Air Force
Senior NCO Academy

Orientation Pamphlet
(a must read)

Policies, Procedures and Expectations

CAO: Jan 2020
VISION

Excellence Through Education…
Inspiring Transformational Senior
Enlisted Leadership

MISSION

Develop Joint and Coalition Senior
Enlisted Leaders To Influence Mission
Success In Dynamic Service
Environments

AIR FORCE CORE VALUES

Integrity First
Service Before Self
Excellence In All We Do
# Table of Contents

Commandant’s personal welcome ...............................................................4

Immediate action items .................................................................5

Mandatory document/information for day one ...........................................6

AFSNCOA policies and guidelines .........................................................8

Student responsibilities .................................................................14

Medical and dental information ........................................................19

Map to local emergency room and All-Med facilities ...............................20

Student services ............................................................................21

Memorandum of academic awards and standards ....................................24

Map of Gunter ............................................................................25
MEMORANDUM FOR AIR FORCE SENIOR NCO ACADEMY STUDENTS

FROM: AFSNCOA/CO
550 McDonald Street
Maxwell AFB, Gunter Annex AL  36114-3107

SUBJECT: Commandant’s Personal Welcome

1. Welcome to the United States Air Force Senior Noncommissioned Officer Academy. Congratulations on your attendance at this exceptionally prestigious level of enlisted Professional Military Education. The staff members of the academy are dedicated to providing you an innovative and educational experience to broaden your abilities and encourage you to inspire others.

2. We are ever mindful the United States is engaged in operations across the full-spectrum. Accordingly, the United States Air Force is undergoing a transformation in response to the new global landscape, fiscal challenges, and adversaries who use non-traditional methods of attack and warfare. Our mission is to further develop your effectiveness as a senior enlisted leader in shaping future operations to meet those challenges. We will do that by focusing on comprehensive airman fitness, effective communication and managing operations with military professionalism. Make no mistake, you can expect a highly rigorous academic experience. Success greatly depends on your ability to operate critically and efficiently in a time constrained environment.

3. As a member of the United States Air Force, one of the sister military services, or one of our many allied nations, your feedback on our course curriculum is vital to ensure we provide relevant and current instruction. As we continue to function in a joint and coalition environment, and as our world becomes more interdependent, academy leaders encourage and depend upon constructive feedback from all attendees to ensure we meet our mission.

4. I look forward to meeting you and interacting with you during your time at the United States Air Force Senior Noncommissioned Officer Academy. We trust your experience will be a rewarding one.

//SIGNED//
BRENT S. SHEEHAN, CMSgt, USAF
Commandant, Air Force Senior NCO Academy
Immediate Action Items

Information contained within this section is designed to assist students with preparation for attendance to the Air Force Senior NCO Academy (AFSNCOA).

Students do not need to call the University Inn for lodging reservations. Rooms will be blocked off for AFSNCOA students. Upon arrival, students should check in at the University Inn lodging desk for room assignment.

Fitness Assessment
Bring your current official fitness assessment sheet (must not expire during AFSNCOA class).

Physical and Duty Profiles, Limitations, or Restrictions:
Contact your base formal training office if you have a profile, limitation, or restriction. All medical profiles must be pre-coordinated with the AFSNCOA NLT 35 days prior to the class start date. Upon arrival all coordinated medical profiles must be given to your Flight Instructor on Day of Education (DOE) 1.

*Students with fitness assessments that expire during class, uncoordinated profiles, or uncoordinated changes to their profiles are subject to immediate release from school.

Review Course Student Guides
ALL STUDENTS need to take time to review the material prior to arriving at the AFSNCOA. The information is located on our AFSNCOA website.

Information Assurance (IA) Training
Your IA Training MUST remain current throughout the entire course. If your IA Training expires, you will not have access to the AFNET Domain.

100-Day Strategic Plan
Bring the following information with you to assist in your 100-Day Strategic Plan assignment:

- Mission and Vision statements from your MAJCOM, wing, group, and squadron levels.
- Budget (Financial Plan and Spend Plan) for your work center/area of responsibility.
- Unit Manning Document for your work center/area of responsibility.
- Organization Strategic Plan, Strategy Map, or Balanced Score Card used within your work center/area of responsibility.

Note: If you are assigned to a classified unit, bring only unclassified versions.

Note: Ensure these documents contain no Personally Identifiable Information (PII).

Leadership Contact Information
Bring your chain of command contact information: Commander, Command Chief, First Sergeant (name, DSN phone number, email address, and duty mailing address) with you. Provide current information to your Flight Instructor upon arrival. A template for information collection is provided on page 8 of this pamphlet.
# MANDATORY DOCUMENT & INFORMATION

**BRING AT CHECK IN & DAY 1**

*(Type or Print Clearly)*

### Personal Information
- **Rank:**
- **First Name:**
- **Last Name:**
- **Middle Initial:**
- **Suffix:**

### Military Information
- **Date of Rank:**
- **Projected Rank:**
- **CAFSC:**
- **PAFSC:**
- **Service Component:**
- **TAFMSD:**
- **MAJCOM:**

### Duty Information
- **Unit:**
- **Address:**
- **Address:**
- **Base/City:**
- **State:**
- **Zip Code:**
- **Duty Phone:**
- **Duty Email:**

### Local Contact Information
- **Lodging Building Number:**
- **Lodging Room Number:**
- **Cell Phone:**
- **Personal Email:**

### Command Chief Information
- **Rank:**
- **Full Name:**
- **Duty Phone:**
- **Cell Phone:**
- **Duty Email:**

### First Sergeant Information
- **Rank:**
- **Full Name:**
- **Duty Phone:**
- **Cell Phone:**
- **Duty Email:**

### Unit Commander Information
- **Rank:**
- **Full Name:**
- **Duty Phone:**
- **Cell Phone:**
- **Duty Email:**
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AFSNCOA Policies and Guidelines

Information contained within this student orientation guide is designed to assist students with understanding policies, procedure, expectations as well as their role while assigned to the AFSNCOA.

