

**BY ORDER OF THE
SUPERINTENDENT**



**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 16-501**

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Operations Support

**CORPORATE PROCESS AND
GOVERNANCE**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction describes the Academy corporate process for resource programming and planning and implements the programming portion of Air Force Policy Directive (AFPD) 16-5, *Planning, Programming and Budgeting System (PPBS)*, 27 September 2010 and AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006. Use this instruction along with Department of Defense (DoD) Instruction 5000.02, *Operation of the Defense Acquisition System*, 2 February 2017. This publication does not apply to Air Force Reserve Command (AFRC) units and the Air National Guard (ANG). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using Air Force (AF) Form 847, Recommendation for Change of Publication. Include the mandatory statement regarding waiver authority. (Use AFI 33-360, Table 1.1 for Waiver Tier Authority.) The authorities to waive requirements in this publication are identified with a Tier 3 (T-3) number following the compliance statement. See AFI 33-360, Publications and Forms Management, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority. The waiver authority for non-tiered requirements in this publication is the (USAFA/A8). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

This interim change updates membership for the USAFA Group and Board to align with USAFA Superintendent guidance on the Center for Character and Leadership Development (CCLD), the new Athletic Director construct, and removes the term “voting” from the USAFA Board, making all Board members, excluding the USAFA/CC, advisors. This change adds CCLD membership to both the USAFA Group and Board. It adds the AD-26 position (Executive Director of Athletic Programs) as a USAFA Board member, the AFAAC Athletic Director as a Board advisor, and adds the Contracting Director (PK) as an advisor to the Group and Board.

1. Overview.

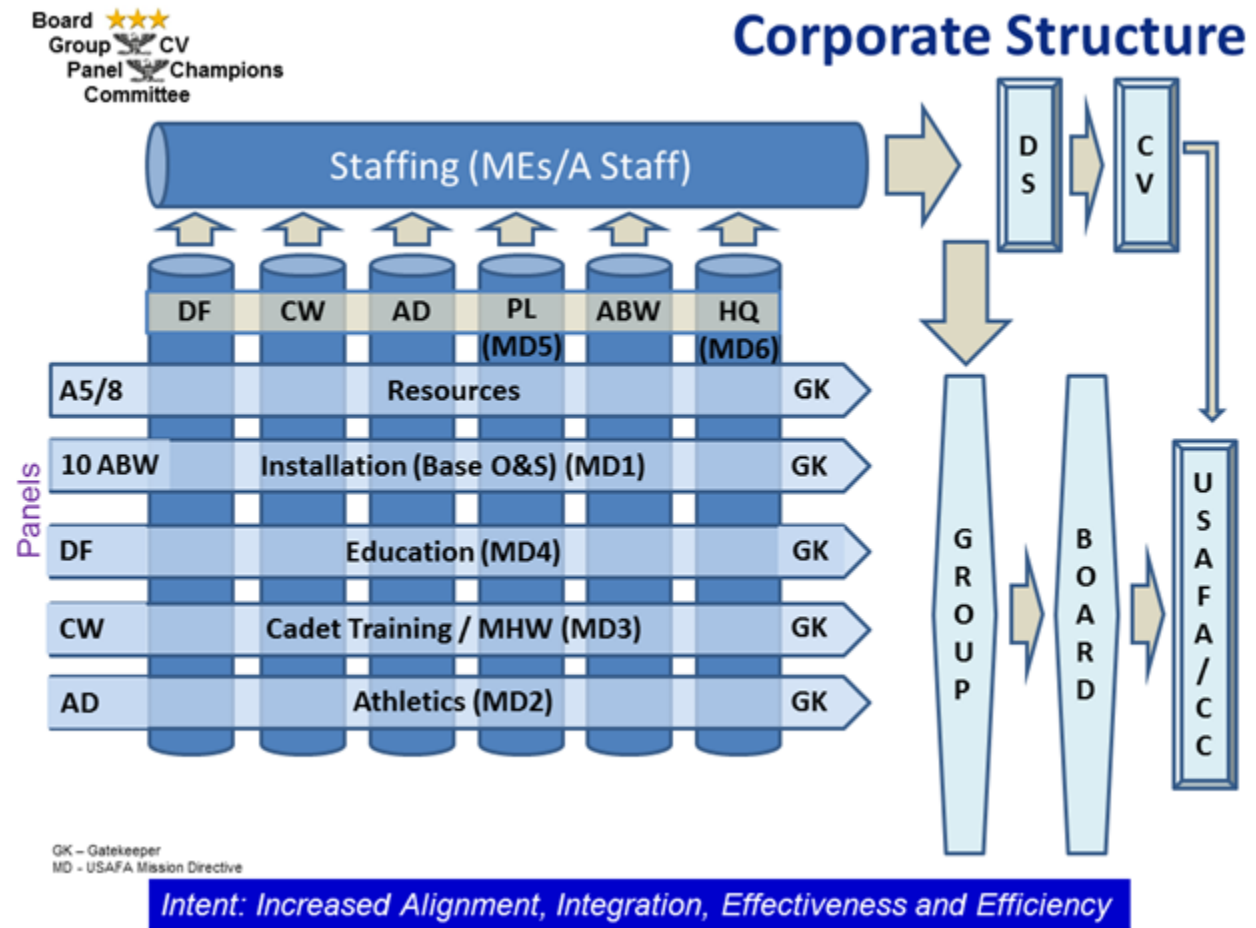
1.1. The USAFA Corporate Structure is modeled after the HAF decision making structure and is designed to identify, review and coordinate resource programming and other issues having broad institutional impact so that senior Academy leaders can make informed resource and policy decisions in a timely and efficient manner. Issues should be decided at the lowest appropriate Corporate Structure level.

