

**BY ORDER OF THE
SUPERINTENDENT**



**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 36-802**

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Personnel

**ADMINISTERING AND PAYING
CIVILIAN FACULTY**

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This instruction is authoritative and overrides any other document that incorporates the contents of this instruction in any manner. This instruction implements Department of the Air Force Policy Directive (DAFPD) 36-1, *Appropriated Funds Civilian Management and Administration*, and Department of Defense Instruction (DoDI) 1402.06, *Civilian Faculty Positions in Department of Defense (DoD) Post-Secondary Educational Institutions* and references DAFI 36-116, *Civilian Faculty Personnel Management*. It establishes the requirements for the appointment, re-appointment, promotion, academic rank, salary step adjustment, and merit awards for professional civilian faculty members at the Air Force Academy. This instruction applies to Title 10 Administratively Determined (AD) civilian faculty at the US Air Force Academy. This publication does not apply to Air Force Reserve Command (AFRC) units or the Air National Guard (A.N.G.). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using DAF Form 847, *Recommendation for Change of Publication*. See DAFMAN 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the Tier numbers. This publication may not be supplemented. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority. This publication's waiver authority for non-tiered requirements is the United States Air Force Academy, Directorate of Manpower, Personnel, and Officer Accessions (HQ USAFA/A1). Ensure that all records created due to processes prescribed in this publication are maintained in accordance with (IAW) AFI 33-322, *Records Management and Information Governance Program*, and disposed of IAW AFRIMS RDS.

SUMMARY OF CHANGES

This interim change completely removes the word “gender” from the USAFAI and is in compliance with Executive Order 14168, *Defending Women from Fender Ideology Extremism and Restoring Biological Truth to the Federal Government*, 20 January 2025. A margin bar (|) indicates newly revised material.

Chapter 1—CIVILIAN FACULTY PERSONNEL MANAGEMENT OVERVIEW	5
1.1. Applicability and Coverage.	5
1.2. Legal Authority.....	5
Chapter 2—ROLES AND RESPONSIBILITIES	6
2.1. Superintendent, United States Air Force Academy (HQ USAFA/CC) executes and maintains the Title 10 Civilian Faculty Program by developing, coordinating, approving, and implementing the program.	6
2.2. Executive Director, Manpower, Personnel & Officer Accessions (HQ USAFA/A1) develops, coordinates, implements, and oversees civilian faculty personnel policy on behalf of the Superintendent.....	6
2.3. Chief, Civilian Personnel Policy & Programs (HQ USAFA/A1C) develops policy for the civilian faculty program and provides policy guidance on provisions of this instruction.....	6
2.4. The heads of the Dean of Faculty (USAFA/DF), Commandant of Cadets (USAFA/CW), Directorate of Athletics (USAFA/AD), Center for Character and Leadership Development (USAFA/LD), and Preparatory School (USAFA/PS) are responsible for ensuring compliance with published guidance, maintaining high academic standards, and building a diverse faculty committed to inclusive teaching and scholarship in support of the institution.....	6
2.5. Civilian Personnel Section (10 FSS/FSCA) provides hiring officials guidance and advisory services on civilian faculty recruitment, staffing, performance management, employee discipline, and other operational guidance/assistance consistent with this instruction.....	6
2.6. Definitions.	6
Chapter 3—CLASSIFICATION	8
3.1. Classification Authority.....	8
3.2. DoD Policy on Program Eligibility.....	8
3.3. Occupational Series.	8
3.4. Position Descriptions.	8
3.5. Adding Positions to the Civilian Faculty Pay Plan.....	9
3.6. Faculty Progression Tracks.....	9

3.7. Reclassification.....	9
3.8. Appeals.	9

Chapter 4—EMPLOYMENT OF FACULTY	10
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4.1. Administering Appointments.....	10
4.2. Recruiting Civilian Faculty.....	10
4.3. Selecting Civilian Faculty.....	10
4.4. Appointing Civilian Faculty.	11
4.5. Reappointing Civilian Faculty.	14
4.6. Advance Notice.....	15
4.7. Promoting Civilian Faculty.....	15
4.8. Establishing Duty Titles.....	16
4.9. Conferring Academic Titles for Faculty.	16
4.10. Awarding Emeritus Rank to Civilian Faculty.....	16
4.11. Academic Faculty Tenure/Permanent Appointments.	16
4.12. Establishment of Permanent Appointments.....	16
4.13. Duty Periods.	17
4.14. Visiting/Adjunct Faculty.....	17
4.15. Highly Qualified Experts (HQEs).....	17

Chapter 5—ADMINISTERING CIVILIAN FACULTY PAY	18
---	-----------

5.1. Salary Schedule.....	18
5.2. Civilian Faculty Pay Plan Distribution.	18
5.3. New Employee Initial Pay Setting.....	18
5.4. Pay Setting for Promotion in Academic Rank.....	18
5.5. Pay Setting for Non-Competitive Temporary Appointment to an Administrative Faculty Position (AD-25).....	19
5.6. Step Rates.	19
5.7. Employee Salary.....	19
5.8. Reporting Time and Attendance.	19
5.9. Telework/Remote Work.....	20
5.10. Benefits.....	20

Chapter 6—PERFORMANCE MANAGEMENT	21
---	-----------

6.1. Administration.	21
6.2. Performance Awards.....	21

6.3. Civilian Recognition.....	21
Chapter 7—EMPLOYEE RELATIONS	22
7.1. Notice of Non-Reappointment.....	22
7.2. Reduction-in-Force.	22
7.3. Disciplinary Actions.	22
7.4. Employee Concerns.	22
7.5. Standards of Ethical Conduct.....	22
Chapter 8—EMPLOYEE DEVELOPMENT	23
8.1. Long-Term Training and Education Programs.	23
8.2. Civilian Tuition Assistance Program (CTAP).	23
8.3. Civilian Development (CD) Programs.....	23
8.4. Individual Development Plan (IDP).	23
8.5. Sabbaticals.	23
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	25
Attachment 2—ACADEMIC FACULTY CAREER PROGRESSION TRACKS	27
Attachment 3—ATHLETIC FACULTY CAREER PROGRESSION TRACKS	35

Chapter 1

CIVILIAN FACULTY PERSONNEL MANAGEMENT OVERVIEW

1.1. Applicability and Coverage. This instruction establishes the requirements for the employment of Title 10 United States Code civilian faculty positions at the United States Air Force Academy.

1.2. Legal Authority. This program is authorized by Title 10 United States Code Section 9438 which authorizes the Secretary of the Air Force to employ as many civilians as faculty members as the Secretary considers necessary at the United States Air Force Academy (USAF A). DoD Instruction 1402.06 establishes Departmental policy governing this program. DAFI 36-116, *Civilian Faculty Personnel Management*, further delegates authority to administer the faculty program to the Superintendent, HQ USAFA/CC. All the laws, rules, regulations, and procedures that apply to General Schedule (GS) and/or Senior Executive Service (SES) employees also apply to civilian faculty members hired under DAFI 36-116's pay plan unless DAFI 36-116 specifies otherwise.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Superintendent, United States Air Force Academy (HQ USAFA/CC) executes and maintains the Title 10 Civilian Faculty Program by developing, coordinating, approving, and implementing the program. HQ USAFA/CC retains final authority in all actions unless further delegated in this instruction.

2.2. Executive Director, Manpower, Personnel & Officer Accessions (HQ USAFA/A1) develops, coordinates, implements, and oversees civilian faculty personnel policy on behalf of the Superintendent.

2.3. Chief, Civilian Personnel Policy & Programs (HQ USAFA/A1C) develops policy for the civilian faculty program and provides policy guidance on provisions of this instruction. Monitors pay limitations and makes recommendations for adjustments to HAF/A1C during annual coordination of Faculty Pay Schedules with AU, USAFA, and Joint Special Operations University (JSOU). Serves as the classification authority for all civilian faculty classifications. Distributes essential policy clarification and procedural guidance as needed.

2.4. The heads of the Dean of Faculty (USAFA/DF), Commandant of Cadets (USAFA/CW), Directorate of Athletics (USAFA/AD), Center for Character and Leadership Development (USAFA/LD), and Preparatory School (USAFA/PS) are responsible for ensuring compliance with published guidance, maintaining high academic standards, and building a diverse faculty committed to inclusive teaching and scholarship in support of the institution.