**CCAF Classroom.** All EPME flight rooms are CCAF classrooms.

**Sexual Harassment and Discrimination Policy**
The Commandant’s policy on sexual harassment and/or unlawful discrimination is clear; **zero tolerance!** Discrimination, sexual harassment, and sexual assault are unacceptable. Such behaviors detract from successful military or civilian service and are detrimental to the mission. Members who engage in these behaviors can expect swift and appropriate actions will be taken.

The expectation is that every individual will be diligent toward the prevention of and quick reaction to any discriminatory, harassing, assaulting, or demeaning behaviors within their presence or knowledge. Reports may be made without fear of retribution, embarrassment, or negative actions taken against them solely for reporting accurate information. Victims are encouraged to contact the installation Sexual Assault Response Coordinator (SARC) 24/7 to discuss reporting options and available resources.

- Direct Line DSN: 953-8696.
- Command Post DSN: 953-7333 – ask to be connected to the SARC.
- On base: Dial 0
- Off base: Dial 953-1110 – ask to be connected to the SARC.

**Substance Abuse**
As in any military unit, unlawful use of controlled substances is unacceptable and will not be tolerated. Members with prescriptions for controlled substances must maintain proof of the medical prescription and be able to produce this proof upon demand.

**Fraud, Waste, and Abuse**
Contact the AFSNCOA/CV at 416-1024, or call 953-SAVE at Air University.

**Alcohol Rules in Alabama and Drinking and Driving Laws**
BAC limit is .08% in Alabama. Alabama has an open container law that applies to drivers and passengers. Alabama has dry counties; check local laws before transporting alcohol. At present, the limit to the amount of alcohol that can be carried in a vehicle in Alabama is three liters of liquor and one case of beer; or three liters of wine and one case of beer; or two cases of beer.

**Faculty Responsibilities.** EPME faculty will maintain control of the student body at all times and exercise classroom management practices/techniques. EPME faculty will observe student behavior and counsel and correct, in a timely manner, students who violate standards. EPME faculty must monitor the students’ attitude, willingness to participate, and effort throughout the course, and counsel as necessary those students who exhibit marginal or unsatisfactory performance in any of these areas. Faculty will consider disciplinary release if, after appropriate counseling, a student continues to exhibit marginal or unsatisfactory attitude, willingness to participate, or effort.
Uniform Requirements

Report Day of Education (DOE) 1 in any combination service uniform (Short Sleeve blues with or without tie or Long Sleeve blues with tie/tab). All accoutrements must be worn. Wear the Uniform of the Day (UoD) as directed by the student schedule: Service Dress, Service Uniform, Airman Battle Uniform (ABU), Flight Suits, Operational Camouflage Pattern (OCP), or Physical Training (PT) gear. One PT session will be conducted in a utility uniform (i.e. ABUs/OCPs) and you will get dirty, so plan accordingly. Organizational hats and TAPS on shoes/boots are not authorized for wear at any time at the AFSNCOA.

- **Class Photo:** Service dress
- **Retreat Practices / Graduation Ceremony:** ABU, service uniform, or service dress depending on class schedule and weather, sleeves will be down.
- **Graduation:** Service Dress Uniform (long/short blue shirt with tie/tab and ribbons). You **MUST** bring at least one long sleeve and one short sleeve blue shirt. Skirts are authorized for females. No mess dress required at the AFSNCOA.
- During the summer classes, graduation ceremony will be in Service Uniform and retreat **MAY** be in long sleeve shirt.

**NOTE:** Luggage does not always arrive as expected when flying. Students are recommended to pack a uniform in carry-on bags.

Fitness Uniform

Air Force members wear the Air Force PT uniform IAW AFI 36-2903. Per AFSNCOA Policy, the only undershirt and under-short colors authorized are solid black, solid white, solid grey, or solid blue. AFSNCOA flight t-shirts, available for purchase upon arrival, may be worn with AF PT shorts or pants during organized PT sessions. Sister service and international students wear PT uniform IAW applicable regulations.

- Do not:
  - mix civilian clothing with the AF PT uniform
  - wear unauthorized sunglasses or headbands (sweatbands)
  - wear towels or any other item (except hat) on head or over shoulder
  - wear headphones of any type

Tattoos

Air Force Members must follow AFI 36-2903.

**Shaving Waiver**

Shaving Waiver IAW DoDI 6490.07 and AFI 36-2903 - Member to keep a signed paper copy of this waiver on person when in uniform. Member should have shaving waiver on them at all times while in attendance to AFSNCOA.
Computer, Laptop Requirements
Make every effort to bring a laptop or notebook computer with current Adobe Reader or Equivalent and USB port. Course materials will be provided via our online learning management system (Canvas), a government approved external hard drive, or CD. Adobe Reader or equivalent will provide the ability to highlight, and insert notes and comments. To alleviate the majority of issues with Canvas, ensure the latest version of Google Chrome or Firefox and Java are also downloaded on laptop or notebook. Classrooms and billeting are equipped with Wi-Fi (non .mil address). If bringing a government laptop ensure the computer has a “stand alone” configuration, VPN is operational, and Wi-Fi feature is on. The 42nd Wing Communications office is not authorized to access your home unit computer for repairs.

