

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 36-3526**

26 OCTOBER 2020

Personnel

**USAFA COURSE OF INSTRUCTION &
CHANGE CONTROL**



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ USAFA/A3/9

Certified by: HQ USAFA A30
(Lt Col Brian McKay)

Supersedes: USAFAI 36-3526, 23 October
2009; USAFAI 36-3507, 29 March 2007

Pages: 19

This instruction implements Air Force Policy Directive (AFPD) 36-35, *United States Air Force Academy*, and Air Force Instruction (AFI) 36-3501, *Air Force Academy Operations*, and describes the processes used to assess, develop, integrate, prioritize, resource, support and approve the United States Air Force Academy (USAFA) Course of Instruction (COI). It applies to all USAFA personnel involved in developing education, training, and experiences in support of USAFA's mission. This publication does not apply to Air Force Reserve units or the Air National Guard. 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. 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 Superintendent. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This instruction is substantially revised and should be completely reviewed by all HQ staff and USAFA Mission Elements (ME). This rewrite includes a revised COI definition and purpose, and improved traceability to Department of Defense Instruction (DoDI), AF Mission Directive (AFMD), AFPD, USAFA Mission Directives (USAFAMD) and USAFA Instructions. This revision also establishes how USAFA governs the COI. All USAFA instructions and directives must be updated to align and comply with this instruction.

1. Definition. The USAFA COI is the totality of Education, Training, and Experiences (ETEs) designed to purposefully develop cadets and to commission officers who are innovative “leaders of character, dedicated to a career of professional excellence in service to the Nation” (DoDI 1322.22, Section 3a, *Policy*).

2. Purpose. To support USAFA’s mission through a cohesive integration of ETEs that cultivate the USAFA Outcomes (AFI 36-3501) and USAF Competencies at the appropriate level (AFPD 36-35 and Air Force Doctrine Document [AFDD] Annex 1-1, *Force Development*).

3. Academy Programs. “The Academy offers developmental academic, athletic, aviation, and military programs that produce leaders” of character to achieve USAFA’s mission (AFMD 12, *United States Air Force Academy*). Together, these Academy Programs integrate and incorporate the fundamental “elements directed in Air Force Mission Directive 12” (AFI 36-3501).

4. Administration. The Superintendent delegates authority, except as prohibited by law or policy, to direct and/or manage the Academy Programs to USAFA ME commanders/directors and the HQ USAFA staff. These responsibilities are summarized in [Attachment 2, USAFA COI Program Administration](#).

4.1. Administrative Control (ADCON). With respect to the USAFA COI, ADCON is the direction or exercise of administration and support of another Program. ADCON can be coordinated between commanders/directors to improve output performance through gained efficiencies in governance, manpower, budgets, etc. ADCON agreements will, to the maximum extent possible, be documented between Program commanders/directors through Memorandums of Agreement/Understanding or codified in the applicable USAFA instruction.

5. USAFA Governance. The Superintendent establishes “boards or planning groups as necessary to ensure collaborative planning, execution, and assessment of the Academy mission” (AFI 36-3501). This instruction offers institutional mechanisms/committees for integration and codifies the involvement of governing Group/Boards (i.e. Cadet Extracurricular Activities Board [CEAB], Institutional Effectiveness Board [IEB], USAFA Group, USAFA Board, and Academy Board) in assessing, reviewing, recommending, and/or approving the USAFA COI. A visual overview of USAFA’s governance is presented in [Figure 1](#) and further explained starting in [Paragraph 6, USAFA COI Handbook](#).

Figure 1. USAFA Governance (USAFAI 36-3526).

