

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE
ACADEMY MISSION DIRECTIVE 4**

18 JULY 2018

Certified Current 18 June 2025

DEAN OF THE FACULTY



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ USAFA/A1M

Certified by: USAFA/A1
(Mr. Dale Hogue)

Supersedes: USAFAMD4,
25 January 2012

Pages: 10

This mission directive provides general guidance about the mission and assigned duties of the Dean of Faculty, Headquarters United States Air Force Academy (HQ USAFA), Colorado. United States Air Force Academy Mission Directive 4 (USAFAMD 4) implements Air Force Policy Directive 38-6, *Mission Directives*. This mission directive does not apply to the Air Force Reserve Command (AFRC) or the Air National Guard (ANG). The organizational structure of HQ USAFA is in accordance with (IAW) Air Force Instruction (AFI) 38-101, *Air Force Organization*, and HQ USAF approved variances. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, 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 Mission Element (ME) chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. The waiver authority for non-tiered requirements in this publication is the USAFA/CC. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

Updated the mission statement, office of primary responsibility, certifier's name and official signature block. The roles and responsibilities of the Dean of the Faculty were revised to more accurately describe the Dean's leadership focus in the development and execution of policies and programs. Verbiage was also changed in regards to responsibilities of Permanent Professor assignments to remove conflict with higher level directives. This document was heavily revised and should be read in its entirety to garner all changes.

1. Mission . To educate, train, and inspire men and women to become officers of character motivated to lead the United States Air Force in service to our nation.

2. Command . The Dean of the Faculty, United States Air Force Academy:

2.1. Reports directly to the Superintendent, United States Air Force Academy.

2.2. Exercises administrative and operational control of assigned faculty and staff members and assumes operational control over cadets per Superintendent guidance.

2.3. Is the supported commander for cadet academic development.

2.4. Is a supporting commander for military training and physical and airmanship development.

3. Roles and Responsibilities . The Dean of the Faculty, United States Air Force Academy:

3.1. Designs and executes education and experiential programs in accordance with Air Force Academy institutional outcomes as well as the Commissioning Sources Institutional Competency Learning Outcomes (AFI 36-2014, *Commissioning Education Program*) they support. Designs curriculum to ensure the 4-year undergraduate program, as outlined in the Course of Instruction (COI) and meets, as a minimum, the Higher Learning Commission accreditation requirements.

3.1.1. Develops and executes policies and programs for academic development, including an accredited Bachelor of Science Degree (10 U.S.C § 9353) for all graduating cadets, integrated within the overall USAFA Course of Instruction (COI). Develops a diverse group of professional Air Force officers who think critically, lead with character, and serve the nation.

3.1.2. Develops Strategic Plans to convey vision, mission, and long-term goals defined by measurable objectives. Gathers appropriate metrics to assess initiatives and prioritize resources required to support the initiatives as part of the annual budget process. Gathers appropriate metrics to assess cadet learning outcomes and implements regular program reviews for all degree programs.

3.1.3. Serves as Chair, USAFA Curriculum Committee in accordance with USAFAI 36-3507, *Curriculum Handbook and Curriculum Change Control*.

3.1.4. Exercises administrative control (ADCON) over assigned Air Force CyberWorx personnel. Provides tactical control (TACON) through advisory oversight and direction.

3.2. Permanent Professors:

3.2.1. Report directly to the Dean.

3.2.2. Permanent Professors (10 U.S.C. § 9331(b)(4), AFI 36-3501, *Air Force Academy Operations* provide senior faculty leadership, strategic direction, organizational stability, and long-term academic program continuity. Serve as senior role models and mentors to cadets and faculty; imbue the curriculum with character and leadership development; and serve in key corporate roles on DoD, AF, and Academy boards of governance by providing strategic perspectives grounded in institutional memory. Per 10 U.S.C. § 9334(b), Permanent Professors exercise command only in their respective academic department of the Academy. The exercise of this authority does not confer the authority granted under an appointment or assumption of command of an Air Force organization within the meaning of AFI 51-604, *Appointment to and Assumption of Command*. A Permanent Professor does not exercise command authority of an Air Force unit or organization and, therefore, is not a commander. However, Permanent Professors garner waiver authority to access Commander programs to effectively manage and lead within their departments.

