

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE
POLICY DIRECTIVE 36-35**



29 AUGUST 2023

Personnel

**UNITED STATES AIR FORCE
ACADEMY**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website for downloading or ordering at: www.e-Publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: SAF/MRM

Certified by: SAF/MR

Senior Coordinator USSF
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Supersedes: DAFPD36-35, 1 August 2022

Pages: 7

This Department of the Air Force Policy Directive (DAFPD) implements Department of Defense Instruction (DoDI) 1322.22, *Service Academies*, and is consistent with DoDI 1300.28, *In-Service Transition for Transgender Service Members*, and DoDI 1332.45, *Retention Determinations for Non-Deployable Service Members*. This DAFPD also complies with Title 10, United States Code, Chapter 903 (10 USC § 903), *United States Air Force Academy*. This Directive establishes policy and responsibility for the accomplishment and oversight of the United States Air Force Academy mission and establishes command relationships, authorities, and responsibilities in support of the United States Air Force Academy mission. This Directive applies to Regular Air Force, United States Space Force, Air Force Reserve, and Air National Guard personnel. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. This DAFPD may not be supplemented.

SUMMARY OF CHANGES

This document has been revised and needs to be completely reviewed. Changes include updated references to include implementation of DoDI 1300.28 and DoDI 1332.45.

1. Policy. The United States Air Force Academy will educate, train, and inspire leaders of character, with a warrior ethos and expeditionary mindset, who are culturally aware, motivated professionals, dedicated to serving the nation, and prepared to lead in the 21st century.

1.1. Character Development. Instill in cadets an unwavering commitment to Air Force and Space Force Core Values, to include a strong sense of honor, moral-ethical strength, duty, and discipline. Develop military professionals who:

1.1.1. Place loyalty to the United States Constitution above loyalty to individuals, peers, or self.

1.1.2. Conduct themselves with humility, serving as ambassadors of the Air Force and Space Force in all their endeavors.

1.1.3. Embrace stewardship of the Cadet Honor Code, Honor Oath, and Honor System.

1.1.4. Understand individual roles and responsibilities to ensure inclusive environments for all who serve, to include defending, in both action and word, Department of the Air Force (DAF) values to treat all with dignity and respect.

1.2. Development of officers will be supported by an integrated course of instruction which:

1.2.1. Ensures DAF Foundational Competencies become internalized behavioral and personal characteristics. Cadets shall:

1.2.1.1. Exemplify exceptional followership and aspire to be leaders in the Air Force, Space Force, and society.

1.2.1.2. Focus and orient on the mission and seek to excel in each assignment, mission, and task they are given.

1.2.1.3. Commit to career-long mentoring and developing Airmen and Guardians for the future and life-long personal growth.

1.2.2. Ensures a foundation of professional military education oriented toward providing candidates with a basic grounding in the United States defense establishment and the Air Force and the Space Force, as well as a foundation in leadership, management, ethics, and other subjects necessary to prepare them to serve as commissioned officers. Cadets shall have basic knowledge of the United States defense structure, roles, and missions of other military branches of service, the combatant command structure, and the nature of United States military power and joint warfare.

1.2.3. Provides an accredited bachelor of science degree program, led by a world-class faculty which imparts the knowledge and skills required for success in the profession of arms and to excel in a global expeditionary air, space, and cyber force. Cadets shall:

1.2.3.1. Possess capability to sustain and operate advanced systems, as well as contribute to the conceptualization, design, testing, and acquisition of innovative technologies.

- 1.2.3.2. Possess mastery of reasoning, clarity of expression, public speaking, and the ability to make real-time sound decisions, while applying their knowledge to the unique political, legal and ethical circumstances involved with national security and military operations.
- 1.2.4. Provides an intensive program of physical education for all cadets, deliberately designed for character and leadership development through physical education classes, as well as intercollegiate, intramural, and sport club competition. Cadets shall:
 - 1.2.4.1. Sustain a high standard of health and physical fitness and cultivate individual resilience.
 - 1.2.4.2. Contribute to diverse teams in healthy competitive fashion, while in a stressful environment.
- 1.2.5. Affords cadets an Airmanship and Guardianship “Continuum of Learning” that spans the 4-year experience. Cadets shall:
 - 1.2.5.1. Understand the intellectual foundation behind airpower and spacepower and articulate its proper applications.
 - 1.2.5.2. Be immersed in motivational, character-building experiences (e.g., solo-flight, parajumping, Azimuth) that contribute to making informed career decisions.
- 1.2.6. Equips cadets with the knowledge, skills, and abilities necessary to demonstrate an understanding of methods, messages, and tools to effectively communicate to all audiences about the importance of preventing harmful behaviors, and appropriately responding to those who have been subject to, or those who might engage in, harmful behaviors.
- 1.3. In accordance with DoDI 1300.28, no person, solely on the basis of the individual’s gender identity, will be:
 - 1.3.1. Involuntarily separated or discharged from the Military Services;
 - 1.3.2. Denied reenlistment or continuation of service in the Military Services; or
 - 1.3.3. Subjected to adverse action or mistreatment.