Computer Security (COMPUSEC) Policies and Procedures
Individual accountability is the most effective means of protecting computer resources. The local area network (LAN) and personal computers located in Bldg 1143 are accredited at the UNCLASSIFIED SENSITIVE level. Information classified at any higher level will not be processed. Should you detect the transfer of any information classified above “unclassified”, secure the computer equipment involved, eliminate further unauthorized transmissions, and notify your flight instructor or squadron leader immediately. Students are required to protect PII and sensitive information when using cloud storage. The only authorized item to be plugged into the government laptops is the flight hard drive. No cameras, cell phones, personal storage device or flash storage will be attached!

Flight Room Port Security
Each flight room is equipped with laptops plugged into LAN Ports. This is the only device authorized to be plugged into the LAN. At no time will it be unplugged. Port security will be tripped and cause extreme delay to the flight operations.

Laptops, Tablets, Phones, Recorders
Cellular phones or Blackberry devices may be worn/carried while in uniform IAW AFI 36-2903, Dress and Personal Appearance of Air Force Personnel. Cell-Phones/blackberry devices are not allowed in auditorium. Lesson discussions, exercises, reviews, and/or material may not be recorded and/or reproduced for the purpose of distribution.

Student Absences/Leave
Unexcused absences violate the UCMJ and are addressed as a disciplinary issue.

Receiving Routine Calls/Messages
Receive these types of calls/messages through your billeting phone/voice mail at DSN 596-5501 or (334) 270-4000 plus your room extension number.

Urgent Calls/Messages
Urgent calls should be received by the AFSNCOA Student Administrator at DSN 596-1651 or (334) 416-1651 or the Student Liaison cell at (334) 201-2400. Messages will be passed to you via your instructor.

EMERGENCY Calls/Messages
These calls must come from the unit commander/first sergeant or the American Red Cross through the AFSNCOA Student Liaison at DSN 596-1521, Comm (334) 416-1521 or after duty hours at emergency cell (334) 201-2400. Emergency leave is initiated by your unit commander, approved by the commandant, and may result in an administrative release from the school.
Maxwell-Gunter AFB Alarm Sirens
On-base siren indicates a tornado has been spotted within 5 miles of the base. Report to your assigned shelter area and remain there until the “all clear” is given, then return to normal operations unless instructed otherwise.

When Inside: If inside the AFSNCOA, immediately go to assigned shelter. If in your billeting room, go to the lowest floor shelter areas and remain until the “all clear” is given.

When Outside: Immediately seek a protective location inside a building at the lowest level and in the most interior location as possible. Remain there until the “all clear” is given.

Severe Weather Practice Drills
Practice drills periodically test our evacuation process and are always announced over the public address system rather than through the use of sirens. The base tests its siren every Wednesday at 1200 hrs unless severe weather is expected. No action is required during these tests.

City of Montgomery Alarm Sirens
The city sounds an alarm whenever tornados are spotted within 5 miles of the city; however, this off-base siren does not necessarily indicate a threat to Maxwell-Gunter AFB. In these events, monitor local television, radio, or the Commander’s Channel in your dorm room.

Off Limits Areas on Gunter
Areas south of McDonald Street including BBQ areas, picnic areas, and sand volleyball lots in the permanent party Airman’s dormitory areas are off limits to AFSNCOA students. Do not utilize the railroad tracks to enter/exit Gunter. Students caught doing so are subject to disciplinary release from the course.

Tobacco Use
The use of any tobacco products (including chewing tobacco and vapor devices) by students is prohibited on the Barnes Center and AFSNCOA campus during the duty day. The duty day is defined by the class schedule and includes the lunch break. Additionally, the use of tobacco products is prohibited while in duty uniform, including the FTF uniform. IAW AFI 40-102, tobacco use is prohibited in:

- All AF workplaces.
- All recreation facilities, athletic complexes, golf courses, and beaches, except in DTAs.
- All lodging guest rooms, lodging and UH common areas, and Temporary Lodging Facility units.
Gifts to AFSNCOA Staff Members
Instructors will not accept gifts from students prior to completion of all graduation requirements. After all graduation requirements have been completed, flights or individual students may present instructors with unsolicited gifts of nominal value. Gifts should benefit future students in recognition of exceptional leadership and professionally contribute to flightroom décor.

Unacceptable gifts are: gift certificates for dinner, leather jackets, musical instruments, swords, clothing, accessories for car/truck/home, and high monetary value items (more than $10 per student in the flight).

Acceptable gifts are: framed photos of the flight, coffee pots, small refrigerators, decorative displays, snack jars, plaques, or art for the flight room.

Feedback Avenues
Please DO NOT use the survey process for comments regarding activities not under the control of the AFSNCOA such as billeting, services, AAFES and dining facility. Each of these activities has their own feedback process. If you find that, despite using these feedback channels, your issue is not resolved, elevate the issue to your flight instructor, who will then elevate up the AFSNCOA chain of command.

Retreat Practice
At a minimum, the class conducts retreat in flag park one day per week as indicated on the class schedule. Please store all personal items; i.e. backpacks, sunglasses, water bottles, etc.; in your flight room prior to practice. Participation is mandatory and some students will fill special positions based on rank, service affiliation and volunteerism. Students conduct their final retreat ceremony in flag park on the last academic day after graduation, unless inclement weather forces the ceremony to be moved indoors.

Parking/Driving on Base
Park in designated parking areas only. DO NOT park on grass, in permanent party areas, in staff/faculty only parking lots, in the dining facility parking lot, or in spaces directly in front of the library. Tickets from law enforcement will be given to flight instructors and student admin will coordinate with SFS.