3.3. Faculty Division Chairs:

3.3.1. Report directly to the Dean.

3.3.2. Comprised of four (4) Permanent Professors selected from each of the four (4) academic divisions (Basic Sciences, Engineering, Social Sciences and Humanities). Serve two (2) year terms (extendable) and are appointed by the Dean of the Faculty. Serve as the executive-level representative to the Dean for matters concerning their respective divisions. Assist the Dean with academic policy, governance, and resource issues. Serve as voting members on the US Air Force Academy Board IAW USAFAI 36-3540, *The US Air Force Academy Board*.

3.4. IMA to the Dean:

3.4.1. Reports directly to the Dean.

3.4.2. Oversees the daily operations of all USAFA reserve assets and budgets. Recruits, assigns, mentors, and leads Air Force Reserve Command personnel within the Dean of Faculty. Serves as the liaison between HQ USAFA and DF on Air Force Reserve policies, regulations, plans, and programs. Serves as principal advisor to the Dean and senior staff on all matters relating to reserve affairs within DF.

3.5. Senior Associate Dean (DFA):

3.5.1. Reports directly to the Dean.

3.5.2. Serves as the Dean's primary expert in the development and implementation of institutional outcomes, curriculum and curriculum-related processes, and policies. Attends monthly Faculty Senate meetings per the Faculty Senate Charter. Chairs the Outcome Strategy Team and the Outcome Implementation Group.

3.6. Commander's Action Group (DFX):

3.6.1. Reports directly to the Dean.

3.6.2. Provides direct administrative support to the Dean, Vice Dean, and Director of Staff. Facilitates preparation for and execution of all internal and external meetings and video teleconferences for the Dean, Vice Dean, and Director of Staff. Assists Action

Officers to schedule meetings, prepare read-ahead materials, format meeting materials, build agendas, record minutes, track action items, and communicate meeting activities. Provides preparation support for all communications (written and oral), ceremonies, and other engagements involving the Dean, Vice Dean, and Director of Staff. Provides focused correspondence and messaging support, logistic planning, and quick-turn research and analysis to the Dean.

3.7. Protocol (DFXP):

3.7.1. Reports directly to the DFX.

3.7.2. Supports and advises the Dean, senior leaders, and Academic Departments on all matters pertaining to protocol. Develops and implements directives and policy for distinguished visitor reporting within the mission element. Plans, organizes, directs, reports, and executes distinguished state, national, and international visitor itineraries for all conferences and social, ceremonial, and special events. Manages the Dean's Morale and Welfare Fund and the Dean's Mission Support Fund.

3.8. Vice Dean of the Faculty (DFV):

3.8.1. Reports directly to the Dean.

3.8.2. Assists in the discharge of the duties and responsibilities of the USAFA Dean. Responsible for the development of plans, policies, procedures, and directives to ensure successful accomplishment of the USAFA mission. Oversees the implementation of the Dean's policies and guidance in all areas. Fulfills responsibilities of the Dean in the Dean's absence as directed.

3.8.3. In conjunction with the Manpower and Personnel Directorate (HQ USAFA/A1), coordinates with the Air Force Personnel Center to manage the academic faculty. Responsible for screening candidates for appointment as Permanent Professors, instructor development, and faculty sustainment measures.

3.8.4. Facilitates Superintendent, Commandant of Cadets, and Director of Athletics program objectives.

3.9. Associate Deans:

3.9.1. Associate Dean for Educational Innovation (DFED):

3.9.1.1. Reports directly to the Vice Dean.

3.9.1.2. Provides overall administrative, operational, and fiscal leadership of the Center for Educational Innovation. Advises and informs the Vice Dean on matters related to faculty development, educational technology, assessment of student learning, instructional design including web-based curriculum, scholarship of teaching and learning, and the Academic Scholars Program. Supports the Senior Associate Dean to develop and implement curriculum and curriculum-related processes and policies.

3.9.2. Associate Dean for Research (DFER):

3.9.2.1. Reports directly to the Vice Dean.

3.9.2.2. Provides overarching support and compliance oversight of all DF research at the Air Force Academy. Provides advice and assistance to the Dean, the Department Heads, departmental research directors, research center directors, and the faculty on all matters relating to research to include research agreements and complete oversight of the research budget.

3.9.2.3. Establishes administrative best practices and streamlined processes and serves as the liaison between USAFA mission support elements to include legal (JA), contracting (10 CONS), and budget (FM, DFSB).

3.9.3. Associate Dean for the Library (DFLI):

3.9.3.1. Reports directly to the Vice Dean.

3.9.3.2. Provides overall administrative, operational, and fiscal leadership of the McDermott Library. Advises and informs the Vice Dean on matters related to information services and scholarly communications.