2. Roles and Responsibilities.

- 2.1. The Secretary of Defense and the Secretary of the Air Force establish policy for the United States Air Force Academy.
 - 2.1.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs is responsible for implementation of Secretary of Defense and Secretary of the Air Force policy and guidance concerning the United States Air Force Academy, and for strategic oversight of the United States Air Force Academy.
 - 2.1.2. Other Assistant Secretaries, Air Staff, and Office of the Chief of Space Operations two-letter organizations review the United States Air Force Academy-related matters in their functional areas, and keep the Secretary of the Air Force, Chief of Staff of the Air Force, and Chief of Space Operations informed on matters of concern.
- 2.2. The Chief of Staff of the Air Force (CSAF) and Chief of Space Operations (CSO) assist the Secretary of the Air Force in carrying out the Secretary of the Air Force’s responsibilities

to organize, train, and equip the DAF. In this capacity, the Chief of Staff of the Air Force serves as the immediate superior of the Superintendent, as the United States Air Force Academy is a Direct Reporting Unit to the Chief of Staff of the Air Force.

2.2.1. The Vice Chief of Staff of the Air Force (VCSAF) and Vice Chief of Space Operations (VCSO) assist the Chief of Staff of the Air Force and Chief of Space Operations in exercising their responsibilities for the United States Air Force Academy.

2.2.2. The Deputy Chief of Staff of the Air Force for Manpower, and Personnel, and Services (AF/A1) and Space Force Deputy Chief of Space Operation for Human Capital (SF/S1) are the primary Air Staff and Space Staff focal points for activities related to this Directive, to include resourcing of the mission and reporting on mission accomplishment. In consultation with SF/S1, AF/A1 will:

2.2.2.1. Develop DAF instructions implementing this Directive, making maximum use of goals, objectives, and performance-based measures.

2.2.2.2. Facilitate assignments to both provide the United States Air Force Academy with exemplary role models with strong academic capabilities and to maximize the career value of successful United States Air Force Academy assignments.

2.2.2.3. Establish procedures governing repayment of education expenses for disenrolled cadets and cross-commissioning of cadets into other military branches of service.

2.3. Commanders of major commands and field commands will support the Superintendent in execution of this directive, as required to include:

2.3.1. Nomination and release of exceptionally qualified officers and noncommissioned officers for faculty and staff duty at the United States Air Force Academy.

2.3.2. Nomination and release of exceptionally qualified enlisted members to attend the United States Air Force Academy or the United States Air Force Academy Preparatory School.

2.4. The Superintendent of the United States Air Force Academy is the Commander of the United States Air Force Academy. The Superintendent will:

2.4.1. Maintain an actionable strategic plan that defines goals, objectives, tasks, metrics, and provide strategic-level guidance for the development of supporting plans for all assigned units.

2.4.2. Maintain an organizational culture across cadets and permanent party that values diversity, is inclusive to all, and is characterized by mutual respect and care for each other.

2.4.3. Rotate permanent party members back into the operational Air Force and Space Force to ensure the United States Air Force Academy maintains currency in functional expertise and cultural parallels with the operational military branches of service.

2.4.4. Integrate the operational Air Force and Space Force into the United States Air Force Academy programs, aligning training methods, organizational processes, and procedures to the greatest extent possible given the unique United States Air Force Academy mission.

2.4.5. Keep Air Staff and Space Staff personnel updated on the status of the cadet culture and any significant challenges facing the United States Air Force Academy.

2.4.6. Consistent with applicable laws and current policy, provide the United States Air Force Academy Board of Visitors candid and complete information with respect to institutional problems.

2.4.7. Maintain a preparatory school in accordance with law and DoDI 1322.22. Developing recruited athletes is an authorized part of the preparatory school mission.

FRANK KENDALL
Secretary of the Air Force

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

10 USC § 903, *United States Air Force Academy*

DoDI 1300.28, *In-Service Transition for Transgender Service Members*, 30 April 2021

DoDI 1322.22, *Service Academies*, 24 September 2015

DoDI 1332.45, *Retention Determinations for Non-Deployable Service Members*, 30 July 2018

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

Prescribed Forms

None

Adopted Form

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFI—Air Force Instruction

CSAF—Chief of Staff of the Air Force

CSO—Chief of Space Operations

DAF—Department of the Air Force

DAFPD—Department of the Air Force

DoDI—Department of Defense Instruction

OPR—office of primary responsibility

USC—United States Code

VCSAF—Vice Chief of Staff of the Air Force

VCSSO—Vice Chief of Space Operations

Office Symbols

AF/A1—Deputy Chief of Staff of the Air Force for Manpower, and Personnel, and Services

SF/S1—Space Force Deputy Chief of Space Operation for Human Capital

Terms

Continuum of Learning—The deliberate process of combining education, training, and experience to produce the right expertise and competence to meet the DAF's operational needs.

Functional—Senior Leader, generally at the Air Staff and/or Space Staff two-letter level, who serves as the approving official for publication.

Headquarters Air Force—The executive level of the DAF, which is comprised of the Secretariat, Air Staff, and Space Staff offices.

Office of Primary Responsibility—The originating office for the publication; the author of the publication is an individual within the Office of Primary Responsibility. The Office of Primary Responsibility is solely responsible for the accuracy, currency, and integrity of their publications and forms.

Operational Air Force—United States Air Force units that support and conduct Department of the Air Force functions, to include organizing, training, and equipping combat-ready Airmen for the joint force, and other units directly supporting or conducting military operations within the combatant commands.

Operational Space Force—United States Space Force units that support and conduct Department of the Air Force functions, to include organizing, training, and equipping combat-ready Guardians for the joint force, and other units directly supporting or conducting military operations within the combatant commands.

Policy—Statements of important, higher-level direction that guides decisions and actions throughout the DAF. Policies are typically driven by higher headquarters in the form of Department of Defense Issuances (directives, instructions, etc.) although occasionally directly from the United States Code, Public Laws, or Executive Orders.