

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 36-150**



28 FEBRUARY 2024

Personnel

**APPOINTMENT AND PROMOTION TO
ACADEMIC RANKS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Department of the Air Force Policy Directive (DAFPD) 36-20, *Accession of Air Force Military Personnel*. This instruction applies only to personnel who are employed as educators of cadets or primarily as researchers who contribute substantially to cadet education at the US Air Force Academy. This publication does not apply to Air Force Reserve Command (AFRC) units or the Air National Guard (ANG). This publication applies to the United States Space Force. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using Air Force Form(DAF) 673, *Department of the Air Force Publication/Form Action Request*. The authorities to waive requirements in this publication are identified with a Tier 3 number following the compliance statement. See Air Force Instruction (DAF) 673, *Department of the Air Force Publication/Form Action Request*, 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 HQ USAFA/DF. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Instruction 33-322, *Records Management and Information Governance Program*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the OPR using Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*. This publication may not be supplemented or further implemented/extended.

SUMMARY OF CHANGES

This document has been substantially revised. Major changes include the requirement to promote from assistant to associate professor within seven years.

1. Purpose of the instruction. A uniformly applied system of academic promotion consistent with widespread practice in academia is necessary to safeguard the United States Air Force Academy's (USAFA) reputation, ensure a faculty structure conducive to professional development, and reward individual achievement.

2. Responsibilities.

2.1. 10 USC 9435 requires the Dean of the Faculty to be “responsible to the Superintendent for developing and sustaining the curriculum and overseeing the faculty of the Academy”. The Dean of the Faculty determines each faculty member's initial academic rank in either the Teaching or Research track—instructor, assistant professor, associate professor, or professor—at the time of hiring and retains the prerogative of granting or denying academic promotion throughout the faculty member's career at USAFA. The Dean of the Faculty is likewise the sole authority for the purposes of determining academic title. Among the Dean's other prerogatives: to *appoint* serving Dean of Faculty (DF) members to a higher rank independent of the *promotion* process described in this instruction, and to solicit the Faculty Personnel Council's (FPC) advice on initial appointments.

2.1.1. For the purpose of this instruction, academic promotion is defined as the progression to a new academic title (instructor, assistant professor, associate professor, and professor) that is tied to a discipline with oversight by an academic department in the Dean of Faculty.

2.1.2. Nothing in this instruction restricts or infringes upon any Mission Element's (ME's) authorities to promote their general service (GS) or administratively determined (AD) employees, as governed by USAFAI 36-802, *Administering and Paying Civilian Faculty*, and/or their ME's operating instructions, to a higher grade or positional rank.

2.2. Department heads are entrusted with the responsibility of ensuring the integrity of USAFA's appointment and academic promotion process. It is the department head's responsibility to ensure that each potential candidate for academic promotion has the *opportunity* to develop the record of teaching, service, and scholarship necessary to achieve the next academic rank. Further, the department head must provide an endorsement of eligibility and recommendation as to whether the candidate has earned the next academic rank as part of the application for promotion.

2.3. Candidates for academic promotion are responsible for developing their academic credentials. A candidate for promotion should consult closely with their department leadership, their department mentors (explicitly the Faculty Development Review Committee (FDRC) for assistant professors), and the appropriate divisional representatives on the FPC to help gauge the strength of their academic record and seek ways to make the application for promotion as strong as possible before formal submission. If the Dean or the FPC, acting on behalf of the Dean, requests the candidate provide supporting documentation, the candidate must comply.

2.4. Departments and relevant staff agencies are required to establish promotion standards for their disciplines in conjunction with the Vice Dean, Senior Associate Dean,

and the FPC. Collectively, these agencies will verify that the standards are consistent across DF, clear, and fair. Departments in conjunction with the Vice Dean, Senior Associate Dean, and the FPC are expected to review regularly and update their standards as necessary. Departments may publish standards unique to recognized disciplines housed within their departments.

2.5. Departments will also form a Faculty Development Review Committee to support their assistant professors' professional development as detailed below. The FDRC plays a critical role in offering mentorship throughout an assistant professor's professional developmental process.

2.5.1. FDRC composition. The department Head will determine the composition and size of the department's FDRC so that it is best positioned to support their assistant professors' professional development. Committee members may be from outside departments or staff agencies.