3.9.3.3. Establishes policies and procedures for leading the library in concert with the USAFA and the Dean of the Faculty Strategic Plans. Collaborates with stakeholders to identify and develop priorities for the library. Provides strategic decision-making to evaluate, assess, and elevate library services in support of learning and research. Develops and manages complex projects including information services enhancement, facilities utilization, and financial operations; and coordinates library personnel administration.

3.9.4. Associate Dean for Student Academic Affairs and Academy Registrar (DFR):

3.9.4.1. Reports directly to the Vice Dean.

3.9.4.2. Implements the approved COI. Develops, coordinates, and executes the academic semester schedule as well as administers the Academic Review Committee process, Registrar functions, academic administrative computing, and the first-year advising program. Develops and executes the Academic Success Center programs. Serves as Chair of the Integrated Curriculum Review Committee.

3.9.4.3. Represents the Dean on matters pertaining to cadet disenrollment, cadet time scheduling, and development of curriculum policy.

3.10. Director of Staff (DFS):

3.10.1. Reports directly to the Dean.

3.10.2. Serves as Dean's primary interface with the staff and academic departments for the daily operations of the academic mission. Manages and integrates all facilities and activities of the Dean of Faculty to include those of the Executive Administration, Protocol, and the Commander's Action Group. Provides executive-level functional and technical advice and expertise to the Dean, Vice Dean, senior leaders, and headquarters staff directors for all matters concerning the Dean of Faculty. Provides oversight of the DF staff. Coordinates functions dealing with the management and administration of DF.

3.11. Commander's Support Staff (CCQ):

3.11.1. Reports directly to the Director of Staff.

3.11.2. Exercises administrative control of and provides personnel support to the Dean of Faculty.

3.11.3. The CCQ Section Commander is on G-Series orders as delegated by the Dean IAW AFI 51-604, *Appointment to and Assumption of Command*.

3.11.4. Responsible for evaluations, decorations, promotions, in/out-processing, leave, retirements, separations, developmental education, and other programs associated with commander's support staff and orderly room functions.

3.12. Financial Management Officer (DFSB):

3.12.1. Reports to the Director of Staff.

3.12.2. Serves as the chief budget officer to the Dean, staff, and subordinate units. Directs and controls financial operations of the Dean of Faculty and monitors Non-Appropriated Fund (NAF) compliance with AF and DoD guidance. Serves as DF's focal point for all audits and the Managers' Internal Control Program.

3.12.3. Develops execution-year financial strategies for approval through the USAFA corporate process, presents budget requirements to higher headquarters, and monitors budget execution. Establishes accounting procedures and enforces AF and DoD policies while providing accounting functions for the installation, including tenant customers.

3.12.4. Provides full range of financial customer services to include O&M, gift funds, GTC, and GPC support. Enforces compliance with AF and DoD travel and pay policies.

3.13. Executive Administration (DFSI):

3.13.1. Reports directly to the Director of Staff.

3.13.2. Provides administrative services to the Command Section by developing, implementing, and managing ME-level correspondence, meetings, and workflow policy. Maintains tasking system and provides Action Officer training, and oversees suspense tracking and quality control for all taskers. Performs IM and Client Support Administration functions for the office of the Dean. Responsible for Command Section information processes to include correspondence central distribution point and Records Management. Serves as the lead for trip planning for Dean, Vice Dean, and Director of Staff. Coordinates trip agendas, arranges accommodations and transportation, and completes travel vouchers.

3.14. Director of Civilian Resources (DFSP):

3.14.1. Reports directly to the Director of Staff.

3.14.2. Provides expertise in human capital advisory services, policy, and guidance to include senior leader programs and matters; manpower requirements determination; resource allocation and control; organizational structure management; workforce shaping; employee and labor management relations; evaluations; and special trophies and awards for Administratively Determined (AD), General Schedule (GS), and Wage Grade (WG) personnel assigned to the Dean of Faculty.

3.15. Director of Military Resources (DFSP):

3.15.1. Reports directly to the Director of Staff.

3.15.2. Manages military manpower for DF which includes the Advanced Academic Degree (AAD) program, the Special Experience Exchange Duty (SPEED) program, direct hire requisitions, assignment extensions/curtailments, Vulnerable to Move List (VML), manpower allocations amongst academic departments, and the Dean's Oxford program.

