COMMANDER'S MISSION ANALYSIS AND REVIEW (CMAR) CHECKLIST (1 September 2021)

Area	Item	Requirement	Source	AFI 90-201 Linkage

Program Execution	1	Does the Program/Unit have a process for ensuring program design and execution meets established learning requirements?
		
		Evidence: Program/Unit Operating Instruction; Completed Requirements and Standards Crosswalk for each delivery mode.
			• AUI 36-2602:
			  Para. 1.2.4.3.
			  Para. 8.2.2.1.
			  Para. 8.3.1.2.
			  Para. 8.3.1.3.
			  Para. 8.3.1.8.
			• CJCSI 1805.01B (EPMEP):
			  Enclosure B
			• CJCSI 1800.01F (OPMEP):
			  Enclosure A, Paras. 7b, 8a-b
			  Standards 3 and 4
			• DODI 1322.PB:
			  Para. 1.2.a, b, c, f.
			  Para. 3.c.
			• JCS Vision:
			  Adapt and Innovate PME
			• SACSCOC Standards:
			  CR 7.1, 7.2, CR 8.1, 8.2a, 8.2b, 9.1, 9.3, 9.6, 9.7, 10.4
				4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.
				
				4.6.3.2. Process Controls. Controls are in-process measurements of critical points which should occur as early as possible to minimize problems and costs resulting from deviations from expected performance, e.g., risk mitigation. Controls manage or mitigate meaningful, acceptable risks when functioning as intended.

Program Execution	2	Does the Program/Unit evaluate curriculum effectiveness, teaching, and student learning?
		
		Evidence: Program/Unit Operating Instruction; Completed Curriculum Map and Key Assessments; Assessment Plan for each mode of delivery.
		