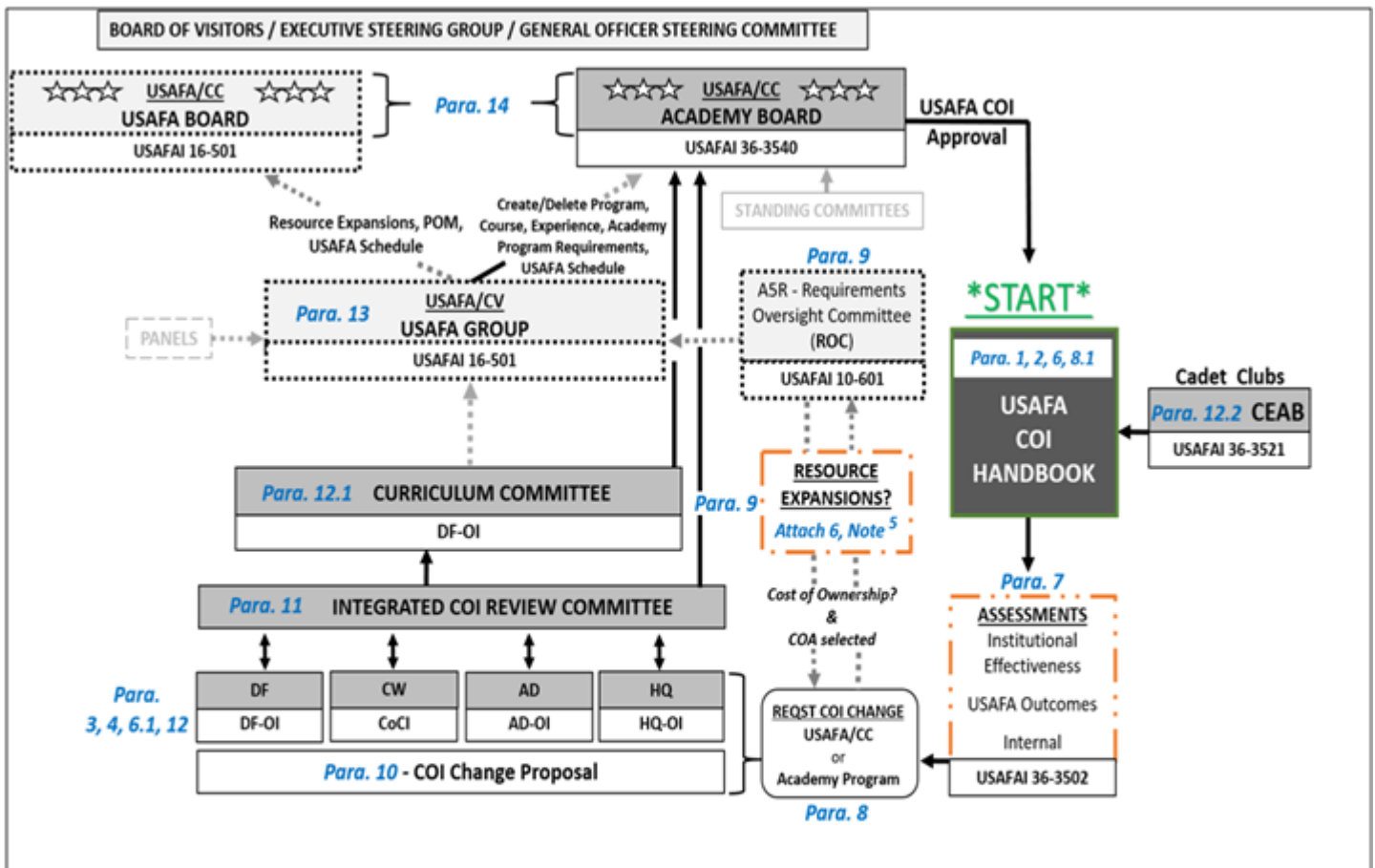


Figure References
 Resourcing:>
 COI Change: —————>
 Assessments: - - - - ->
 Para. #: Reference in the USAFA instruction where specific governance is discussed
 USAFAI #: USAFA Instruction where additional information/roles/responsibilities are documented

6. USAFA COI Handbook. (OPR: DFR, OCR: Chapter Chairs). The Superintendent “maintains and implements the 4-year course of instruction” as **Attachment 3**, *USAFA Course of Instruction Handbook* (AFI 36-3501), following approval from the Academy Board. The USAFA COI Handbook includes all scheduled courses, summer programs, military education and training, and other *recurring* developmental programs and experiences that purposefully develop cadets as leaders of character. The USAFA COI Handbook will be coordinated by the USAFA COI Handbook editor (Office of Student Academic Affairs and Academy Registrar [DFR]), in coordination with the Academy Program Chapter Chairs.

6.1. Registration. In addition, the handbook describes academic practices and procedures, academic registration and academic probation information. The current USAFA COI Handbook is the official publication for all matters pertaining to the registration cycle. The Academic Affairs and Curriculum Division (DFRC) publishes registration guidelines and deadlines.

6.2. **Recurring ETEs.** The USAFA COI Handbook is supported by USAFA governance processes and facilitates prioritization, near/long-term resourcing and accountability of regularly recurring ETEs.

6.2.1. **Activities/Events Program Management.** Any scheduled event, gathering, lecture, social event, sporting event, meeting, etc., that requires the use of resources (whether those resources belong to the organization or not) will comply with USAFAI 36-3625, *USAFA Events Program Management*.

6.3. **Academy Program - Chapter Chairs.** Academic (optional if covered by DFR), Athletic, Military, and Airmanship Programs will each provide a Chapter Chair to assist DFR in the production of the USAFA COI Handbook. Chapter Chairs or designated representatives integrate approved changes for inclusion in the *Academy Program Chapters* of the handbook. These individuals are the focal point for managing COI Change Proposals (CCPs) through the governance process with DFR. To the maximum extent possible, Chapter Chairs ensure that the USAFA COI Handbook is in compliance with other governing policies.

