

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 36-3540**

10 AUGUST 2023

Personnel

THE ACADEMY BOARD



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This instruction implements Department of the Air Force Policy Directive (DAFPD) 36-35, *United States Air Force Academy (USAFA)*, and describes the membership, functions, responsibilities, and standing committees of the Academy Board. The basic authority for establishing this Board is Title 10, United States Code (U.S.C.), Chapter 953, *United States Air Force Academy*. This publication applies to the Academy Board, its membership, and all standing committees of the Board. This instruction applies to Regular Air Force, Regular Space Force. This instruction does not apply to the Air Force Reserve, and Air National Guard personnel. Compliance with the attachments in this publication is/is not mandatory. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (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. The authorities to waive requirements in this publication are identified with a Tier 3 (T-3) number following the compliance statement. See DAFMAN 90-161, *Publishing Processes and Procedures*, 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/DF. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFI 33-322, *Records Management and Information Governance Program*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. Major changes include: denoting institutional accreditation as a reason for membership; adding the Executive Director of Athletics (AD) as a voting member; changing the Director of Athletics (a contractor) to a non-voting member; allowing e-votes on time-sensitive issues; allowing remote convention by VTC; requiring approval to publish minutes; authorizing the Dean of the Faculty (DF) as Board Executive Agent to commission research and reports; naming the Preparatory School Integration Committee (PSIC) and the Institute for Future Conflict (IFC) Council as subcommittees of the Academy Board; deleting the Air Force Academy Athletics Association (AFAAA) as a subcommittee of the Academy Board; and adding one member of the Center for Character and Leadership Development (CCLD) to the admissions group.

1. Purpose. The Academy Board is an internal governing body of the United States Air Force Academy (USAFA). The Academy Board is a principal advisory board to the Superintendent and the decision-making body on all matters related to the USAFA Course of Instruction (COI) and on all policy matters related to admissions, cadet performance (military, athletic, academic, honor), eligibility, retention, and merit. As a Higher Learning Commission-accredited institute for higher learning, USAFA utilizes the Academy Board to autonomously make decisions and/or provide advice based on the best interest of the institution with inputs from subordinate advisory groups and committees, and in compliance with Department of the Air Force and Board of Visitors (BOV) guidance.

2. Authorities and Membership . All members are appointed by the Superintendent (HQ USAFA/CC) and must be in the grade of colonel or above (or civilian equivalent). The membership reflects structural norms in higher education and fulfills the requirements for shared governance set by USAFA's accreditation authority, the Higher Learning Commission (HLC), while also respecting Air Force and USAFA tradition. In particular, HLC policy requires that faculty oversee Course of Instruction matters and be involved in setting academic requirements, policy and processes (ref. Higher Learning Commission, Criteria for Accreditation, Par. 2.C.5, and 5.A, Sep 2020). This is achieved by a not less than 50% faculty voting membership on the Board. Generally stated, the HLC expects qualified faculty oversee matters related to the Course of Instruction which leads to an awarded degree. USAFA's formation and integrated mission has long relied on the Permanent Professoriate to "provide senior faculty leadership, strategic direction, organizational stability, and long-term academic program continuity" and are uniquely positioned to serve as key members of the Academy Board (ref. USAFAI 36-3532, *Permanent Professors*). **Table 1** lists Board members:

Table 1. Academy Board Members.

Superintendent	Member with vote
Vice Superintendent	Member with vote
Commandant of Cadets	Member with vote
Dean of the Faculty [†]	Board Executive Agent, Member with vote
Director of Athletics	Member without a vote
Executive Director of Athletics	Member with vote
Permanent Professor, Chief Learning Officer for the Commandant of Cadets [†]	Member with vote
Chair, Basic Sciences Division [†]	Member with vote
Chair, Engineering Division [†]	Member with vote
Chair, Humanities Division [†]	Member with vote
Chair, Social Sciences Division [†]	Member with vote
Permanent Professor of Physical Education [†]	Member with vote
USAFA Preparatory School Commander	Invited as required, votes on Preparatory School appointments and admission of Prep School candidates
10 ABW/CC or representative	Invited as required, without a vote
Director of Admissions	Member without a vote
Member at Large* [†]	Member with a vote
HQ USAFA/A3/9	Invited as required, votes on issues related to Airmanship and Aviation programs.
HQ USAFA/A5/8	Invited as required, without a vote
[†] Denotes Permanent Professor and explicitly considered to be faculty by HLC.	
*HQ USAFA/CC will appoint one member-at-large, usually the PP for the CCLD	

3. Operating Procedures:

3.1. The Academy Board meets in person, via electronic means, or a combination of the two at the discretion of the HQ USAFA/CC. A standing committee or any member of the Academy Board may submit items for consideration by the Board. The senior member present will preside.