2.5. Civilian Personnel Section (10 FSS/FSCA) provides hiring officials guidance and advisory services on civilian faculty recruitment, staffing, performance management, employee discipline, and other operational guidance/assistance consistent with this instruction. The Civilian Personnel Officer is the appointing authority on behalf of HQ USAFA/CC.

2.6. Definitions.

2.6.1. Mission Element. The term "Mission Element (ME)" refers to the following organizations at USAFA.

2.6.1.1. The Dean of Faculty provides all academic education. ME Head is the Dean of the Faculty (USAFA/DF).

2.6.1.2. The Commandant of Cadets provides the academic education for Military Training. ME Head is the Commandant of Cadets (USAFA/CW).

2.6.1.3. The Directorate of Athletics provides physical education instruction and administration of all USAFA Intercollegiate Athletics. ME Head is the Executive Director, Athletic Programs (USAFA/AD).

2.6.1.4. The USAFA Preparatory School provides academic and athletic instruction to cadet candidates. ME Head is the Commander, USAFA Preparatory School (USAFA/PS).

2.6.1.5. The Center for Character and Leadership Development (CCLD) serves as the character and leadership development focal point for USAFA and provides instruction within its purview. ME Head is the Director, CCLD (USAFA/LD).

2.6.2. Department Head. The heads of the academic departments within USAFA/DF, the Chief Learning Officer in USAFA/CW, the heads of divisions in USAFA/AD, the CCLD Permanent Professor for Character and Leadership in USAFA/LD, and the Preparatory School directorate leads in USAFA/PS.

Chapter 3

CLASSIFICATION

3.1. Classification Authority. HQ USAFA/A1C is the classification authority for all civilian faculty positions on USAFA who will ensure compliance with DoD and Air Force policies. HQ USAFA/A1C exercises delegated classification authority from the Air Force Personnel Center. In order to protect this authority, faculty classification requests will be carefully scrutinized to ensure they are appropriately classified and fall within defined constraints of the AF civilian faculty program. The Office of Personnel Management (OPM) classification standards do not apply to employees who are covered by this instruction since they fall under the exclusions of Title 5 U.S.C. § 5102, *Definitions; application*. However, OPM classification principles will be used as a general guide for all classifications (e.g., the principle that a supervisory role must be a major duty occupying at least 25% of the position's time).

3.2. DoD Policy on Program Eligibility. DoDI 1402.6 defines positions eligible to be classified.

3.2.1. **Civilian Faculty Positions.** Positions at a DoD post-secondary educational institution whose incumbents are appointed pursuant to the authorities in Title 10 U.S.C. Sections 9371, 9414, and 9438 and whose primary duties involve teaching, lecturing, instructing, facilitating discussions in seminars, conducting scholarly research and writing, designing or developing curricula and or learning support systems, providing academic advice or consultation, management and governance of the academic enterprise or an educational program (e.g., dean, director, department chair or head, president, vice president, provost, or the equivalent), and or performing duties that are commonly understood to be duties appropriate for a member of the faculty of a fully accredited post-secondary academic institution in the United States.

3.2.2. **Support Positions.** Positions whose primary function is non-academic in nature and that provide operational support for the DoD educational institution. Support positions are not eligible to be classified as civilian faculty positions.

3.3. Occupational Series. HQ USAFA/A1 is delegated the authority to approve/disapprove the inclusion of additional occupational series on behalf of HQ USAFA/CC as needed. HQ USAFA/A1 will complete a thorough review of all classification requests, ensure the proposed position complies with governing directives, and maintain a documented audit trail of all classification decisions. Civilian faculty positions will be primarily classified under the following occupational series unless a different OPM occupational series is warranted based on the duties described:

3.3.1. 1701 - General Education and Training/Professional

3.3.2. 1720 - Education Program

3.3.3. 1730 - Education Research

3.3.4. 1750 - Instructional Systems

3.4. Position Descriptions. Civilian faculty positions must have a Core Personnel Document (CPD) or a Standard Core Personnel Document (SCPD) which reflects the pay plan, occupational series, academic rank/designator, duty title, and duties/responsibilities of the position.

3.5. Adding Positions to the Civilian Faculty Pay Plan. All requests to convert existing GS positions to the faculty program must meet criteria listed at [para. 3.2](#) and be approved by HQ USAFA/CC. HQ USAFA/FM and HQ USAFA/A1 will review all requests and make a recommendation to HQ USAFA/CC. If the duties of a current GS position meet the criteria for inclusion in the faculty program, a cost/benefit analysis will be included with the request that addresses the benefit to the institution. Factors to address will include GS recruiting/employee retention difficulties, impact to the USAFA civilian pay line, and benefits to USAFA overall. MEs will provide comparison examples, internal and external, of the following comparative data with all GS to AD classification requests:

- 3.5.1. Name of comparative institution (must be accredited), the person contacted, including phone number and email.
- 3.5.2. Position title.
- 3.5.3. Position description, which reflects all roles and responsibilities of the position. Include the following type of information: program annual budget and number of students supported.
- 3.5.4. Degree level required for the position.
- 3.5.5. Direct compensation of the position (i.e., monies paid to that person by the university) and how many years the person has been in the position.

3.6. Faculty Progression Tracks. To identify career progression among civilian faculty, the tracks contained in Attachments [2](#) and [3](#) are the basis for faculty promotion. Positions must meet the criteria at [para. 3.2](#) and those eligible for promotion will use progressive CPDs to document and capture relevant promotion criteria for each position, such as increasing responsibilities, duties, and standards. Time-in-grade, experience criteria and degree requirements required for promotion will be captured in the “Notes” section of the PD. ME’s will incorporate guidance from their own operating instructions for promotion criteria.

- 3.6.1. Scope and Effect. In order to avoid promotional disparities, scope and effect criteria should be similar/consistent across Faculty Tracks for each Academic Rank.
- 3.6.2. Time-in-Grade/Experience Levels. Time-in-grade/experience levels for all Academic Faculty Track AD-23 and AD-24 positions should approximate the 5- and 10-year criteria outlined in DAFI 36-116.
- 3.6.3. Degree Requirements. Degree requirements across Academic Faculty Tracks will be listed in each faculty CPD IAW requirements outlined in DAFI 36-116 and this instruction.

3.7. Reclassification. Positions will be eligible for review every two years unless one of the following situations occur: changes in the duties of the position as a result of re-organization or restructuring, addition of supervisory responsibilities, or major changes in the level of responsibility, authority and/or accountability. Reclassification eligibility determinations will be made by HQ USAFA/A1C.

3.8. Appeals. Any disputes to HQ USAFA/A1C classification decisions will be submitted in writing by the ME Head to HQ USAFA/A1 and must include arguments as to why the classification decision is incorrect. HQ USAFA/A1 will either agree with the ME’s submitted request or will forward all disputes to HQ USAFA/CV for an independent review/decision.

- 3.8.1. Appeals are limited to the pay system, occupational series, and official position title.

Chapter 4

EMPLOYMENT OF FACULTY

4.1. Administering Appointments. HQ USAFA/CC delegates selection authority to the ME Heads listed in [paragraph 2.4](#) who are eligible to employ civilian faculty. IAW DAFPD 36-1, *Appropriated Funds Civilian Management and Administration*, paragraphs 1.3.17 and 1.3.18., HQ USAFA/CC delegates sole appointment authority to the Civilian Personnel Officer, 10 FSS/FSCA.

4.1.1. Each ME Head appoints an advisory council to assist on faculty personnel matters such as:

4.1.1.1. Interpreting criteria for academic rank appointment and promotion.

4.1.1.2. Reviewing all recommendations for initial appointments and promotions.

4.2. Recruiting Civilian Faculty. ME Heads may recruit new faculty to fill vacant funded positions at any time, assuming civilian pay funding is available, IAW applicable OPM, DoD and Air Force guidance. The recruiting Department Head and 10 FSS/FSCA advertises through channels appropriate to the vacancy to obtain a list of applicants.

4.2.1. Recruitment Strategies. ME Heads may leverage hiring incentives (i.e., Recruitment, Relocation, Credit for Non-Federal and Uniformed Service for Determining Annual Leave Accrual Rate) as outlined in AFI 36-128, *Pay Setting and Allowances*, to attract premier candidates. Likewise, in salary negotiations, hiring managers should highlight basic pay, locality pay, and indirect compensation benefits such as retirement, Federal Health Benefits, Federal Group Life Insurance, Thrift Savings Plan matching, annual/sick leave, as well as workplace flexibilities such as telework and maxiflex schedules. Contact 10 FSS/FSCA for program guidance.