6.3.1. **Academy Program Chapters.** Chapter Chairs will incorporate the descriptions necessary to enhance the understanding of their specific Academy Program. Development opportunities provided through the CEAB on behalf of the Academy Programs will be “practically linked” (i.e. hyperlinked or publishing specific clubs at the discretion of the Chapter Chairs) in the USAFA COI Handbook in coordination with CW/CWTM. The *Military Program* chapter in the USAFA COI Handbook fulfills the requirement for the Commandant of Cadets to “develop and maintain a Cadet Military Education and Training Plan” (AFI 36-3501).

6.4. **Policy.** The USAFA COI Handbook occasionally restates external policies as a means to consolidate information for the user. Signed instructions, directives or policies are authoritative over the USAFA COI Handbook and should be referenced (e.g. USAFAI 36-3533, *Requirements for Graduation*, governs the USAFA COI Handbook description of USAFA graduation requirements). In cases where policies in the USAFA COI Handbook have no external governance (course pre-requisites, waiver authority, etc.), the approved USAFA COI Handbook is authoritative under the Superintendent as Attachment 3 of this USAFA Instruction. Policy changes are approved in accordance with **Attachment 6**, *USAFA Course of Instruction Coordination and Approval Reference*.

7. Assessments. Changes to the USAFA COI should be driven by *institutional* and *internal* level assessments. Effective assessments enhance accountability and facilitate continuous improvement of the COI in terms of ETEs and prioritization of resources.

7.1. **Institutional.** (OPR: HQ USAFA/A3/9). The IEB functions as the primary board that facilitates institutional effectiveness assessments on behalf of the Superintendent. USAFA Outcomes assessment will be part of broader USAFA institutional effectiveness assessments in accordance with USAFAI 36-3502, *Institutional Effectiveness Plan*, and function as a means to measure the performance of the USAFA COI (USAFAI 16-501, *Corporate Process and Governance*).

7.2. **Internal.** Commanders/directors are responsible for internal program assessments necessary to guide development and improvement not already incorporated into the Institutional Effectiveness Plan (**Paragraph 12**, *Program Governance*).

8. Program Development. Following disciplined institutional and program assessments, each of the Academy Program commanders/directors develops and/or integrates ETEs in support of their Mission Directive. Coordination and approval of ETEs will be in accordance with policies outlined in this instruction. Program *graduation requirements* must be coordinated and approved by the Academy Board.

8.1. **Graduation Requirements.** USAFA graduation standards are, in many areas, intentionally more rigorous than the minimum USAF commissioning standards listed in AFI 36-2005, *Officer Accessions*. To graduate from USAFA, a cadet must demonstrate the aptitude for commissioned service and leadership, be satisfactory in conduct, and meet all of the requirements set forth by the Superintendent through the Academy Board in USAFAI 36-3533, *Requirements for Graduation*.

9. Resourcing Assessment (OPR: HQ USAFA/A5/8). Any Academy Program changes that causes a resource expansion **above that Programs internal funding/resourcing** requires a resourcing review facilitated by HQ USAFA/A5R. If necessary, A5R will convene representatives from appropriate mission and functional areas based on the particular change under consideration and the scope of the resourcing impact for HQ USAFA. A proper resourcing assessment identifies to the program advocate the required facility, manpower, equipment, and support funding (i.e. full cost of ownership) as well as any needed policy changes for the new or expanded ETE. These reviews support the USAFA Group's role described in **Paragraph 13**, *USAFA Group*. If the new program initiative meets resourcing thresholds, the Requirements Oversight Committee (ROC) will convene IAW USAFAI 10-601, *Operational Capability Requirements Development*. The ROC is not an approving committee and functions only on the scope of resource impacts. HQ USAFA/A5/8 can also assist programs in coordinating funding strategies with the Resource Panel Working Group IAW USAFAI 16-501 for annual Unfunded Requests (UFRs), USAFA Gift Funds and Program Objective Memorandum (POM) submissions to the USAF.

10. COI Change Proposal (OPR: DFR). The CCP is designed for sustained planning of the USAFA COI Handbook and allows for historical changes to be documented by Academy Programs. Format and submit CCPs IAW **Attachment 4**. An Outcome Team Worksheet (**Attachment 5**) should be submitted to the relevant Outcome Team lead for coordination prior to submission of the CCP if required by established USAFA Outcome Team policy.

11. Integrated COI Review Committee (ICRC) (OPR: DFR). The ICRC's (**Table 1**, *ICRC Membership*) primary responsibility is to integrate and deconflict the COI across Academy Programs. This responsibility also includes recommending COAs for the Annual Academic Year Calendar/Schedule of Calls to the USAFA Group (reference **Paragraph 13.3**, *Coordinating the Annual Academic Year Calendar / Schedule of Calls*). The ICRC has some approval authority on behalf of the Curriculum Committee as delegated in DFOI (Paragraph 12.1, *Curriculum Committee*). Additional advisory participation can be approved at the discretion of the ICRC Chair.