2.6. The FPC, an advisory body, accepts applications for academic promotion throughout the fall and spring semesters. The FPC publishes deadlines for applications, reviews each submission, and provides a recommendation to the Dean.

2.6.1. The FPC is responsible for reviewing all promotion packages of eligible faculty members each semester.

2.6.2. The Dean selects nine members of the FPC of which eight are Permanent Professors and professors, and one is an associate professor who serves as the administrator (non-voting). Normally, they will serve staggered five-year terms.

2.6.2.1. The Dean selects the Chair of the FPC.

2.6.3. The FPC will provide written feedback to all applications. If a candidate has completed a mid-cycle review or has submitted her/his package for review to a division review team and has submitted an updated response, the FPC will score each element of the response as "outstanding" or "not outstanding," and offer an explanation for any element scored as not outstanding.

2.7. Department Heads are allowed to be present during all FPC meetings when they are discussing one of their department candidates. Departments Heads are required to answer any questions or address any concerns the FPC has over one of their member's applications.

2.8. All applications require an extensive review, and successful applications require a series of personnel actions that are made in accordance with the civil service system. Consequently, promotions will take effect no earlier than the following semester, and there are no expected dates of promotion.

2.9. The Chair of the FPC establishes a Divisional Review Team (DRT), as detailed below, for each of the four DF Academic Divisions. The DRT reviews an assistant professor's professional development at their mid-cycle review.

2.9.1. No later than the start of each academic year, the Chair of the FPC will establish a DRT for each of DF's Academic Divisions. Each DRT will be comprised of the two divisional representatives from the FPC and two professors or department heads from departments within the academic division. Normally, the civilian FPC representative will chair the DRT. The candidate's department head is required to observe the DRT's review

of their candidate's application and will be available to address any questions the DRT might have.

3. Promotion principles .

3.1. Transparency. No matter how carefully a system of academic appointment and promotion is crafted, judgment inevitably plays a role in all phases of application and review. Privacy concerns can also complicate widespread understanding of the Dean's decisions. All faculty and their supervisors are encouraged to read this instruction and consult the FPC chair and their divisional representatives.

3.2. Principles and guidelines versus a checklist. The variety of disciplines represented at USAFA and the range of possible forms of peer review make it impossible to establish a checklist of requirements applicable to every candidate for academic promotion. The Dean consistently applies *general* principles as well as guidelines depending on the academic rank sought ([para. 5.](#)). These principles inform department-specific standards.

3.3. Learning environment. Instructors are expected to create engaging, inclusive, and respectful learning environments. This may be evidenced by sources of information including, but not limited to, evaluations from sources such as students, peers, and the department head.

3.4. Contributions to a campus climate. Faculty are required to provide evidence of their efforts to foster a climate of dignity and respect. For example, contributions to the Developing Leaders of Character Framework or efforts to make USAFA a more inclusive, diverse, and/or equitable environment are highly valued. Activities include but are not limited to writing and speaking on these topics, working on relevant committees or cadet groups, sitting on search committees, or providing additional cadet or faculty mentorship. These activities are evidenced in a faculty member's teaching, service, or scholarship.

3.5. Interpretation of scholarly works. The Dean interprets the phrase "peer-reviewed research" literally—as work that has been vetted by subject-matter experts in the appropriate discipline. Although publication in peer-reviewed journals and books is an excellent standard, scholarly works may take many other forms of validation, such as the widespread use of legal briefs, software, or engineering innovations. Significant contributions to policymaking, practitioners, and pedagogy are also considered scholarly works. The applicant for promotion bears the burden of demonstrating the impact of their contributions. Only published works or works that have been accepted with no further revisions will be considered as evidence towards publication.

3.6. Teaching time or time at rank for USAFA is based on *academic* courses taught for credit toward graduation (teaching track). USAFA offers a number of courses that are not essentially academic in nature (e.g., physical education courses that teach critically important physical, leadership, and motivational skills) as well as courses which do not receive academic credit toward graduation. For the purposes of academic promotion, only *academic* courses taken for *graduation* credit count. The USAFA *Course of Instruction* (COI) specifies which courses earn credit. The applicant for promotion bears the burden of demonstrating the academic character of courses taught. An activity may have an academic component and be a graduation requirement yet fail to be an academic course (e.g., some of the Center for Character and Leadership's character-enrichment seminars).