		NOTE: Data source for institutional planning and assessment.
			• AUI 36-2602:
			  Para. 1.2.4.3.
			  Para. 8.2.2.1.
			  Para. 8.3.1.4.
			  Para. 8.3.1.5.
			• DODI 1322.PB:
			  Para. 1.2.f.
			  Para. 4.3. and 4.4.
			• OPMEP:
			  Enclosure A, Para. 7b, 8a, 8b
			  Standards 3 and 4
			• SACSCOC Standards:
			  8.2a, 8.2b, CR 7.1, 8.1
				4.6.3.3. Continuous Process Improvement. Leadership is committed to and has oversight of Continuous Process Improvement methodologies for reducing waste in processes used to execute the mission, including feedback from those executing policy and guidance. Continuous Process Improvement plans should be followed to completion using a tracking mechanism, such as the Practical Problem Solving Method. The organization needs to have appointed the proper-level Master Process Officer/Wing Process Manager in accordance with AFI 38-401, Continuous Process Improvement. Additionally, the organization should have access to and use certified process improvement practitioners to facilitate Continuous Process Improvement efforts.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Program Execution	3	Does the Program/Unit use and document a closed-loop feedback process that is then communicated (as appropriate) to support decision making and inform stakeholders? *Evidence: Program/Unit Operating Instruction; Completed Program Assessment Record (Assessment Plan and Report) for each mode of delivery.* *NOTE: Data source for institutional planning and assessment.*	• AUI 36-2602: Para. 1.2.4.3. Para. 1.2.4.7. Para. 8.2.2.1. Para. 8.3.1.6. • DODI 1322.PB: Para. 1.2f. Para. 4.3. and 4.4. • OPMEP: Enclosure A, Para. 8a, 8b Standard 4 • SACSCOC Standards: 8.2a, 8.2b, CR 7.1, CR 8.1	4.6.3.3. Continuous Process Improvement. Leadership is committed to and has oversight of Continuous Process Improvement methodologies for reducing waste in processes used to execute the mission, including feedback from those executing policy and guidance. Continuous Process Improvement plans should be followed to completion using a tracking mechanism, such as the Practical Problem Solving Method. The organization needs to have appointed the proper-level Master Process Officer/Wing Process Manager in accordance with AFI 38-401, Continuous Process Improvement. Additionally, the organization should have access to and use certified process improvement practitioners to facilitate Continuous Process Improvement efforts.
Program Execution	4	**Special Areas of Emphasis, Topics, or Injects from *External* Sources.** Does the Program/Unit have a process to integrate mandated and recommended topics for program alignment to emerging issues? (e.g., SecDef, SecAF, Joint Staff, OPMEP SAEs, Functional requirements.) *Evidence: Program/Unit Operating Instruction; Completed Curriculum Map and Key Assessments Plan.*	• AUI 36-2602: Para. 1.2.4.6. Para. 8.2.2.1. Para. 8.3.1.8. • DODI 1322.PB: Para. 3.d. • OPMEP: Enclosure A, Para. 7c Standard 4 • SACSCOC Standards: 9.1, 9.3, 9.7, 10.4	4.6.3.2. Process Controls. Controls are in-process measurements of critical points which should occur as early as possible to minimize problems and costs resulting from deviations from expected performance, e.g., risk mitigation. Controls manage or mitigate meaningful, acceptable risks when functioning as intended. 4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Program Execution	5	**Special Areas of Emphasis, Topics, or Injects from *Internal* Sources.** Does the Program/Unit have a process in place for faculty to design and influence appropriate topics for curriculum integration? *Evidence: Program/Unit Operating Instruction.*	• AUI 36-2602: Para. 8.2.2.1. Para. 8.3.1.8. • OPMEP: Standard 4 • SACSCOC Standards: 6.2a, 6.2b, 6.2c, CR 9.1, CR 9.3, 9.7, 10.4	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results. 4.6.3.2. Process Controls. Controls are in-process measurements of critical points which should occur as early as possible to minimize problems and costs resulting from deviations from expected performance, e.g., risk mitigation. Controls manage or mitigate meaningful, acceptable risks when functioning as intended.
Faculty	6	**Faculty management.** Does the Program/Unit ensure that **quality** military professionals are assigned as faculty members? *Evidence: OIRSD results; AU Fellow results; DSD results; EQUAL+ results*	• AUI 36-2602: Para. 5.2.2.3. • DODI 1322.PB: Para. 1.2.g. Para. 4.6.a. • OPMEP: Para. 5.f Enclosure A, Para. 10a Standard 5 • SACSCOC Standards: CR 6.1, 6.2a, 6.2b, 6.2c, 6.3.	4.6.4.3. Organization Manning. Manpower resources are addressed in the Unit Manpower Document, Unit Personnel Management Roster, Alpha and/or Unit Rosters (one each for civilian, military, and contractor), and the organization chart. When mismatches or variations of personnel assigned exist, organization has a process to identify and is actively pursuing resolution.
Faculty	7	**Faculty management.** Does the Program/Unit ensure that all faculty members are **qualified** to teach their assigned courses? *Evidence: Course-level minimum criteria or standards; Four column faculty qualification matrix or roster*	• AUI 36-2602: Para. 1.2.4.3. Para. 5.2.3.2. Para. 5.2.3.3. Para. 5.2.3.4. Para. 5.6.1. Para. 5.9.2. • OPMEP: Para. 5.f Enclosure A, Para. 10a Standard 5 • SACSCOC Standards: CR 6.1, 6.2a, 6.2b, 6.2c, 6.3	4.6.4.4. Organizational Staffing. A process should be in place to ensure properly trained personnel/AFSCs are aligned with mission requirements. For warfighting headquarters and other organizations who employ matrixed staffing constructs, business practices should be codified and well understood, ensuring clear lines of authority and accountability as well as balanced workload distribution.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Faculty	8	**Faculty management.** Does the Program/Unit ensure that **sufficient** qualified faculty members are assigned to maintain academic quality, integrity, and review for unit mission sets? *Evidence: Faculty fill rate (authorized vs assigned); faculty-to-student ratio; teaching load; teaching assignments.* [NOTE: Also applies to non-instructional service Program/Units.]	• AUI 36-2602: Para. 5.2.3.1. Para. 5.6.1. • OPMEP: Para. 5.f Enclosure A, Para. 10 and 12 Standard 5 • SACSCOC Standards: CR 6.1, 6.2a, 6.2b, 6.2c, 6.3	<mark>4.6.4.3. Organization Manning</mark>. Manpower resources are addressed in the Unit Manpower Document, Unit Personnel Management Roster, Alpha and/or Unit Rosters (one each for civilian, military, and contractor), and the organization chart. When mismatches or variations of personnel assigned exist, organization has a process to identify and is actively pursuing resolution. <mark>4.6.4.4. Organizational Staffing</mark>. A process should be in place to ensure properly trained personnel/AFSCs are aligned with mission requirements. For warfighting headquarters and other organizations who employ matrixed staffing constructs, business practices should be codified and well understood, ensuring clear lines of authority and accountability as well as balanced workload distribution.
Faculty	9	**Faculty management.** Does the Program/Unit ensure there are faculty members with the **content expertise** required to address all unit and institutional priorities, core courses, SAEs, etc.? *Evidence: Faculty assigned vs. current requirements; faculty assigned vs. emerging requirements.* [NOTE: Also applies to non-instructional service Program/Units.]	• AUI 36-2602: Para. 1.2.4.3. Para. 5.2.3.9 Para. 5.2.3.10 Para. 5.6.1.1. • DODI 1322.PB: Para. 4.6.b. Para. 4.6.c. • OPMEP: Para. 5.f Enclosure A, Para. 10 Standard 5 • SACSCOC Standards: CR 6.1, 6.2a, 6.2b, 6.2c, 6.3	<mark>4.6.4.4. Organizational Staffing</mark>. A process should be in place to ensure properly trained personnel/AFSCs are aligned with mission requirements. For warfighting headquarters and other organizations who employ matrixed staffing constructs, business practices should be codified and well understood, ensuring clear lines of authority and accountability as well as balanced workload distribution.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Faculty	10	**Faculty management.** Does the Program/Unit **evaluate and reward** faculty performance based on their academic contributions? *Evidence:* Allocation, distribution, and justification of academic promotions, academic awards, professional recognition, incentives and steps, leave for professional development; Operating Instruction.	• AUI 36-2602: Para. 5.6.1 Para. 5.6.1.5. • DODI 1322.PB: Para. 4.6.a. • OPMEP: Para. 5.f Enclosure A, Para. 10a Standard 5 • SACSCOC Standards: CR 6.1, 6.2a, 6.2b, 6.2c, 6.3	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.
Faculty	11	**Faculty management.** Does the Program/Unit ensure that departing military faculty have **career opportunities** commensurate with their academic performance at AU? *Evidence: Rack and stack memo; promotion rates; command assignments; successful Talent Management matching.*	• AUI 36-2602: Para. 5.6.1.3. Para. 5.6.1.5. Para. 5.7.1. • DODI 1322.PB: Para. 4.6.a. • OPMEP: Para. 5.f Enclosure A, Para. 10a Standard 5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.
Faculty	12	**Faculty management.** Does the Program/Unit employ a comprehensive approach to develop faculty as **teachers**? *Evidence: Initial and on-going faculty development events in support of instruction; attendance of events; Instructor and Master Instructor badges awarded; Unit Operating Instruction.*	• AUI 36-2602: Para. 1.2.4.3. Para. 5.2.2.3 Para. 5.2.3.9. Para. 5.2.3.10. Para. 5.6.1.1. Para. 5.6.1.3. • DODI 1322.PB: Para. 4.6.c. • OPMEP: Para. 5.f Enclosure A, Para. 10 Standard 5 • SACSCOC Standards: CR 6.1, 6.2a, 6.3, 6.5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Faculty	13	**Initial and annual faculty development.** Does the Program/Unit employ a comprehensive approach to develop faculty as **scholars**? *Evidence: Faculty publications; faculty conference presentations; conferences attended by faculty; leave for professional development opportunities provided to faculty; resources committed to and expended on faculty development as scholars; Unit Operating Instruction.*	• AUI 36-2602: Para. 1.2.4.9. Para. 5.2.3.11. Para. 5.6.1.3. Para. 5.7.1. Para. 5.7.6.2. • DODI 1322.PB: Para. 4.6.c. • OPMEP: Para. 5.f Enclosure A, Para. 10a Standard 5 • SACSCOC Standards: CR 6.1, 6.2a, 6.3, 6.5	4.6.2.5. Developing Future Leaders. The organization has leadership development programs/processes in place for civilian, officer, and enlisted personnel. Organization should proactively develop personnel through mentoring programs and establishment of training and professional education plans. Organization should have a process for prioritization and selection of training and education opportunities beneficial to both the organization and individuals. 4.6.2.6. Training. Organization has a training plan which ensures personnel are adequately trained for primary duties. Organization tracks personnel training and reviews status monthly in accordance with AFI 36-2201, Air Force Training Program. The program should also include a process for identifying and resolving deficiencies. 4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.
Faculty	14	**Initial and annual faculty development.** Does the Program/Unit employ a comprehensive approach to develop faculty as **practioners (i.e., Airmen)**? *Evidence: Professional development opportunities provided to faculty; resources committed to and expended on faculty development as practitioners (i.e., Airmen); Operating Instruction.* [NOTE: Also applies to non-instructional service Program/Units.]	• AUI 36-2602: Para. 1.2.4.9. Para. 5.6.1.3. Para. 5.7.6.3. • OPMEP: Para. 5.f Enclosure A, Para.10a Standard 5 • SACSCOC Standards: CR 6.1, 6.2a, 6.3, 6.5	4.6.2.6. Training. Organization has a training plan which ensures personnel are adequately trained for primary duties. Organization tracks personnel training and reviews status monthly in accordance with AFI 36-2201, Air Force Training Program. The program should also include a process for identifying and resolving deficiencies.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Faculty	15	**Initial and annual faculty development.** Does the Program/Unit employ initial and annual faculty development opportunities to ensure faculty remain current in… a. areas of expertise b. the institutions's curriculum c. pertinent policy and strategy d. advances in learning theory and the educational technologies employed within the institution. e. specific technological solutions employed within the institution to support learning outcomes and the overarching DoD learning enterprise. *Evidence: New Faculty Certification Course reports; Annual Unit/Program Faculty Development records (schedules, agendas, MFRs, etc.)* [NOTE: Items "a", "c", and "e" apply to non-instructional service Program/Units.]	• AUI 36-2602: Para. 1.2.4.9. Para. 5.7.6. Para. 5.7.6.3 • DoDI 1322.PB Para. 4.6.c. • OPMEP: Para. 5.f Enclosure A, Para. 10a Standard 5 • SACSCOC Standards: CR 6.1, 6.2a, 6.2b, 6.3, 6.5	4.6.1.3. Strategic Plan. Strategic thinking and planning enables the organization to conceive and articulate its mission, vision, priorities, goals, and measurable objectives in an approved strategic plan. The strategic plan becomes the overarching playbook which provides the organization focus and direction as well as defines and guides subordinate organization/echelon plans. 4.6.2.6. Training. Organization has a training plan which ensures personnel are adequately trained for primary duties. Organization tracks personnel training and reviews status monthly in accordance with AFI 36-2201, Air Force Training Program. The program should also include a process for identifying and resolving deficiencies.
Academic Support Services	16	Does the Program/Unit have program outcomes for services supporting teaching, learning and achievement of program outcomes: f. Specific services internal to the program g. Services provided by AU h. Services from an external source *Evidence: Internal Program/Unit Operating Instruction and PLO Student Services Crosswalk*	• AUI 36-2602: Para. 1.2.4.7. Para. 8.3.1.1 • OPMEP: Standard 6 • SACSCOC Standards: CR 7.1, CR 8.1, 8.2c, CR 11.1, 11.3, CR 12.1, 12.2 (12.2 for a & b only).	4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Academic Support Services	17	Does the Program/Unit evaluate the effectiveness of services supporting teaching, learning and achieving program outcomes? *Evidence: Internal Program/Unit Operating Instruction and Assessment Plan* *NOTE: Data source for institutional planning and assessment.*	• AUI 36-2602: Para. 1.2.4.7. Para. 8.3.1.1. • OPMEP: Standard 6 • SACSCOC Standards: CR 7.1, CR 8.1, 8.2.3, CR 11.1, 11.3, CR 12.1	4.6.3.3. Continuous Process Improvement. Leadership is committed to and has oversight of Continuous Process Improvement methodologies for reducing waste in processes used to execute the mission, including feedback from those executing policy and guidance. Continuous Process Improvement plans should be followed to completion using a tracking mechanism, such as the Practical Problem Solving Method. The organization needs to have appointed the proper-level Master Process Officer/Wing Process Manager in accordance with AFI 38-401, Continuous Process Improvement. Additionally, the organization should have access to and use certified process improvement practitioners to facilitate Continuous Process Improvement efforts.
Academic Support Services	18	Does the Program/Unit use a closed loop feedback process documented and communicated to support decision making and inform stakeholders? *Evidence: Internal Program/Unit Operating Instruction and Assessment Record* *NOTE: Data source for institutional planning and assessment.*	• AUI 36-2602: Para. 1.2.4.5. Para. 8.3.1.4. • SACSCOC Standards: CR 7.1, CR 8.1, 8.2c, CR 11.1, 11.3, CR 12.1	4.6.3.3. Continuous Process Improvement. Leadership is committed to and has oversight of Continuous Process Improvement methodologies for reducing waste in processes used to execute the mission, including feedback from those executing policy and guidance. Continuous Process Improvement plans should be followed to completion using a tracking mechanism, such as the Practical Problem Solving Method. The organization needs to have appointed the proper-level Master Process Officer/Wing Process Manager in accordance with AFI 38-401, Continuous Process Improvement. Additionally, the organization should have access to and use certified process improvement practitioners to facilitate Continuous Process Improvement efforts.
Academic Support Services	19	Does the Program/Unit communicate or provide awareness of these services to students and faculty to include: a. Specific services internal to the program b. Services provided by AU c. Services from an external source *Evidence: Internal Program/Unit Operating Instruction and/or Student Briefing Slides and/or Student Handbooks, etc.*	• OPMEP: Standard 6 • SACSCOC Standards: CR 7.1, CR 8.1, 8.2c, CR 11.1, 11.3, CR 12.1, 12.2 (12.2 for b only)	4.6.2.1. Internal Communication. The organization's mission and vision statements, along with leadership's values and expectations, are well understood throughout the organization. Organizational strategic plans/flight plans/campaign support plans are well understood and organizational members know their role in achieving stated performance goals and objectives. 4.6.2.4. Internal Feedback. Leadership has a process to solicit feedback, address concerns, and provide feedback. Airmen should be comfortable with providing feedback without fear of reprisal and have confidence the concerns are addressed appropriately.