Table 1. ICRC MEMBERSHIP.

POSITION	DEPT	ROLE	VOTE
Associate Dean for Student Academic Affairs and Academy Registrar	DFR	ICRC Chair	Yes
Senior Associate Dean	DFA	Member	Yes
Deputy Director, Center for Character and Leadership Development	CCLD	Member	Yes

Basic Sciences	Permanent Professor or Dept Head	DF	Member	Yes
Engineering	Permanent Professor or Dept Head	DF	Member	Yes
Social Sciences	Permanent Professor or Dept Head	DF	Member	Yes
Humanities	Permanent Professor or Dept Head	DF	Member	Yes
Physical Education	Deputy Dept Head	ADPV	Member	Yes
Director, Physical Education Division		ADPE	Athletic Chapter Chair	Yes
Chief, Curriculum Division		CWC	Military Chapter Chair	Yes
Deputy Chief, Training Support Division		CWT	Member	Yes
HQ A3 Operations Division Chief		A3O	Airmanship Chapter Chair	Yes
Chief, Academic Affairs and Curriculum division		DFRC	Advisory	No
USAFA Plans and Programs (Resourcing representative)		A5R	Advisory	No
Faculty Senate (may send representatives)		DF	Advisory	No
VOTING: Registrar (1), CCLD (1), Academic (5), Athletic (2), Military (2), Airmanship (1)				

12. Academy Program Governance. The intent of Academy Program and USAFA HQ operating instructions is to codify the governance, resourcing/assessments, and other elements at the discretion of the commander/director.

12.1. **Curriculum Committee (OPR: DF).** Providing guidance for and approving changes to the Academic Program is the primary responsibility of the Dean. Any academic load-bearing course (i.e., academic credit hours requested/assigned including for credit courses in Physical Education, Leadership and Airmanship that contribute toward an academic degree) must coordinate through the Curriculum Committee for approval or an advisory vote before being presented to the Academy Board.

12.2. **Cadet Extracurricular Activities Board (OPR: CW/CWTM).** Cadet club oversight and approval is authorized through the CEAB.

13. USAFA Group (OPR: HQ USAFA/CV, OCR: HQ USAFA/A5/8). The Vice Superintendent coordinates many directed AFI 36-3501/USAFAMD6 responsibilities through the USAFA Group. With respect to the USAFA COI, there are three specific responsibilities of the USAFA Group:

13.1. **Advise the Academy Board on Resourcing / Policy (OCR: HQ USAFA/A5/8).** When practical, the USAFA Group will proactively (or upon the Academy Board's request) advise the Academy Board on resourcing, executability, and sustainability of the USAFA COI and/or individual CCPs. Only CCPs with resourcing implications require formal review by the Group. While the USAFA Group maintains an advisory role to the Academy Board, CCPs should not normally be introduced to the Academy Board until resourcing is secured or resource offsets are agreed upon.

13.2. **Coordinate Resource Expansions with the USAFA Board (OCR: USAFA/A5/8).** Approved ETEs in the USAFA COI Handbook can generate resource expansions that do not require coordination via CCP. In these cases, the USAFA Group interfaces with Academy Program leadership IAW USAFAI 16-501, *Corporate Process and Governance*, to support institutional prioritization and resourcing that is beyond the resource capacity of the Academy Program itself. It is incumbent upon the Dean of the Faculty, Athletic

Director, and Commandant of Cadets to prioritize internal resourcing before coordinating resource expansions with A5R, ROC, Resource Prioritization Working Group (RPWG), and/or the USAFA Group.

13.3. BAnnual Academic Year Calendar and the Schedule of Calls will be presented for approval by the Superintendent after coordination with the ICRC, USAFA Group, and USAFA Board by DFR and HQ USAFA/A3/9.

14. Governing Boards. Academy Board and USAFA Board membership and responsibilities are established by USAFAI 16-501. The Boards convene regularly, but also at the discretion of the USAFA/CC. The Superintendent utilizes these Boards to obtain recommendations or approve changes in accordance with **Attachment 6**, *USAFA Course of Instruction Coordination and Approval Reference*. The Superintendent can receive Academy Program updates at his discretion as part of the normal Bi-Annual CCP coordination process.