3.7. No waivers. The Dean will not waive the promotion requirements specified in this instruction. For instance, if an eminent professor emeritus from another institution chooses to apply to USAFA and is hired as an assistant professor, the minimum times-at-rank to associate professor and professor still must be met; there is no possibility of fast-tracking on the basis of the candidate's achievements prior to joining USAFA. **Note:** USAFAI 36-802 and the corresponding ME's operating instructions govern their waiver authorities to appoint at a particular positional rank.

3.8. Standards of hiring versus retaining versus promoting. Although the Dean does not waive requirements for academic promotion described in this instruction, she or he may choose to *hire* personnel independently of the *promotion* standards in this instruction. Promotion standards are independent of the civilian appraisal system. As stated in DODI 1400.25, Volume 31, *DoD Civilian Personnel Management System: Pay Under the General Schedule*, "To eligible for a career ladder promotion under a merit promotion plan pursuant to Section 335.104 of Title 5, CFR, an employee must be performing at the "Fully Successful" level, or higher. However, the fact that employees are rated "Fully Successful" or higher at the time they are eligible for promotion does not mean promotions are automatic." In general, the standards for academically promoting a member—*excellence* in teaching, service, and scholarship as well as a terminal degree for any professorial rank—are higher than the standards for hiring or retention. **Note:** USAFAI 36-802 and the corresponding ME's operating instructions govern their promotion standards.

3.9. Distinction between academic rank and duty title. Duty titles may specify a faculty member's functional status independent of academic rank. For example, in a calendar year, a faculty member might be titled "Director of Academics" for their department but still hold the rank of associate professor. For civilians a duty title such as senior instructor, unlike official academic rank, has no implications for pay or retirement. See 5.2.

3.10. A faculty member may hold academic rank in only one track (teaching or research), at any one time, but the Dean may choose to move a member from one track to the other, e.g., by promoting a teaching-track assistant professor to research-track associate professor.

3.11. Appointment to USAFA at a given rank and in a given status (e.g., Administratively Determined [AD]) starts the USAFA time-at-rank clock; previous USAFA time (e.g., as distinguished visiting professor, named chair, or uniformed faculty) does not count toward time-at-rank minimums for purposes of academic promotion.

3.12. There are no teaching- or research-track faculty without portfolio—e.g., Professor (of no specified discipline). Faculty seeking promotion must meet the standards established through academic department and discipline for the desired portfolio of the applicant.

3.13. Normally, those civilian faculty members holding the rank of instructor (AD-21) are employees on term appointments with no expectation of academic promotion. However, in rare instances a member may be hired as an AD-21 instructor prior to completion of an appropriate terminal degree with the contractual expectation of immediate promotion to AD-22 once the degree is awarded. In these cases, departments are required to submit a USAFA Form 7, *Nomination for Academic Appointment to Senior Instructor/Assistant Professor-Teaching*, to the FPC.

3.14. Members hired as assistant professors (AD-22) have until July 2030, or seven years from the date of their appointment, whichever is later, to complete a mid-cycle review and to achieve the rank of associate professor (AD-23). They are allowed no more than two opportunities to apply to the rank of associate professor. The process for the mid-cycle review is outlined below. The seven-year window does not include “clock stoppages,” such as those covered by the Family Medical Leave Act (the process is detailed below).

3.15. Associate professors (AD-23) may apply for the rank of professor. Each faculty member may apply no more than once every three academic years. There is no time limit. Applicants for professor are encouraged to submit applications to their DRT for feedback prior to their official FPC submission. Unless and until promoted to professor, the faculty member may choose to remain an associate professor under USAFA’s reappointment process governed by USAFAI 36-802. The Dean of the Faculty may offer permanent appointment to faculty who reach the rank of professor.

4. Prerequisites for academic promotion.

4.1. Full-time educator status in the teaching - or research-track. To qualify for academic promotion, a member of USAFA must hold the position of full-time educator (rather than, for example, of full-time administrator who occasionally teaches or conducts research). Normally this requirement will exclude AD-25s from applying for academic rank. The full-time educator’s form of education may be non-traditional.