1.2. AF Installation and Mission Support Center (IMSC) manages future-year programming for the Academy’s non-pay base operations and support. Air Force Medical Operations Agency manages future-year programming for the Academy’s medical resources. HAF manages USAFA’s education and training mission resources. Academy execution-year and future-year resource shortfalls will typically be addressed via internal manpower and dollar realignments among Academy units. The Academy can submit significant program or execution resource shortfalls annually through HAF or AFIMSC as appropriate. The Academy will work with HAF to ensure any new AF-directed programs are fully resourced. Internally developed new programs or program changes will typically be resourced internally via resource realignments determined by the corporate structure. Note that curriculum, admissions and disenrollment issues are managed by the Academy Board IAW USAFAI36-3540, *The US Air Force Academy Board*, 2 May 2012.

2. Organization.

2.1. Structure. The USAFA Corporate Structure consists of the USAFA Board (chaired by the Superintendent) and USAFA Group (chaired by the Vice Superintendent) supported by Panels that oversee Committees. This corporate process has two official channels for conducting business. The vast majority of Group and Board decisions will be accomplished using e-staffing IAW HQ USAFA Director of Staff business rules and staffing processes. Issues unresolved via staff coordination and select issues, typically those that are high-risk, short-fused or involve large process or resource changes, can be briefed to the Group and/or Board after an initial round of e-staffing coordination. Figure 1 depicts the USAFA Corporate Structure described in paragraphs 2.2 through 2.6.

Figure 1. - Corporate Structure.



2.2. USAFA Board. This senior leader forum reviews issues received from the Group and is chaired by the Superintendent or the Vice Superintendent in his/her absence. Membership consists of the Vice Superintendent; the Executive Director for Athletic Programs (AD); Commandant of Cadets (CW); Dean of the Faculty (DF); Preparatory School (PL) Commander; 10 Air Base Wing (10 ABW) Commander; Command Chief Master Sergeant (CCC); Director of Staff (DS); Director of the Center for Character and Leadership Development (CCLD); and the Directors of Manpower and Personnel (A1), Operations and Analyses (A3/9), Installations (A4), Plans, Programs and Requirements (A5/8), Communications and Information (A6), Financial Management (FM), and Contracting (PK). Other advisors will be invited as determined by the issue and/or the Chair. The Board reviews and acts on programmatic recommendations and other issues having broad institutional impact referred from the Group. The Board advises the USAFA Superintendent on resource decisions and provides expeditious coordination on significant, urgent, and complex issues to ensure that Academy plans, polices, and programs comply with Air Force objectives.

