member's salary is decreased by 3-steps. The member's return to line faculty duties will be documented using AU Form 62, *Return of Civilian Faculty Member from Temporary Administrative Faculty to Line Faculty*, and the member returned to an appropriate CPD. **Example:** Dr. Dolen is an AD-22 (assistant professor), step 30, and is selected to be a department chair. The faculty member is moved to the CPD that outlines the duties of their new, temporary position and is designated as an AD-25. At the same time, the faculty member's pay will increase

by 3 steps for the duration of the period of the temporary assignment. Furthermore, if a term date expires while in a temporary administrative faculty assignment, any reappointment will follow the regular reappointment process.

3.1.4.1.2.2. **(Added)** Hiring an Existing AD Faculty Member from a USAJobs™ announcement. All processes outlined in [paragraph 4.2.1](#) must be followed to include on-boarding in new Center/School/Program. The recommendation, committee reviews, coordination, and approval will be documented using AU Form 55, *Initial Appointment as a Civilian Faculty Member*. Internal faculty members competing for an AD-25 posted on USAJobs™ will receive a new term letter.

3.1.4.1.3. **(Added)** Documentation of Assignments as Administrative Faculty. Commanders and Commandants will direct that peer review be employed for selections for assignment of a civilian faculty member to administrative positions. The rationale, coordination, and approval will be documented using AU Form 57, *Assignment of a Civilian Faculty Member as Administrative Faculty*.

3.2.1. **(Added)** Establishing New Line Faculty Positions. Commanders and Commandants may establish new civilian line faculty positions either by classifying a new billet or re-classifying an existing billet. Note, this assumes changes are required beyond those permissible using “pen and ink.” The rationale, coordination, and approval will be documented using AU Form 61.

3.2.2. **(Added)** Civilian Faculty Duties. AU civilian faculty members’ duties will reflect the categories established and defined in AUI 36-2602, paragraph 5.5 (i.e., teaching, scholarship, and service).

3.2.3. **(Added)** Emeritus Faculty. AU/CC established the additional category of Emeritus Professor as an honorary academic rank in AUI 36-2602, paragraphs 5.4.9 and 5.10.1.5.

3.2.3.1. **(Added)** Emeritus Faculty Criteria. The faculty member must have ten years or more of full-time, professorial service within the University; holding the academic rank of Professor upon retirement; a record of scholarly excellence in one's field of academic specialization and within one's center, school and department; a record of positive moral and ethical behavior, inside and outside the University to include DoD, DAF, and national security; a record of consistent and substantial service in support of the University and its mission; and, a desire to remain associated with the Center or School and the University following retirement.

3.2.3.2. **(Added)** Emeritus Faculty Process. Members of AU may nominate retiring civilian faculty members for Emeritus status. Nominations will be documented using AU Form 60, *Award of Emeritus Status to a Civilian Faculty Member*, and routed through the chain of command. Commanders and Commandants will determine their internal coordination processes. The AU/CAO will convene a university-wide peer review process outlined in paragraphs [2.4.4.2](#) and [2.4.4.3](#). Any “Nonconcur” recommendation at the university-level will be returned to the submitting Commander or Commandant for information and/or resolution before submission to AU/CC for final approval or disapproval.

4.2.1. **(Added)** Term of Initial Appointment. AU/CC retains the authority to appoint competitively a civilian faculty member for an initial term of more than three years due to extraordinary qualifications and to approve exceptions to the competitive process when that exception is in the best interest of the Air Force. Otherwise, initial appointments will be for three years, with a one-year trial period.

4.2.1.1. **(Added)** Initial Appointment Process. Initial appointment or hiring of a civilian faculty member entails five phases: (1) Classification and Preparation; (2) Advertisement; (3) Certification and Selection; (4) Coordination; and (5) Tentative Offer, On-boarding, Firm Offer, and PCS or Relocation/Recruitment Incentive, if applicable.