4.2. A consistent schedule of classroom teaching for those seeking teaching-track promotions and consistent cadet mentorship for those seeking research-track promotions. Most candidates will teach eight to twelve credit hours per semester. Non-traditional candidates for teaching-track academic promotion must average at least three credit hours per semester.

4.3. Appropriate terminal degree. A candidate for promotion to a higher academic rank must hold an appropriate terminal degree.

4.3.1. With advice from the department and the FPC, the Dean determines the appropriateness of a degree based on its applicability to the teaching or research discipline in which an initial rank or academic promotion is sought. Applicants and their department heads are encouraged to provide justification whenever the discipline in which a degree was awarded does not match the discipline in which the member would teach or conduct research. An appropriate degree as the phrase is used in this instruction refers only to *earned* (not honorary) degrees.

4.3.2. The Dean relies on the availability of a doctoral-level credential as well as academic practice to determine what degree will be considered terminal in the USAFA classroom or research venue for a given discipline. If a doctoral-level degree is available in a certain discipline, even if it is uncommon, the Dean most likely will consider that degree to be terminal for purposes of academic promotion in the discipline. In this way USAFA encourages its faculty to seek the *best*—which may not be the *most common*—available preparation for teaching and research. Supposing most university-level instructors of introductory calculus were graduate students, for instance, the Dean would still treat the Doctor of Philosophy (Ph.D.) as the terminal degree in mathematics for purposes of academic promotion.

4.3.3. Besides being in a subject matching the candidate's teaching duties, the paradigmatic appropriate terminal degree will have been earned at a reputable regionally-accredited institution. If there is uncertainty, the Dean, with the advice of the department head and the FPC, determines the repute of the degree. In such cases, the burden is on the department head to demonstrate the value of education received. For example, the department head might submit the candidate's thesis or dissertation for examination.

5. Promotion guidelines by academic rank or duty title. Templates and further instructions for completing the application for academic promotion are provided by the FPC. To ensure they do not forget to include important information, applicants are required to use the templates rather than create a free-form application. To create the strongest possible application, it is important that candidates follow these instructions carefully.

5.1. Instructor. The Dean often recognizes full-time educators and researchers who hold appropriate non-terminal master's degrees as *instructors* of their respective academic disciplines. The Dean may choose *not* to recognize another mission's academic title. For instance, the Athletic Department may have deemed one of its members to be an instructor of Physical Education (e.g., Volleyball).

5.2. Senior instructor (a duty title only). With the Dean's concurrence, department heads may designate some faculty "senior instructors" in the Duty Title blocks of their Officer Performance Reports or other evaluations. The purpose is to recognize the candidate's experience as an educator.

5.3. General guidelines for earning the duty title of senior instructor. Faculty who report to USAFA academic departments without a terminal degree (e.g., doctor of philosophy [Ph.D.], doctor of medicine [M.D.], or Juris Doctor [J.D.]) normally hold the rank of instructor in their respective disciplines. An instructor who has taught at USAFA full-time for at least two years (including the semester in which the application is submitted), and has taught at least 30 semester hours comprising regular (i.e., non-independent study) academic courses for graduation credit or course-length blocks of flight instruction, and has directed at least one regular academic three-semester-hour or higher course for graduation credit, is eligible for the change of duty title. If these criteria have been fulfilled, then the member may submit a USAFA Form 7, *Nomination for Academic Appointment to Senior Instructor/Assistance Professor-Teaching*, to the FPC for consideration at the next academic promotion cycle.

5.4. DF department heads who nominate candidates for the duty title of senior instructor may choose to count attached instructor pilot (IP) duty toward the required 30 semester hours. The following conditions apply: i) Attached IP duty may be counted as up to one three-semester-hour course per semester. The "course" should be listed as "Attached IP" on the USAFA Form 7.

5.4.1. The nominating department head will verify that the attached IP has offered airborne or ground-based instruction totaling at least 35 hours (the rough equivalent of the 2,120 minutes of contact time in one of DF's three-semester-hour courses) for the semester in which the duty is to be counted.

5.4.1.1. Regardless of the number of hours spent as attached IP, no more than one three-semester-hour IP course may be counted per semester.