JAY B. SILVERIA, Lt Gen, USAF
Superintendent

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

DoDI 1322.22, *Service Academies*, 24 September 2015

AFMD 12, *United States Air Force Academy*, 5 March 2019

AFPD 36-35, *United States Air Force Academy*, 14 March 2018

DAFI 33-360, *Publications and Forms Management*, 30 Nov 2015

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

AFDD Annex 1-1, *Force Development*, 4 June 2019

AFH 36-2647, *Competency Modeling*, 25 April 2019

AFI 36-2014, *Commissioning Education Program*, 15 July 2019

AFI 36-3501, *Air Force Academy Operations*, 28 December 2018

CCLD *Conceptual Framework*, 2011

CJCSI 1800.01E, *Officer Professional Military Education Policy*, 20 September 2012

USAFAI 10-601, *Operational Capability Requirements Development*, 6 November 2013

USAFAI 16-501, *Corporate Process and Governance*, 8 June 2017

USAFAI 36-3502, *Institutional Effectiveness Plan*, 17 December 2019

USAFAI 36-3625, *USAF Events Program Management*, 10 April 2019

USAFAI 36-3533, *Requirements for Graduation*, 26 January 2010

USAFAPAM 36-3527, *Officer Development System*, 23 September 2013

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ADCON—Administrative Control

ADLS—Advanced Distributed Learning Service

AF—Air Force

AFDD—Air Force Doctrine Document

AFH—Air Force Handbook

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFMD—Air Force Mission Directive

AFPD—Air Force Policy Directive
AFRIMS—Air Force Records Information Management System
CCLD—Center for Character and Leadership Development
CCP—COI Change Proposal
CIC—Cadet in Charge
COI—Course of Instruction
DFOI—Dean of the Faculty Operational Instruction
DoDI—Department of Defense Instruction
ETE—Education, Training, Experience
IAW—In Accordance With
ICRC—Integrated COI Review Committee
MEs—Mission Elements
ODS—Officer Development System
OPR—Office of Primary Responsibility
OI—Operational Instruction
RECONDO—Reconditioning
RDS—Records Disposition Schedule
SCA—Scheduling Committee Action
USAFA—United States Air Force Academy
USAFA/AD—United States Air Force Academy Department of Athletics
USAFA/CW—United States Air Force Academy Cadet Wing
USAFA/DF—United States Air Force Academy Dean of the Faculty
HQ USAFA/A3/9—Operations and Analysis Directorate
UQ USAFA/A5/8—Strategic Plans, Programs, and Requirements Directorate

Terms

AF Institutional Competencies—Competencies are the attributes an individual possesses to successfully and consistently perform a given task under specified conditions, or meeting a defined standard of performance. Developing AF Institutional Competencies is the means to build officer capabilities that will serve the needs of the Air Force. In combination with the USAFA Outcomes, the Commandant focuses on developing the leadership competencies of the *Air Force Institutional Competency List*, offering opportunities for meaningful leadership experiences at the tactical level for every cadet before graduation (AFI 36-2014, *Commissioning Education Program*).

Character—One’s moral compass, the sum of those qualities of moral excellence which compel a person to do the right thing despite pressure or temptations to the contrary (USAFAPAM 36-3527, *Officer Development System*).

Course—Set of lessons for a particular subject usually over one semester (PhyED 110, Math 141, etc.).

Class—Individual unit comprising a program, course, period of time and/or section of a course taught by an instructor to a group of cadets. With reference to a course, the individual class contains the course content (e.g. Doctrine and Institutional Competencies, USAF Heritage, Financial Responsibility).

Education—Process of imparting and then assessing general bodies of knowledge and habits of mind applicable to a broad spectrum of endeavors to prepare individuals intellectually to deal with dynamic environments and solve ill-defined problems by using critical thought and reasoned judgment. USAFA education programs prepare cadets to anticipate and successfully meet challenges across the range of military operations and build a professional corps (AFH 36-2647).

Experiences—Activities which create opportunities that challenge the capacities of each cadet and serve as a source of inspiration. Experiences are where the synthesis of education and training occurs.

Leader of Character—A leader who; 1) Lives honorably by consistently practicing the Air Force Core Values 2) Lifts others to their best possible selves 3) Elevates performance to a common and noble purpose (CCLD Conceptual Framework).

Training—Set of events or activities presented in a structured or planned manner through one or more media for the attainment and retention of knowledge and skills required to meet job performance requirements. This involves the coaching and mentoring of cadets, resulting in proficiency development (AFH 36-2647, *Competency Modeling*, 25 April 2019).

USAFA Mission Directive—USAFAMDs provide general information about an organization's mission and directly communicate the unit's responsibilities to the commander. They describe what an organization does, not how it does it.

USAFA Outcomes—USAFA Institutional Outcomes describe the knowledge, skills, and values cadets are expected to possess upon graduation, then commissioning as officers in the USAF.