3.2. A majority of the voting members constitutes a quorum, and each voting member present has one vote on any issue. Voting is by secret ballot, and a majority decides any issue put to a vote. In a tie, the presiding officer has one additional vote.

3.2.1. If a voting member will not be present, s/he may join the meeting through a teleconference and may cast a vote through proxy with a Trusted Agent (i.e., Executive Officer to the Dean (DFXO)).

3.2.2. If a voting member will not be present, a substitute may attend. The substitute must be in the grade of O-6 (or civilian equivalent) and must be approved by the Board Executive Agent.

3.2.3. If a majority of voting members or substitutes will not be present and a quorum will not be reached, a vote may be held through email in cases where a decision is time critical. In a tie, the presiding officer has one additional vote.

3.2.4. If a time-critical issue does not require plenary discussion, voting members may cast votes by email.

3.3. No member of the Academy Board may take part in the deliberation or vote on a cadet case or admission in which he/she has an adversarial relationship or conflict of interest with the individual cadet or case being considered. In this context, an adversarial relationship or conflict of interest must stem from a personal involvement in the case as opposed to a professional one. Members of the Academy Board have an affirmative duty to recuse themselves to comply with this guidance. The HQ USAFA/CC or designated representative will decide all questions regarding an Academy Board member's recusal from a case.

3.4. USAFA Group/USAFA Board The USAFA Group will proactively, or when requested by the Academy Board, advise the Academy Board on funding and/or personnel resource implications of curriculum change proposals, as stated in USAFAI 36-3526, *USAFA Course of Instruction & Change Control*, para. 13.1.; USAFAI 16-501, *Corporate Process and Governance*, specifies the USAFA Group/USAFA Board membership, duties, and procedures.

3.5. The HQ USAFA/CC will determine if the proceedings and decisions of the Academy Board will be published through public minutes. Normally, discussions related to admissions or disenrollment will be held in confidence unless required by higher authority. Members of the Academy Board will not discuss deliberations pertaining to admissions or disenrollments outside of the board proceedings. If the HQ USAFA/CC decides minutes will be published, the Board Executive Agent and/or her/his designee will be responsible for taking and publishing the minutes. Minutes of the meeting are an Air Force record and must be kept, maintained and destroyed in compliance with Air Force instructions.

3.6. The HQ USAFA/CC (or designated representative), with the advice of the Academy Board, has review and approval authority over all Academy Board standing committees.

4. Title 10 U.S.C. Responsibilities:

4.1. "A cadet who is reported as deficient in conduct or studies and recommended to be discharged from the Academy may not, unless recommended by the Academy Board, be returned or reappointed to the Academy" (10 U.S.C. Section 9451, *Cadets: Deficiencies in Conduct or Studies; Effect of Failure on Successor*).

4.2. "If it is determined that, upon the admission of a new class to the Academy, the number of cadets at the Academy will be below the authorized number, the Secretary of the Air Force may fill the vacancies by nominating additional cadets from qualified candidates designated as alternates and from other qualified candidates who competed for nomination and are recommended and found qualified by the Academy Board" (10 U.S.C. Section 9443, *Cadets: Appointment; to Bring to Full Strength*).

5. Superintendent:

5.1. The HQ USAFA/CC must obtain the advice of the Academy Board before acting on the following matters. Advice is defined as a discussion and/or a vote. Advice is generally in the form of a discussion, but the HQ USAFA/CC or any ME can call for a vote on a topic in order to clarify perspectives. Advice is not an adjudication of appropriately made command decisions.

5.1.1. Selection and admissions policies.

5.1.2. Approving the academic calendar and cadet scheduling policy (USAFAI 36-3536, para 1.1.1).

5.1.3. Methods for evaluating cadet conduct and aptitude for commissioned service (USAFAI 36-2401, *Military Performance Appraisal*).

5.1.4. Intercollegiate athletic policies related to athletic participation eligibility or graduation requirements.

5.1.5. USAFA policies and procedures for the selection, assignment, and appointment of officials who instruct cadets (e.g., faculty, AOCs, and coaches).

5.1.6. Merit rolls and achievement awards (USAFAI 36-3510, *USAF Academy Cadet Program Recognizing Cadet Achievement*, para. 3.1).

5.1.7. Privilege systems.

5.2. The HQ USAFA/CC must obtain the consent of the Academy Board before:

5.2.1. Approving major changes to the academic curriculum IAW USAFAI 36-3526, *USAFA Course of Instruction & Change Control*, (e.g., academic majors/minors, graduation requirements, etc.).

5.2.2. Granting any cadet the degree of Bachelor of Science.

5.3. The HQ USAFA/CC may obtain the advice of the Academy Board on all involuntary disenrollments and turn backs of cadets, or any other matter deemed appropriate.

