
Guide to Serving on the Air University Board of Visitors (AU BoV)



A Handbook for Members

Thank you for agreeing to serve on the Air University Board of Visitors, a Department of the Air Force federal advisory committee. Your service helps to ensure that Air Force decisions are based on the best and most current trends in education, industry, and business while considering military requirements and service.

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Air University

The Intellectual and Leadership-Development Center of the Air and Space Forces

From the first U.S. civilian flying school established by the Wright Brothers in 1910, to the establishment of Air University in 1946, Maxwell-Gunter Air Force Base today remains a major component of Air Education and Training Command and the Intellectual and Leadership Center of the Air Force.

The Maxwell-Gunter complexes are located in Montgomery, Alabama, Alabama's second largest city, and Alabama's state capitol. The Greater Montgomery Metropolitan area consists of Montgomery, Autauga, and Elmore counties with a current population of 364,180.

Montgomery has played a significant role in U.S. history and continuously draws tourists from around the world. In addition to its rich history, the city is a major cultural and educational center in Alabama. The Maxwell-Gunter and Montgomery areas are full of opportunities from sightseeing to activities for the whole family. Within a three-hour drive are the beaches along the Gulf of Mexico; Atlanta; and the mountains of North Alabama which form the base of the Appalachia Mountain chain.

Mission, Vision and History of Air University

Air University Mission: Educate and develop Air, Space, and Cyberspace warrior leaders in support of the National Defense Strategy.

Air University Vision: The intellectual and leadership-development center of the Air and Space Forces

Air University (AU), headquartered at Maxwell AFB, Alabama, is a major component of Air Education and Training Command (AETC) and is the lead agent for Air Force education. AU provides the full spectrum of Air Force education, encompassing pre-commissioning programs for new officers; graduate programs in specialized military disciplines; progressive, career-long professional military development for officer, enlisted, and civilian Airmen; and specialized programs for US cabinet appointees, senior executive service (SES) civilians, and general officers.

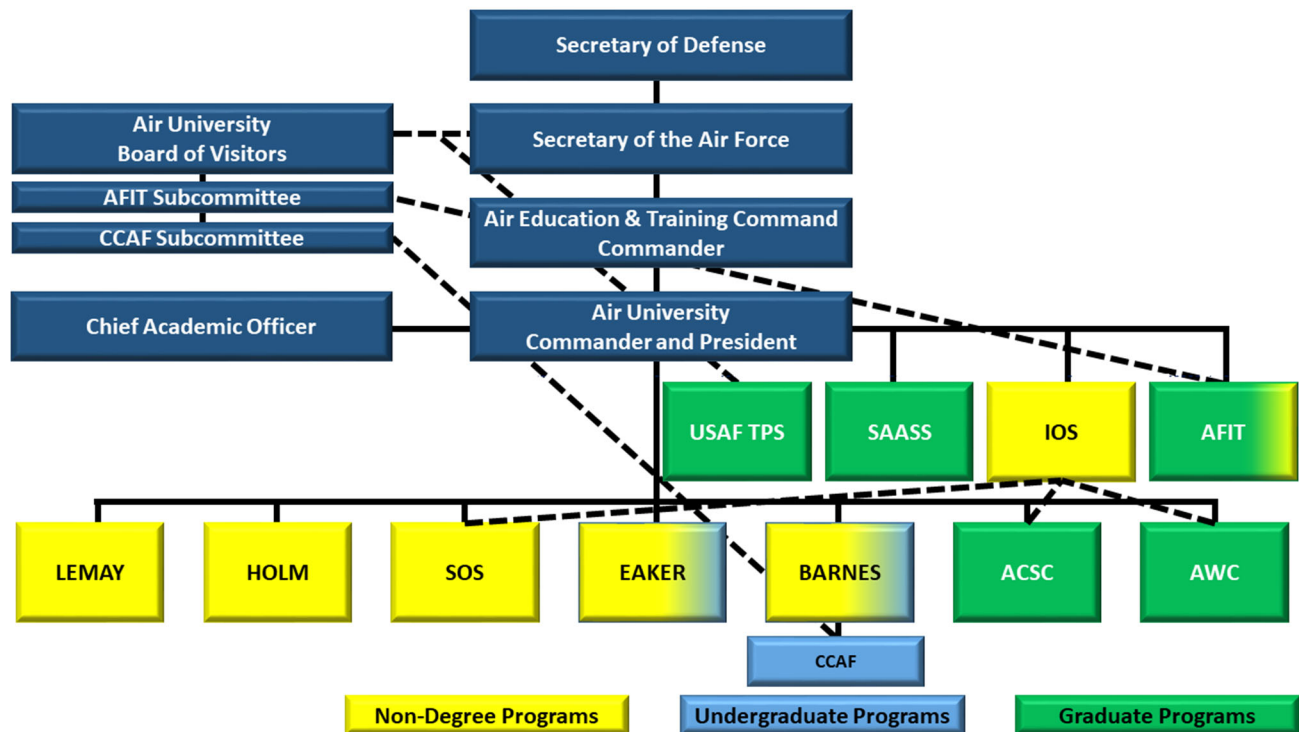
AU's professional military education (PME) programs educate Airmen to leverage air, space, and cyberspace power to achieve national security objectives. Specialized professional continuing educational programs provide scientific, technological, managerial, and other professional expertise to meet the needs of the Air Force. AU also conducts research on the evolving security environment; emerging threats; future uses for air, space, and cyberspace power; working in joint and coalition teams and multicultural environments; education; military leadership; management; and other topics that inform senior Air Force leaders and contribute to curriculum development. The university is engaged in community and public service, offering two citizenship programs: Junior Reserve Officer Training Corps and Civil Air Patrol–USAF.