Attachment 2

USAFA COI PROGRAM ADMINISTRATION

USAFA/CC	Maintains and implements a 4-year COI which directly supports the accomplishment of USAFA’s Mission and incorporates the fundamental elements in AFMD 12 (AFI 36-3501). The immediate government of the Academy is under the Superintendent (10 U.S. Code 9434). Character development is integrated throughout the Academy Programs through CCLD (AFI 36-3501).			
PROGRAMS	ACADEMIC	ATHLETIC	MILITARY	AIRMANSHIP
COMMANDER/DIRECTOR	DEAN OF THE FACULTY	EXECUTIVE DIRECTOR ATHLETICS	COMMANDANT	USAFA/A3/9
DoDI 1322.22 24 Sep 15	Directs and manages the development and execution of an undergraduate curriculum	Directs and manages the intercollegiate athletic programs and other physical fitness programs	Directs and manages military education and training programs	NONE
AFPD 36-35 14 Mar 18	Provides an accredited Bachelor of Science degree program, led by a world-class faculty who imparts the knowledge and skills required for success in the Profession of Arms and to excel in a global expeditionary air, space and cyber force	Provides an intensive program of physical education for all cadets, deliberately designed for character and leadership development through physical education classes, intercollegiate, intramural, and club competition	Ensures a foundation of professional military education oriented toward providing candidates with a basic grounding in the United States defense establishment and the Air Force, as well as a foundation in leadership, management, ethics, and other subjects	Affords cadets an Airmanship “Continuum of Learning” that spans the four-year experience. Be immersed in motivational, character-building (solo-flight, para-jumping, etc.) experiences that contribute to informed career decisions
AFI 36-3501 28 Dec 18	Directs and manages the development and execution of the undergraduate <i>Bachelor of Science program as part of the Academy course of instruction.</i> Additional Cadet Development Programs authorized IAW AFI 36-3501	Maintains a comprehensive Physical Education Program, to include fitness training, testing, and evaluation in compliance with Athletic Department requirements. Also maintains an intramural sports program Additional Cadet Development Programs authorized IAW AFI 36-3501	Maintains a Cadet Wing organizational structure that focuses on developing the leadership competencies of the Air Force Institutional Competency List at the tactical level for every cadet. Develops and maintains a Cadet Military Education and Training Plan focused on the mission of the Air Force, aligned with the Academy’s Institutional Outcomes and <i>integrated with other elements of the Academy course of instruction.</i> Maintains the system that administers the Honor Code Additional Cadet Development Programs authorized IAW AFI 36-3501	The overall goal is to foster "airmindedness". Develops Airmanship through an Airmanship Experience Model, which is a series of activities (aviation offerings, academics, flyovers, summer programs, etc.). This four-year continuum of learning and assessment challenges cadets, develops character and aviation skills, and affords leadership opportunities and competition at the intercollegiate level. Airmanship programs are <i>integrated with the Academy Course of Instruction</i>

<p>USAFAMDs 2017-2018</p>	<p>MD4: Develops and executes policies and programs for academic development, including an accredited Bachelor of Science Degree for all cadets, <u><i>integrated within the overall USAFA Course of Instruction</i></u> while instilling institutional competencies</p>	<p>MD2: Provides an intensive program <i>of</i> physical education for all cadets <u><i>integrated within the overall USAFA Course of Instruction</i></u>, deliberately designed for character and leadership development through physical education classes, fitness testing, Division I National Collegiate Athletic Association (NCAA) intercollegiate competition, intramural and club competition</p>	<p>MD3: Directs and manages military education and training programs mapped to AFI 36-2014, requirements and <u><i>listed in the COI</i></u>. Designs and manages curriculum for pre-commissioning education oriented toward providing candidates with a basic grounding in the U.S. defense establishment and the Air Force, as well as a foundation in leadership, management, civil-military relations, ethics, history, international relations, culture, and other subjects necessary to prepare them to serve as commissioned officers. Develops and maintains a Cadet Military Education and Training Plan <u><i>integrated within the overall USAFA Course of Instruction</i></u></p>	<p>MD6: Manages USAFA's airmanship program. The airmanship program seeks to educate, inspire, and train cadets regarding rated career fields including pilot, combat systems officer, air battle manager, and remotely piloted aircraft. It includes, but is not limited to the Airmanship Experience Model which integrates, aligns, and sequences academic courses, professional military education, and flying courses for rated officer exposure</p>
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Attachment 3

USafa COURSE OF INSTRUCTION HANDBOOK

The contents of this attachment are dynamic in nature and may change without changing the intent of the root instruction.

Attachment 3, *USafa Course of Instruction handbook and fall/spring supplements* are located on the following SharePoint site:

<https://sharepoint.usafa.edu/academics/registrar/SitePages/Curriculum%20Handbooks.aspx>

Attachment 4
COI CHANGE PROPOSAL

The contents of this attachment are dynamic in nature and may change without changing the intent of the root instruction.