4.2.1.1.1. **(Added)** Classification and Preparation. The hiring official will ensure the CPD is accurate prior to initiating other administrative and hiring processes. If changes are required beyond those permissible using “pen and ink,” as permissible by classification on myFSS, the rationale, coordination, and approval of changes will be documented using AU Form 61. In all cases, the civilian personnel liaison will submit the approved AU Form 61 with the request for personnel action using the approved process.

4.2.1.1.2. **(Added)** Advertisement. The Dean or equivalent must approve all advertisements for civilian faculty positions, using the approved USAJobs™ template to include additional items required by the AU/CAO. The servicing civilian personnel office (CPO) will then announce vacant civilian faculty positions on USAJobs™, normally for at least 30 days, in an effort to attract highly qualified candidates. The servicing CPO will furnish the announcement number to both the hiring official and the AU Chief of Faculty and Academic Affairs, who will facilitate concurrent advertisement in an appropriate national publication at no expense to the academic program/school/college. The hiring official is responsible for advertising the position with at least one minority and one women’s professional organization. Advertisement locations must be identified on Block 6B of AU Form 55.

4.2.1.1.3. **(Added)** Certification, Peer Review, and Recommendation. The servicing CPO will provide a certificate of eligible applicants to the hiring official. The certificate is valid for 90 days. Commanders and Commandants will ensure a peer review process informs the hiring recommendation in accordance with AUI 36-2602, paragraph 5.2.3.4.1, and applicable supplements, DAFMAN 36-203 and AFI 36-7001 to include written guidance to peer review bodies, completion of Unconscious Bias training within AF Mylearning, and peer review hiring panel composition. During interviews, peer reviewers should ask at least one question about fostering diversity and/or inclusive teaching practices. Sample questions are available from the OPR. Job talks are encouraged and when used will be open and advertised to the University. The recommendation, committee reviews, coordination, and approval will be documented using AU Form 55.

4.2.1.1.4. **(Added)** Coordination. Commanders and Commandants will establish internal coordination processes. All initial appointments (hiring actions) will also be coordinated with the servicing CPO as well as 42 CPTS, AU/JA, AU/FM, and AU/CAO as prescribed by AU Form 55. If a recruitment or relocation incentive is offered, the incentive package must be processed IAW AFI 36-128.

4.2.1.1.4.1. **(Added)** Academic rank must be designated at the time of initial appointment. If a faculty member did not hold academic rank for varied reasons, academic rank must be designated at the time the faculty member is competitively hired for a new position. Initial appointments at the academic rank of Professor (AD-24) are rare; however, in such cases, coordination will reflect AU/CC as the approval authority, IAW AUI 36-2602, paragraph 5.2.1. However, if an internal candidate holds the academic rank of Professor (AD-24), tenure will remain with the individual. Tenure will not be granted to federal employees who are serving a trial period. The individual may apply for tenure at the completion of the trial period.

4.2.1.1.5. **(Added)** Tentative Offer, On-boarding, Firm Offer, PCS or relocation/recruitment incentives. Only the servicing CPO may proffer tentative offers, handle on-boarding of prospective faculty (to include security clearance, drug testing, suitability/fitness review, and any other required steps), proffer firm offers, and process requests for PCS orders or Relocation/Recruitment Incentives (in accordance with Agency policy).

4.4.1. **(Added)** Award of Academic Rank and Academic Promotions. AUI 36-2602, paragraph 5.10, requires full-time faculty members to hold academic rank, and [paragraph 5.11.2](#) notes this applies to direct administrative faculty (AD-25) hires as well. Civilian faculty members may self-nominate or be nominated by leadership for award of or promotion in academic rank. Both processes will be informed by peer review at the College-level and the recommendation, coordination, and approval will be documented on an AU Form 58, *Award of Academic Rank or Academic Promotion up to Associate Professor* and AU Form 59, *Award of Academic Rank of Professor and/or Academic Tenure to a Civilian Faculty*. In cases that involve awarding the academic rank of Professor (AD-24) and/or academic tenure, the AU/CAO will convene a university-wide peer review process. Recommendations, coordination, and approval for the award of academic rank of full professor (AD-24) will be documented using AU Form 59 and supporting materials to include, but not limited to: a) an executive summary; b) candidate digest; c) evidence of quality teaching through peer review and course evaluation summaries; and d) letter(s) of support from peers within and outside of Air University. Commanders and Commandants will determine their internal coordination and peer review processes and ensure those meet AU and DAF guidelines. Any “Nonconcur” recommendation at the university-level will be returned to the submitting Commander or Commandant for information and/or resolution before submission to AU/CC for final approval/disapproval.