4.2.2. Creditable Service for Leave Accrual. Upon receipt of a tentative job offer (TJO), selectees may request a package be submitted IAW 5 CFR 630.205. Packages must be approved and submitted to AFPC prior to entry on duty. The Civilian Personnel Officer is the authorized approving authority for all requests. Contact 10 FSS/FSCA for program guidance.

4.2.3. IAW 10 USC 9441, the Superintendent may create a policy that grants additional leaves of absence.

4.3. Selecting Civilian Faculty. ME Heads will select civilian faculty members using a competitive process, in accordance with Merit System Principles. Peer-review is a key principle of faculty appointments in post-secondary education and is consistent with the Department of the Air Force practice of panels making recommendations to hiring authorities. All personnel actions must follow equal employment opportunity laws e.g., unlawful discrimination is prohibited on the basis of race, color, religion, sex (including pregnancy and sexual orientation), national origin, disability, genetic information, age, or prior Equal Employment Opportunity activity. The Department Head coordinates selection with the applicable advisory council to determine academic rank before forwarding the selection recommendation to the ME Head for approval. Hiring panels are required for academic rank of supervisory GS-13 equivalents and all GS-14/15 equivalents. To draw comparison between GS and AD academic rank/grade, the average of the advertised starting salary range versus the GS pay table must be equated to establish equivalency.

When there is overlap between GS grades on the pay table, the higher of the grade will be used for equivalency purposes.

4.3.1. A hiring panel must consist of at least three individuals, equal to or senior in grade to the advertised position. Using the equivalency above, panel requirements in DAFMAN 36-203, *Staffing Civilian Positions*, will be followed. Hiring panels as defined in DAFMAN 36-203 are not required for AD-21 and AD-22 positions.

4.3.2. Initial pay will be set IAW [para 5.3](#) of this instruction.

4.4. Appointing Civilian Faculty. After selection, 10 FSS/FSCA initiates a Tentative Job Offer with the requirement for the appointee to complete a Statement of Understanding (SOU) and arranges for the appointee to be on-boarded at the agreed-upon date. Initial appointments may be made at any time commensurate with USAFA requirements, but the term of an initial appointment typically will not exceed three years. Newly appointed faculty members are subject to a one-year trial period. See Attachments [2](#) and [3](#) for general guidelines and appointment criteria within designated faculty progression tracks.

4.4.1. Selecting officials, supervisors, or liaisons will not issue a letter of intent or imply commitment to any candidate without obtaining clearance from 10 FSS/FSCA, except when the position is a critical need position filled via non-competitive appointments of less than one (1) year. In this case selecting officials may extend tentative job offers for temporary non-competitive appointments, conditional on final verification from the 10 FSS/FSCA of the selectee's eligibility and all necessary hiring requirements are met.

4.4.2. Criteria for Appointment to Specific Academic Rank. The academic rank is determined based upon the selectee's credentials and awarded on the effective date of appointment. USAFA/DF, USAFA/CW and USAFA/LD will utilize minimum qualification criteria outlined in AFI 36-116 when appointing academic civilian faculty.

4.4.3. Appointing USAFA/AD Civilian Faculty. The requirements for appointment are as follows:

4.4.3.1. Instructor of Physical Education. (AD-21). A relevant bachelor's degree from an accredited institution or equivalent experience and professional recognition and proficiency in the field of specialization is required.

4.4.3.2. Advanced Physical Education Instructor (AD-22). A relevant earned bachelor's degree from an accredited academic institution or equivalent experience and professional recognition and at least 3 years of college teaching in the field or coaching experience is required. The individual also must have a successful record of coaching or teaching in the field of specialization.

4.4.3.3. Senior Physical Education Instructor (AD-23). Individuals in this category must have at least a relevant earned bachelor's degree from an accredited academic institution or an appropriate terminal professional or academic degree and 8 years of successful college teaching or coaching and have achieved distinction as a coach or teacher in the field of specialization with superior leadership and personal attributes. Prospective appointees must be qualified as a head coach or administrator of some phase and have made a continuous contribution to the mission of USAFA (or the applicant's current school). Time in rank alone does not suffice for promotion to AD-23.

4.4.3.4. Associate Director of Physical Education (AD-24). They must have a bachelor's, or an appropriate terminal professional or academic degree; and 15 years of successful college teaching or coaching. The individual must have achieved high distinction in the field of specialization with superior leadership and personal attributes. Prospective appointees must also have significant experience as a head coach or administrator of some phase of the physical education curriculum and have made continuous significant contribution to the mission of the Air Force Academy or the applicant's current school. Time in rank alone does not suffice for promotion to AD-24. Promotion to AD-24 requires significant contributions as a demonstrated leader in carrying out the USAFA mission or the charter of the institution the candidate currently serves.

4.4.3.5. Coach-Instructor. Faculty appointed in this category hold the title Coach Instructor. They must meet the academic and experience requirements for any instructor and may be appointed in any instructional pay band (AD-21 thru AD-24) and step based on internal and external market comparisons and relevant experience.

4.4.4. Appointing USAFA/PS Civilian Faculty. The requirements for appointment or promotion are as follows:

4.4.4.1. Instructor (AD-21). Faculty appointed in this category must hold a relevant master's degree, or a relevant bachelor's degree with three or more years of teaching experience at the secondary or post-secondary level. Civilian academic faculty receive the academic rank of instructor upon arriving at the Preparatory School. An instructor is a staff member who teaches an academic discipline.

4.4.4.2. Lead Instructor (AD-22). Civilian academic faculty nominated for academic promotion to Lead Instructor must have an exceptional service record. Individuals in this category must have a relevant doctorate or relevant terminal degree with definite promise for growth in teaching, research, and service or a master's degree in an appropriate discipline from an accredited university, five years of relevant experience including three years teaching at P.S. since award of the rank of Instructor, and service as a course director of one or more courses; outstanding contributions to the profession (e.g., profession of arms, profession of teaching, or to the profession of the individual's academic specialty). Outstanding contributions to USAFA (e.g., teaching, administration, character development, or any other ME).

4.4.4.3. Command Instructor (AD-23). Civilian academic faculty nominated for academic promotion to Command Instructor must have an exceptional service record. Individuals in this category must have three years teaching at USAFA/PS since award of the rank of Lead Instructor and eight years teaching experience. A relevant Master's, Ph.D. degree or relevant terminal degree in an appropriate discipline from an accredited University. Outstanding contributions to the profession and USAFA.

4.4.4.4. The requirements for appointment of USAFA Preparatory School Physical Education Instructors are as follows:

4.4.4.4.1. Instructor (AD-21). Faculty appointed in this category hold the title Instructor of Physical Education (i.e., Assistant Coach, Strength and Conditioning Coach, Physical Education Instructor). Each must have at least a bachelor's degree and demonstrated experience and proficiency in the field of specialization.

- 4.4.4.4.2. Lead Instructor (i.e., Head Coaches) (AD-22). Faculty appointed in this category hold the title Advanced Physical Education Instructor. A bachelor's degree and at least 3 years of college or service academy preparatory school teaching or coaching in the field is required. The individual also must have a successful record of coaching or teaching in the field of specialization.
- 4.4.4.4.3. Command Instructor (AD-23). Faculty appointed in this category carry the title Senior Physical Education Instructor. Individuals in this category must have a bachelor's degree and at least 8 years of successful college or service academy preparatory school teaching or coaching and have achieved distinction as a coach or teacher in the field of specialization with superior leadership and personal attributes. Prospective appointees must be qualified as a head coach or administrator of some phase of the physical education curriculum and have made a continuous contribution to the mission of the Air Force Academy or the Preparatory School.
- 4.4.5. Appointing Current Faculty Members to Administrative Faculty (AD-25). Individuals appointed to administrative faculty positions must meet the degree requirements for AD-22, AD-23, or AD-24 as established in this instruction for each ME.
- 4.4.5.1. ME Heads may non-competitively temporarily appoint a civilian faculty member into an Administrative Faculty (AD-25) position, normally for no more than 1 year, to perform work directly related to the management of the educational activities of the ME. A vacant funded civilian position, or approved overhire, is required before the personnel action is implemented using the pay setting rules as set forth in this instruction. The competitive process (USA Jobs advertisement) must be used for any AD-25 appointment which is non-temporary and the term is longer than one year, i.e., if there is no intention to return the appointee back to their previous position, the competitive process must be used.
- 4.4.5.2. Administrative Faculty positions not requiring current membership on the faculty as a precondition for employment will be filled as other academic appointments IAW the tracks established in the Attachments. Current faculty members may apply along with other applicants without affecting their current positions. These positions are not eligible for tenure.
- 4.4.5.3. Administrative Faculty positions that require membership on the faculty as a precondition for appointment will be filled from a list of volunteer faculty members and do not require outside advertisement. When these positions are filled by a member that is currently tenured/permanently appointed, that tenured/permanent status will confer onto their new/temporary AD-25 position; members without tenure will remain so during their service as an AD-25.
- 4.4.6. Temporary Non-competitive Appointments of Civilian Faculty. ME Heads may non-competitively appoint qualified candidates (i.e., by-name-request) without a recruitment announcement for civilian faculty positions meeting the following criteria:
- 4.4.6.1. Use of temporary non-competitive appointments will be restricted to the following limited situations: short-notice military or civilian deployments, departures (e.g., resignation, retirement, etc.), and unplanned teaching requirements.
- 4.4.6.2. Non-competitive appointments are limited to 1 year or less, cannot be extended, and will be immediately replaced with the competitive hiring process.