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Student Administration	20	**Student Profile**. Does the Program/Unit have a process for identifying, recruiting, selecting, and admitting qualified students: *Evidence: AF Instruction, Program/Unit Internal Operating Instruction*	• DODI 1322.PB: Para. 1.2.g, 4.5.b. • JCS Vision. Identify the Right Students • OPMEP: Enclosure A, Para. 9 and 14 • SACSCOC Standards: 10.5, 14.5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.
Student Administration	21	**Student Profile**. Does the Program/Unit ensure diverse perspectives within the learning experience? *Evidence: Program/Unit Operating Instruction; Provide a report of current year's student profiling: Program/enrolled: active, guard, reserve, sister services, international, civilian, contractor, interagency Student status and Full or Part Time equivalent Number enrolled by seminar/section based on gender, ethnicity, AFSC, Base Other required student data by external stakeholders*	• AUI 36-2602: Para. 6.2.2.1.1. Para. 6.2.2.2.2. • OPMEP: Enclosure A, Para. 9b Standards 1, 2 • SACSCOC Standards: 10.5, 14.5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results. 4.6.3.2. Process Controls. Controls are in-process measurements of critical points which should occur as early as possible to minimize problems and costs resulting from deviations from expected performance, e.g., risk mitigation. Controls manage or mitigate meaningful, acceptable risks when functioning as intended.
Student Administration	22	**Student Achievement as evidenced by (AEB) Matriculation.** Does the Program/Unit advise key Air Force leaders and decision makers on graduates' enhanced capabilities and potential for employment in future assignments? *Evidence: (Pending talent management utilization – TMU – info).*	• AUI 36-2602: Para. 1.2.4.6. • DODI 1322.PB: Para. 4.4.c. • JCS Vision Align Education and Utilization of Talent • OPMEP: Enclosure A, Para. 7 and 9a • SACSCOC Standards: CR 7.1, 7.2, CR 8.1, 8.2a, 8.2b, 8.2c	4.6.2.5. Developing Future Leaders. The organization has leadership development programs/processes in place for civilian, officer, and enlisted personnel. Organization should proactively develop personnel through mentoring programs and establishment of training and professional education plans. Organization should have a process for prioritization and selection of training and education opportunities beneficial to both the organization and individuals. 4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.