History

The Wright brothers established the first US civilian flying school in Montgomery, Alabama, in 1910. By the 1920s, Montgomery was an important link in the growing system of aerial mail service. In the early 1930s, the Army Air Corps Tactical School (ACTS) moved to Montgomery, establishing Maxwell Field as the country's intellectual center for airpower education.

Air University, established in 1946, continues the proud tradition of educating tomorrow's planners and leaders in air and space power for the Air Force, other branches of the US armed forces, federal government civilians, and many international organizations. AU's current worldwide reach enriches the careers of every Air Force member.

Air University Organizational Structure



The university’s primary operating locations are concentrated on four main military installations. AU’s officer and enlisted PME and officer accessions programs are offered in residence at Maxwell AFB and Gunter Annex in northwest Montgomery, Alabama. AU’s distance-learning PME programs are also developed and maintained by the Maxwell–Gunter campus faculty. The Air Force Institute of Technology (AFIT), AU’s college of engineering, science, and technology, is located at Wright-Patterson AFB, Ohio; and the Air Force Test Pilot School (USAF TPS) is located at Edwards AFB, California. AU strives for diversity, drawing students from all service components of the Department of Defense (DOD), other US government security agencies, and foreign military services from 80 plus nations each year. Air University organizations include, Curtis E. LeMay Center for Doctrine Development and Education, Jeanne M. Holm Center for Officer Accessions and Citizen Development, Thomas N. Barnes Center for Enlisted Education, Ira C. Eaker Center for Professional Development, Air War College, Air Command and Staff College, Squadron Officer College, International Officer School, School of Advanced Air and Space Studies, USAF Center for Strategy and Technology, AFIT, USAF TPS, and several support organizations. The 42nd Air Base Wing, AU’s host organization, manages facility infrastructure, safety, housing, and local area network systems, as well as providing many services that contribute to the quality of student life on campus.

How the Board of Visitors Started

In the United States universities and colleges (public and private) are governed by independent boards of trustees. These boards are usually provided for in the charter or other basic legal document that created the institutions.

The control of federal military educational institutions, including the Service academies, is vested in the respective departmental secretaries and ultimately in the President; these institutions have used boards of visitors that review and make recommendations concerning their operations.

In 1946, Major General Muir S. Fairchild and other responsible leaders of the then Army Air Forces were determined to establish the Air University for the education of the officer corps. After assembling an outstanding staff of experienced World War II combat leaders and planners, they took two important steps in order to assure a forward looking educational institution: first they established a Board of Visitors and then they formed a group known as the Educational Advisory Staff to work full-time in the area of educational policy and procedures for the new university.



Benefits to the Air Force

DoDD 5105.18, *DoD Committee Management Program* and DoDD 5105.4, *DoD Federal Advisory Committee Management Program* make the following statements regarding Advisory Committees:

Advisory committees provide a means of obtaining advice, views, and recommendations of benefit to the operations of the Government from industrialists, businessmen, scientists, engineers, educators, and other public and private citizens whose experiences and talents would not otherwise be available to the Department of the Air Force. An advisory committee may be utilized when such counsel is necessary on matters under consideration by an activity of the Department of the Air Force. Unless specifically authorized by law to the contrary, no advisory committee shall be utilized for functions not solely advisory and determinations of action to be taken with respect to matters upon which an advisory committee advises or recommends shall be made solely by full-time, salaried officers or employees of the Government.