6. Executive Agent of the Academy Board:

6.1. The Dean of the Faculty (USAFA/DF) or designated representative serves as the Executive Agent of the Academy Board and is responsible for acting on the following matters:

6.1.1. Processing all matters for Academy Board action and making recommendations to the HQ USAFA/CC or designated representative on the appropriateness and priority of each item.

6.1.2. Preparing the Academy Board agenda and meeting materials, and maintaining the Academy Board calendar. All matters submitted to the Academy Board are included on the agenda. The agenda (with supporting documents, if necessary) will be regularly maintained and readily available to the members on a shared storage medium.

6.1.3. Maintaining Academy Board files.

6.1.4. Monitoring the implementation of the Academy Board action items.

6.1.5. Distributing to the Academy Board members any reports, evaluations, or instructions from advisory activities or higher headquarters concerning educational and training matters.

6.1.6. Publishing minutes of the open proceedings and decisions of the Academy Board if authorized by the HQ USAFA/CC.

6.1.7. Scheduling regular updates from the Standing Committees of the Academy Board.

6.1.8. Commissioning data collection and reports by organizations such as Directorate of Operations and Analysis (HQ USAFA/A3/9), Admissions (HQ USAFA/RR), and Standing Committees.

7. Standing Committees of the Academy Board:

7.1. Generally, the following standing committees help the Academy Board with awareness of key policy changes, trends, and processes so that the Board can execute its purpose as explained in **Paragraph 1**. The Academy Board may also direct standing committees to review certain policy matters or provide information necessary for the Board to execute its charter.

7.2. Curriculum Committee. Reviews and recommends curricular changes to the Academy Board IAW USAFI 36-2526. USAFI 36-3526, *USAFA Course of Instruction & Change Control*, specifies committee membership, duties, and procedures.

7.3. Integrated Course of Instruction (COI) Review Committee. Serves as working group for the Curriculum Review Committee. USAFI 36-3526, *USAFA Course of Instruction & Change Control*, specifies committee membership, duties, and procedures.

7.4. Admissions Group. The Admissions Group is composed of the Director of Admissions (chairperson), four Dean of Faculty (DF) Selection Committee Chairpersons (one from each DF Division), a representative from the Office of Student Academic Affairs and Academy Registrar, two Group Commanders from the Cadet Wing (CW), one Center for Character and Leadership Development (CCLD) member, the Director of Athletic (AD) Recruiting and one other member from the Athletic Department in the grade of O-5 or higher, all with a vote. The Chief of the Selections Division acts as the Secretary of the Admissions Group and is a non-voting member. Candidates are approved for appointment or recommended for appointment to the Academy Board by a majority vote. A quorum is required. The Admissions Group follows the Annual Guidance developed by the Academy Board and approved by the HQ USAFA/CC.

7.4.1. International Cadets. Director of Admissions will review all nominees for the four-year International Cadet Program and, in coordination with SAF/IA and the Department of Foreign Languages and International Programs, will provide a prioritized list of candidates for approval by the Academy Board.

7.5. Scheduling Committee. Acts on behalf of the HQ USAFA/CC and the Academy Board to review and/or approve cadet excusals from scheduled academic, military, athletic, airmanship, or personal time allocated in the Schedule of Calls (SoCs), and serves as the central coordinating activity to assist cadets in properly prioritizing their attendance at USAFA events. The Scheduling Committee creates Special SoCs, as necessary, for institutional events. Once approved by the Mission Elements (MEs), through the Scheduling Committee members, the Special SoC is published and distributed by the Scheduling Committee.

7.6. Institute of Future Conflict (IFC) Council. Provides a USAFA corporate oversight body to ensure the IFC works within USAFA COI review process to support efforts to incorporate concepts (Foundations of Conflict and Warfare, Understanding of Global Adversaries, and Emerging and Disruptive Technologies) related to future conflict; develops the internal and external relationships and partnerships to expose cadets and faculty to leading edge concepts and capabilities that might be employed in conflict operations; plans and develops learning and

developmental opportunities across USAFA MEs for both cadets and permanent party personnel; develops metrics to measure effectiveness of IFC programs; develops guidelines for use of appropriated and donor funding to meet the IFC mission to provide cadets and permanent party with the insights, tools and experiences to better anticipate and drive changes in the 21st Century character of conflict. The IFC Council will be chaired by the CW Permanent Professor with participation from all USAFA MEs. Membership in and responsibilities of the IFC Council is governed by IFC Charter.

7.7. Academic Review Committees (ARC). One ARC for each of the four cadet classes evaluates cadets deficient in academic performance and forwards recommendations to HQ USAFA/CC or designated representative. USAFAI 36-3523, *Review and Disposition of Deficient Cadets*, specifies committee membership, duties, and procedures. Recommendations for disenrollment of cadets will be processed in accordance with DAFI 36-3501, *United States Air Force Academy Operations* (chap. 4), and USAFAI 36-3504, *Disenrollment of United States Air Force Academy Cadets*.