*Trailers, boats, campers, etc. must be parked in the RV/boat storage lot. Call Outdoor Rec for information. DSN 953-6168 must have proof of registration and insurance.
Inmate Detail (Federal Prisoners detained on Maxwell AFB)
All inmates wear identifiable green work uniforms and dark brown t-shirts. Beyond common courtesies, do not interact with any of the inmates. This is in the best interest of inmates as well as students.

Friendly Competition vs. Buffoonery
While friendly competition is encouraged among flights at the AFSNCOA, please be mindful of the ‘grey areas’ where actions can sometimes be interpreted as inappropriate. If there is a question about whether or not to engage in questionable behavior (i.e.: *shenanigans*), err on the side of caution and just don’t do it.

Return Travel Policy
Each student attends and stays for the entire graduation ceremony unless excused by the commandant. Do not plan to depart Gunter earlier than 1500. Be smart and assess risk when planning your departure / travel. To be on the safe side, ensure your return flight departs no earlier than 1700. Allow extra time if flying out of Birmingham or Atlanta (Atlanta is on EST).

Noncommissioned Officer of the Day/Entry Control Point (NCOD/ECP)
Flight instructors brief NCOD duties within 48 hours of arrival. The NCOD desk phone number is 416-1639. If activated, the designated Entry Control Point (ECP) phone numbers will be 416-3368/3768. Typically AFSNCOA students maintain access and security to Kisling Hall during the following hours:


Organizational Fit-to-Fight (FTF) Program
The FTF fitness program helps alleviate stress, maintain a healthy mental attitude and physical lifestyle, and exposes SNCOs to a flexible, easy-to-manage FTF program that can be used at home stations and deployed locations. Watch for hazards and obstacles such as curbs, pine cones, signs, railroad tracks, etc. FTF sessions will be held outdoors. When exercising outdoors from dusk to dawn, please wear reflective gear. *Note:* PT is normally held outdoors. Students will not drive to the AFSNCOA Fit-to-Fight sessions. Bike riding is allowed.

Hosting VIPs
Students are to inform the AFSNCOA Knowledge Operations Management (Room 248) of VIPs invited to the academy. Students are required to make billeting and transportation arrangements for their guests.

Beverages/Food Policy
Students are encouraged to bring snacks and beverages, however these items must be consumed in the flightroom, at Dirt Road Diner, or on the patio behind the snack bar. Water is allowed in the auditorium and other common areas. Food and gum is not allowed in the auditorium and other common areas. All beverage containers must be covered (sipper cups for example). Dump unfinished beverages in the sink before throwing disposable cups in the trash.

Auditorium Etiquette
SNCOs conduct themselves as professionals at all times. Do not be late, disruptive, read (other than information related directly to the lecture), write/edit papers/speeches, or sleep. Leave all backpacks, purses, and bags secured in your flightrooms. All presentations in the auditorium are recorded by AU/PA. Students may not use recorded presentations as references without expressed consent from the speaker.

During question/answer periods, please stand, **wait** for the microphone and then state “Sir/Ma’am, I’m Sergeant _____ from _____ AFB”, (state your base, not your flight) and my question concerns … After asking your question, hand the microphone back and sit down.
Student Responsibilities

Professional Behavior
Students and faculty are expected to be professional in and outside the classroom. Students and faculty will not engage in behaviors that violate articles outlined in the UCMJ, any AFI, or local guidance. Any violation of policies or the UCMJ will be dealt with appropriately, including the possibility of release from the school. Students and faculty members must use sound judgment in avoiding unprofessional relationships while attending EPME; this includes student/faculty and student/student relationships. Professional/unprofessional behavior is defined in AFI 36-2909, Professional and Unprofessional Relationships and AETCI 36-2909, Recruiting, Education, and Training Standards of Conduct.

Academic Freedom
AUI 36-2608, Academic Freedom, allows for the privilege of debate with discretion on any subject related to EPME curricula. It encourages visiting lecturers, faculty, and students to express their opinions and support subject matter while pursuing knowledge, understanding, and improvement of the military profession. Students may engage in responsible classroom discussion of controversial issues; however, this policy does not authorize the use of offensive remarks, irresponsible statements (e.g., sexist comments, ethnic slurs, etc.) or profanity. Temper academic freedom with good judgment; ensure no one makes offensive or disparaging remarks or engages in behavior/comments inappropriate to professional relationships, or violations of the UCMJ. If offensive or disparaging remarks are made, or UCMJ violations are identified, counsel the individual(s) involved and document appropriately, or use the chain of command to resolve.

Non-Attribution
As specified in AUI 36-2608, Academic Freedom, statements, disagreements, and other comments made by individuals or groups in the educational forum are protected through the practice of non-attribution. Communication among students and faculty is privileged information; neither will reference statements to a specific individual or group of individuals. Safeguard statements and other comments made by guest speakers, instructors, or students. Faculty may say “a previous speaker” or “in our flight we discussed,” but will not identify the speaker by name. Permission must be obtained from speakers and the school before releasing or discussing remarks outside the academic forum. This includes references and comments made in Communication Skills or performance assignments.

Academic Integrity
AUI 36-2609, Academic Integrity dictates the uncompromising adherence to a code of ethics, morality, conduct, scholarship, and other values related to academic activity. Students who violate academic integrity standards of conduct are subject to administrative action and/or prosecution under Article 92 of the UCMJ. Violations include, but are not limited to: cheating, plagiarism, and misrepresentation.