A good advisory committee can perform many types of beneficial functions including acting as a communications link between different agencies, clientele, and the public. They can explain the roles between agencies and government departments to the public and vice versa. Advisory committees can innovate, educate, advise, develop support, and are an excellent generator of new ideas. A good advisory committee can provide an “ear” for listening and has many internal administrative uses.

In particular, the Air University Board of Visitors provides advice and recommendations through the Commander and President of Air University to the Secretary of the Air Force to assist Air University in maintaining the academic and professional credibility of Air Force military education programs. The Secretary of the Air Force has approved the following standing committees:

The Air Force Institute of Technology (AFIT) Subcommittee that serves as the advisory board for AFIT. This satisfies the Higher Learning Commission of Colleges and Schools (HLC) requirement for board oversight for AFIT’s separate accreditation with HLC. This subcommittee advises the Board on matters related to the educational programs at AFIT.

The Community College of the Air Force (CCAF) Subcommittee that advises the Board on matters related to programs comprising the CCAF system.

The Board provides governance functions required of accredited academic institutions. According to the 2017 Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Principles of Accreditation (Section 4: Governing Board), *“The institution’s governing board holds in trust the fundamental autonomy and ultimate well-being of the institution. As the corporate body, the board ensures both the presence of viable leadership and strong financial resources to fulfill the institutional mission. Integral to strong governance is the absence of undue influence from external sources.”*

Likewise, the HLC’s 2020 Resource Guide (Criterion 2.C. – Integrity: Ethical and Responsible Conduct) states, *“The governing board of the institution is autonomous to make decisions in the*

best interest of the institution in compliance with board policies and to ensure the institution's integrity."

It is the external, unbiased nature of the board which makes it a very valuable body to Air University and the USAF.

Organization of the Board of Visitors

Membership

Nominations for membership on the Air University Board of Visitors are sought annually, as needed, from Air University schools and organizations, BOV alumni, and current BOV members. Selection of nominees is based primarily on professional expertise and background of the individual. Invitations are extended to selected nominees by the Air University Commander and President. All nominations must be approved by the Office of the Secretary of Defense.

Active duty Air Force educators, as a rule, are serving a time limited educational tour of duty and are not professional educators. Therefore, the AU BoV assists by bringing top level educators and other professionals with great collective experience to review our programs. We make every effort to maintain a diverse, balanced membership and to include representation from different types of geographically dispersed educational institutions and businesses.

Members may serve up to two, 4-year terms of service, renewable annually, for a maximum of eight years. Never shall the main BoV committee membership exceed 50% retired military members. Membership should be staggered so that not more than one-half of the board's membership will be replaced in a given year.

Board Leadership

The Board and Subcommittees operate under the leadership of its' appointed Chair.

Staff Support

The Air University Academic Office Chief, Advisory Boards and Strategic Operations (AU/OAAB) provides staff support for the AU BoV. This individual and parent directorate is responsible for all meeting plans and preparation.

In coordination with the AU Commander and President, AU Chief Academic Officer and the AU Centers and Schools, AU/OAAB prepares an agenda for each meeting, assists with travel arrangements and provides logistical oversight and administrative support. AU/OAAB also serves as the Designated Federal Officer (DFO) during all meetings. The Secretary of the Air Force personnel office (SAF/AA) ensures agency On-boarding Manager requirements are met and the HQ/Staff Judge Advocate (JA) provides ethics superintendence.

AIR UNIVERSITY BOARD OF VISITORS POC

HQ/AU - BoV (OAAB)
55 LeMay Plaza South
Maxwell AFB, AL. 36112
Email: au.BoV1@us.af.mil
Phone: (334) 953-4547