2.3. USAFA Group. This forum is chaired by the Vice Superintendent or the A5/8 Director in his/her absence. The group reviews issues received from Panel Chairs or identified through the Group/Board secretariat. The Vice Superintendent (CV) retains ultimate decision authority. Voting members are the Vice Director of Athletics (ADV), Vice Commandant

(CWV), Vice Dean of the Faculty (DFV), Preparatory School Vice Commander (PSV), 10 ABW Vice Commander (10 ABW/CV), Deputy Director of the Center for Character and Leadership Development (CCLD) as well as the following directors or their designated deputies: the DS, A1, A3/9, A4, A5/8, A6 and FM. PK is a standing advisor and other advisors will be invited as determined by the issue and/or the Chair. The Group makes decisions when possible and forward issues to the USAFA Board as required. HQ USAFA/A5/8 will ensure issues complete headquarters review and coordination before Group consideration via staffing or briefing. The Group will adjudicate and prioritize new Academy initiatives and programmatic changes and will direct Academy programmatic changes within the range of Academy approval authority, funding, and manpower.

2.4. Panels. Panels oversee the work of their assigned committees and devise and review resource allocation issues and policy decisions for Academy mission and support areas. Panels and their champions are as follows: Resources (A5/8), Installation (Base O&S) (10 ABW/CV), Education (DFV), Cadet Training/Morale Health and Welfare (MHW) (CWV) and Athletics (ADV). Panel champions will work closely with their respective gatekeeper (GK) which is usually their director of staff. Gatekeepers maintain panel and corporate battle rhythm, coordinate and resolve issues at the lowest possible levels, train staff on corporate processes and tools, ensure thorough and timely e-staffing to the Group, Board and Superintendent and coordinate formal presentations with the corporate secretariat.

2.5. Committees. Several dozen committees across the Academy, overseen by Panel Champions, carry out many day-to-day Academy functions. Attachment 4 lists key Academy resource and other committees.

2.6. Working Groups. Working Groups are ad hoc teams assembled by panel champions or the Group to perform specific tasks or analyses.

2.7. Secretariat. HQ USAFA/A5/8 serves as the Corporate Structure Secretariat responsible for overseeing USAFA Group and USAFA Board e-staffing and briefings and scheduling and publishing meeting agendas and minutes.

3. Roles and Responsibilities.

3.1. Headquarters, USAF Academy.

3.1.1. USAF Academy Mission Directive 6 describes headquarters roles, responsibilities and Superintendent delegations of authority. Select programmatic responsibilities are listed here for clarity.

3.1.2. The Director, Manpower and Personnel Services, HQ USAFA/A1, will chair the Civilian Resources Management Committee (CRMC) to make sure that civilian resources are used most efficiently and effectively.

3.1.3. The Director, Operations and Analyses, HQ USAFA/A3/9, will:

3.1.3.1. Have overall authority to establish policy for institutional-level assessments including USAFA institutional performance and strategic goal assessments IAW USAFAI 36-3502, *Institutional Effectiveness*. Institutional-level assessments measure course of instruction output performance through the USAFA Outcomes as well as customer feedback.

3.1.4. The Director of Logistics, Engineering and Force Protection, HQ USAFA/A4, serves as the focal point for all installation mission support issues between the Academy and the AF Installation and Mission Support Center (IMSC).

3.1.5. The Director, Strategic Plans, Programs and Requirements, HQ USAFA/A5/8, will:

3.1.5.1. Serve as the Corporate Structure Secretariat by documenting Group and Board meetings and maintaining an annual schedule of corporate activities including calendar, agendas, business rules and coordination procedures.