4.4.6.3. Consecutive non-competitive appointments of the same personnel in the same department are not authorized.

4.4.7. Recordkeeping. ME's will keep hiring packages on file for a period of not less than four years and will be made available for any subsequent audits or hiring reviews. In addition, all documentation regarding hiring and pay setting are subject to periodic audits by HQ USAFA/A1 to ensure compliance with this regulation.

4.5. Reappointing Civilian Faculty.

4.5.1. Reappointing USAFA/DF and USAFA/PS Civilian Faculty.

4.5.1.1. For faculty members on an initial three-year appointment, the ME Head, after conferring with the respective Department Head, will determine whether a faculty member is to be reappointed when one year remains on the initial three-year appointment. If a re-appointment is warranted, the new appointment length will normally be for a period of three or four years, although lesser periods may be approved depending on the specific circumstances. The respective Department Head will inform the ME Head in writing of the faculty member's desire to be reappointed, after consultation with the faculty member. Formal re-appointment applications by faculty members are no longer required.

4.5.1.2. For faculty members who have already been reappointed at least once, the ME Head, after conferring with the respective Department or Staff Agency Head, will determine whether a faculty member will be reappointed. This decision will be made when one year remains on a faculty member's current three or four-year appointment. The respective Department Head or Staff Agency head will inform the ME Head in writing of the faculty member's desire to be reappointed, after consultation with the faculty member.

4.5.1.3. Formal re-appointment applications by faculty members are not required. In both types of re-appointments, faculty members eligible for re-appointment will normally be notified by the ME Head (or designee) no later than 30 days following the closeout of the faculty member's performance appraisal or as soon thereafter as practicable. Re-appointments normally will be effective 1 July; separations, except for cause, normally will be effective 30 June.

4.5.1.4. Re-appointments for Assistant Professors within USAFA/DF terminal degrees will be closely monitored by the ME Head or designee. Assistant Professors with terminal degrees who do not promote to Associate Professor within specified time frames will not be reappointed.

4.5.1.4.1. Assistant Professors within USAFA/DF with terminal degrees will have seven years, and two attempts, to promote to Associate Professor. If they do not promote to Associate professor within these time frames, their appointments will no longer be extended or renewed. Certain situations may allow for clock stoppage in reappointment timelines, such as FMLA, parental leave, etc.

4.5.2. Reappointing USAFA/CW and USAFA/LD Civilian Faculty. No later than one year prior to the expiration of appointment, the department head determines whether a faculty member will be reappointed. Faculty members eligible for re-appointment will normally be notified by the ME Head (or designee) no later than 30 days following the closeout of the faculty member's performance appraisal or as soon thereafter as practicable. Re-appointments

normally will become effective 1 July; separations, except for cause, normally will be effective 1 July.

4.5.2.1. Reappointment decisions may be made as part of the annual performance cycle. The supervisor will inform the ME Head in writing of the faculty member's desire to be reappointed, after consultation with the faculty member. Formal re-appointment applications by faculty members are not required. The decision to reappoint will be based on successful performance as demonstrated in the faculty member's current performance appraisal and careful consideration of the factors set forth in this instruction.

4.5.3. Reappointing USAFA/AD Civilian Faculty. The Directorate of Athletics reappoints personnel in one of three windows (April, June and December) of each year. The Executive Director of Athletics in coordination with the nominating Department Head Division Chief will complete the re-nomination process no later than 30 days prior to the end of the incumbent's term of appointment.

4.6. Advance Notice. Although not required, civilian faculty members should provide at least six months' notice of intention to resign or retire to ensure the institution has sufficient time to recruit and hire a replacement.

4.7. Promoting Civilian Faculty. Civilian Faculty Promotions normally become effective soon after the appraisal cycle ends but could occur during other times after approval by the ME Head.

4.7.1. Promoting USAFA/DF Civilian Faculty. Essential qualities expected of every faculty member include the personal attributes of integrity, industry, cooperation, initiative, and breadth of intellectual interests. Promotions will be IAW the criteria listed in each developmental personnel document, the Academic Faculty Track descriptions in [Attachment 2](#), or USAFAI 36-150, *Appointment and Promotion to Academic Ranks*, as appropriate. For merit promotion or re-appointment, the candidate must demonstrate achievement appropriate to the level in each of the following areas:

4.7.1.1. Teaching. Teaching duties may include but are not limited to: delivering courses that qualify for academic credit per the USAFA Course of Instruction Handbook; classroom presentations; course and laboratory development; course direction; leadership of independent student projects; or mentorship of junior faculty.

4.7.1.2. Scholarship/Research. Academic focused faculty members normally conduct academic scholarship/research through duties that may include but are not limited to: engage in consultation (consistent with public law and DoD and Air Force directives); write and publish educational and professional articles and textbooks; and participate in conferences and other activities of learned societies. These activities strengthen and improve the faculty's capacity to carry out the Academy's mission and simultaneously enrich classroom teaching.

4.7.1.3. Service. Each faculty member provides service to the Air Force, Space Force, the Air Force Academy, and the professional community. Such service may include but is not limited to: involvement in cadet activities and programs; administration; directing; participation in faculty governance; curriculum and program management; service to professional/academic associations; membership on department or USAFA level committees; or temporary assignment to, or in support of, other Air Force organizations.

4.7.2. Promoting USAFA/AD, USAFA/CW, USAFA/PS, and USAFA/LD Civilian Faculty. The requirements for promotion of civilian faculty in these ME's remain consistent with appointing guidance outlined earlier in this chapter.

4.7.2.1. Athletic faculty will conduct management duties which may include but are not limited to: serving as a role model and mentor to cadets; membership in professional organizations; attending professional meetings and conventions; and maintaining, demonstrating and instilling the professional and ethical standards of USAFA.

4.8. Establishing Duty Titles. MEs may establish duty titles. These titles are tied to positions and are distinct from Academic Ranks which are based on an individual faculty member's qualification. Duty titles have no implications for pay or retirement and change of duty title does not confer eligibility for academic promotion that increases pay.

4.9. Conferring Academic Titles for Faculty. Eligible Academic Faculty positions (as annotated in [Attachment 2](#)) may be conferred an academic title of Affiliate Instructor of [discipline], Affiliate Assistant Professor of [discipline], Affiliate Associate Professor of [discipline], or Affiliate Professor [discipline] if they meet the academic requirements and standards in USAFAI 36-150. Faculty may submit their application to USAFA/DF's Advisory Council (Faculty Personnel Council) with DF Academic Department sponsorship for review. After approval by the Dean of the Faculty, MEs may confer the academic title to the applicant. **Examples:** Assistant Instructional Professor of Quantitative Reasoning, Faculty Affiliate Assistant Professor of Physics; Director of Communication Strategies, Affiliate Assistant Professor of English."

4.10. Awarding Emeritus Rank to Civilian Faculty. Retiring civilians in the academic rank of Professor may be given the honorary title "Professor Emeritus," without affecting either pay or retirement annuity. USAFA is authorized to design, print, and confer appropriate certificates for such purposes. The "Emeritus" title may be conferred under the following conditions:

4.10.1. The faculty member must have rendered long and distinguished service to USAFA.

4.10.2. Eligible members include Professors (AD-24) who have at least ten (10) years of outstanding service to the academic mission of the Air Force Academy.

4.10.3. The organization of affiliation recommends awarding such status to the ME Head.

4.11. Academic Faculty Tenure/Permanent Appointments. ME Heads may authorize the use of permanent appointments for civilian faculty.