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Area	Item	Requirement	Source	AFI 90-201 Linkage
Student Administration	23	**Student Achievement AEB Matriculation.** Does the Program/Unit manage and document graduate placement to capitalize on education students received to include: Graduation Rate, Graduate Promotion Rate, Graduate (Service) Retention Rate, & Graduate Career Progression *Evidence: (Pending talent management utilization – TMU – info).*	• AUI 36-2602: Para. 1.2.4.6. • DODI 1322.PB: Para. 4.5a, 5.2.c (1-8) • JCS Vision Align Education and Utilization of Talent • OPMEP: Enclosure A, Para. 7 and 9a • SACSCOC Standards: CR 7.1, 7.2, CR 8.1, 8.2a, 8.2b, 8.2c	4.6.2.5. Developing Future Leaders. The organization has leadership development programs/processes in place for civilian, officer, and enlisted personnel. Organization should proactively develop personnel through mentoring programs and establishment of training and professional education plans. Organization should have a process for prioritization and selection of training and education opportunities beneficial to both the organization and individuals. 4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.
Student Administration	24	**Student Achievement AEB Matriculation.** Does the Program/Unit have a process to communicate to Talent Management Services graduates' potential in the following four areas: research, writing, analytics achievement, and potential leadership? *Evidence: (Pending talent management utilization – TMU – info).* *NOTE: Data source for institutional planning and assessment.*	• AUI 36-2602: Para. 1.2.4.1. Para. 6.2.2.3. Para. 11.4. • DODI 1322.PB: Para. 5.2.c (3) • JCS Vision. Demand and Award Academic Excellence	4.6.2.5. Developing Future Leaders. The organization has leadership development programs/processes in place for civilian, officer, and enlisted personnel. Organization should proactively develop personnel through mentoring programs and establishment of training and professional education plans. Organization should have a process for prioritization and selection of training and education opportunities beneficial to both the organization and individuals. 4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.
Student Administration	25	**Award Process.** Does the Program/Unit have processes for recognizing superior performers such as distinguished, top student, best paper, etc. to include performance criteria? *Evidence: Program/Unit Operating Instruction; reference source of topics*	• AUI 36-2602: Para. 1.2.4.1. Para. 6.2.2.2 Para. 6.2.2.3 Para. 14.4.4. • DODI 1322.PB: Para. 4.4.d. and 4.4.e. • JCS Vision. Demand and Award Academic Excellence	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results.

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Student Administration	26	**Award Process.** Does the Program/Unit monitor and analyze the rate of recognition? *Evidence: Program/Unit Operating Instruction; Reports demonstrating*	• AUI 36-2602: Para. 1.2.4.1. Para. 6.2.2.2. Para. 14.4.2. • JCS Vision. Demand and Award Academic Excellence	4.6.3.2. Process Controls. Controls are in-process measurements of critical points which should occur as early as possible to minimize problems and costs resulting from deviations from expected performance, e.g., risk mitigation. Controls manage or mitigate meaningful, acceptable risks when functioning as intended.
Student Administration	27	**Student Complaints and Grievances.** Does the Program/Unit have internal policies and processes to address and resolve student complaints that aligns to the AU policy? *Evidence: Program/Unit Operating Instruction; reference source of topics*	• AUI 36-2602: Para. 1.2.4.1. Chapter 7 • SACSCOC Standards: 12.4, 14.5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results. 4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.

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Student Administration	28	**Student Complaints and Grievances.** Does the Program/Unit have processes for maintaining a record of student complaints and their resolution for five years? *Evidence: Program/Unit Operating Instruction; reference source of topics*	• AUI 36-2602: Para. 1.2.4.1. Chapter 7 • SACSCOC Standards: 12.4, 14.5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results. 4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.
Student Administration	29	**Student Complaints and Grievances.** Does the Center/Program have processes to address and resolve student grievances that aligns to the AU policy? *Evidence: Program/Unit Operating Instruction; reference source of topics*	• AUI 36-2602: Para. 1.2.4.1 Chapter 7 • SACSCOC Standards: 12.4, 14.5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results. 4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Student Administration	30	**Student Complaints and Grievances.** Does the Program/Unit have processes for maintaining a record of student grievances and their resolution for five years? *Evidence: Program/Unit Operating Instruction; reference source of topics*	• AUI 36-2602: Para. 1.2.4.1. Chapter 7 • SACSCOC Standards: 10.1, 12.3, 12.4, 14.5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results. 4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.
Student Administration	31	**Student Disenrollment.** Does the Program/Unit have internal policies and processes for student disenrollment that aligns to the AU policy? *Evidence: Program/Unit Operating Instruction; reference source of topics*	• AUI 36-2602: Para. 1.2.4.1. Chapter 7 • SACSCOC Standards: 10.1, 10.2, 12.3, 12.4, 14.5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results. 4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Student Administration	32	**Student Disenrollment.** Does the Program/Unit have processes for maintaining a record of disenrollment for five years? *Evidence: Program/Unit Operating Instruction; reference source of topics*	• AUI 36-2602: Para. 6.7.2. • SACSCOC Standards: 12.4, 14.5	4.6.3.1. Key Work Processes. Key processes for the organization should be documented and measured via meaningful metrics. Leadership should review and analyze key processes and take action based on results. 4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.
General Administration	33	**Policy and Procedures.** Does the Center/School/Unit have a process to review internal and external policy for compliance and/or superseded requirements? *Evidence: Completed/adjudicated CRM and revised policy that impact Center/School.*	• AUI 36-2602: Para. 1.2.4.1. • SACSCOC Standards: 10.1; 10.2; 10.4, 12.3; 14.2; 14.3	4.6.1.5. Governance and Legal Authority. Establishment of clear/streamlined/current guidance, and a process to identify/correct inaccurate/update outdated guidance. Legal authority ensures organizations operate and function within a current/accurate mission directive.
General Administration	34	**Policy and Procedures.** How are policies *synchronized internally* across your organization to include: Programs, Faculty, Students, Student Services and Administration? *Evidence: Internal Policy Crosswalk for Internal consistency of internal handbooks, operating instructions, standard operating procedures, briefings, etc.*	• AUI 36-2602: Para. 1.2.4.1. • SACSCOC Standards: 10.1, 10.2, 10.4, 12.3, 14.2, 14.3	4.6.2.1. Internal Communication. The organization's mission and vision statements, along with leadership's values and expectations, are well understood throughout the organization. Organizational strategic plans/flight plans/campaign support plans are well understood and organizational members know their role in achieving stated performance goals and objectives.