3.1.5.2. Serve as the Group gatekeeper or entry point for all future program resource proposals to ensure HQ staff review and coordination. Identify issues and decisions that require Group and/or Board consideration. After coordination, the A5/8 Director will decide whether or not the proposal has been coordinated and defined sufficiently to warrant Group review.

3.1.5.3. Develop and submit the Academy POM to HAF and distribute Air Force and Academy program guidance and program development instructions to headquarters staff, Academy Mission Elements and panel champions.

3.1.5.4. Implement HAF programming directives and POM submission guidance and ensure the HAF-approved Academy program (POM) is reflected in the Future Years Defense Program (FYDP).

3.1.5.5. Ensure appropriate amendments to program guidance and directives are correctly interpreted and implemented.

3.1.5.6. Ensure all new programs and changes to existing programs are corporately reviewed to identify support requirements and identify any secondary policy or resource impacts before the Panel forward the program or change for corporate review and deliberation.

3.1.5.7. Exercise overall administrative responsibility for reviewing, updating, and maintaining the USAFA Strategic Plan. Serve as the Superintendent's strategic planning advisor and coordinates any timeline or other exceptions with applicable Academy instructions.

3.1.5.8. The Requirements Division, HQ USAFA/A5R, will ensure Academy panel chairs and program managers develop and staff a cogent and thorough Concept of Operations (CONOPS), detailed problem statement or initial capability document and obtain CC approval prior to submitting new programs for HQ staff review, coordination and consideration for approval and funding or programming. Will identify any secondary resource or policy issues prior to senior leadership review. The following headquarters OPRs are mandatory coordinators on all such program issues: A1, A3/9, A4, A5/8, A6 and FM.

3.1.6. The Director, Communications and Information, HQ USAFA/A6, will chair the Communication and Information (C&I) committee and manage the Academy IT portfolio including execution-year funds allocation, programmed resources and accompanying policies. The A6 will ensure the annual initial funds distributions reflect the approved Academy POM baseline. The A6 will ensure all new IT initiatives or systems have an

assigned Information System owner (ISO), Program Manager (PM) and Information Systems Security Officer (ISSO) and will coordinate through applicable working groups to identify and resolve all cybersecurity and resource impacts to existing programs and new IT initiatives before submitting for Group or Board review.

3.1.7. The Comptroller, HQ USAFA/FM, will coordinate with A5/8 and A6 to ensure the annual initial Mission funds distributions reflect the approved Academy POM baseline.

3.2. Mission Elements (MEs). Academy MEs will:

3.2.1. Submit and coordinate program adjustments and new initiative proposals via panel chairs for A-staff coordination IAW guidance provided by USAFA/A5/8.

3.2.2. Implement HQ USAFA approved Air Force Academy programs as directed.

3.2.3. Serve in Board, Group and Panel assignments IAW this instruction.

3.3. Panel Champions. A Mission Element Vice or Staff Director (O-6-level or equivalent) responsible for issues in/affecting their mission or support panel. Executes in line with HQ strategic priorities and provides Academy leadership/management viewpoint. Provides the Academy leadership view on these issues. Operates within USAFA CC and CV intent for their panel. Develops COAs for Corporate review/selection. Ensures their committees publish agendas and meeting minutes. Formally staffs proposals to create new or consolidate or rescind existing committees with all Panel Champions and HQ USAFA staff. Resolves coordination issues among headquarters and ME staffs before soliciting CC or CV approval. With headquarters staff concurrence, typically resolves issues at their level and informs MEs, CC and CV. Formally staff proposals to create new or consolidate or rescind existing committees with all Panel Champions and HQ USAFA staff.