4.4.1.1. **(Added)** Academic Rank Promotion for Direct-Hire Administrative Faculty (AD-25). Academic rank may be awarded at the time of hiring and the member is also eligible for subsequent promotions in academic rank as an AD-25 as outlined in [paragraph 4.2.1.1.4.1](#) and [4.4.1](#). Since this action will not result in a change in grade (e.g., from AD-22 to AD-23), and to provide a formal and permanent record of the promotion, the Center/School Commander/Commandant will document such actions in a letter, with copies provided to the member and the CAO, as well as retaining a copy in the appropriate file maintained by the school/college. The member will also receive a permanent 2-step increase for the promotion following the Request for Personnel Action (RPA) process.

4.4.1.1.1. **(Added)** If an AD-25 competes on USAJobs™ and accepts a line faculty position, academic rank will be designated at the time the member assumes their new position.

4.4.1.1.2. **(Added)** Academic Rank Promotion for Line Faculty Temporarily Assigned to AD-25 Positions. It is highly recommended that faculty members who accept a temporary AD-25 faculty assignment do not seek academic rank promotion while serving in this temporary administrative faculty position. Academic rank is best assigned before assuming the temporary administrative faculty position or upon return to the faculty member’s previous CPD as line faculty position AD-21, AD-22, or AD-23. The member’s supervisor and/or dean should work with the member to determine their eligibility for academic promotion as far in advance as possible before finalizing the member’s temporary move to an administrative position. This is not intended to either prohibit or dissuade one from seeking promotion but will avoid additional and potentially extensive administrative actions, as noted in the following paragraphs.

4.4.1.1.3. **(Added)** If the faculty member pursues an academic rank promotion while holding a temporary AD-25 position, the following actions must be taken:

4.4.1.1.3.1. **(Added)** Process an RPA and all required documents to convert the AD-25 faculty member back to the line faculty position. An AU Form 59 must be attached to the RPA. A Manpower Position Control Number (MPCN) must be provided for the line faculty position. If a MPCN is not available for the line faculty position, an AU Form 61 must be attached to the RPA to convert the faculty member's AD-25 MPCN to a line faculty MPCN.

4.4.1.1.3.2. **(Added)** When the conversion to the line faculty position is effective, the supervisor must update the line faculty member's performance plan in the Defense Performance Management and Appraisal system (DPMAP) to reflect performance standards commensurate with the line faculty CPD. If the line faculty member's CPD includes supervisory duties for civilian employees, the rating official and the higher-level reviewer must be updated in DPMAP for each supervised employee. In addition, the supervisor of the AD-25 position must change the rating official and the higher-level reviewer in DPMAP for each employee supervised by the AD-25

4.4.1.1.3.3. **(Added)** Process a RPA to convert the line faculty employee back to the AD-25 position. If there is no MPCN for the AD-25 position, an AU Form 61 must be attached to the conversion RPA to change the MPCN for the line faculty position to the AD-25 position. The faculty member's performance plan must be changed in DPMAP to reflect performance standards commensurate with the AD-25 CPD. If the AD-25 CPD includes supervisory duties for civilian employees, the rating official and, if applicable, the higher-level reviewer must be updated in DPMAP for each supervised employee. Likewise, the rating official, and if applicable, the higher-level reviewer must be updated in DPMAP for each employee supervised by the line faculty position from which the faculty member was converted.