4.11.1. Academic tenure may be granted upon promotion to full professor and will be a permanent appointment from which a professor can only be removed for cause or reduction in force.

4.11.2. Faculty with terminal degrees may be appointed to tenure-track appointments consistent with Faculty Tracks outlined in the Appendices of this instruction; they will be appointed as term employees who can be converted to permanent employees.

4.12. Establishment of Permanent Appointments. Other MEs with civilian faculty may establish programs to convert civilian faculty from term to permanent appointments, with approval from HQ USAFA/CC. Program requests will establish specific criteria to determine who will be converted and when to meet specific mission needs. Submit program requests to HQ USAFA/A1 who will facilitate HQ USAFA/CC decision.

4.13. Duty Periods. Civilian faculty are typically full-time employees whose tour of duty is normally 12 months. However, ME Heads may request USAFA/CC approve a shorter duty period with a corresponding pro-rated salary (e.g., 10/12 of an annual salary for a 10-month duty period, 5/12 of an annual salary for a 5-month duty period). Faculty members with an approved shorter duty period will be placed on Leave Without Pay during the months they are not employed. Submit all requests for shorter duty periods to HQ USAFA/A1 who will facilitate HQ USAFA/CC decision.

4.14. Visiting/Adjunct Faculty. All ME Heads may appoint, at an appropriate rank and compensation level, visiting/adjunct faculty from outside the Federal Service to make significant contributions to the mission of USAFA. Members are hired via contract or voluntary service agreements (VSAs) and are not considered official employees of USAFA. However, these personnel will pass all suitability requirements as part of the vetting process before being issued credentials, such as CAC cards and proximity badges, that are required to work at USAFA. Members with outstanding qualifications and reputation may be designated Distinguished Visiting Professors/Adjunct Faculty. Contact HQ USAFA/A1C for VSA procedures. Review DF Faculty Operating Instruction 36-182, *Visiting Faculty Program*, for visiting faculty procedures.

4.15. Highly Qualified Experts (HQEs). HQEs may be appointed to bring enlightened thinking and innovation to advance the DoD national security mission. HQEs are a temporary infusion of talent that provides non-permanent support for short-term endeavors. These professionals provide expert experience-based mentoring, teaching, training, advice, and recommendations to senior military officers, staffs, and students as they participate in war games, warfighting courses, operational planning, operational exercises, decision-making exercises, as well as to support mission requirements. HQEs must be requested by HQ USAFA/CC, approved by SAF/MRL, are funded out of USAFA's appropriated civilian pay line, and are placed on a term appointment NTE 5 years against a funded vacant position or a USAFA/CV approved overhire. ME's wishing to appoint an HQE will follow guidance as prescribed in DoDI 1400.25, V922, *DoD Civilian Personnel Management System: Employment of Highly Qualified Experts (HQEs)* and contact HQ USAFA/A1 to initiate the process.

Chapter 5

ADMINISTERING CIVILIAN FACULTY PAY

5.1. Salary Schedule. IAW DAFI 36-116: *Civilian Faculty Personnel Management*, HAF/A1C maintains the HAF Civilian Faculty Pay Plan, including any approved alternate Faculty Pay Plans, which are adjusted annually. HAF/A1C, with AU, USAFA, and JSOU input, reviews the adequacy of Faculty Pay Plans. HAF/A1C considers salaries at comparable Federal and non-Federal degree-conferring institutions in order to establish pay plans comparable to those of similar institutions. The key consideration in determining initial compensation for any particular faculty member is comparability to faculty with similar credentials at similar institutions. There is no expectation that every step in a pay plan is available to every faculty member, nor is there any expectation of earning step increases due solely to longevity.

5.1.1. All hiring, promotion, award, and pay effecting transactions are subject to availability of funds. All proposed personnel actions will be in accordance with SAF/FM annual fiscal guidance.

5.2. Civilian Faculty Pay Plan Distribution. Upon receipt from HAF/A1C, HQ USAFA/A1 will distribute the updated pay plan for use in all new employee initial pay setting actions.

5.3. New Employee Initial Pay Setting. MEs are responsible for establishing initial salary levels for the classified position during the hiring process for new employees. Determine starting salary primarily on the individual's academic and experiential qualifications; additional factors may include but are not limited to the demand for the academic discipline/sport, the availability of qualified applicants, and the level of responsibility.

5.3.1. Initial pay must comply with any pay schedule limitations found in the annual HAF Civilian Faculty Pay Plan, if indicated.

5.3.1.1. USAFA/LD, USAFA/CW, and USAFA/DF will utilize Oklahoma State University's "Faculty Salary Survey by Discipline" (commonly referred to as the Oklahoma State Pay Study) to create comparisons of salaries for teaching/research disciplines. For positions or disciplines not included in the Oklahoma State Pay Study a market-based analysis will be conducted. Additionally, if a more accurate or comprehensive tool or study becomes available, A1 may certify alternative tools or studies to create salary comparisons. MEs should coordinate changes with A1 prior to utilizing a new tool or study.

5.3.1.2. All comparisons will consider the basic pay, locality pay and indirect compensation benefits (valued at ~36% of basic pay) that all federal employees receive and be assessed against similar compensation packages offered by external, non-federal organizations IAW 5.3.1.1.

5.4. Pay Setting for Promotion in Academic Rank. The pay of a civilian faculty member promoted from one academic rank to the next higher academic rank is set at an increase of two salary steps. If the two-salary step increase is less than the minimum rate of the new academic rank, pay is set at the minimum step of the new academic rank. Step increases resulting from promotion do not preclude the awarding of additional step increases during the same appraisal cycle based on performance.

5.5. Pay Setting for Non-Competitive Temporary Appointment to an Administrative Faculty Position (AD-25). Temporary appointment to a position with a different USAFA internal salary range may result in an increase, decrease or no change in pay. When the USAFA internal salary range of the new position is lower than the employee's current salary, the employee will retain their current step during the temporary appointment. When the USAFA internal salary range of the new position is the same or higher than the employee's current salary, the employee may receive up to a two-step increase in pay within the applicable pay limitations of this instruction. The earning of additional step increases during the temporary assignment is not impacted.

5.5.1. Completion of Non-Competitive Temporary Assignment to an Administrative Faculty Position (AD-25). For temporary assignments lasting one year or less, once the temporary assignment comes to an end, a personnel action will be submitted by the ME to 10 FSS/FSCA to reverse any step increases awarded due to taking such assignment; this does not impact any additional step increases the employee would otherwise be granted. For temporary assignments lasting more than one year, upon returning to their permanent grade, the employee's pay may be set using the highest previous rate, allowing them to retain the steps earned during the temporary assignment.

5.6. Step Rates. Step rates are reflected on the HAF Civilian Faculty Pay Plan. Civilian faculty members are paid the rate designated for the assigned step and will not exceed the steps annotated for their academic rank.

5.6.1. HQ USAFA/CC may request pay rates above the maximum payable rates listed in the HAF Civilian Faculty Pay Plan from the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) unless the maximum payable basic rate of pay is capped at Executive Level IV.

5.6.1. 1. Submit all requests to HQ USAFA/A1. Requests will address recruitment and retention problems caused by significantly higher non-Federal pay rates than those payable by the Federal Government within the area, location or occupational group involved. HQ USAFA/A1 will review all requests, obtain HQ USAFA/FM coordination, and make a recommendation to HQ USAFA/CC for approval to submit to SAF/MR.

5.7. Employee Salary. An employee's salary, comprised of basic pay and locality pay, is based on a full-time, 12-month work year, and is considered full and complete pay for the professional duties and responsibilities all civilian faculty render.

5.8. Reporting Time and Attendance. All civilian faculty members must complete an accurate timecard for each 2-week pay period in the Automated Time Attendance and Production System (ATAAPS). Although Title 10 civilian faculty members are paid by the same administrative mechanism system as Competitive Service (i.e., Title 5) employees and are professional educators who are hired at an agreed upon employee salary, these employees must account for at least 80 hours worked every two-week pay period, unless on some form of approved absence such as leave, sick leave, or leave without pay, which will be certified as accurate by the employee's supervisor, acting supervisor, other equivalent official, or a higher-level manager authorized to act as an alternate certifier at the end of the pay period IAW DoDI 7000.14-R, Volume 8, Chapter 2, *Time and Attendance*.