5.5. Assistant professor. Possession of an appropriate terminal degree is a prerequisite for promotion to assistant professor. To count as time-at-rank toward the next academic promotion, the date of rank as assistant professor will be either the date at which the holder of the appropriate terminal degree begins working full-time at USAFA at that rank or, for someone already working at USAFA with the academic rank of instructor, the date the appropriate terminal degree was awarded. If a military member reports to USAFA with terminal degree in hand, the gaining department should submit a USAFA Form 7 to the FPC. This allows the FPC to track the academic ranks of military members, starts the time-at-rank clock in anticipation of promotion to associate professor, and affords the Dean an opportunity to recognize the member as an assistant professor.

5.5.1. Extensions to the promotion schedule for assistant professors. Assistant professors may extend the seven-year promotion schedule to associate professor for any major life event for which they would be eligible to take leave under the Family and Medical Leave Act (FMLA). Paragraph 15(c) of DODI1400.25V630_AFI-36-815 lists eligible life events. Additionally, major dislocating events, such as a deployment, qualify for promotion extensions. If eligible, an extension is automatically granted, and it is the expectation that an eligible faculty member will extend their promotion schedule. Although faculty members are not required to take leave (FMLA or any other type of leave), they are always encouraged to apply for FMLA leave if they believe they are eligible. In order to be eligible for a promotion schedule extension for these life events, faculty members must provide documentation of the nature of the life event to their department head and DF Civilian Personnel Official as a part of their request for a promotion schedule extension. Extension requests and department Head recommendations are then forwarded to the Dean of the Faculty for approval. Taking FMLA leave is not a requirement for receiving an extension. That is, eligible faculty members may continue to work full or part-time during the promotion extension period. Any changes to the performance appraisals goals or ratings as a result of a change in duties during a promotion schedule extension are accomplished using the procedures in USAFAI 36-802. Schedule extensions are normally given in one-year increments per major life event, although faculty members may request shorter extensions if appropriate. Normally, the total time period of extensions may not exceed two years within the seven-year window. The DF Civilian Personnel Official tracks all Assistant Professors' promotion schedules, including any schedule extensions.

5.6. Department Responsibilities and Assistant professor procedures for applying for associate professor.

5.6.1. Department and faculty development. In conjunction with the Vice Dean, Senior Associate Dean, and the FPC, departments will develop faculty development plans for their assistant professors. Although these plans will vary according to disciplinary needs, department composition, and faculty candidate's goals, the plans share the common goal of providing a clear roadmap to support academic promotion.

5.6.2. Establishment of a FDRC. Departments shall form a FDRC for their assistant professors to provide guidance to faculty seeking promotion, generate periodic reviews of faculty readiness for promotion, and advise the department Head on candidates for promotion.

5.6.3. FDRCs' responsibilities. FDRC shall:

5.6.3.1. Advise individual faculty members and assist with developing long-range plans for teaching, service, and scholarship that will provide a viable trajectory for academic promotion. These plans will also be mindful of departmental needs in teaching and service.

5.6.3.2. Review and provide feedback to faculty members on promotion portfolios as compared to publication standards within the academic discipline. To assist the FDRC in rendering guidance to candidates for promotion, faculty members are responsible for maintaining portfolios documenting teaching, service, and scholarship achievements. The format of the portfolio will be identical to the one required as part of the official promotion package to either associate professor or professor.

5.6.3.3. Assist faculty members in preparing for mid-cycle review and assist with the mid-cycle review.

5.6.3.4. Advise department Heads on candidates' suitability for promotion. Before a candidate submits a promotion package to the FPC, it will be subjected to a final review by the department, starting with the FDRC. The FDRC will review the package and offer their recommendation to the candidate and the department Head. The timing of the completion of promotion packages should be coordinated with the department Head.

5.6.4. Mid-cycle review process. The goal of the mid-cycle review is to provide objective, specific, and reliable feedback to assist faculty in the pursuit of promotion to associate professor. Although the mid-cycle review is strictly an advisory process, applicants are required to complete it before applying for promotion to associate professor. Feedback from the mid-cycle review shall be included in the final application package for associate professor as verification of completion.

5.6.4.1. The mid-cycle review is a meeting between applicants and the DRT in which the latter will provide applicants with a candid assessment of their current path to promotion. Feedback will identify current strengths and weaknesses of the planned path to promotion and will provide recommendations to strengthen the plan, where if followed, will maximize the potential for promotion to associate professor. A standardized feedback form, consistent across DF, will be used by the DRT to evaluate all mid-cycle review applicants.