Operational Overview

- There will be at least two main committee BoV meetings yearly; one in the spring and the other in the fall; and a minimum of one AFIT Subcommittee meeting and one CCAF Subcommittee meeting annually.
- Air University will present proposed items or areas of interest for BoV review. The board may suggest alterations to the proposed agenda or schedule.
- At all meetings of the board, in accordance with the requirements of DODD 5104.4, and DODD 5104.4 Supplement 1, *Air Force Committee Management Program*, there will be present at all times a Designated Federal Officer (full-time employee of the Air Force) designated by the Secretary of the Air Force who has the authority to adjourn the meeting whenever necessary.
- The Board presents its observations and recommendations to the Air University Commander and President before departure. Members write and provide portions of the final report to AU/OAAB which are consolidated and provided to the BoV chair for approval.
- If desired, the BoV chair may coordinate the final report with individual committee members.
- The Air University Commander and President provides responses to the requests, observations, and recommendations of the AU BoV.
- Each BOV report is maintained in the *Federal Advisory Committee Act (FACA)* database located at <https://www.facadatabase.gov>.
- The Board is chartered by the Secretary of Defense in accordance with the provisions of the Federal Advisory Act (FACA) of 1972 (U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(d) and is governed by by-laws. Both the charter and the by-laws are reviewed/updated by the Board and DFO every 2-years and sent to the agency DA&M for approval/renewal.

Ethics Requirements

Your participation on an advisory committee is a public service to the agency and the country. To protect the integrity of the committee's advice, members are subject to certain conflict of interest and ethics rules.

Before beginning your service, and annually thereafter for the duration of your appointment, you must complete a confidential financial disclosure form (OGE-450 or SF-278 form). This form provides information to determine if your participation in an advisory activity would present a conflict of interest or might raise an appearance of a lack of impartiality.

Generally, members of advisory committees are employed as Special Government Employees (SGEs) as defined under 18 USC 202(a). SGEs are often recruited because they provide outside expertise or perspectives that might not be available among an agency's regular employees.

Before you participate in an advisory activity for the first time, you also must take on-line ethics training that explains the ethics rules and how they apply to you. The training must be taken annually for the duration of your service.



Travel Arrangements

Normally, the BoV committee meetings are held at Maxwell Air Force Base in Montgomery, Alabama; the AFIT Subcommittee meeting is held at Wright-Patterson AFB in Dayton, Ohio; CCAF Subcommittee is held at Maxwell-Gunter Annex AFB, and the Secretary of the Air Force (SECAF) annual out-brief (presented by the Board's Chairs) is held at the Pentagon in Washington D.C.

Members of the AU BoV travel to board meetings on regular government travel orders. AU/CF will create and forward individual orders. Travelers should carry a copy of their travel authorization with them at all times when attending a Board activity. HQ/AU arranges for your travel, meals while on station, and lodging. You have options for travel: HQ/AU can make flight arrangements and purchase tickets for you, or you can make your own arrangements. The government will only reimburse you, however, up to the maximum government allowable rate for coach class to and from your state of residence. For other expenses (e.g. baggage fees, taxis), you apply for reimbursement via filing a travel voucher form dd1351-2. If it is more feasible for you to drive your POV to the meeting, that is an option. AU/OAAB will assist you with this process.

Note: If you purchase a non-refundable ticket from a source other than the CTO and the trip is later cancelled or rescheduled, you will not be reimbursed for any loss that you incur.

As a member, your responsibilities include responding promptly to requests for your travel preferences (airports and travel times) and submitting your receipts and travel voucher with-in five (5) working days post travel.

The travel voucher form can be signed before you depart the meeting; this will expedite processing and minimize coordination time. Items required to be submitted with your travel voucher for reimbursement of travel expenses include: a copy of the travel authorization, the airline invoice (if air travel is used), lodging receipt (if not paid in advance by HQ/AU) and any receipts for claimed expenses of \$75 or more (taxi, airport parking fees, etc.). If not submitted either electronically or via hard copy, the voucher will not process through the automated Defense Travel System (DTS).

Payment is made by Electronic Fund Transfer Only. If you have not already done so, please fill out Form FMS 2231, Fast Start Direct Deposit, which is available from HQ/AU-OAAB. Upon completion, the form should be e-mailed/faxed to: au.BoV.1@us.af.mil / (334) 953-2749 Attn: BOV (Note: Leave split disbursement blank).

Rental cars are normally not authorized. The Board and Subcommittee arrange government transportation from destination airports to TDY meeting points and in and around as needed, in the TDY area for the duration of the meeting. Do not keep receipts for or list meals on the travel voucher. Most meals during meeting days will be pre-paid. As a government traveler, you will be reimbursed at the per diem rate for meals that are not provided; this will be at the applicable location rate regardless of the actual meal cost. For per diem rate look-up, see: <http://www.gsa.gov/portal/content/104877>

Workload

The time commitment required of members depends on the scope and nature of the advisory activity. Pursuant to section 202 of 18 USC (Reference (1)), no SGE shall serve as a committee member for more than 130 days in any consecutive 365-day period.