3.4. Panel Gatekeepers. Unit Directors of Staff (or appointed equivalent) will serve as Panel gatekeepers with the following responsibilities:

3.4.1. Ensure issues are properly formatted and coordinated before Champions submit to corporate body (staff or brief).

3.4.2. Coordinate with A5/8 on issues entering Group/Board staffing review or presentation.

3.4.3. Coordinate with other Directors of Staff to ensure coordination quality and integrity.

3.4.4. Ensure Panel Champion is synchronized IAW corporate battle rhythm.

3.4.5. Train respective staffs on staffing and briefing processes, business rules and tools.

3.5. Schedule and Seating. HQ USAFA/A5/8 will maintain a current corporate battle rhythm and meeting seating charts. Attachment 3 contains seating charts and a typical annual schedule.

DAVID N. KINCAID, JR., Colonel, USAF
Director, Strategic Plans and Programs and
Requirements

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

AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006

AFI 33-360, *Publications and Forms Management*, 01 Dec 2015

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 16-5, *Planning, Programming, Budgeting and Execution Process*, 27 Sep 2010

USAFAI 36-3502, *Institutional Effectiveness*, 21 Oct 2008

USAFAI36-3540, *The US Air Force Academy Board*, 02 May 2012

Abbreviations and Acronyms

10 ABW—10th Air Base Wing

AD—Athletics Director

AF—Air Force

AFI—Air Force Instruction

AFIMSC—AF Installation and Mission Support Center

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

CSAF—Chief of Staff of the Air Force

CV—Vice Commander

CW—Commandant of Cadets

DF—Dean of the Faculty

DoD—Department of Defense

FYDP—Future Years Defense Program

FY—Fiscal Year

HAF—Headquarters Air Force

IEP—Institutional Effectiveness Program

MAJCOM—Major Command

MILCON—Military Construction

O&M—Operations and Maintenance

OPR—Office of Primary Responsibility

PEM—Program Element Monitor

PE—Program Element

PL—Preparatory School

POM—Program Objective Memorandum

PPBE—Planning, Programming, Budgeting and Execution System

PPBS—Planning, Programming and Budgeting System

RAPIDS—Resource Allocation Programming Information Decision System

RDS—Records Disposition Schedule

RR—Director of Admissions

SECAF—Secretary of the Air Force

SECDEF—Secretary of Defense

USAFA—United States Air Force Academy

Terms

AFACS (Air Force Academy Corporate Structure)—Embodies the corporate review process for HQ USAFA. It allows time critical or time limited functional reviews at the appropriate levels. The AFACS increases overall management effectiveness by applying cross-functional judgment, experience, and analysis to program adjustments in a resource-limited environment. The corporate structure as it pertains to this document is the USAFA Board, USAFA Group and supporting Panels.

Budget Year(s)—The year(s) following the current fiscal year, and for which the Budget Estimate Submission (BES) is prepared. For example, if the current fiscal year were FY 2016, the budget year(s) would be FY 2017-18.

Champion—An O-6-level/equivalent OPR responsible for issues in/affecting their mission or support panel. Executes in line with HQ strategic priorities and provides Academy leadership/management viewpoint.

Committee—Established below Panel-level to carryout assigned mission/support business on behalf of the Champion.

Disconnect—An approved program, which is un-executable because of resource shortfalls. Specific Air Force or Office of the Secretary of Defense Program Budget Decisions (PBDs) that change the program content or pace in the Planning, Programming, Budgeting, and Execution cycle are not candidates for disconnects in the following year's cycle.

Execution Year—The current fiscal year.

Fiscal Year (FY)—The 12-month period which begins 1 October of one year and ends 30 September of the next year.

FYDP—Future Years Defense Program. The official OSD document and database that summarizes Secretary of Defense approved plans and programs for the Department of Defense.

Gatekeeper—Key process enabler. ME Director of Staff/equivalent position and extension of A5/8 corporate Gatekeeper. Keeps Champion on Battle Rhythm, ensures e-staff/briefing quality, format and timeliness, trains respective staff on corporate process and tools.

Initiative—A proposal for resources to initiate a new program (new start).