5.8.1. Work Schedule. All faculty employees may be placed on a flexible work schedule such as flexitour or maxiflex schedules. A maxiflex schedule provides the most flexibility for

faculty as it is a work schedule that contains core hours of no fewer than 10 workdays in the biweekly pay period, and in which a full-time employee has a basic work requirement of 80 hours for the biweekly pay period, but in which an employee may vary the number of hours worked on a given workday or the number of hours each week within the limits established by the ME Head. Contact 10 FSS/FSCA for additional guidance.

5.8.2. Federal Holidays and Family/Resiliency Days. Civilian faculty members must account for all time off; to include federal holidays and HQ USAFA/CC approved resiliency days. On federal holidays faculty members will be awarded paid holiday leave for that duty day. On resiliency days, leave procedures apply in accordance with DoDI1400.25V630_AFI36-815, *Leave*. For resiliency days civilian faculty may either choose to be present for duty or request pre-approval to use accrued leave or previously approved time-off awards as accrued within ATAAPS. For those on maxiflex schedules, the employee may structure work hours to not include this day with approval from their supervisor.

5.8.2.1. Substituting Holidays. Civilian faculty who must work on a federal holiday receive no premium pay. However, another day off must be substituted for the holiday, normally a day designated by the ME Head.

5.9. Telework/Remote Work. USAFA/CC may authorize telework/remote work programs for the installation. If authorized, employees wishing to utilize telework or remote work flexibilities should refer to DODI1035.01_DAFI36-143, *Telework and Remote Work Program*, for program guidance. All requests for telework will be approved by the supervisor via an updated telework agreement IAW with ME Head policies. All requests for remote work will be approved by the ME Head, which may not be delegated, to ensure consistency within the ME and overall mission accomplishment. Contact 10 FSS/FSCA for additional guidance.

5.10. Benefits. As federal employees, civilian faculty are eligible to receive numerous benefits such as paid leave, health insurance, life insurance, retirement plan, and thrift savings plans. Employees should contact the AFPC Benefits and Entitlements Services Team (BEST) if they have questions on these programs. Employees may also contact 10 FSS/FSCA for additional information.

Chapter 6

PERFORMANCE MANAGEMENT

6.1. Administration. The annual performance management cycle is 1 June through 31 May of each year. Civilian faculty members must have a performance plan established within 30 days of entrance on duty, change in position, or at the beginning of an appraisal cycle. Each civilian faculty member must receive at least one progress review (usually mid-year) and be evaluated annually by their official supervisors in accordance with DoDI1400.25v431_AFI36-1002, *Performance Management and Appraisal Program Administration in the Air Force*, Defense Performance Management Appraisal Program (DPMAP). To receive an appraisal, civilian faculty must serve in an approved performance plan at least 90 days within the appraisal cycle.

6.2. Performance Awards. HQ USAFA/CV, based on AF funding guidance and recommendations from HQ USAFA/A1 and HQ USAFA/FM, will determine annually, the amount of civilian pay funding to be reserved for performance awards. Civilian faculty members may also receive time off awards or other monetary awards governed by other applicable directives, if eligible. All monetary-type awards will be charged against the ME's allocated awards pool bogey and will not exceed funding as approved by HQ USAFA/CV. 10 FSS/FSCA will distribute guidance annually to all MEs prior to the appraisal cycle.

6.2.1. Performance Awards. Using faculty members' performance appraisals as a basis, Department Heads may annually recommend cash awards, step increases, and time off awards within the limitations set by the annual award and appraisal guidance distributed by 10 FSS/FSCA. Individuals with an appraisal rating of less than 3.0 or those on a Performance Improvement Plan are ineligible. Supervisors recognize and reward performance by providing incentives to and recognition of employees for individual and team achievement and for their contributions to the organization's mission. Supervisors can strengthen the performance culture and influence employee engagement by using recognition throughout the appraisal cycle. It is important to recognize performance and achievements as they occur, preferably as close as possible to the act(s) being recognized. Recognition and awards are not entitlements. Achievements or contributions should be related to organizational mission and goals and to exceeding expectations. Rewards should be an integral part of performance management.

6.2.2. Other Discretionary Step Increases. Because no equivalent of a within grade increase process exists for Administratively Determined faculty, the Superintendent's intent is to make available the maximum amount of step increases annually as permitted by USAFA's financial conditions. HQ USAFA/A1 and HQ USAFA/FM will annually recommend the number of step increases available to MEs for civilian faculty to the USAFA Group for decision by HQ USAFA/CV. MEs should consider using these step increases to adjust employee salaries based on internal and external market comparisons. These increases are not charged against the annual awards pool bogey as approved by HQ USAFA/CV. Individuals with an appraisal rating of less than 3.0 or those on a Performance Improvement Plan are ineligible.

6.3. Civilian Recognition. Independent of the performance appraisal cycle, MEs are encouraged to use time off and honorary awards in order to foster mission accomplishment by recognizing excellence of civilian faculty employees and motivating them to higher levels of performance and service. ME's will follow procedures outlined in DODI1400.25V451_DAFI36-1004, *Civilian Recognition Program*. Contact 10 FSS/FSCA for additional guidance.

Chapter 7

EMPLOYEE RELATIONS

7.1. Notice of Non-Reappointment. Supervisors must make every effort to ensure an individual is given adequate notice of non-reappointment. For all non-athletic civilian faculty, regardless of ME, a notice of non-reappointment will be issued prior to the expiration of the current term; the goal is for such notice to be given 12 months in advance. At a minimum, notice should be given 30 days in advance. For civilian faculty in USAFA/AD and USAFA/PS, a minimum of 30 day notice for non-reappointment should be issued in advance of the expiration of the current term.

7.2. Reduction-in-Force. Loss of civilian pay funding or the elimination of manpower authorizations may result in termination of current appointments prior to their scheduled expiration date. Applicable civilian employee reduction-in-force procedures will be followed in accordance with OPM, DoD, and Air Force policies.

7.3. Disciplinary Actions. Regardless of appointment type, disciplinary actions will be IAW DAFI 36-148, *Discipline and Adverse Actions of Civilian Employees*. Supervisors will initiate such actions by coordinating with 10 FSS/FSCA.

7.4. Employee Concerns. Employees may file a grievance in accordance with the administrative grievance process as prescribed by DoDI1400.25-V771_DAFI 36-706, *DoD Civilian Personnel Management System; Administrative Grievance System*. Employees may also use the Equal Employment Opportunity complaint process. Employees should contact the servicing Civilian Personnel Flight promptly as most procedures include deadlines for filing complaints.

7.5. Standards of Ethical Conduct. All civilian faculty will comply with the standards prescribed in 5 C.F.R. Part 2635 - STANDARDS OF ETHICAL CONDUCT FOR EMPLOYEES OF THE EXECUTIVE BRANCH. In addition, the provisions contained in DAFI 36-147, *Civilian Conduct and Responsibility*, apply.

Chapter 8

EMPLOYEE DEVELOPMENT

8.1. Long-Term Training and Education Programs. Title 10 employees may be eligible for similar developmental opportunities available to Title 5 employees. The program provides comprehensive training or education for employees who have significant changes in their responsibilities, or need the training to accomplish the Department of the Air Force mission. Contact 10 FSS/FSDE for additional guidance.

8.1.1. Entitlements. Under this program, employees are authorized to receive tuition, travel, per diem (or transportation of dependents and household goods in lieu of per diem), and salary. If the faculty member accepts this opportunity for training or education, the member must complete a Standard Form (SF) 182, *Authorization, Agreement and Certification of Training*, or a locally developed service agreement. If the member does not fulfill this obligation, the member must reimburse the Department of the Air Force for the tuition and incidental expenses associated with the education program. Employees interested in long-term training or education should contact their supervisor. An SF 182 is not required for academic conferences.

8.2. Civilian Tuition Assistance Program (CTAP). The program is designed to benefit the mission and applies to self-development education courses that civilians desire to attend on a voluntary off-duty basis, regardless of funding source. This program includes coursework in post-secondary education including an associate's, a bachelor's, a master's, or a doctoral degree. The Civilian Tuition Assistance Program is subject to the availability of funds. Full-time appropriated fund civilian faculty should refer to DAFI 36-2687, *Civilian Development*, for program eligibility and guidance.