4.5.1. **(Added)** Academic Tenure. Eligibility and criteria for the award of academic tenure at AU are outlined in AUI 36-2602.

4.5.1.1. **(Added)** Academic Tenure Process. Recommendations for awarding academic tenure will normally be made in conjunction with recommendations for promotion to the academic rank of Professor (AD-24). In rare cases, a civilian faculty member may be recommended for promotion to the academic rank of Professor but not for academic tenure. Such instances require a clear and compelling rationale. If promotion to the academic rank of Professor is approved without academic tenure, the civilian faculty member may apply for consideration at a later date. Recommendations, coordination, and approval for the award of academic tenure will be documented using AU Form 59 and supporting materials to include, but not limited to: a) an executive summary; b) candidate digest; c) evidence of quality teaching through peer review and course evaluation summaries; and d) letter(s) of support from peers within and outside of Air University. Commanders and Commandants will determine their internal coordination and peer review processes and ensure those meet AU and DAF guidelines. The AU/CAO will convene a university-wide peer review process. Any "Nonconcur" recommendation at the university-level will be returned to the submitting Commander or Commandant for information and/or resolution before submission to AU/CC for final approval/disapproval.

5.2.1. **(Added)** Salary Setting for Initial Appointments. Starting salaries will normally be set within two steps (+/-) of the average starting salary for the College's last five faculty members of the same academic rank. Starting salaries will be documented and justified for initial appointments using AU Form 55. Additional justification will be required if the proposed starting salary is three

or more steps (+/-) from the average or comparable faculty members cannot be identified within the College.

5.3.1. **(Added)** Merit Pay Allocation. Prior to the conclusion of the civilian faculty appraisal period, AU/CAO – in consultation with AU/FM – will provide AU/CC with recommendations for the allocation of merit steps as well as cash and/or time off awards. AU/CAO will communicate AU/CC’s decisions to subordinate Commanders and Commandants for implementation.

5.5. Criteria for Appointment to Specific Academic Rank. AU’s criteria for the award of academic rank are published in AUI 36-2602. In cases where the AUI’s criteria are more stringent than those in the DAFI the AUI prevails.

6.1.1. **(Added)** Civilian Faculty Core Personnel Documents (CPDs). AU civilian faculty members’ CPDs will reflect the duties established and defined in AUI 36-2602, (i.e., teaching, scholarship, and service). Large or complex duties may be addressed in the CPD by hyphenating the duty (e.g., “Teaching – Development” and “Teaching – Delivery”) or otherwise distinguishing its elements. CPDs should be broad enough to be used by multiple line civilian faculty members. (Note that extremely specific qualifications and areas of expertise should be addressed in vacant position announcements, annual work/development plans, and annual appraisals, not in CPDs.) CPDs will be reviewed annually and updated as needed. CPDs will be included as a supporting tab to all initial appointments, renewals of appointment, award of academic rank and/or tenure, and temporary appointment as administrative faculty.

6.1.2. **(Added)** Civilian Faculty Performance Appraisal. AU civilian faculty members’ performance appraisals will reflect the duties established and defined in AUI 36-2602, paragraph 5.7. (i.e., teaching, scholarship, and service), which are broadly documented in the CPD, and specifically detailed in DPMAP. The appraisal cycle for faculty members assigned to AD positions begins on 1 July and concludes on 30 June with an effective date of 1 September.

6.1.3. **(Added)** Senior Civilian Administrative Faculty Performance Appraisals. In preparation for a senior civilian administrative faculty member’s annual performance appraisal, the AU/CAO will provide a letter of input to Commanders and Commandants, if requested, regarding the academic performance of all Deans, Education Advisors, or Program Coordinators who supervise AD faculty members.