5.6.4.2. Ideally, this mid-cycle review takes place in the third year of employment, plus or minus a year, roughly at the end of the first term-appointment. However, an applicant can request the mid-cycle review at any time through consultation with their FDRC. There should be sufficient time for the applicant to address any feedback prior to submitting an application for promotion.

5.6.4.3. The DRT will provide objective and candid feedback from a divisional perspective.

5.6.4.4. As part of the mid-cycle review, applicants should submit their academic promotion package to-date. Applicants will also include a memo outlining their future

plans for promotion along the lines of teaching duties, desired future service roles/activities, and what scholarly works are in preparation.

5.6.4.5. All feedback from the mid-cycle review will be documented, and feedback will be sent to the applicant through the department Head, and/or designated FDRC representative. Feedback from the mid-cycle review will include, but is not limited to: specific strengths and weaknesses of the package; suggestions on additional development needed to shore up identified weaknesses; committee's evaluation of the candidate's projected timeline and development plan; and an overall recommendation of the candidate's readiness for promotion for each pillar of teaching, service and scholarship if the plan is completed as written.

5.6.5. Following the deadlines established by their department, candidates will submit their promotion application packages to their FDRC. The application is required to address all feedback areas from the mid-cycle review.

5.6.5.1. The FDRC will review the candidate's application package and issue a recommendation to the department Head. The FDRC's recommendation is included in the candidate's final application package to the FPC.

5.6.5.2. The department Head will review the FDRC's recommendation, the candidate's package and offer their own endorsement that is included in the candidate's final application package to the FPC.

5.6.5.3. The applicant will submit her/his promotion packet to the FPC. The packet will include: statement of eligibility; evidence of excellence in teaching, service, and scholarship; mid-cycle review and candidate response; FDRC recommendation; and department Head endorsement.

5.6.5.4. The FPC will review the candidate's materials and issue a recommendation to the Dean.

5.7. Standards for promotion to associate professor.

5.7.1. Appropriate terminal degree. Teaching-and research-track applicants must possess an appropriate terminal degree.

5.7.2. Teaching or research experience. Teaching and research-track applicants must document their status as full-time educators or researchers who have at least five years of post-terminal degree professional experience relevant to their academic discipline, including at least three years teaching or researching full-time at a regionally accredited or comparable institution, and at least two years at USAFA at the time-at-the-rank of assistant professor (including the semester in which the application for promotion is submitted). The expectation is that assistant professors stand for promotion during their six year of teaching or researching full-time at USAFA, and it is only faculty with exceptional experience who should consider applying earlier. Teaching-track applicants must have taught regularly (ref. paras. 4.1 and 4.2.). The quality of teaching or research must have been consistently *excellent*. Research-track applicants need not have taught but must demonstrate continuous contributions to cadet education—e.g., by involving cadets in laboratory research.

5.7.3. Course directing. Teaching-track applicants must have directed, as a USAFA assistant professor, at least one regular USAFA classroom-based course (not an independent study) that satisfies a core or disciplinary major requirement.

5.7.4. Service. Teaching-and research-track applicants must have proven themselves adept and energetic academic participants in the broader mission element and USAFA communities (not just of their respective departments) and of their disciplines. As assistant professors approach the rank of associate professor, they should have demonstrated that they are ready for the leadership responsibilities required for holding the next academic rank. For example, participating in faculty governance in faculty meetings and committees at the departmental and divisional (or higher) levels. The expected standard of all service activities is excellence and embrace of the core value of service before self, and the application should emphasize service performed since the last academic promotion.

5.7.5. Scholarship. Teaching- and research-track applicants must demonstrate a commitment to scholarship by generating advanced findings in their respective disciplines evidenced by an excellent record performed at a caliber and tempo appropriate to an academic profile consistent with elite highly selective undergraduate institutes with an emphasis on teaching. The emphasis of the scholarly record should meet or exceed the standards as established by the candidate's respective department. These standards reflect the institution's commitment to: high quality and impactful research within the candidate's discipline; making contributions that significantly impact USAFA, the U.S. Air Force, the U.S. Space Force, the Department of Defense, or larger policymaking community; or making advancements in the humanities, basic sciences, social sciences, engineering or science of teaching and learning.