The Air University Board of Visitors typically meets twice per year. Meetings usually last two full days; include a day of travel before (to) and a day of travel after (from), that is eight days per year for a typical Board member.

The AFIT Subcommittee usually meets once per year. Meetings normally last two full days; include a day of travel before (to) and a day of travel after (from), that is four days per year for a Subcommittee member.

The CCAF Subcommittee typically meet once a year. Meetings normally last two full days which include a day of travel before (to) and a travel day after (from), approximately four days per year for a normal Board member.

Normally, the Chair of the Subcommittee are appointed to the main BOV committee; this allows for continuity. They will typically average 15 workdays per year.

There may be one or more teleconference meetings over a 12-month period. These account for partial workdays but do not count for travel or per diem purposes. In addition, you may spend approximately five hours reading and writing outside of official meetings. Your DFO can give you a sense of the workload for the current fiscal year.

All advisory activities are chaired by a member of the committee and voted on by the committee members. The BoV Chair and the Subcommittee Chair have additional responsibilities (e.g. to run public meetings and oversee report production). A chair should manage his/her time commitment through delegation to panel members and judicious reliance on the DFO.

Federal Advisory Committee Act (FACA) and You

The Federal Advisory Committee Act ² (FACA) is a “government in the sunshine” statute that works to ensure that the public has access to the advice provided to the government by federal advisory committees.

FACA was enacted in 1972 to control the growth and operation of the "numerous committees, board, commissions, councils, and similar groups which had been established to advise officers and agencies in the executive branch of the Federal Government." 5 USC App. 1 § 2(a).

The key provisions of the law are that committees are to be balanced, meetings are to be announced ahead of time and open to interested members of the public, detailed meeting minutes are to be kept, and all materials presented.

FACA spells out the duties of the Designated Federal Officer (DFO) to approve agendas, convene meetings, and keep required records.

HQ/AU-OAAB provides public access to committee materials by posting documents (e.g. member comments, public comments, review materials, and meeting minutes reports) to the AU BOV website and FACA Database.

In this day of electronic communications, email amongst committee members may constitute a meeting, even if only two committee members converse in an email, this can constitute a meeting if the dialogue discusses meeting topics. Thus, it is highly encouraged to always copy the DFO on email communications. The DFO is responsible for ensuring that email discussions do not violate the FACA open meeting requirements and retaining email records in accordance with legal requirements. If emails are sent, they must be discussed in the public meeting.

² *The Federal Advisory Committee Act and the 2001 implementing regulations are available at <http://www.gsa.gov/portal/category/21244>*

Getting Ready for Meetings

Most advisory committees are guided by a formal charge from the agency to include questions and provide background for the request. The charge guides but need not limit the deliberations of the committee.

Role of the Chair: Planning the Public Meeting

The DFO works with the chair and the agency to negotiate an initial set of charge topics or questions and to identify background info the BOV needs to do its task. The chair also assigns lead discussant duties to panel members and provides input on the overall meeting agenda. Under FACA, the DFO must approve the final agenda [5 USC App. 2 section 10 (f)].

Prior to meetings, BoV members are expected to thoroughly review the materials provided by the DFO, including agency documents and written public comments (if any were received).

Members may be instructed to prepare preliminary written comments on the review materials. These “pre-meeting comments” serve several important purposes, including to:

- Help you prepare for discussions at the meeting.
- Help the chair identify issues that may require additional meeting time.
- Flag areas where the BoV committee may need additional information to answer the charge questions or topics.

If members’ pre-meeting comments are shared with all members, they should also be posted to the website to help the agency and the public understand your initial thinking. During the meeting, your views may be influenced by your committee colleagues. This is the strength of the committee process and your preliminary comments do not necessarily represent your final conclusions. Your final views should be reflected in the consensus report from the committee.



What to Expect at Meetings

With rare exceptions,³ all FACA committees are required to meet and deliberate in public.⁴ Depending on the interest in the topic of the meeting, there may be members of the public and members of the press in attendance. All statements that you make during a public meeting are on the record and professional behavior is expected.

Role of the Chair: Running the Meeting

The chair runs the meeting, ensuring that public comments are heard, that all members have an opportunity to participate in discussions and that the committee accomplishes its work. The DFO addresses process and FACA issues and helps the chair stay on schedule.