8.3. Civilian Development (CD) Programs. The CD Programs are central to the career-long process of a civilian's individual development. CD Programs offer a wide variety of professional development opportunities to develop leadership and management competencies. Basic Development Education (BDE), Intermediate Development Education (IDE), Senior Development Education (SDE), Academic/Fellowships, and Leadership Seminars/Short Courses are the levels afforded to civilians based on specific criteria. For all levels, supervisors, career field teams and Developmental Teams (DTs) provide oversight of personnel development to meet both functional and institutional strategic leadership requirements. Specific program descriptions are on the myFSS website at <https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t000000wLCUCAY>. Employees should refer to DAFI 36-2687, *Civilian Development*, for program eligibility and guidance.

8.4. Individual Development Plan (IDP). Completion of an IDP is mandatory for all civilian employees IAW the guidance found in DoDI 1400.25, Volume 410, *DoD Civilian Personnel Management System: Training, Education, and Professional Development*. Supervisors will ensure each civilian employee has an IDP IAW DAFMAN 36-142, Para 4.2.

8.5. Sabbaticals. Sabbaticals are authorized absences from the Academy designed to allow eligible civilian faculty meeting specific criteria to keep abreast of the educational techniques and research advances in their academic area of interest, expand their knowledge, increase their instructional abilities, enhance their knowledge of military and governmental operations, and

broaden their general educational and cultural background. See FOI 36-179, *Civilian Faculty Sabbatical Program* for guidance.

RICHARD M. CLARK, Lt Gen, USAF
Superintendent

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

AFI 36-128, *Pay Setting and Allowances*, 16 May 2019

DAFI 36-116, *Civilian Faculty Personnel Management*, 27 December 2018

DAFI 36-147, *Civilian Conduct and Responsibility*, 11 January 2023

DAFI 36-148, *Discipline and Adverse Actions of Civilian Employees*, 26 September 2022

DAFMAN 90-161, *Publishing Processes and Procedures*, 17 October 2023

DAFMAN 36-203, *Staffing Civilian Positions*, 29 July 2019

DAFMAN 36-142, *Civilian Career Field Management and Centrally-Managed Programs*, 4 October 2022

DAFI 36-2687, *Civilian Development*, 9 November 2023

AFI 33-322, *Records Management and Information Governance Program*, 27 July 2021

DAFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 28 Aug 2023

DoDI 1402.06, *Civilian Faculty Positions in Department of Defense (DoD) Post-Secondary Educational Institutions*, 6 November 2007

DoDI1400.25-V431_AFI 36-1002, *Performance Management and Appraisal Program Administration in the Department of the Air Force*, 1 August 2022

DODI1400.25V451_DAFI36-1004, *Civilian Recognition Program*, 17 December 2023

DoDI1400.25-V771_AFI36-706, *DoD Civilian Personnel Management System: Administrative Grievance System*, 13 November 2018

DoDI1400.25V630_AFI36-815, *Leave*, 14 November 2019

DoDI1400.25V610_DAFI36-152, *Hours of Work and Holiday Observance*, 5 April 2023

DODI 1035.01_DAFI 36-143, *Telework and Remote Work Program*, 28 October 2023

USAFAI 36-150, *Appointment and Promotion to Academic Ranks*, 27 February 2024

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

SF 182, *Authorization, Agreement and Certification of Training*

Abbreviations and Acronyms

A.D.—Administratively Determined

A.F.—Air Force

A.F.I.—Air Force Instruction

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive
AFRC—Air Force Reserve Command
AFRIMS—Air Force Records Information Management System
A.N.G.—Air National Guard
DAFI—Department of the Air Force Instruction
DAFPD—Department of the Air Force Policy Directive
DoD—Department of Defense
DoDI—Department of Defense Instruction
DPMAP—Defense Performance Management Appraisal Program
G.S.—General Schedule
I.A.W.—In Accordance With
NAF—Non-Appropriated Fund
O.P.M.—Office of Personnel Management
O.P.R.—Office of Primary Responsibility
R.D.S.—Records Disposition Schedule
R.I.F.—Reduction in Force
S.E.S.—Senior Executive Service
S.F.—Standard Form
SUPT—Superintendent
USAFA—United States Air Force Academy
U.S.C.—United States Code

Terms

Extraordinary qualifications—Qualifications must be more extensive in quantity and generally more impressive in quality than those of faculty members with the same length of service and with the terminal degree that have been promoted. Furthermore, the faculty member's extraordinary performance must be recognized regionally, nationally and or internationally.

Terminal Degree—The highest degree awarded in a given field.

Trial Period—The first year of employment where the individual serves at the discretion of the USAFA/SUPT.

Attachment 2

ACADEMIC FACULTY CAREER PROGRESSION TRACKS

A2.1. Purpose. The academic faculty tracks listed in the appendices of this attachment depict the career progression of USAFA's academic civilian faculty within USAFA/DF, USAFA/CW, and USAFA/LD

A2.2. New Faculty Track Requests. All requests will be submitted for USAFA/CC approval through USAFA/A1 and must include:

A2.2.1. Available Academic Ranks. A list of which academic ranks are included within the track.

A2.2.2. Position Title. A list of the position titles that are associated with each academic rank within the track.

A2.2.3. Occupational Series. Indicate the occupation series that should be used when a Position Description is classified under the track.

A2.2.4. General Duty Description. A basic description of the types and percentage of duties that should be included in a Position Description classified under the track.

A2.2.5. Performance, Education, and Experience Criteria for Assignment.

A2.2.6. Performance, Education, and Experience Criteria for Promotion. Criteria must adhere to guidelines in [paragraph 4.7](#).

A2.2.7. Conferred Academic Title Eligibility. Indicate whether the positions within this track are eligible for a conferred academic title as described in [paragraph 4.9](#).

A2.2.8. Tenure Eligibility. Indicate whether this track ends in a position with a permanent appointment and conferred tenure status, and thus is subject to the time-in-grade promotion requirements listed in USAFAI 36-150.

Appendix A

FACULTY TRACK: TEACHING TENURE TRACK

Available Academic Ranks:	Associated Position Titles:
Academic Rank 22 (AD-22)	Assistant Professor of [discipline]
Academic Rank 23 (AD-23)	Associate Professor of [discipline]
Academic Rank 24 (AD-24)	Professor of [discipline]
Occupational Series:	1701
General Duty Description:	Faculty with a terminal degree who are assigned to academic departments and whose primary duty (generally >50%) is teaching. Faculty in this track will also conduct research and service.
Performance, Education, and Experience Criteria for Assignment:	AD-22: IAW DAFI36-116, para 5.5.2 AD-23: IAW DAFI36-116, para 5.5.3 AD-24: IAW DAFI36-116, para 5.5.4
Performance, Education, and Experience Criteria for Promotion:	Personnel Documents in this track are AD-22 target 24 positions. Promotion is IAW the teaching track criteria and “up or out” timeline in USAFAI 36-150; approved by the Dean of the Faculty upon recommendation from the Faculty Personnel Council.
Supervisory:	Although rare and reserved for select AD 23-24s, faculty on this track may be supervisory if outlined in the core PD.
Conferred Academic Title Eligibility:	Yes, IAW para 4.9.
Tenure Eligibility:	Yes, at rank AD-24; position subject to time-in-grade “up or out” requirements in USAFAI 36-150, para 5.6-5.7.
Pay Band Determination:	IAW para 5.4.

Appendix B

FACULTY TRACK: TEACHING NON-TENURE TRACK

Available Academic Ranks:	Associated Position Titles:
Academic Rank 21 (AD-21)	Instructor of [discipline]
Academic Rank 22 (AD-22)	Assistant Professor of [discipline]
Academic Rank 23 (AD-23)	Associate Professor of [discipline]
Academic Rank 24 (AD-24)	Professor of [discipline]
Occupational Series:	1701
General Duty Description:	Normally, TEMP/TERM appointment faculty with an appropriate degree who are assigned to an academic department and whose primary duty (generally >50%) is teaching. Normally, these are faculty over-hires to backfill deployed military (OCO funded), research over-hires, non-competitive appointments, and gift-funded positions fall in this track. In some cases (e.g., TEMP/TERM hires for a fixed duration following an unexpected resignations), UMD civilian pay faculty may fall in this track.
Performance, Education, and Experience Criteria for Assignment:	AD-21: IAW DAFI36-116, para 5.5.1 AD-22: IAW DAFI36-116, para 5.5.2 AD-23: IAW DAFI36-116, para 5.5.3 AD-24: IAW DAFI36-116, para 5.5.4
Performance, Education, and Experience Criteria for Promotion:	Generally, these positions are not promotable based on the shorter TEMP/TERM nature. Some positions may be eligible for promotion (e.g., a long-serving gift-funded faculty member on renewable TERM appointments) if approved by the Dean of the Faculty based on the criteria in USAFAI 36-150.
Supervisory:	No.
Conferred Academic Title Eligibility:	Yes, IAW para 4.9.
Tenure Eligibility:	No.
Pay Band Determination:	IAW para 5.4