Mission Element (ME)—At the Academy, a unit charged with fulfilling a particular mission (Director of Athletics [AD], Commandant of Cadets [CW], Dean of the Faculty [DF], Preparatory School [PL], and 10th Air Base Wing [10ABW]).

Offsets—Resources that are offered to "pay" for a Program Change Request action, disconnect, or initiative.

Out Years—The years of the Air Force Program not included in the execution or budget years.

Prior Year (PY)—The fiscal year immediately preceding the current year (last completed fiscal year). Also referred to as Past Year.

Attachment 2

PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION (PPBE) SYSTEM

A2.1. The PPBE system is the DoD resource management process with four interrelated phases consistent with national security objectives, policies, and strategies. Its purpose is to identify capability requirements (*Planning*), and match them with resource requirements (*Programming*), translate them into budget proposals (*Budgeting*), and evaluate spending (*Execution*) to determine how well the desired capabilities will be achieved. The Secretary of Defense (SECDEF) provides centralized policy direction throughout the four phases, while delegating program development, execution authority, and responsibility to Services and DoD agencies.

A2.1.1. *Planning.* The first phase, *planning*, begins with broad strategies and plans that encompass long-range guidance out to 8-years and mid-term objectives and planning out to 5-years. Long-range guidance defines major Academy modernization and investment requirements. Our Strategic Plan (SP) and Institutional Effectiveness Program (IEP) guide long and mid-term planning. The Strategic Plan is reviewed annually and updated as required and the IEP is executed annually and updated as required.

A2.1.2. *Programming.* The programming phase translates guidance into action, balances allocation of resources to plans (requirements), organizes requirements into packages (programs), and prioritizes programs based on capabilities/risks. The result is the Academy's POM submission to HAF. AF Installation and Mission Support Center (IMSC) manages future-year programming for the Academy's non-pay base operations and support. Air Force Medical Operations Agency manages future-year programming for the Academy's medical resources. HAF manages USAFA's education and training mission resources via the Personnel and Training panel at AF/A1.

A2.1.3. *Budgeting.* The third phase of our PPBE process, *budgeting*, involves formulating and controlling near-term resource requirements, allocation, and use based on the results of the planning and programming efforts.

A2.1.4. *Execution.* The final phase of our PPBE process is the *execution* of our program-budget. Execution is the process of translating the performance of the planning, programming, and budgeting phases into institutional capabilities.

A2.2. For additional details about PPBE, see AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006.

Attachment 3**CORPORATE BATTLE RHYTHM AND SEATING CHARTS**

The Group and Board operate on an annual schedule synchronized with key Air Force and Academy decisions points. The following is a typical annual schedule:

<u>MM/DD</u>	<u>Topic</u>
03/07	Mid-Year Review and Top-5 UFR (FM)
03/14	Comm & Info Committee (A6)
03/22	(Board) Mid-Year Review and Top-5 UFR (FM)
06/06	Comm & Info Committee (A6)
06/20	FY17 UFR list and FY18 Execution Plan (FM)
06/28	(Board) FY17 UFR list and FY18 Execution Plan (FM)
08/01	FY20-24 MILCON Approval (A4)
08/23	(Board) FY20-24 MILCON Approval (A4)
09/05	Comm & Info Committee (A6)
09/19	FY20 POM review (A8P, A1M)
10/03	FY19-21 SRM Review (A4)
10/17	FY20 POM Approval (A8P)
10/25	(Board) FY20 POM Approval (A8P)
11/07	Comm & Info Committee (A6)

Figure A3.1. USAFA Group Seating Chart.