Attachment 4 is located on the following Air Force e-publishing site:

<https://static.e-publishing.af.mil/production/1/usafa/publication/usafai36-3507/usafai36-3507.pdf>

Attachment 5

OUTCOME TEAM WORKSHEET

The contents of this attachment are dynamic in nature and may change without changing the intent of the root instruction.

Attachment 4 is located on the following Air Force e-publishing site:

<https://static.e-publishing.af.mil/production/1/usafa/publication/usafai36-3507/usafai36-3507.pdf>

Attachment 6

USAFA COI COORDINATION AND APPROVAL REFERENCE

USAFA COI Coordination and Approval Reference	AUTHORITY	PROGRAM INTEGRATION					CORPORATE		INSTITUTIONAL		
		Chapter Chair	Registrar	Program OI	ICRC	Curriculum Com	USAFA Group	USAFA / CV	USAFA Board	Academy Board	USAFA / CC ¹
USAFA SCHEDULE² / ALLOCATION OF CADET TIME											
Annual Schedule of Calls & Academic Year Calendar					R		R		R	R	A
• Modify the approved Academic Year Calendar					R		R		R	R	A
• Special Schedule of Calls (<i>for one-time events</i>)	Scheduling Committee										
Academic/Activity load level (underload or overload)					R	R	N			A	
USAFA COURSE OF INSTRUCTION											
(Bi) Annual USAFA COI Review							N			N	
Format/syntax – USAFA COI Handbook											
Format/syntax – Military/Athletic/AirmanSHIP chapters	A	N									
COURSE / PROGRAM / EXPERIENCE and RESOURCING											
Create/Modify/Delete³ Academic course/program/experience					R	R	N			A	
Create/Modify/Delete³ Non-Acad course/program/experience					R		N			A	
“Minor Modification”⁴ of an approved course/program/experience (Note: Does <u>not</u> create a resource expansion)					A	N				N	
Resource Expansion⁵ → ETEs (<i>not already coordinated via CCP</i>) that expand previously approved resourcing (<i>requires USAFA to source additional funding/resources</i>): <input type="checkbox"/> (FM) Develop/submit an Unfunded Requirement (UFR) ⁶ <input type="checkbox"/> (A5) Sustained need >\$250k/year or >\$1M over 5 Years ⁷ <input type="checkbox"/> (A1/ME) Manpower requirements ⁸ <input type="checkbox"/> (A4) Additional facility/transportation changes ⁹ <input type="checkbox"/> (A6) New/expand Information Technology (IT) ¹⁰							R		R		A
<input type="checkbox"/> (ME) Mandatory cadet time ¹¹					R		R		R	R	A
ADMINISTRATION / POLICY / STANDARDS											
USAFA instructions related to the USAFA COI (Institutional - governance, time, scheduling, processes, etc.)	TMT COORDINATION						C				S
USAFA Outcomes (White Papers & Team Lead Appointment)						Outcome Team: R				A	
USAFA Outcome Alignment						Outcome Team: A					
Substantial change in Academic Policy					R	R	N			A	
Academic Program Requirements • Semester hours required major, Academic Core courses required to graduate					R	R	N			A	
Athletic/Military Program Requirements • Leadership credits, participation standards, PEA / MPA contributors and minimums, etc					R		N			A	
Academic Program and majors/minors policies:							N			N	

<ul style="list-style-type: none"> Course title changes, courses required for major, semester hour assignment, courses used for major's GPA, semester delay or early, course/class sequence, track requirements, etc, Academic Core (Core-sub) content/description/special requirements, final exam/final report 			A								
Minor change in Program/policy <ul style="list-style-type: none"> Scheduled course title/pre-reqs, published offering time, course descriptions, etc 			A								
Exams, reports, testing			A		N				N		
Course Number		A									

APPROVAL Reference:

CCP required: Many changes to the COI Handbook are not coordinated via CCP. Example: The USAFA Outcomes in the COI Handbook are statements of strategic policy coordinated between USAFA and SAF/MR. The same applies to “minor modifications” under the authority of the Program commander/director coordinated with the Chapter Chairs. As the OPR, DFR is given the authority to decide issues that are most effectively coordinated via CCP.

Waiver Authority: The Academy Board is the waiver authority for all Academy Board approved proposals. Otherwise, waiver authority is delegated to the Academy Program commanders/directors and should be documented in Program operating instructions and/or Program Chapters.

Blank: Not required in the coordination effort or the member is already part of the established Group/Board.