Cheating: Cheating is the act of giving or receiving improper assistance. Examples include, but are not limited to:
- Using previously written papers, briefings, or other types of work provided by former students of the course, current students at another EPME school, the same student re-attending after a previous release, or from any other non-student sources.
- Using copies of official writing accomplished in any unit or organization except as specifically authorized by the school.
- Knowingly permitting another student to copy one’s writing assignments.
- Gaining unauthorized access to faculty curriculum materials not intended for student use or collaborating with other persons to gain access to unauthorized faculty curriculum materials.
• Possessing, distributing, reviewing, copying, transmitting, or having access to actual controlled material, or allowing/causing access to unauthorized individuals.
• Using texts, notes, issue materials, or other references and study aids not authorized for assigned course work.
• Collaborating with other persons on individual assignments except as specifically authorized by the school (i.e., students with same communications assignment scenario are prohibited from working with one another).
• Allowing another student to complete one’s assignments in part or in whole.

**NOTE:** While editing by other students is permitted and encouraged, all completed assignments must reflect each student's individual effort.

**Plagiarism**
Plagiarism is the act of passing off the literary ideas and work of others as the product of one’s own mind. An example is copying an outside source verbatim without using quotation marks and a citation of the source. Intent is based on consideration of all circumstances and evidence presented. The correct method for giving credit to a source in written work is to use quotation marks and an accompanying footnote or bibliographies when quoting directly or just a footnote when paraphrasing. In oral presentations, students must cite, integrate, or qualify (whichever is applicable) the outside sources they quote or paraphrase.

**Misrepresentation**
Misrepresentation is the act of making an assertion to intentionally deceive or mislead. The assertion can be a written or verbal statement. Examples include but are not limited to falsifying a report or knowingly giving false statements to an academic or disciplinary review board or to faculty members attempting to investigate suspected behavior in violation of established policies.

**Internet Sources**
Students are not authorized to use products or language on Internet Websites as their own work for communication skills assignments or individual projects. Some examples of such sites include but are not limited to: airforcewriter.com, afwriting.com, afmentor.com, afeprbullets.com, militarywriter.com, and eprbullets.com. Downloading, copying and pasting, copying and modifying, using the content from such sites as a template, or any other use of the content on such websites without proper citation constitutes a disciplinary issue that may result in disciplinary action up to and including disciplinary release.

**Operational Sources**
Students are not authorized to use products or language from Air Force or other military or civilian organizations as their own work for communication skills assignments or individual projects unless explicitly authorized. This includes using products developed in the student’s home unit or any other military or civilian organization as a template, copying and pasting content from such sources, copying and modifying, or any other use without proper citation. Using material from these sources without proper citation constitutes a disciplinary issue that may result in disciplinary action up to and including disciplinary release.

**Study Aids**
All assigned course objectives and assignments must be completed in a manner that reflects each student’s individual effort. Therefore, students are authorized to use only those study aids developed by either themselves or with members of their current class. Study aids include but are not limited to: study notes, flashcards, and quick reference sheets. Unless explicitly authorized for use as foundational course knowledge, distance learning (DL) course materials are prohibited. Downloading, copying and/or using prohibited study aids from former students, or from internet websites constitutes a disciplinary issue that
may result in disciplinary action up to and including disciplinary release. Some examples of such sites include but are not limited to: quizlet.com, proprofs.com, and cram.com.

Curriculum Materials
All course materials provided to students to include but not limited to student study guides, handouts, and any versions of completed student assignments are intended for the exclusive use by the student while attending the course and may be retained by the student as personal reference material. Students may not provide copies of any course materials to future students or commercial entities, nor upload in whole or in part instructional materials to Internet websites.

Use of Recording Devices
Students will not use any type of recording device in the classroom/auditorium during delivery or review of academic curriculum. This includes but is not limited to: cameras, tape recorders, digital voice recorders, cell phones, iPods/mp3 players, scanning pens, etc. Images, video, or audio will not be recorded when class is in session unless using government procured official equipment for the specific purpose of providing student feedback on performance exercises or evaluations. Students may use personal recording devices, such as cameras, during breaks or during off-duty hours at the discretion of school faculty.

Use of Electronic Devices
Students may use laptop computers, tablets, e-readers, or other electronic devices in the classroom; however, students must stay fully engaged in the discussion and are always at risk of being called upon at any time. Additionally, as stated above, built-in cameras, microphones, and/or other recording software will not be used in the classroom during the delivery or review of academic curriculum. Use of electronic devices during academic instruction for any type of recording, taking photos or video, games, internet browsing, shopping, social media, text messaging, email, or any other use not directly related to the lesson constitutes a disciplinary issue that may result in disciplinary action up to and including disciplinary release. School faculty will have the final say regarding student use of electronic devices in the classroom.

Use of Canvas
Communications among students and faculty in a distributed learning environment are an extension of the academic EPME classroom, considered privileged (protected), and academic freedom and non-attribution policies apply. Care should be taken to ensure that text conversations from discussion boards are not forwarded outside the educational forum without the permission of the originator. Furthermore, these communications must comply with Air Force guidance on acceptable use of Internet-based capabilities as outlined in AFMAN 33-152.

Extenuating Circumstances
Extenuating circumstances are those unforeseen and uncontrollable situations that prevent students from meeting academic or performance standards. Extenuating circumstances include: (1) death or terminal illness notification of a family member or (2) marital, family, or financial situations. Students must notify faculty members as soon as extenuating circumstances arise, so appropriate action can be taken. Actions may include a student’s temporary absence, administrative release, or early graduation. Students need to understand the academic ramifications if they decide to continue the academic program versus being released to attend to their extenuating circumstances.

NOTE: Commandants may administratively release a student without the student’s consent if they believe the circumstances warrant release.
EPME Academic Affairs Graduation Criteria. Students must meet all of the following requirements to graduate:

**Performance Track:** In the performance track, students must meet the minimum passing standard in each performance evaluation as defined by EPME Academic Affairs.