At a meeting you can expect the following to occur:

- The Chair, upon DFO approval, convenes the meeting and indicates for the record that all participating members are in compliance with ethics and conflict of interest rules, or notes any instances where a member will recuse him/herself from discussion on a particular aspect of the meeting.
- The Chair reviews the agenda and leads a discussion to ensure effective coverage on the agency's charge for the committee and agenda topics for adequate information gathering.
- The agency has an opportunity to present briefings on the subjects for the meeting.
- A period of time is set aside for public comments from registered speakers, if any. The committee is not required to respond to public comments, but as time allows, the chair is expected to provide an opportunity for members to ask clarifying or follow-up questions of public presenters.
- Following all presentations, the BoV members begin their deliberations. The discussions are guided by the charge from the agency and any concerns which are being addressed. It's important to consider in the deliberations any conclusions which may be drawn or recommendations which may be provided that would be forwarded to the agency for review.
- The chair, working with the DFO, may assign committee members to lead different parts of the discussion. Lead discussants also may be asked to prepare an initial draft of the panel's advice on a subject.
- At one or more points in the meeting, the chair or designated members may summarize the committee's consensus views in response to the topics at hand. This summary helps to identify

issues that may require further discussion.

- If time allows, and depending on the chair's preferences, the agenda may include writing time when committee members can capture their thoughts in writing while the discussions are fresh in mind and collaborators are seated nearby. Given the busy schedules and the members' other obligations, writing time at a meeting can be a very effective way to develop a draft report.

Role of the Chair: Seeking Consensus

Advisory committees are structured to include a range of disciplines. At times, committee members may reach different conclusions based on a review of the available data and briefings. The chair takes the lead in identifying areas of agreement and in helping members talk through issues in contention. Consensus recommendations and conclusions are most helpful to the agency. However, when there is disagreement among the experts, that information is also valuable to note. In most cases, different views can be accommodated within the committee's report. On rare occasions, a member may request that a minority report be appended to the report.

Remaining Independent: To be effective, it is critical that committees develop credible, independent and objective advice. As an SGE, your role on a committee or panel is to provide your expert advice as an individual, not as a representative of your employer. Once appointed, you are expected to carefully avoid interactions with anyone, including agency representatives or members of the interested public that might create a perception of conflict of interest. If in doubt, consult your DFO for guidance.

After agency, i.e. Air Force, Air University, or special topic briefings, and prior to final approval of a report by the chartered committee, agency members are treated as members of the public to maintain the independence of the advisory process. Draft materials being discussed by the committee are available to the agency and the public via the website. Papers or emails shared among members in the course of the advisory process are federal records and may be requested under FOIA. The DFO should be copied on all such communications.

³ *FACA allows the head of an agency to close a meeting if it falls within certain exemptions under the Government in the Sunshine Act (5 U.S.C 552b), such as discussion of matters of national defense, trade secrets, or internal personnel practices. AU/BoV, CCAF and AFIT Subcommittees must obtain permission to close the meeting from the Agency Committee Management Officer or SAF/AA per DoDI 5105.04_AFI 90-1401.*

⁴ *5 USC App. 2 section 10*

After the Meeting: Report Preparation

Report Format: All final reports are presented in the form of Meeting Minutes approved by the Chair and transmitted to the Commander and President of AU. The body of the report contains the greatest level of detail along with supporting references data, and analysis. The committee's advice is further conveyed annually to the Secretary of the Air Force in written format. That report can be outlined in the following manner:

The *cover letter*, no more than a few pages in length, addresses the larger issues in a policy context that is expected to be meaningful to the SECAF.

The *executive summary* highlights issues that were reviewed and features key recommendations and responses to issues being evaluated.

Role of the Chair and DFO: Meeting Minutes

Meeting minutes are to be prepared within 90 days after an advisory committee or panel meeting (41 CFR section 102- 3.165). Minutes are drafted by the DFO, and must contain a record of persons present, and a description of matters discussed and conclusions reached [(5 USC App. 2 section 10(c)]. The Chair is responsible for certifying the accuracy of the minutes.

Report Development Process: Draft reports are usually developed by the Chair, with assistance from the DFO, based on the discussions at the meeting(s) and the writing assignments submitted by panel members (if any). The Chair is responsible for the accuracy of the report and the DFO is responsible for ensuring that the report is written in such a way that it is understandable to the agency.