A: Approve. Committee/Group/Board/Leadership authorized to approve the change. “Approval authority” requires the recommendation of the specific Committee/Group/Board listed in this attachment (e.g. Superintendent requires the recommendation of the Academy Board despite stated approval authority). Approval given to Program commanders/directors are authorized to delegate or direct authorities (Department/Divisions, DFR, ICRC, Curriculum Committee, etc.) as desired in Program OI. HQ USAFA/A5R will ensure that changes in the USAFA COI do not meet tiered waiver requirements for programs established in governing instruction, policy, and/or directives (AFI 36-3501, AFPD 36-35, AFMD 12, etc.). In these cases, approval authority becomes a “recommendation” to pursue a waiver IAW AFI 33-360_AFMG2019-02, *Publications and Forms Management*.

C or S: Certify or Sign. Specifically for a USAFA Instruction.

R: Recommend. Advisory vote to the subsequent approving Committee/Group/Board/Leadership.

N: Notify. An executive summary of recommendations/decisions made by an approving authority. Notification should happen through a COI/CCP review to the maximum extent possible or virtually through TMT / org box e-mail as appropriate.

NOTES:

¹ **USAFA/CC:** Board members will act as advisors to the Superintendent regarding the balance of resources (funding, manpower, facilities, transportation, IT, cadet time, etc.) devoted to academic and officer development activities with responsibility for the final decisions resting solely upon the Superintendent.

² **USAFA Schedule:** USAFA Schedule is in reference to the USAFA Academic Year Calendar and the USAFA Schedule of Calls.

- **USAFA Academic Year Calendar:** Superintendent approved 365-day calendar which starts at the beginning of the Fall Semester and highlights major USAFA events (graduation, recognition, parent’s weekend, holidays, etc.).
- **USAFA Schedule of Calls:** Superintendent approved daily schedule for the academic year (military training, formations, meals, academic periods, intramurals, RECONDO, personal time, academic call to quarters, etc.). Cadet excusal authority to attend official duty is coordinated through the Scheduling Committee (USAF AI 36-3526, *Allocation of Cadet Time*).

³ **Create/Modify/Delete:** New recurring ETE that is not part of an approved course, program or experience in the USAFA COI Handbook. Creation of a course, program, or experience will require a thorough understanding of resource limitations (See Note ⁵) before approval by the Academy Board. A modification should be considered when it does not meet the criteria of “minor” modification (See Note ⁴)

⁴ **“Minor” Modification:** Topic/class level amendments to an approved course/program/experience (intramural activities, cadet clubs, summer academic research program experiences, recurring guest speaker topics, DoD/Advanced Distributed Learning Service mandated training, cadet personal development time training, etc.) that do not meet “resource expansion” criteria in Note ⁵ or impact the approved USAFA schedule.

⁵ **Resource Expansion:** Modifications which have resource expansions should consider items listed in Notes ⁶⁻¹¹.

⁶ **Financial Management (USAFA/FM):** FM focuses on *current year* financial execution of USAFA’s allocated budget. ME assigned Resource Advisors identify internal available funds or generate an Unfunded Requirement (UFR). Any new requirement with a continuing sustainment funding tail will need to have a funding source identified, or have the recurring funding sustainment tail included in any UFR submitted. UFRs require FM work to source additional funding requirements which will normally trigger corporate review/approval.

⁷ **Plans and Programs (HQ USAFA/A5/8):** Coordinates the ROC. Also responsible for coordinating annual Program Objective Memorandum (POM) for any new or expanded current program (including an academic major), course, or experience which requires an additional \$250K/Year or > \$1M across the Future Year Defense Plan above currently programmed ME funding.

⁸ **Manpower Requirements (OPR: HQ USAFA/A1).** Includes:

- Additional Manning: Any additional manpower above the Academy Program’s allocation. Does not include manpower “neutral” changes which empowers commanders/directors to shift allocated civilian and military assigned manpower to cover changes to the USAFA COI.
- External Augmentation: New or expanding courses/programs/experiences that will require additional manpower augmentation from outside the Mission Elements/HQs organization. This also includes adding additional recurring workload on the permanent party supporting the new ETE.

⁹ **Facility or Transportation Changes (OPR: HQ USAFA/A4):** Includes transportation, facility modifications, expansion, space reallocation, or new construction (add outlets and cooling to a room to support virtual lab requirements, prep space for new function, etc.).

¹⁰ **IT Changes (OPR: HQ USAFA/A6):** Included new and expanding requirements for IT (adding computers / devices, communication connections / networks, software, etc.).

¹¹ **Mandatory Cadet Time (OPR: MEs):** All expansion of cadet time requires deconfliction at the ICRC. The expansion of time associated with mandatory ETEs (core courses, ESET, BCT, etc.) that are required of all cadets requires an institutional approval. Elective ETEs (major’s courses, CSRP/Intern Programs, etc.) can be part of a required graduation plan, but they allow students more flexibility in how they fulfill those requirements and can be approved at the ME level; however, if there are scheduling conflicts that cannot be resolved approval must be elevated to the USAFA Group and Board for approval.