7.1.1. **(Added)** Renewal of Appointment Process. After successful completion of the initial term of appointment, subsequent renewals of appointment can range from 1 to 5 years, based on either performance or the needs of the College. Civilian faculty members should be notified of the decision in writing at least 6 months prior to the expiration of his/her current term. Notification may be provided sooner. In exceptional circumstances, Commanders and Commandants may also request AU/CC approve a 1 or 2 step increase in conjunction with reappointment to address historical pay inequities. Renewals will be informed by peer review. Recommendations, coordination, and approval will be documented using AU Form 56, *Renewal of Appointment of a Civilian Faculty Member*.

7.1.2. **(Added)** Non-renewal of Appointment Process. Commanders and Commandants should consult with AU/JA and the servicing Civilian Personnel Office prior to deciding not to renew the appointment of a civilian faculty member without academic tenure. The decision does not require staffing at AU Headquarters; however, the rationale and process should be carefully documented. The affected civilian faculty member must be notified of the decision in writing at least 6 months

prior to the expiration of his/her current term. Notification may be provided sooner. A copy of the notification will be provided to AU/CAO, AU/JA, and the servicing civilian personnel officer.

ANDREA D. TULLOS, Lt Gen, USAF
Commander and President

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

(Added) AUI 36-2602, *Command, Governance and Administration Policy*, 18 August 2021

(Added) AFI 36-7001, *Diversity and Inclusion*, 19 February 2019

(Added) DAFMAN 36-203, *Staffing Civilian Positions*, 30 July 2019

Prescribed Forms

(Added) AU Form 55, *Initial Appointment as a Civilian Faculty Member*

(Added) AU Form 56, *Renewal of Appointment of a Civilian Faculty Member*

(Added) AU Form 57, *Assignment of a Civilian Faculty Member as Administrative Faculty*

(Added) AU Form 58, *Award of Academic Rank or Academic Promotion up to Associate Professor*

(Added) AU Form 59, *Award of Academic Rank of Professor and/or Academic Tenure to a Civilian Faculty*

(Added) AU Form 60, *Award of Emeritus Status to a Civilian Faculty Member*

(Added) AU Form 61, *Changes to a Civilian Faculty Core Personnel Document*

(Added) AU Form 62, *Return of Civilian Faculty Member from Temporary Administrative Faculty to Line Faculty*

Abbreviations and Acronyms

(Added) **AFMAN**—Air Force Manual

(Added) **AFRIMS**—Air Force Records Information Management System

(Added) **AUI**—Air University Instruction

(Added) **CPD**—Core Personnel Document

(Added) **IAW**—In Accordance With

(Added) **MPCN**—Manpower Position Control Number

(Added) **PCS**—Permanent Change of Station

(Added) **RDS**—Records Disposition Schedule

(Added) **RPA**—Request for Personnel Action

Office Symbols

(Added) **AU/CAO**—Chief Academic Officer

(Added) **AU/CC**—Air University Commander and President

(Added) **AU/FM**—Air University Financial Management

(Added) AU/JA—Air University Staff Judge Advocate

Terms

(Added) Administrative Faculty—Civilian faculty positions classified as AD-25, AD-26, AD-27, and AD-28. Administrative faculty members' duties include a greater degree of service than those of line faculty members. Such positions may be filled through the competitive process or by temporarily assigning civilian faculty members. A civilian faculty member who is temporarily assigned to an administrative position may resume their civilian faculty member duties at management's discretion, faculty member's right of return, unless the member is relieved for cause.

(Added) Appointment—The employment of a faculty member in a position with duties defined by a core personnel document for a specified period of time or term. AD faculty members' term appointments may be renewed. If a faculty member's appointment will not be renewed, notice must be given IAW DAFI 36-116. An initial appointment is commonly referred to as hiring.

(Added) Assignment—The change of a faculty member from one position to another, without promotion or change to lower grade, for a specific period of time, after which the faculty member is expected to return to his or her regular position. An assignment does not affect the length of an appointment.