Once the draft is completed, it is provided to the committee for review and concurrence. Substantive discussions and revisions to the report must be conducted in a public forum; often this is conducted through email.

When the Chair determines the draft reflects the findings and recommendations of the committee, members are asked to concur on the draft report or to concur with minor editorial comments. In rare cases, a member may conclude that his/her viewpoint cannot be reconciled with the panel's majority view or adequately expressed within the report. In such instances, the non-concurring member(s) may draft a short dissenting view or minority report that is appended to the draft report.

Role of the Agency in the Report Process: Air University should not in any way attempt to

influence the content of the committee report. However, the agency is provided an opportunity to request technical corrections (errors of fact) or clarification of text in draft reports.

Quality Review and Report Approval: The report must be reviewed by the committee and approved by the Chair. The quality review should be guided by four questions:

1. Were the charge questions or issues to the committee adequately addressed?
2. Are there any errors or omissions or issues that are not adequately dealt with in the draft report?
3. Is the draft report clear and logical?
4. Are the conclusions drawn or recommendations provided supported by the body of the draft report?

Report Transmittal: When the Chair is satisfied that all issues have been addressed, he/she approves by authorizing signature. The final minutes are sent to Service Academy and Pentagon Libraries and they are posted on the AU and FACA database websites.

Agency Response: All FACA committees are advisory and the agency is not required to accept the committee's advice. However, the agency response usually acknowledges the committee's recommendations and discusses which recommendations will be taken and which cannot be acted on and why.

AU BoV Website and DFO Contact Information

AU BoV Website

<https://www.airuniversity.af.edu/Academic-Affairs/BoardOfVisitors/>

Designated Federal Officer

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Acronym and Helpful Translations



ACC	Air Combat Command
ACSC	Air Command and Staff College
AD	Administratively determined (civilian faculty, usually PhD, authorized under Title 10, US Code) or Active Duty
AETC	Air Education and Training Command (AU's Parent Command)
Air Staff	Air Force Staff (in the Pentagon)
Airman	A member of the Air Force—officer, enlisted, civilian, regardless of sex (plural Airmen)
AFSA	AF First Sergeant Academy
AFCCC	Air Force Chaplain Corps College
AFCLC	Air Force Culture and Language Center
AFF	Air Force Fellows
AFGSC	Air Force Global Strike Command
AFI	Air Force Instruction
AFIT	Air Force Institute of Technology
AFMC	Air Force Materiel Command
AFNC	Air Force Negotiation Center
AFRC	Air Force Reserve Command
AFSC	Air Force Specialty Code
AFSOC	Air Force Special Operations Command
ALS	Airman Leadership School
AMC	Air Mobility Command
AU	Air University
AUF	Air University Fellows
AUL/MFRIC	Air University Library / Muir S. Fairchild Research Information Center
AWC	Air War College
Barnes Center	Barnes Center for Enlisted Education
Blue Horizons	USAF Center for Strategy and Technology
BMT	Basic Military Training
BoV	Board of Visitors
BX	Base Exchange (Department store for military personnel)
CCAF	Community College of the Air Force
CLC	CMSgt Leadership Course
CLDS	Civilian Leadership Development School
CPDS	Commander's Professional Development School
CSAF	Chief of Staff of the Air Force
CSLC	USAF Center for Strategic Leadership Communication
Cyber College	Air Force Cyber College

DAF	Department of the Air Force
DFM&CS	Defense Financial Management & Comptroller School
DoD	Department of Defense
DoDD	Department of Defense Directive
DSN	Defense Switching Network (government phone system)
Eaker Center	Eaker Center for Professional Development
EPMEIC	EPME Instructor Course
EPMEP	Enlisted Professional Military Education Policy
eSchool	eSchool of Graduate PME
FSPDS	Force Support Professional Development School
GS	General Schedule (a civilian pay plan) (authorized under Title 5, US Code)
Holm Center	Holm Center for Officer Accessions & Citizen Development
JPME	Joint Professional Military Education
JROTC	Air Force Junior Reserve Officer Training Corps
LeMay Center	LeMay Center for Doctrine Development and Education
IG	Inspector General
IOS	International Officer School
MAJCOM	Major Command (such as AETC)
NCOA	Noncommissioned Officer Academy
O&M	Operations and Maintenance
OI	Operating Instruction
OPMEP	Officer Professional Military Education Policy
OTS	Officer Training School
PACADFPACE	Profession of Arms Center of Excellence
PAJE	Process for the Accreditation of Joint Education
PCE	Professional Continuing Education
PME	Professional Military Education
POM	Program Objective Memorandum (a budgeting document)
POV	Privately Owned Vehicle (your car)
QEP	Quality Enhancement Plan
ROTC	Reserve Officer Training Corps
SAASS	School of Advanced Air and Space Studies
SACSCOC	Southern Association of Colleges and Schools Commission on Colleges (AU's regional accrediting body)
SAF or SECAF	Secretary of the Air Force (senior civilian leader)
SNCOA	AF Senior Noncommissioned Officer Academy
SOS	Squadron Officer School
“The Circle”	Chennault Circle (most major Air University schools are located “on the circle”)