Area	Item	Requirement	Source	AFI 90-201 Linkage
General Administration	35	**Policy and Procedures.** How are policies *synchronized within AU and the 42ABW* to include: Programs, Faculty, Students, Student Services and Administration? *Evidence: Crosswalk of Program/Unit Operating Instructions to AU and 42 ABW policies.*	• AUI 36-2602: Para. 1.2.4.1. • SACSCOC Standards: 10.1, 10.2, 12.3, 14.2, 14.3	4.6.2.1. Internal Communication. The organization's mission and vision statements, along with leadership's values and expectations, are well understood throughout the organization. Organizational strategic plans/flight plans/campaign support plans are well understood and organizational members know their role in achieving stated performance goals and objectives.
General Administration	36	**Policy and Procedures.** How are policies *synchronized with AETC, DAF*, etc.? *Evidence: Crosswalk of Program/Unit Operating Instructions to AETC and DAF, etc., as applicable. (Crosswalk to AFI; to DoDI; to CJCSI; to AU Strategic Plan; to AETC Strategic Plan; to DAF Strategic Plan…)*	• AUI 36-2602 Para. 1.2.4.1. Para. 1.2.5.1. Para. 1.2.5.2.	4.6.1.3. Strategic Plan. Strategic thinking and planning enables the organization to conceive and articulate its mission, vision, priorities, goals, and measurable objectives in an approved strategic plan. The strategic plan becomes the overarching playbook which provides the organization focus and direction as well as defines and guides subordinate organization/echelon plans.
General Administration	37	**Fiscal Processes.** Does the Center/School/Unit have a process to identify, prioritize, allocate, and apportion fiscal resources to support all program requirements and needs to include faculty, students, services, external reviews etc.? *Evidence: Program/Unit Operating Instruction.*	• AFI 65-601V2: Para.10.2.1 and 10.2.3 • AUI 36-2602: Para: 1.2.4.7 Para. 1.2.4.8. • OPMEP: Standard 6 • SACSCOC Standards: CR 4.1, 4.3, CR 13.1, CR 13.2, 13.3,	4.6.4.1. Financial Planning. Proper financial planning forecasts, prioritizes, and plans the expenditures for the assessed mission area to drive informed decisions. Resources should be addressed in the Execution Plan and demonstrate financial sustainability of the organization. Leadership should encourage an environment of cost effectiveness and financial responsibility at all levels.
General Administration	38	**Fiscal Processes.** Does the Center/School/Unit coordinate fiscal processes with AU fiscal planning and execution processes? *Evidence: Program/Unit Operating Instruction and past submissions demonstrating engagement in the AU process.*	• AUI 36-2602: Para: 1.2.4.5 Para. 1.2.4.6. • OPMEP: Standard 6 • SACSCOC Standards: CR 4.1, 4.3, CR 13.1, CR 13.2, 13.3	4.6.4.1. Financial Planning. Proper financial planning forecasts, prioritizes, and plans the expenditures for the assessed mission area to drive informed decisions. Resources should be addressed in the Execution Plan and demonstrate financial sustainability of the organization. Leadership should encourage an environment of cost effectiveness and financial responsibility at all levels.

Area	Item	Requirement	Source	AFI 90-201 Linkage
General Administration	39	**Fiscal Processes.** Does the Center/School/Unit document how adjustments occur, including identifying surpluses, shortfalls, issues, needs, and requirements? *Evidence: Memorandum, spreadsheet, email, to/from FM by dean or commandant that explains adjustments, surplus, shortfall, needs, and requirements.*	• AUI 36-2602: Para: 1.2.4.5 Para. 1.2.4.6. • OPMEP: Standard 6 • SACSCOC Standards: CR 4.1, 4.3, CR 13.1, CR 13.2, 13.3	4.6.4.1. Financial Planning. Proper financial planning forecasts, prioritizes, and plans the expenditures for the assessed mission area to drive informed decisions. Resources should be addressed in the Execution Plan and demonstrate financial sustainability of the organization. Leadership should encourage an environment of cost effectiveness and financial responsibility at all levels.
General Administration	40	**Fiscal Processes.** Does the Center/School/Unit appoint a Resource Advisor and provide AU/FMA with the appointment letter? *Evidence: Appointment Letter*	• AFI 65-601V2 Para. 10.2.3.7	4.6.4.1. Financial Planning. Proper financial planning forecasts, prioritizes, and plans the expenditures for the assessed mission area to drive informed decisions. Resources should be addressed in the Execution Plan and demonstrate financial sustainability of the organization. Leadership should encourage an environment of cost effectiveness and financial responsibility at all levels.
General Administration	41	**Infrastructure; Physical Processes.** Does the Center/School/Unit have a process to identify, prioritize, allocate, and apportion physical resources to support program requirements and need? *Evidence: Program/Unit Facility Plan*	• AFI 32-1001 Chapter 7 • AUI 36-2602: Para. 1.2.4.5. Para. 1.2.4.6. • OPMEP: Standard 6 • SACSCOC Standards: CR 11.1, CR 13.1, 13.7, 13.8	4.6.4.7. Facilities. Facilities should conform to acceptable standards and be suitable for mission accomplishment. Organization has a process to resolve sub-standard facility issues.
General Administration	42	**Infrastructure; Physical Processes.** Does the Center/School/Unit have a process to coordinate with AU physical and 42 ABW physical planning and execution processes? *Evidence: FUB, SPUB briefings and minutes*	• AFI 32-1001 Chapter 7 • AUI 36-2602: Para. 1.2.4.5. Para. 1.2.4.6. • OPMEP: Standard 6 • SACSCOC Standards: CR 11.1, CR 13.1, 13.7, 13.8	4.6.4.7. Facilities. Facilities should conform to acceptable standards and be suitable for mission accomplishment. Organization has a process to resolve sub-standard facility issues.