3.16. Preparatory School Advisory Committee (PSAC):

3.16.1. Per USAFAI 36-2013, *Superintendent's USAF Academy Preparatory School Advisory Committee*, the following individuals within DF serve on the PSAC in order to enhance the integration of Preparatory School functions with operations with other USAFA Mission Elements to best prepare Cadet Candidates to succeed and lead at USAFA.

3.16.1.1. Vice Dean of the Faculty (USAFA/DFV), Chair

3.16.1.2. Head, Department of Mathematical Sciences (USAFA/DFMS).

3.16.1.3. Head, Department of Chemistry (USAFA/DFCH).

3.16.1.4. Head, Department of English and Fine Arts (USAFA/DFENG).

3.16.1.5. Director, Student Academic Services (USAFA/DFRL).

4. Delegations of Authority

4.1. The Dean delegates the following authorities. These delegations concern only the authorities of the Dean and do not impact the authorities of other commanders at USAFA.

4.1.1. The Director of Staff (DFS) is delegated by the Dean:

4.1.1.1. Non-judicial punishment authority and non-judicial punishment appellate authority for individuals at the rank of Lt Col and below under the authority of the Dean of the Faculty. (AFI 51-202, Non-judicial Punishment, paragraph 2.8.).

4.1.1.2. Demotion authority and demotion appellate authority for MSgt and below. (AFI 36-2502, *Enlisted Airman Promotion/Demotion Programs*, paragraph 6.2.1.).

4.2. The Permanent Professors are delegated by the Dean:

4.2.1. Oversight and management of Individual Mobility Readiness; fitness; time and attendance, to include leave approval for military and civilian personnel. Access to Commander programs such as AMS and PRDA, as necessary that enhance their ability to conduct oversight and leadership of their departments/divisions.

JAY B. SILVERIA, Lieutenant General, USAF
Superintendent, United States Air Force Academy

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

AFI 33-360, *Publications and Forms Management*, 1 December 2015

AFI 36-2014, *Commissioning Education Program*, 16 Feb 2012

AFI 36-2502, *Enlisted Airman Promotion/Demotion Programs*, 14 October 2016

AFI 36-3501, *Air Force Academy Operations*, 3 May 2010

AFI 38-101, *Air Force Organization*, 31 January 2017

AFI 51-604, *Appointment to and Assumption of Command*, 11 February 2016

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

AFPD 36-35, *United States Air Force Academy*, 2 February 2012

USAFAI 36-3507, *Curriculum Handbook and Curriculum Change Control*, 29 Mar 2007

AFPD 38-6, *Mission Directives*, 23 December 2014

AFI 38-601, *Format and Content of Mission Directives*, 7 January 2015

USAFAI 36-2013, *Superintendent's USAF Academy Preparatory School Advisory Committee*, 19 April 2013

USAFAI 36-3540, *The US Air Force Academy Board*, 2 May 2012

10 U.S.C § 9353, United States Code, *Degree and Commission on Graduation*, 3 January 2016

10 U.S.C. § 9331(b) (4), United States Code, *United States Air Force Academy*, 5 January 2015

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AMS—Assignment Management System

RDS—Records Disposition Schedule

USAFA—United States Air Force Academy

Terms

Direct Reporting Unit (DRU)—A subdivision of the Air Force, directly subordinate to the Chief of Staff, US Air Force. A DRU performs a mission that does not fit into any of the MAJCOMs. A DRU has many of the same administrative and organizational responsibilities as a MAJCOM.

Mission Element (ME)—A named unit assigned to Headquarters United States Air Force Academy, subordinate to the Headquarters Staff level that performs a specialized mission and reports directly to the USAFA Superintendent. The HQ USAFA MEs are the Commandant of

Cadets (CW), Dean of the Faculty (DF), Directorate of Athletics (AD), 10th Air Base Wing (10 ABW), and United States Air Force Academy Preparatory School (PL).

Supported Commander—In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required.

Supporting Commander—In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander.

United States Air Force Academy Mission Directive (USAFAMD)—USAFAMDs are developed for directly assigned units below the Headquarters Staff level and above the squadron level. The USAFAMD provides general information about an organization's mission and directly communicates the unit's mission and responsibilities to the commander and unit personnel, and describes what an organization does, not how it does it. MDs are written at the executive level. Publications are issued in accordance with AFD 38-6 and AFI 38-601.

Attachment 2
ORGANIZATION CHART

Figure A2.1. ORGANIZATION CHART.