TDY	Temporary Duty Yonder
UCMJ	Uniform Code of Military Justice
USAF or AF	United States Air Force
USAFA	US Air Force Academy
USAFCSDS	USAF Center for Strategic Deterrence Studies
USAFE-AFAFRICA	United States Air Forces in Europe – Air Forces Africa
USAFTPS	USAF Test Pilot School
USSF	United States Space Force
VOQ	Visiting Officers' Quarters

Air Force and Space Force Ranks








Enlisted Insignia

Enlisted Paygrade	 Air Force	 Space Force
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Service members in paygrades E-1 through E-3 are usually either in some kind of training status or on their initial assignment. The training includes the basic training phase where recruits are immersed in military culture and values and are taught the core skills required. Basic training is followed by a specialized or advanced training phase that provides recruits with a specific area of expertise or concentration.

E-1	Airman Basic	Specialist 1 (Spc1)
E-2	Airman (Amn) 	Specialist 2 (Spc2) 
E-3	Airman First Class (A1C) 	Specialist 3 (Spc3) 
E-4	Senior Airman (SrA) 	Specialist 4 (Spc4) 




Leadership responsibility significantly increases in the midlevel enlisted ranks. This responsibility is given formal recognition by use of the term noncommissioned officer. An Air Force staff sergeant and a Space Force Sergeant are considered NCO ranks.





E-5	<p>Staff Sergeant (SSgt)</p> 	<p>Sergeant (Sgt)</p> 
E-6	<p>Technical Sergeant (TSgt)</p> 	<p>Technical Sergeant (TSgt)</p> 
E-7	<p>Master Sergeant (MSgt)</p>  <p>First Sergeant</p> 	<p>Master Sergeant (MSgt)</p> 

At the E-8 level, the Air Force has two positions at the same paygrade. Whether one is, for example, a senior master sergeant or a first sergeant in the Air Force depends on the person's job.

The same is true for the positions at the E-9 level. All told, E-8s and E-9s have 15 to 30 years on the job, and are commanders' senior advisers for enlisted matters.

A third E-9 element is the senior enlisted person of each service. The sergeant major of the Army, the sergeant major of the Marine Corps, the master chief petty officer of the Navy and the chief master sergeant of the Air Force are the spokespersons of the enlisted force at the highest levels of their services.

	<p>Senior Master Sergeant (SMSgt)</p> 	
E-8	<p>First Sergeant</p> 	<p>Senior Master Sergeant (SMSgt)</p> 

	<p>Chief Master Sergeant (CMSgt)</p> 	
E-9	<p>First Sergeant</p> 	<p>Chief Master Sergeant (CMSgt)</p> 
	<p>Command Chief Master Sergeant</p> 	

E-9	<p>Chief Master Sergeant of the Air Force</p> 	<p>Chief Master Sergeant of the Space Force</p> 
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Officer Insignia

Officer
Paygrade







Air Force



Space Force

The commissioned ranks are the highest in the military. These officers hold presidential commissions and are confirmed at their ranks by the Senate. Company grade officers serve in the paygrades of O-1 to O-3, field grade officers in paygrades O-4 to O-6 and general officers in paygrades O-7 and higher. Currently there is no difference between the Air Force and Space Force Officer Insignia.

O-1	Second Lieutenant (2d Lt) 
O-2	First Lieutenant (1st Lt) 
O-3	Captain (Capt) 
O-4	Major (Maj) 

O-5

Lieutenant Colonel
(Lt Col)



O-6

Colonel
(Col)



O-7

Brigadier General
(Brig Gen)



O-8

Major General
(Maj Gen)



O-9

Lieutenant General
(Lt Gen)



O-10

General

(Gen)



General of the Air Force
(Reserved for wartime only)



N/A