(Added) Candidate Digest—The AD-24 candidate prepares a narrative reflecting teaching, research/scholarship, and service. It is the "snapshot" that each level of review will carefully examine and evaluate in coming to a fair and objective recommendation regarding candidacy for tenure and/or promotion. Candidate digests aid reviewers inside and outside of one's discipline in understanding the impact of a candidate's professional career on their department, school, Air University, and the Department of the Air Force. When listing works in progress, candidates must also provide evidence of the status of publications in work; for example, an email from a publisher that confirms existence of a formal contract, receipt of a manuscript, pending publication date(s), or a request for revisions. This should not stop a candidate from listing other work that has yet to be formally submitted for review/publication or is under contract.

(Added) College—An AU organization authorized to employ AD Faculty Members, including: Air Command and Staff College, Air Force Institute of Technology Headquarters, Air University Headquarters (including the Muir S. Fairchild Research Information Center), Air War College, Graduate School of Engineering and Management, and School of Advanced Air and Space Studies.

(Added) Diversity—The Air Force broadly defines diversity as a composite of individual characteristics, experiences, and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes but is not limited to: personal life experiences, geographic and socioeconomic backgrounds, cultural knowledge, educational background, work experience, language abilities, physical abilities, philosophical and spiritual perspectives, age, race, ethnicity, and gender. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) in coordination with the Assistant Secretary of the Air Force Manpower and Reserve Affairs (SAF/MR), Air Force General Counsel (SAF/GC), and The Judge Advocate General (AF/JA) will tailor the concept of diversity as specific circumstances and the law require. Diversity encompasses:

(Added) Demographic Diversity—Inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, socioeconomic status, family status, disability, and geographic origin.

(Added) Cognitive/Behavioral Diversity—Differences in styles of work, thinking, learning, and personality.

(Added) Organizational/Structural Diversity—Organizational/institutional background characteristics and experience affecting interaction within and between teams/groups, including Service, component, and occupation/career field.

(Added) Global Diversity—In-depth knowledge of and experience with foreign languages and cultures, inclusive of both citizens and non-citizens, exchange officers, coalition partners, and foreign nationals with whom we interact as part of a globally engaged Air Force.

(Added) Emeritus faculty—A retired full professor from Air University who has retired from full-time work but retains one's title on an honorary basis IAWAUI 36-2602, *AU Operations*, paragraph 5.10.1.5..

(Added) Executive Summary—a document prepared by the dean to outline the requested promotion, the candidate's qualifications, and the school's internal review results. The dean's recommendation should provide a well-reasoned, independent assessment of the candidate that builds upon the reports of the department and peer review committee. They should assess all aspects of the faculty member's activities – teaching, research/scholarship, and service. The dean will ensure the department chair or an individual (internal or external) within the candidate's respective discipline has commented on the quality and appropriateness of the candidate's published work and include that commentary within the narrative. If disciplinary rankings of the journals exist, they can be used to support this assessment. A balanced assessment of the candidate based on the record presented will be more convincing than a statement filled with superlatives unsupported by documentation. The dean should identify the candidate's strengths and weaknesses rather than advocate for the candidate. The recommendation should draw a conclusion for the remaining levels of review (Commanders, Tenure and Promotion Committee, CAO and ultimately, the AU/CC).

(Added) Inclusion—Inclusion is the process of creating a culture where all members of an organization are free to make their fullest contributions to the success of the group, and where there are no unnecessary barriers to success.

(Added) Line Faculty—Civilian Faculty Positions classified as AD-21, AD-22, AD-23, and AD-24. Line faculty members' duties emphasize teaching and scholarship compared to those of administrative faculty members.

(Added) Peer—Other faculty members, regardless of pay plan, who have similar duties, comparable or greater expertise, the same or higher academic rank, and are not the supervisor of the individual under review.

(Added) Peer Review—The careful analysis of a faculty member's performance based on professional standards by other knowledgeable academics. Peer review is a cornerstone of shared academic governance, which promotes self-regulation, accountability to colleagues, and academic excellence. Peer review results in a recommendation, not a decision.

(Added) Senior Civilian Administrative Faculty—Deans, Education Advisors, or Program Coordinators who supervise AD faculty members.