**All Lesson Objectives:** Students must satisfactorily accomplish all lesson objectives, including those pertaining to fitness, Drill and Ceremonies, and/or Combined Operations using the criteria outlined in each lesson. Unsatisfactory completion of any area may result in the student’s disqualification from awards at the Commandant’s discretion. The student’s instructor will manually disqualify the student in iGecko using the “redline” function.

**Lessons With No Evaluation Instruments:** For those lessons without evaluation instruments, students will participate and meet lesson objectives to the instructor’s and commandant’s satisfaction. Students will participate in all aspects of every program/event. Students with profiles that limit their ability to participate in specific activities will meet graduation requirements as determined by the Commandant on a case-by-case basis. Document all instances of students not meeting lesson objectives due to a lack of participation. Remediate or take appropriate administrative action to correct this unacceptable behavior. Multiple infractions may lead to a student’s release from the school.

**Awards Eligibility:** To be eligible for the John L. Levitow, Distinguished Graduate, or Academic Achievement Awards, students must meet the minimum passing standard on every summative evaluation (objective and/or performance as applicable to course).

**Academic Responsibilities**
Students will adhere to class schedule attendance requirements and engage in the learning process by completing all homework, objective, performance, and remediation assignments on time. In class, students are expected to actively listen, critically think, and willingly discuss lesson principles. Students are highly encouraged to engage in study and review sessions as deemed necessary to meet graduation requirements. This includes participation in after-hours study groups. Students must put forth the effort necessary to achieve all learning objectives. Students who turn in late assignments are subject to administrative corrective action. Grade all assignments and load all scores into Blackboard and/or iGecko where appropriate.

**Participation**
Students will participate in many activities that aren’t scored for graduation. However, unless prevented by an official profile, students will satisfactorily participate in all aspects of programs and events, such as Drill and Ceremonies, fitness, and/or Combined Operations. Satisfactory participation is predicated on the student’s attitude, willingness to participate, and effort put forth in the program/event to the satisfaction of the commandant/instructor, not on level of performance or outcome. Commandants/instructors will consider unsatisfactory participation a matter of military bearing and they will counsel and document substandard student behavior accordingly.

**Faculty / Academic Review Board**
After remediation, students who continue to score below the academic standard will meet a faculty review board and possibly an academic review board to determine if the institution and the student met all requirements.
DISENROLLMENTS

**Academic Student Releases**
This type of release is used when students are unable to achieve and/or maintain academic standards and involves an Academic Review Board. Academic releases render students ineligible for reentry into any EPME course of instruction for 6 months from the release date.

**Administrative Student Release**
The administrative student release is used to excuse students from the academy due to military or personal reasons such as medical issues, emergencies, or commander recalls. Unforeseen circumstances are beyond the student’s control. Examples are death or terminal illness notification of a family member and possible significant marital, family or financial problems. Unit commanders must concur prior to the early release. Administrative release is without prejudice and enables the member to attend a future class once the issue is resolved and a new quota is obtained by the member’s MAJCOM.

**Disciplinary Student Releases**
This release is used when students violate AF directives or school policies. A Disciplinary Review Board will convene when students fail to maintain AF standards of professionalism. A Disciplinary Review Board makes a recommendation to the commandant on whether or not a student should be allowed to graduate. The commandant makes the final decision. This release makes students ineligible for reentry into any EPME course of instruction for 1 year from the release date.

**Additional Duties**
Additional duties are an inherent part of any Air Force organization’s mission; EPME is no different. Students are expected to participate and fulfill additional duties as assigned. If an additional duty or duties impede a student’s ability to fulfill all academic requirements, the student must inform his/her instructor immediately. Every student is highly encouraged to volunteer for additional duties. Students who sign up for additional duties (i.e., Safety NCO, PTL, etc.) must be aware of meetings associated with their additional duty. Students unable to attend a meeting must inform their flight instructor and make arrangements for someone from their flight to represent them. Failure to attend may hinder flight’s success and may result in verbal or written counseling.

**Well-rounded Students**
It is not enough to excel in only one area; well-roundedness is the key to being an effective leader in the Air Force. Successful participation and accomplishment in all areas of the EPME program ultimately lead to success as an Airman, a supervisor, a leader, and a citizen.

**Chain of Command**
Appropriately use your chain of command. Your chain of command starts with the Flight Leader and flows through the Flight Instructor to the Instructor Squad Leader to the Student Liaison. If warranted, the issue will be elevated to the Division Chief to the Vice Commandant and to the Commandant. Open-door policies exist, but please try to resolve issues at the lowest possible level.

**Flight Leaders**
Flight Leaders, designated students, are accountable for all flight member promptness, whereabouts, conduct, bearing, and behavior. Flight Leaders ensure flight members meet all suspenses, attend mandatory meetings, and conduct flight room maintenance (cleanliness, equipment, and energy conservation) as needed.
Flight Members
Are responsible for their own conduct and behavior on and off duty, maintaining a professional appearance, maintaining standards, volunteering for and accomplishing additional duties, and supporting/enforcing academy policies.

*Gunter Annex quiet hours are from 2200 to 0600.

Student Advisory Council (SAC)
SAC is comprised of the Class President, Class Vice President, Squad Leaders, and Flight Leaders. Meeting dates and times are specified in the class schedule. Additionally, the class president or Commandant may call additional mandatory meetings.