7.8. Physical Education Review Committee (PERC). The PERC evaluates cadets deficient in athletic performance and forwards recommendations to HQ USAFA/CC or designated representative. USAFAI 36-3523 specifies committee membership, duties, and procedures. Recommendations for disenrollment of cadets will be processed in accordance with DAFI 36-3501, *United States Air Force Academy Operations* (chap. 4), and USAFAI 36-3504, *Disenrollment of United States Air Force Academy Cadets*.

7.9. Eligibility Committees. One Eligibility Committee for each cadet intercollegiate athletic team determines eligibility standards and whether cadets meet standards for that activity and has the authority to grant waivers to the USAFA standards for that activity. The Faculty Athletics Representative will provide periodic updates to the Academy Board on waivers granted. The committees meet at the call of their respective chairpersons, and decisions are by majority vote. USAFAI 36-3523, *Review and Disposition of Deficient Cadets*, specifies committee membership, duties, and procedures.

7.10. USAFA CW/Honor Review Committee (HRC). The HRC maintains the system that administers the Honor Code in accordance with the Air Force Cadet Wing Honor Code Reference Handbook. USAFAI 36-3535, *USAFA Honor Review Committee*, specifies committee membership, duties, and procedures. The HRC or an appropriate CW representative will provide an update once per semester or when requested by the Academy Board on the following topics: conduct, aptitude, and honor. Updates will enable critical linkages, takeaways, and possible implications to better inform and advise the HQ USAFA/CC on policy matters related to admissions eligibility, retention, cadet performance, and graduation proceedings.

7.11. Summer Training Review Committee (STRC). The STRC evaluates cadets deficient in pass/fail summer training programs. Recommendations for disenrollment of cadets will be processed in accordance with the provisions of DAFI 36-3501, *United States Air Force Academy Operations* (chap. 4), and USAFAI 36-3504, *Disenrollment of United States Air Force Academy Cadets*.

7.12. USAFA Preparatory School (USAFA/PS) Integration Committee (PSIC). The PSIC is focused on enhancing the integration of Preparatory School functions and operations with other USAFA mission elements to best prepare Cadet Candidates to succeed and lead at USAFA.

PSIC membership and operations are described in USAFAI 36-2013, *Superintendent's USAF Academy Preparatory School Advisory Committee*. At the time of this publication, this committee is under review. Any future changes to the title or scope of the PSIC will be reflected in the updated USAFAI and the Committee will appraise the Academy Board accordingly.

RICHARD M. CLARK
Lieutenant General, USAF
Superintendent

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 33-322, *Record Management and Information Governance Program*, 23 Mar 2020

DAFMAN 90-161, *Publishing Processes and Procedures*, 14 April 2022

DAFPD 36-35, *United States Air Force Academy*, 31 Jul 2022

DAFI 36-3501, *United States Air Force Academy Operations*, 9 May 2022

Title 10, U.S.C., Chapter 953, *United States Air Force Academy*

Title 10 U.S.C. Section 9443, *Cadets: Appointment; to Bring to Full Strength*

Title 10 U.S.C. Section 9451, *Cadets: Deficiencies in Conduct or Studies; Effect of Failure on Successor*

USAFAI 16-501, *Corporate Process and Governance*, 7 Jun 2017

USAFAI 36-2013, *Superintendent's USAF Academy Preparatory School Advisory Committee*, 22 Feb 2010

USAFAI 36-2401, *Military Performance Appraisal*, 30 Dec 2022

USAFAI 36-3504, *Disenrollment of United States Air Force Academy Cadets*, 14 Aug 2022

USAFAI 36-3510, *USAF Academy Cadet Program Recognizing Cadet Achievement*, 17 Oct 2018

USAFAI 36-3523, *Review and Disposition of Deficient Cadets*, 5 Dec 2018

USAFAI 36-3526, *USAF Course of Instruction & Change Control*, 25 Oct 2020

USAFAI 36-3532, *Permanent Professors*, 5 Apr 2022

USAFAI 36-3535, *USAF Honor Review Committee*, 31 May 2023

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFFIRMS—Air Force Records Information Management System

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

ANG—Air National Guard

AOC—Air Officer Commanding

ARC—Academic Review Committee

CCLD—Center for Character and Leadership Development

DFXO—Dean of Faculty Executive Officer

HLC—Higher Learning Commission

HRC—Honor Review Committee

HQ—Headquarters

IAW—In Accordance With

IFC—Institute for Future Conflict

ME—Mission Element

OPR—Office of Primary Responsibility

PERC—Physical Education Review Committee

PSAC—Preparatory School Advisory Committee

RDS—Records Disposition Schedule

STRC—Summer Training Review Committee

U.S.C.—United States Code

VTC—Video Teleconference