5.7.6. Areas of achievement are independent. The candidate's overall record must reflect excellence in teaching, service, *and* scholarship. Extraordinary performance in any one area does not compensate for a deficit elsewhere.

5.8. Professor.

5.8.1. Appropriate terminal degree. Teaching-and research-track applicants must possess an appropriate terminal degree.

5.8.2. Teaching or research experience. Teaching-and research-track applicants must document their status as full-time educators or researchers who have at least ten years of post-terminal degree professional experience relevant to their academic discipline, including at least eight years teaching or researching full-time at a regionally accredited or comparable institution, and at least three years at USAFA at the rank of associate professor (including the semester in which the application for promotion is submitted). During their USAFA career, teaching-track applicants must have taught regularly (ref. paras. 4.1 and 4.2.). The quality of teaching or research must have been consistently *excellent*. Candidates are also required to demonstrate that they have successfully helped their colleagues become more effective instructors. Research-track applicants need not have taught but must demonstrate continuous contributions to cadet education—e.g., by involving cadets in laboratory research.

5.8.3. Course directing. Teaching-track applicants must have directed, as a USAFA associate professor, at least one multi-instructor course satisfying a core or disciplinary

major requirement; or they must have designed and directed, as a USAFA associate professor, at least one single-instructor course satisfying a core or disciplinary major requirement.

5.8.4. Service. Teaching- and research-track applicants must have proven themselves adept and energetic academic leaders in the broader mission element and USAFA communities (not just of their respective departments) and of their disciplines. For example, acting as team lead for other faculty and leading faculty-wide committees and task forces. Leadership in professional organizations is also highly valued, and it augments but does not substitute for departmental and institutional level leadership. Applicants have a responsibility to mentor junior colleagues in all areas of performance—teaching, service, and scholarship—and take on DF- and USAFA-wide service roles. The expected standard of all service activities is excellence, and the application should emphasize service performed since the last academic promotion. The expected standard of all service activities is excellence and embrace of the core value of service before self, and the application should emphasize service performed since the last academic promotion.

5.8.5. Scholarship. Teaching- and research-track applicants must demonstrate a commitment to scholarship by generating advanced findings in their respective disciplines evidenced by an excellent record performed at a caliber and tempo appropriate to an academic profile consistent with elite highly selective undergraduate institutes with an emphasis on teaching. The emphasis of the scholarly record should meet or exceed the standards as established by the candidate's respective department. The record ought to demonstrate a continuous level of productive level of scholarship. These standards reflect the institution's commitment to: high quality and impactful research within the candidate's discipline; making contributions that significantly impact USAFA, the U.S. Air Force, the U.S. Space Force, the Department of Defense, or larger policymaking community; or making advancements in the humanities, basic sciences, social sciences, engineering or science of teaching and learning.

5.8.6. Areas of achievement are independent. The candidate's overall record must reflect excellence in teaching, service, *and* scholarship. Extraordinary performance in any one area does not compensate for a deficit elsewhere.

5.9. Adjunct faculty. Consistent with USAFAI 36-802, *Administering and Paying Civilian Faculty*, para. 8.2., the Dean may elect to appoint “distinguished individuals who make significant contributions to the mission of USAFA” as adjunct instructors, adjunct assistant professors, adjunct associate professors, or adjunct professors. These are honorifics that are not accompanied by pay or pay increases.

6. Appeal and re-application. Candidates for academic promotion whose applications have been denied may appeal through their department head for reconsideration by the Dean.

LINELL A. LETENDRE, Brig Gen, USAF
Dean of the Faculty

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 33-322, *Records Management and Information Governance Program*, 22 March 2020

DAFPD 36-20, *Recruiting Programs and Accession of Air Force Military Personnel*, 3 March 2023

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

DoDI1400.25V630_AFI36-815, *Leave*, 14 November 2019

10 USC 9435: *Dean of the Faculty*

USAFAI 36-802, *Administering and Paying Civilian Faculty*, 26 April 2006

Prescribed Forms

USAF Form 7, *Nomination for Academic Appointment*

USAF Form 8, *Nomination for Appointment to Assistant Professor - Research*

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*