Medical and Dental Information

Medical Services
Sick call at the Maxwell Clinic Training Health/Flight Medicine desk is the best and most recommended method of receiving medical care. Maxwell clinic sick call hours: 0700 – 0745 Monday–Friday. Before going to the clinic please coordinate all medical issues, appointments, and emergencies through your flight leader, flight instructor, and AFSCNCOA student liaison. Ensure the student liaison is notified of any emergencies or off base medical care at (text student name and flight to 1-334-201-2400). It is a good idea to take your class schedule to appointments in case follow-up appointments are necessary. You may use a POV or call base taxi: 1-334-953-5038. You may call the nurse’s line directly for a consultation with a registered nurse: 1-800-874-2273.

Depending on the nature of the issue, Maxwell Clinic will either schedule you for an appointment or refer you to a medical care provider/facility off-base. Ensure your Tricare information is provided to any off-base medical care facility, as necessary. Schedule an appointment at: http://www.tricareonline.com/ or call DSN 493-3368, comm 1-334-953-3368. If you have any trouble scheduling an appointment please contact the student liaison for assistance.

Medical Emergencies
In case of Emergency, dial 911 or cell phone dial 953-9911 to reach the Base First Responders. Emergency medical service is provided by local area hospitals under TRICARE. If you visit an Emergency Room (ER) or civilian urgent care clinic you are required to contact Maxwell clinic within 48 hours to ensure your Tricare information is coordinated properly. Please coordinate all medical issues, appointments, and emergencies through your flight leader, flight instructor, and AFSCNCOA student liaison.

Physical/Duty Profiles/Injuries
Students who obtain physical and duty profiles, limitations, or restrictions during the course must provide a copy of AF Form 469 or AF Form 422 to their Flight Instructor by the next duty day.

Ground Mishap Report
Fill out a Ground Mishap Report form located in the flight safety book, or Blackboard, and submit completed forms to your flight instructor through your flight safety representative within 24 hours.

Dental Services
The dental clinic is located on the 2nd floor of the Maxwell clinic. Call 953-7821, for appointments or information. Dental sick call: 0645–0700 hrs and 1215–1230 hrs. Coordinate all medical issues through your Flight Instructor to the AFSCNCOA Student Liaison.

Note: International students medical and dental care procedures vary based on specifications in their invitational travel orders (ITO). When in doubt, international students should contact the AFSCNCOA Student Liaison at 1-334-201-2400 or the International Officer School at 1-334-953-6914 or 6915.
MAP TO EMERGENCY ROOM – MONTGOMERY, ALABAMA

PriMed LOCATIONS IN MONTGOMERY, ALABAMA

4305 Atlanta Highway
Montgomery AL 36109

7 days a week
8 a.m. - 6 p.m.
Student Services

FedEx and UPS Services
Do NOT have FedEx or UPS items sent to the AFSNCOA address. The FedEx and UPS drivers deliver packages to the University Inn, Gunter Lodging front desk. Your packages will be signed for and secured by the billeting staff.

For FedEx or UPS packages use the following address:

    Rank, First and, Last Name
    545 S. Morris Ave.  Building 1017
    Maxwell AFB, Gunter Annex, AL  36114

Postal Services ONLY
U.S. Postal Service (USPS) is available on Gunter. Personal USPS mail is delivered to the AFSNCOA and distributed Monday, Wednesday, and Friday by student POCs. You can receive mail through the USPS by using the following address:

    Rank, First, and Last Name
    AFSNCOA Class ##-X, Flight ## (i.e. AFSNCOA Class 19-A, Flight 14)
    550 McDonald St.
    Maxwell AFB, Gunter Annex, AL 36114

U.S. Mailbox Locations/Stamps
An outgoing mail drop box is located across from Bldg 872 (near Maxwell Federal Credit Union and the USPS office). You can purchase stamps from the post office, lodging office, AAFES, and Dirt Road Diner.

AFSNCOA Chaplain Services/Assistance
Please contact the chaplain if you are interested in spiritual wellness volunteer opportunities while you attend the AFSNCOA.

    Chaplain Zachary Raygoza
    Office: (334) 953-6295
    Cell: (210) 859-6700

Military & Family Life Counselor (MFLC)
Non-medical, short-term problem solving counseling. Call them and talk it out – life happens even while you’re at the AFSNCOA.

    Comm: (334) 441-9368

Instructor Recruitment
The AFSNCOA experiences a tremendous amount of turnover every year due to expiring tours, retirements and promotions. Therefore, we hire instructors year round. The prospective instructor briefing is a question and answer forum held mid-way through the course. During the briefing students learn about the duty requirements and application process for themselves for others at their home station who are interested in being an instructor at the AFSNCOA. If interested in gathering more information, attend the briefing where you’ll receive a MAFB Form 120, initial application. Fill out the form and return to your Flight Instructor right away. Filling out the MAFB Form 120 and/or attending the interview does not obligate you in any way.
Enlisted Heritage Research Institute
Home of your Enlisted Heritage Hall
Phone: 416-3202, Monday–Friday 0700–1700 hrs and Saturday 0900–1500 hrs

Dormitory Management
The Base Lodging Office at 1+ (334) 270-4000 is responsible for all lodging issues including maintenance, cleaning, and reservations. Please address questions/concerns to the lodging manager. Spouses (no children) may stay in the dorm during the last week of class. Please clear additional guests or extended stays with the lodging front desk at least one week before graduation.

Transportation to Maxwell
Official business: Call a military taxi at 953-5038.

College Credit
AFSNCOA is a CCAF accredited classroom. Students who graduate may be eligible to receive up to 13 credit hours; however, it is highly recommended you contact CCAF to determine how and where credits can be awarded. Allow up to 60 days after graduation before asking the education office to verify your education records have been updated. Troy University and American Military University will accept credits for the completion of AFSNCOA course. An accreditation letter is located on the AF Portal in the AFSNCOA website for download.