Area	Item	Requirement	Source	AFI 90-201 Linkage
General Administration	43	**Infrastructure; IT/ET Processes.** Does the Center/School/Unit have a process to identify, prioritize, allocate, and apportion IT/ET resources to support program requirements and need? *Evidence: Life Cycle Management Plan*	• AFMAN 17-1203 Para. 1.2.14 • AUI 36-2602: Para. 1.2.4.5. Para. 1.2.4.6. • OPMEP: Standard 6 • SACSCOC Standards: CR 11.1, CR 13.1, 13.7, 13.8	4.6.4.6. Information Technology. Technology refresh program is in place to support the needs of the organization. Information Technology infrastructure supports effective and efficient mission accomplishment.
General Admininstration	44	**Infrastructure; IT/ET Processes.** How does the Center/School/Unit coordinate with AU/A6 and 42 ABW Communcations Squadron planning and execution processes? *Evidence: Completed eSSS or email with attachments conveying IT/ET planning and execution requirements documents.*	• AUI 36-2602: Para. 1.2.4.5. Para. 1.2.4.6. • OPMEP: Standard 6 • SACSCOC Standards: CR 11.1, CR 13.1, 13.7, 13.8	4.6.4.6. Information Technology. Technology refresh program is in place to support the needs of the organization. Information Technology infrastructure supports effective and efficient mission accomplishment.
General Administration	45	**Infrastructure; Operations.** Does the Center/School/Unit have a process to coordinate with AU/A3 and 42 ABW on planning and execution processes for scheduling, lodging, dining facility support, etc.? *Evidence: Completed eSSS or email with attachments conveying annual program requirements document (PRD), course/program schedules, lodging requirements, dining facility support, etc.*	• AUI 36-2602: Chapter 13 • OPMEP: Standard 6	4.6.4.8. Support Agreements. Support agreements should be developed to document recurring support ensuring utilized properly and help to eliminate unnecessary resource duplication. Documented/approved process to review support agreements, memorandums of agreement and memorandums of understanding in the appropriate timelines. Organization explores avenues or participates in cross-talks with other organizations to implement shared-service opportunities.
General Administration	46	**Infrastructure; Operations.** Does the Center/School/Unit have a process to arrange and coordinate MOAs and MOUs through AU/A3 and AU/OAA? *Evidence: completed eSSS with attached MOAs/MOUs*	• AUI 25-102 • SACSCOC Standards: 4.2d, 4.2f, 4.3, 5.2, 5.3b, 6.2a, 6.2b, 9.4, 9.5, 10.1, 10.8, 10.9, 13.3, 13.5, CR 4.1	4.6.4.8. Support Agreements. Support agreements should be developed to document recurring support ensuring utilized properly and help to eliminate unnecessary resource duplication. Documented/approved process to review support agreements, memorandums of agreement and memorandums of understanding in the appropriate timelines. Organization explores avenues or participates in cross-talks with other organizations to implement shared-service opportunities.

Area	Item	Requirement	Source	AFI 90-201 Linkage
General Administration	47	**Infrastructure; Personnel.** Does the Center/School/Unit have a process to identify, prioritize, allocate, and apportion personnel resources to support program requirements and need? *Evidence: Student Faculty Ratio Reports, Student Faculty Reports, UMD, UMPR, ACR, OCR, PD, CPD*	• AUI 36-2602: Para. 1.2.4.7. Para. 1.2.4.8. Para. 1.2.4.3. Para. 5.2.3.1. • OPMEP: Enclosure A, Para. 10 and 12 Standard 6 • SACSCOC Standards: CR 4.1, 4.3, CR 13.1, CR 13.2, 13.3	<mark>4.6.4.3. Organization Manning</mark>. Manpower resources are addressed in the Unit Manpower Document, Unit Personnel Management Roster, Alpha and/or Unit Rosters (one each for civilian, military, and contractor), and the organization chart. When mismatches or variations of personnel assigned exist, organization has a process to identify and is actively pursuing resolution.
General Administration	48	**Infrastructure; Personnel.** Does the Center/School/Unit have a process to coordinate with AU/A1, CPO, AU/OAAF and CAO for personnel planning and execution processes? *Evidence: eSSS with supporting documentation*	• SACSCOC Standards: CR 4.1, 4.3, CR 13.1, CR 13.2, 13.3	<mark>4.6.4.3. Organization Manning</mark>. Manpower resources are addressed in the Unit Manpower Document, Unit Personnel Management Roster, Alpha and/or Unit Rosters (one each for civilian, military, and contractor), and the organization chart. When mismatches or variations of personnel assigned exist, organization has a process to identify and is actively pursuing resolution.
General Administration	49	**External Review and Findings.** Has the Center/School/Unit gone through an external review (e.g., PAJE, AETC/IG, Triennial Review, etc.); for example, submitted reports, SAV visit, or peer review process? *Evidence: Attach reports submitted to the reviewer. Attach the reviewer results and findings.*	• AFI 36-2670 Para. 3.4.14. • AUI 36-2602: Para. 8.5.1. Para. 8.5.2. Para. 8.5.3. Para. 8.5.4. Para. 8.5.5. Para. 8.5.6. Para. 8.5.7. Para. 8.5.8. • DODI 1322.PB: Section 5 • EPMEP Enclosure E, Para. 4 • OPMEP: Enclosure A, Para. 7b and 8 Standard 4	<mark>4.6.3.5. External Continual evaluations</mark>. Organizational leadership has the legal authority and responsibility to evaluate sub-organizations. External continual evaluations may be performed "remotely," through on-site visits, or a combination of the two methods. Information reviewed should include, but is not limited to, previous inspection reports, MICT, internal continual evaluation, Commander's Inspection Report (if applicable), Commander's Inspection Management Board meeting minutes (if applicable), By-Law inspection reports, MAJCOM Functional Manager training reports, readiness systems reporting, or similar products.