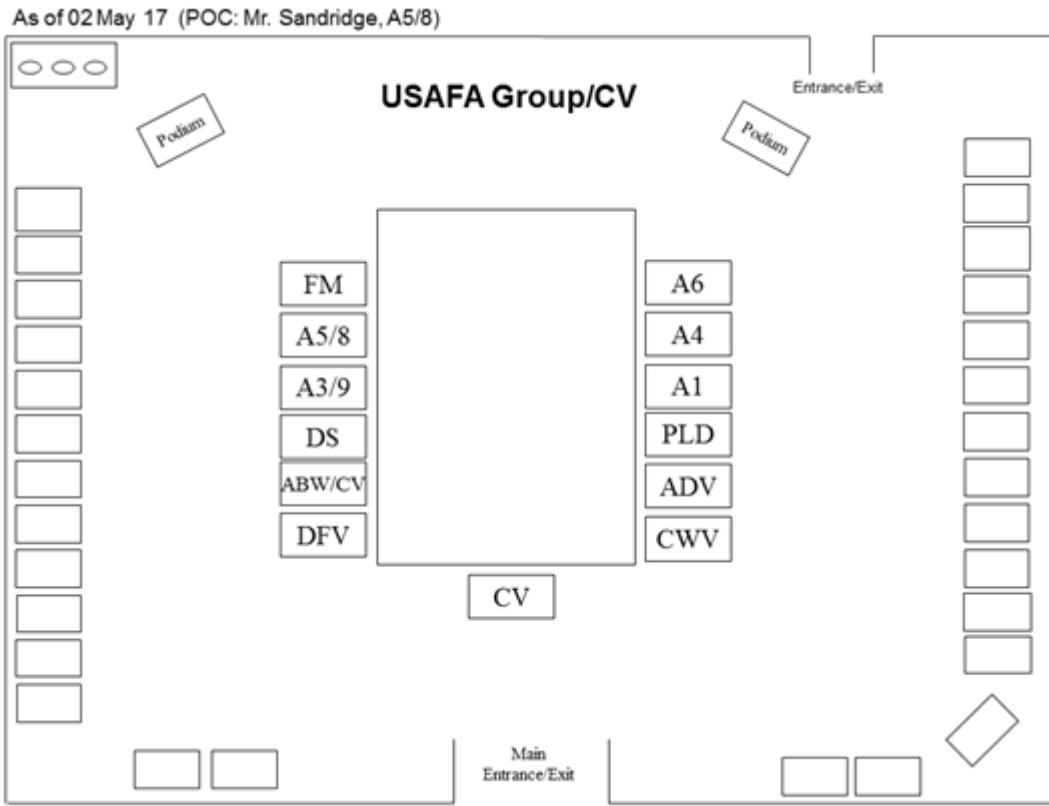
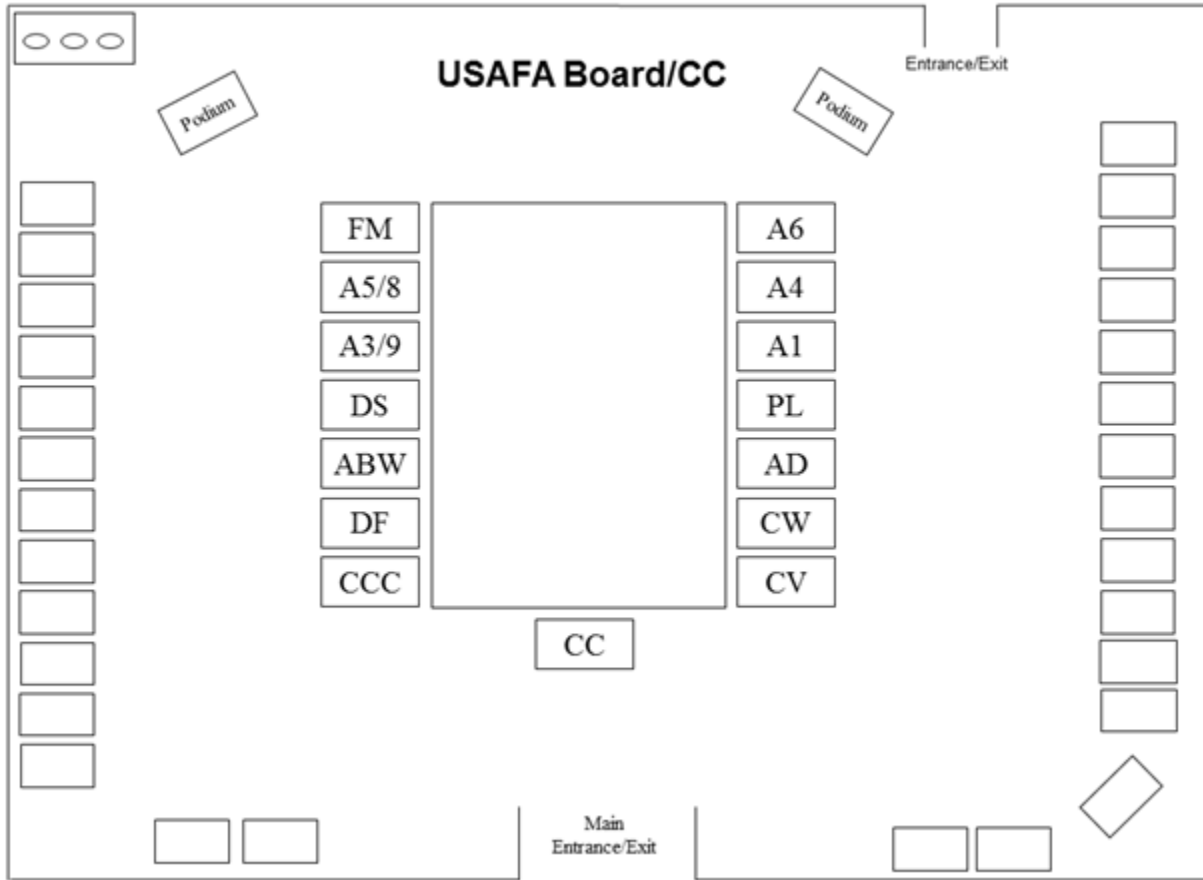