Finance Office & Services
The finance office is on Maxwell AFB and it is located in Bldg 804, 953-3275. Joint partners are supported by their AFSNCOA Liaison. Gunter has an ATM machine located at Bldg 826 and in the lodging office, Bldg 1017. Soldiers, Sailors, Marines, and Coast Guards should have a travel card and PIN number to access funds.

Notary Public
The Maxwell Federal Credit Union provides notary service as well as the Maxwell-Gunter Legal Office located on Gunter in Bldg 892. Normal hours are 0730–1600 hrs, please call for appt at (334) 416-4453.

TMO. By DOE 4, students who do not have return travel arrangements need to obtain a travel request work sheet from their Flight Instructors.

Dining Facilities (Aviation Inn)
Students are authorized to eat all meals at the dining facility.

Hours of operation:

<table>
<thead>
<tr>
<th>Days</th>
<th>Meal</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday – Friday</td>
<td>Breakfast</td>
<td>0600-0800</td>
</tr>
<tr>
<td></td>
<td>Lunch</td>
<td>1100-1300</td>
</tr>
<tr>
<td></td>
<td>Dinner</td>
<td>1600-1830</td>
</tr>
<tr>
<td>Weekends/Holidays</td>
<td>Brunch</td>
<td>1030-1230</td>
</tr>
<tr>
<td></td>
<td>Supper</td>
<td>1330-1800</td>
</tr>
</tbody>
</table>
AFSNCOA Library
Library personnel are available to assist students with research assignments. Internet connectivity is available. Copiers are available in the library. Do not use copiers for study material.

Hours of operation:
- Monday – Friday: 0830 – 1700 hrs
- Sat: see hours posted on door
- Sunday/Holidays: Closed

FAX Machine
If you need to FAX an official document, your flight instructor will transmit it for you. If you receive a FAX message the staff will notify your flight instructor for pick-up.

Copier Service
A student copier is located in Alpha Squadron (Basement). Students will supply paper for the copier.

Nursing Mothers
The AFSNCOA has a dedicated lactation room for nursing mothers. For location information and access to the room, contact your flight instructor.

VOLUNTARY EXPENSES WHILE ATTENDING AFSNCOA

<table>
<thead>
<tr>
<th>ITEM</th>
<th>PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>LANDING FEE</td>
<td>$TBD (approximately $15.00)</td>
</tr>
<tr>
<td>FLIGHT T-SHIRT</td>
<td>$10.00</td>
</tr>
<tr>
<td>INDIVIDUAL/FLIGHT PHOTO</td>
<td>$10.00 - $25.00</td>
</tr>
<tr>
<td>COVERED COFFEE MUG</td>
<td>$10.00</td>
</tr>
<tr>
<td>CLASS LEGACY</td>
<td>$10.00</td>
</tr>
<tr>
<td>CMSAF SCHOLARSHIP FUND</td>
<td>$5.00</td>
</tr>
<tr>
<td>AFSNCOA COIN</td>
<td>$6.00</td>
</tr>
<tr>
<td>AFSNCOA DIPLOMA COIN</td>
<td>$12.00 - $15.00</td>
</tr>
<tr>
<td>WATER BOTTLE</td>
<td>$10.00</td>
</tr>
</tbody>
</table>

NOTES: The above items may not be claimed on travel vouchers, prices are subject to change. The landing fee is for the class mixer and guest speaker presentations.
MEMORANDUM FOR AIR FORCE SENIOR NCO ACADEMY STUDENTS

FROM: AFSNCOA/CO
550 McDonald Street
Maxwell Gunter AFB, AL 36114-3107

SUBJECT: Academic Standards and Awards

1. The goal of all students should be to benefit as much as possible from the advanced leadership experience. To successfully complete the AFSNCOA you must pass assignments with a minimum score of 70%. In addition to academic standards you are also expected to uphold the highest standards of military courtesy, dress, and appearance; exhibit professional and positive behavior, and be actively involved with other members of your flight, your class, and the community.

2. In accordance with USAF Enlisted Professional Military Education Guidance, “students must not copy, retain, or distribute any version of the formative/summative writing and speaking assignments after feedback has been provided.” Flight instructors provide graded evaluation instruments and feedback. You may retain graded assignments and disclose feedback to students within your flight. However, do not compare papers or feedback with students outside your flight and do not share your work outside the academy. This policy protects the integrity of your work and the evaluation feedback process.

3. Successful completion of this course earns each student a diploma from the AFSNCOA. Often there are individuals who far exceed the standards. Our award program is designed to recognize leadership and academic excellence. The order of precedence for awards is the John L. Levitow Award, the Commandant Award, the Academic Achievement Award, and the Distinguished Graduate Award. Additionally, the flight that epitomizes the highest level of teamwork will win the CMSgt Richard L. Etchberger Team Award.

4. Students who fail any assignments are ineligible for the Levitow, Distinguished Graduate, or Academic Achievement awards. In addition, any student who does not uphold the highest standards of leadership traits and characteristics, professional behavior, military bearing, respect for authority, the highest standards of dress and appearance, and exemplary standards of on/off duty performance may be redlined from award eligibility.

5. The AFSNCOA participates in the annual Secretary of the Air Force Leadership Award recognizing the individual who demonstrated the greatest leadership while attending the academy throughout the year. Nominees for this award are the Levitow Award winners from each class during the fiscal year.

6. If you have questions concerning these programs, please see your flight instructor, or myself. Have fun, enjoy, learn, and share with others, so everyone may have a successful learning experience. Once again I want to welcome you to the AFSNCOA and wish you the best of luck as you progress through one of the best PME programs in the world.

//SIGNED//
THOMAS STILES, CMSgt, USAF
Commandant, United States Air Force Senior NCO Academy