Area	Item	Requirement	Source	AFI 90-201 Linkage
General Administration	50	**External Review and Findings.** Does the Center/School/Unit have a process for incorporating review results and findings into subsequent programmatic changes and revisions? *Evidence: Program/Unit Operating Instruction, Attach a summary of actions taken as a result of the review.*	• AFI 36-2670 Para. 3.4.14. • AUI 36-2602: Para. 1.2.4.5. • EPMEP Enclosure C • OPMEP: Enclosure A, Para. 7b and 8 Standard 4	4.6.3.5. External Continual evaluations. Organizational leadership has the legal authority and responsibility to evaluate sub-organizations. External continual evaluations may be performed "remotely," through on-site visits, or a combination of the two methods. Information reviewed should include, but is not limited to, previous inspection reports, MICT, internal continual evaluation, Commander's Inspection Report (if applicable), Commander's Inspection Management Board meeting minutes (if applicable), By-Law inspection reports, MAJCOM Functional Manager training reports, readiness systems reporting, or similar products.
General Administration	51	**External Review and Findings.** Does the Center/School/Unit have a process to plan, assess, evaluate, track, and report these programmatic changes and revisions in subsequent review(s)? *Evidence: Program/Unit Operating Instruction; Assessment report of programmatic changes and revisions.*	• AFI 36-2670 Para. 3.4.14. • OPMEP: Enclosure A, Para. 8 Standards 3 and 4	4.6.3.3. Continuous Process Improvement. Leadership is committed to and has oversight of Continuous Process Improvement methodologies for reducing waste in processes used to execute the mission, including feedback from those executing policy and guidance. Continuous Process Improvement plans should be followed to completion using a tracking mechanism, such as the Practical Problem Solving Method. The organization needs to have appointed the proper-level Master Process Officer/Wing Process Manager in accordance with AFI 38-401, Continuous Process Improvement. 4.6.3.5. External Continual evaluations. Organizational leadership has the legal authority and responsibility to evaluate sub-organizations. External continual evaluations may be performed "remotely," through on-site visits, or a combination of the two methods. Information reviewed should include, but is not limited to, previous inspection reports, MICT, internal continual evaluation, Commander's Inspection Report (if applicable), Commander's Inspection Management Board meeting minutes (if applicable), By-Law inspection reports, MAJCOM Functional Manager training reports, readiness systems reporting, or similar products.

Area	Item	Requirement	Source	AFI 90-201 Linkage
General Adminnistration	52	**Emerging Programmatic Initiatives for Change (EPIC) (New Process).** Has the program coordinated with AA to document the EPIC. *Evidence: eSSS w/supporting documentation/AU Form 53*	• AUI 36-2602: Para. 8.4.1. • SACSCOC Standard: 14.2	4.6.3.2. Process Controls. Controls are in-process measurements of critical points which should occur as early as possible to minimize problems and costs resulting from deviations from expected performance, e.g., risk mitigation. Controls manage or mitigate meaningful, acceptable risks when functioning as intended.
General Administration	53	**Emerging Programmatic Initiatives for Change (EPIC) (New Process).** Has the program identified, validated, prioritized, and justified new initiatives in the context of program outcomes in support of the AU Mission, including: (a) The source of the initiative; (b) Alignment with AU Mission; (c) Alignment with program outcomes; (d) Associated issues, needs, requirements, and resources; for example, needs analysis; (e) Associated issues, needs, requirements, and resources; for example, needs analysis; *Evidence: Academic Plan to include needs analysis and CAO review*	• AUI 36-2602: Para. 8.4.1. • SACSCOC Standard: 14.1	4.6.3.2. Process Controls. Controls are in-process measurements of critical points which should occur as early as possible to minimize problems and costs resulting from deviations from expected performance, e.g., risk mitigation. Controls manage or mitigate meaningful, acceptable risks when functioning as intended.
General Administration	54	**EPIC – Resources (New Process).** Has the program identified, planned for, and timed initial and sustainment of fiscal resources? Evidence: Financial Plan (cost model) with corresponding analysis showing projected cost to include FM review through FYDP.	• AUI 36-2602: Para. 8.4.1. • AU Form 54 • OPMEP: Standard 6 • SACSCOC Standards: CR 1.1, 10.1, 10.9, CR 13.1, CR 13.2, 14.2, 14.5	4.6.4.1. Financial Planning. Proper financial planning forecasts, prioritizes, and plans the expenditures for the assessed mission area to drive informed decisions. Resources should be addressed in the Execution Plan and demonstrate financial sustainability of the organization. Leadership should encourage an environment of cost effectiveness and financial responsibility at all levels.

Area	Item	Requirement	Source	AFI 90-201 Linkage
General Administration	55	**EPIC – Resources (New Process).** Has the program identified, planned for, and timed initial funding for and sustainment of physical resources? *Evidence: Facility Plan with corresponding analysis (to include CE review) showing projected growth in space and supporting equipment; for example, office furniture, computers, space, square footage, auditorium, etc...*	• AUI 36-2602: Para. 8.4.1. • AU Form 54 • OPMEP: Standard 6 • SACSCOC Standards: 13.7, 13.8, CR 11.1, 14.2	4.6.4.1. Financial Planning. Proper financial planning forecasts, prioritizes, and plans the expenditures for the assessed mission area to drive informed decisions. Resources should be addressed in the Execution Plan and demonstrate financial sustainability of the organization. Leadership should encourage an environment of cost effectiveness and financial responsibility at all levels.
General Administration	56	**EPIC – Resources (New Process).** Has the program identified, planned for, and timed initial funding and sustainment of personnel resources? *Evidence: Facility Plan with corresponding analysis (to include CE review) showing projected growth in space and supporting equipment; for example, office furniture, computers, space, square footage, auditorium, etc...*	• AUI 36-2602: Para. 8.4.1. • AU Form 54 • OPMEP: Enclosure A, Para. 10 Standard 6 • SACSCOC Standards: CR 11.1, 13.7, 13.8, 14.2	4.6.4.3. Organization Manning. Manpower resources are addressed in the Unit Manpower Document, Unit Personnel Management Roster, Alpha and/or Unit Rosters (one each for civilian, military, and contractor), and the organization chart. When mismatches or variations of personnel assigned exist, organization has a process to identify and is actively pursuing resolution.
General Administration	57	**EPIC – Coordination internal or External Involvement (New Process).** If required, did the program complete and submit the appropriate form with AA prior to taking the initiative to the CAO AND AU/CC for decision? *Evidence: External Substantive Change Form (Form B) or other AU form(s) (Concentration, ETCA, Program Assessment Templates)*	• AUI 36-2602: Para. 8.4.1. • SACSCOC Standards: CR 11.1, 13.7, 13.8, 14.2	4.6.3.2. Process Controls. Controls are in-process measurements of critical points which should occur as early as possible to minimize problems and costs resulting from deviations from expected performance, e.g., risk mitigation. Controls manage or mitigate meaningful, acceptable risks when functioning as intended.