Figure A3.2. USAFA Board Seating Chart.

As of 02 May 17 (POC: Mr. Sandridge, A5/8)



Attachment 4

ACADEMY PANELS AND COMMITTEES

The following committees report to the corporate process via their respective panel champions. Several of these committees routinely address appropriated fund resource issues as part of their charters. HQ USAFA/A5/8 maintains a catalog of approximately thirty-five official committees including their charter, scope, membership and activity cycle. Resource-centric committees are annotated below by an asterisk.

<u>Champion</u>	<u>Panel</u>
A58	AFA Resources
10 ABW	Installation (Base Ops & Support)
DF	Education
CW	Cadet Training, Morale, Health & Welfare (MHW)
AD	Athletics

HQ USAFA/CV

Case Management Group (CMG)
 Graduation Order of Merit (GOM)
 Institutional Effectiveness Board (IEB)
 Institutional Review Board (IRB)
 Mishap Review Panel (MRP)
 Safety Investigation Board
 Security Enterprise Mission Assurance Group (SEMAG)
 Superintendent's Council
 USAFA Commander's Inspection Management
 Board (CIMB)
 USAFA Essentials / Team Integration

AFA Resources

Civilian Resources Management Committee
 (CRMC)*
 Communication & Information Committee (C&I)*
 Financial Working Group*
 Gift Opportunities Prioritization Working Group*
 Gifts and Memorials Board*

Installation (Base Ops & Support)

Environmental, Safety and Occupational Health
 Council (ESOH-C)
 Installation Encroachment Management Team
 Installation Facilities Board*
 Space Allocation Board*
 USAFA Anti-Terrorism Working Group
 USAFA Threat Working Group

Education

Cadet Awards Council
Preparatory School Advisory Committee (PSAC)

Cadet Training, MHW

Cadet Pay Group*
Cadet Uniform Board*
Cadet Wing Integrated Working Group (CWIWG)
Honor Review Committee
Summer Programs

Athletics

Air Force Athletic Association (AFAAA) Council
(does not report through Group or Board)

* Resource-centric committee