Area	Item	Requirement	Source	AFI 90-201 Linkage
General Administration	58	**EPIC – Coordination internal or External Involvement (New Process).** How does the program identify, assess, and evaluate the effects of administrative functions above on teaching and learning performance? *Evidence: Documentation of the administrative outcome(s) in the program assessment plan and the results.*	• AUI 36-2602: Para. 8.4.1. • SACSCOC Standard: 14.2	4.6.2.3. Internal Continual Evaluation. The organization has an institutionalized process for conducting routine internal continual evaluation evolutions which includes identification and correction of findings. Internal continual evaluation should be repeatable and capable of assessing whether or not (and to what extent) the commander/director is meeting AFI 1-2 responsibilities. Internal continual evaluation should be customized to the structure and mission of the organization. Consider using the principles associated with the four Management Inspection MGAs as the framework for conducting routine internal assessments. The use of a risk-based sampling strategy which focuses the internal continual evaluation program on the Commander/Director's priorities is recommended.
Non-Instructional Services	59	Has the non-instructional service established Unit Mission and Goals? *Evidence: Strategic Plan*	• AUI 36-2602: Para. 8.6.1. Para. 11.2.5. • OPMEP: Standard 6 • SACSCOC Standards: CR 7.1, CR 8.1, 8.2c, CR 11.1, 11.3, CR 12.1	4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.
Non-Instructional Services	60	Has the non-instructional service established/revised supporting Unit Outcomes and Objectives? *Evidence: Strategic Plan*	• AUI 36-2602: Para. 8.6.1. Para. 11.2.1.5. • OPMEP: Standard 6	4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Non–Instructional Services	61	Has the non-instructional service identified Unit activities required to meet established/refined objectives? *Evidence: Assessment Plan*	• AUI 36-2602: Para. 8.6.2. • Para. 11.2.1.5. • OPMEP: Standard 6 • SACSCOC Standards: CR 7.1, CR 8.1, 8.2c, CR 11.1, 11.3, CR 12.1	4.6.3.4. Customer Support. Customer support should be pursued through various mediums. Use of technology can enhance communication to ensure the customers' needs are met. Data from these interactions should be captured to help improve customer support. For long-term success, organizations must engage their customers, including listening to the voice of the customer, building relationships, and using data to improve and identify innovation opportunities. Customer engagement is strategic action focused on building relationships and managing complaints. Complaint aggregation, analysis, and root-cause determination should lead to effective elimination of the causes of complaints and to the setting of priorities for process and product/service improvements.
Non–Instructional Services	62	Has the non-instructional service developed Measures and Criteria to assess the success of activities are established? *Evidence: Assessment Plan*	• AUI 36-2602: Para. 8.6. Para. 11.2.1.6. • OPMEP: Standard 6 • SACSCOC Standards: CR 7.1, CR 8.1, 8.2c, CR 11.1, 11.3, CR 12.1	4.6.3.3. Continuous Process Improvement. Leadership is committed to and has oversight of Continuous Process Improvement methodologies for reducing waste in processes used to execute the mission, including feedback from those executing policy and guidance. Continuous Process Improvement plans should be followed to completion using a tracking mechanism, such as the Practical Problem Solving Method. The organization needs to have appointed the proper-level Master Process Officer/Wing Process Manager in accordance with AFI 38-401, Continuous Process Improvement. Additionally, the organization should have access to and use certified process improvement practitioners to facilitate Continuous Process Improvement efforts.
Non–Instructional Services	63	Has the non-instructional service collected data on the measures and criteria have been collected? *Evidence: Program Assessment Record*	• AUI 36-2602: Para. 8.6. Para. 8.3.1.4. Para. 11.2.1.6. • OPMEP: Standard 6	4.6.3.3. Continuous Process Improvement. Leadership is committed to and has oversight of Continuous Process Improvement methodologies for reducing waste in processes used to execute the mission, including feedback from those executing policy and guidance. Continuous Process Improvement plans should be followed to completion using a tracking mechanism, such as the Practical Problem Solving Method. The organization needs to have appointed the proper-level Master Process Officer/Wing Process Manager in accordance with AFI 38-401, Continuous Process Improvement. Additionally, the organization should have access to and use certified process improvement practitioners to facilitate Continuous Process Improvement efforts.

Area	Item	Requirement	Source	AFI 90-201 Linkage
Non-Instructional Services	64	Has the non-instructional service analyzed data and used the results to support program improvements? *Evidence: Program Assessment Record plus narrative analysis of data.*	• AUI 36-2602: Para. 8.3.1.5 Para. 8.6. Para. 11.2.1.6. • OPMEP: Standard 6 • SACSCOC. Standards CR 7.1, CR 8.1, 8.2c, CR 11.1, 11.3, CR 12.1	4.6.3.3. Continuous Process Improvement. Leadership is committed to and has oversight of Continuous Process Improvement methodologies for reducing waste in processes used to execute the mission, including feedback from those executing policy and guidance. Continuous Process Improvement plans should be followed to completion using a tracking mechanism, such as the Practical Problem Solving Method. The organization needs to have appointed the proper-level Master Process Officer/Wing Process Manager in accordance with AFI 38-401, Continuous Process Improvement. Additionally, the organization should have access to and use certified process improvement practitioners to facilitate Continuous Process Improvement efforts.
Non-Instructional Services	65	Has the non-instructional service tracked the changes made in the previous assessment cycle for success and included in reporting. *Evidence: Program Assessment Record plus narrative analysis of data and findings of prior cycle changes implemented this cycle.*	• AUI 36-2602: Para. 8.3.1.5. Para. 8.6 Para. 11.2.1.6. • OPMEP: Standard 6 • SACSCOC. Standards CR 7.1, CR 8.1, 8.2c, CR 11.1, 11.3, R 12.1	4.6.3.3. Continuous Process Improvement. Leadership is committed to and has oversight of Continuous Process Improvement methodologies for reducing waste in processes used to execute the mission, including feedback from those executing policy and guidance. Continuous Process Improvement plans should be followed to completion using a tracking mechanism, such as the Practical Problem Solving Method. The organization needs to have appointed the proper-level Master Process Officer/Wing Process Manager in accordance with AFI 38-401, Continuous Process Improvement. Additionally, the organization should have access to and use certified process improvement practitioners to facilitate Continuous Process Improvement efforts.
Non-Instructional Services	66	Has the non-instructional service advertised services offered to Center/School, students? *Evidence: Brochures, Websites, Briefing slides, etc.*	• AUI 36-2602: Para. 8.6. • OPMEP: Standard 6 • SACSCOC. Standards CR 7.1, CR 8.1, 8.2c, CR 11.1, 11.3, CR 12.1	4.6.2.1. Internal Communication. The organization's mission and vision statements, along with leadership's values and expectations, are well understood throughout the organization. Organizational strategic plans/flight plans/campaign support plans are well understood and organizational members know their role in achieving stated performance goals and objectives.