Appendix C

FACULTY TRACK: SERVICE TRACK

Available Academic Ranks:	Associated Position Titles:
Academic Rank 21 (AD-21) Academic Rank 22 (AD-22) Academic Rank 23 (AD-23) Academic Rank 24 (AD-24)	Faculty on this track who are supervisors and/or managers of a program or center will have duty titles aligning with AD grades similar to: AD22: Assistant Director of [program/center] AD23: Director of [program/center] AD24: Senior Director of [program/center] Faculty who are executing a program (generally not supervisory and not a director of a program or center) will have descriptive titles based on the staff agency and duties of the position. Examples may include: Educator (AD21) to Senior Educator (AD22) of Quantitative Reasoning or Communication Strategies; Academic Advisor (AD21), Lead Academic Advisor (AD22), Senior Academic Advisor (AD23); Assistant Instructional Professor (AD22) of Quantitative Reasoning or Communication Strategies, Associate Instructional Professor (AD23) of Quantitative Reasoning or Communication Strategies; or Assistant Research Librarian (AD22), Associate Research Librarian (AD23). These examples are not exhaustive and other titles may be developed as required.
Occupational Series:	1720
General Duty Description:	Faculty positions where the primary duty (>50%) is a service function directing/leading a program or center or executing a program. These faculty will also contribute service to the DF or USAFA mission. Members primarily conduct academic scholarship/research within their service program/center area and teach (or more broadly, contribute to cadet development) in accordance with their PD, but most of their time is spent in academic service.
Performance, Education, and Experience Criteria for Assignment: (should be made specific, or more restrictive as required, in the developmental CPD for each position)	AD-21: Relevant degree or relevant experience. AD-22: Demonstrated or presumptive potential relevant to the role; relevant post-graduate degree; relevant professional experience. AD-23: Demonstrated excellence performing the role or a similar role; relevant post-graduate degree. AD-24: Demonstrated superior performance in the role or a similar role; relevant post-graduate degree.

Performance, Education, and Experience Criteria for Promotion: (should be made specific, or more restrictive as required, in the developmental CPD for each position)	Complete service promotion criteria will be defined in a future instruction that parallels USAFAI 36-150 for teaching faculty. Timelines to promotion should match the Teaching Tenure Track as closely as possible so that neither track has an apparent promotion timeline advantage or disadvantage.
Supervisory:	Position dependent. Directors may be supervisory.
Conferred Academic Title Eligibility:	Yes, IAW para 4.9.
Tenure Eligibility:	No.
Pay Band Determination:	IAW para 5.4.

Appendix D

FACULTY TRACK: RESEARCH TENURE TRACK

Available Academic Ranks:	Associated Position Titles:
Academic Rank 22 (AD-22)	Research Assistant Professor of [discipline]
Academic Rank 23 (AD-23)	Research Associate Professor of [discipline]
Academic Rank 24 (AD-24)	Research Professor of [discipline]
Occupational Series:	1730
General Duty Description:	Faculty with a terminal degree who serve in academic departments. Primary duty (>50%) is academic research but they also teach and perform service to their department/staff agency, DF, and/or USAFA.
Performance, Education, and Experience Criteria for Assignment: (should be made specific, or more restrictive as required, in the developmental CPD for each position)	AD-22: Demonstrated or presumptive potential relevant to the role; relevant terminal degree; relevant experience. AD-23: Demonstrated excellent performance in the role or a similar role; relevant terminal degree; minimum 5 years relevant experience. AD-24: Demonstrated superior performance in the role or a similar role; relevant terminal degree; normally no less than 10 years of applicable professional experience.
Performance, Education, and Experience Criteria for Promotion:	Academic Promotion via the research track as outlined in USAFAI 36-150 until a more detailed instruction specific to research faculty is published; approved by the Dean of the Faculty upon recommendation from the Faculty Personnel Council.
Supervisory:	Although rare and reserved for select AD 23-24s, faculty on this track may be supervisory if outlined in the core PD.
Conferred Academic Title Eligibility:	Yes, IAW para 4.9.
Tenure Eligibility:	Yes, at rank AD-24; position subject to time-in-grade “up or out” requirements in USAFAI 36-150, para 5.6-5.7.
Pay Band Determination:	IAW para 5.4.

Appendix E

FACULTY TRACK: RESEARCH NON-TENURE TRACK

Available Academic Ranks:	Associated Position Titles:
Academic Rank 21 (AD-21)	Research Instructor of [discipline]
Academic Rank 22 (AD-22)	Research Assistant Professor of [discipline]
Academic Rank 23 (AD-23)	Research Associate Professor of [discipline]
Academic Rank 24 (AD-24)	Research Professor of [discipline]
Occupational Series:	1730
General Duty Description:	Faculty who serve in academic departments or research centers. Primary duty (>50%) is academic research but they

	also teach and perform service to their department/center, DF, and/or USAFA.
Performance, Education, and Experience Criteria for Assignment: (should be made specific, or more restrictive as required, in the developmental CPD for each position)	AD-21: Relevant degree; relevant experience. AD-22: Demonstrated or presumptive potential relevant to the role; relevant post-graduate degree; 3 years relevant professional experience. AD-23: Demonstrated excellent performance in the role or a similar role; relevant post-graduate degree; minimum 5 years significant professional experience. AD-24: Demonstrated superior performance in the role or a similar role; relevant post-graduate degree; normally no less than 10 years of applicable professional experience.
Performance, Education, and Experience Criteria for Promotion: (should be made specific, or more restrictive as required, in the developmental CPD for each position)	Faculty in this track promote based on the research track criteria in USAFAI 36-150 until a more detailed instruction specific to research faculty is published; approved by the Dean of the Faculty upon recommendation from the Faculty Personnel Council. Timelines to promotion should match the Teaching Tenure Track as closely as possible so that neither track has an apparent promotion timeline advantage or disadvantage.
Supervisory:	Although rare, faculty on this track may be supervisory over lower ranking AD or GS personnel at a “flight” equivalent level, if outlined in the core PD.
Conferred Academic Title Eligibility:	Yes, IAW para 4.9.
Tenure Eligibility:	No.
Pay Band Determination:	IAW para 5.4.

Appendix F

FACULTY TRACK: ACADEMIC ADMINISTRATIVE POSITIONS

Available Academic Ranks:	Associated Position Titles:
Academic Rank 25 (AD-25)	Senior Associate Dean Associate Dean of [program/area]
Occupational Series:	1720
General Duty Description:	Faculty serving in an academic administrative position. Positions may or may not contain scholarship/research or teaching duties.
Performance, Education, and Experience Criteria for Assignment: (should be made specific, or more restrictive as required,	AD-25: Demonstrated sustained superior performance; degree relevant to position for outside hires (to be specified in the CPD) or terminal degree for internal-only hires; normally no less than 10 years of applicable professional experience.

in the developmental CPD for each position)	
Performance, Education, and Experience Criteria for Promotion:	Not promotion eligible.
Supervisory:	Yes.
Conferred Academic Title Eligibility:	Yes, IAW para 4.9.
Tenure Eligibility:	Previously Tenured Professors who move into these positions from internal-only hires may retain their permanent appointment status as required. The positions themselves will not be tenured.
Pay Band Determination:	IAW 5.4

Attachment 3

ATHLETIC FACULTY CAREER PROGRESSION TRACKS

A3.1. Purpose. The Directorate of Athletics faculty tracks listed in the appendices of this attachment depict the career progression of civilian faculty within USAFA/AD.

A3.2. New Faculty Track Requests. All requests will be submitted for USAFA/CC approval through USAFA/A1 and must include:

A3.2.1. Available Academic Ranks. A list of which academic ranks are included within the track.

A3.2.2. Position Title. A list of the position titles that are associated with each academic rank within the track.

3.2.3. Occupational Series. Indicate the occupation series that should be used when a Position Description is classified under the track.

3.2.4. General Duty Description. A basic description of the types and percentage of duties that should be included in a Position Description classified under the track.

A3.2.5. Performance, Education, and Experience Criteria for Assignment.

A3.2.6. Performance, Education, and Experience Criteria for Promotion. Criteria must adhere to guidelines in [paragraph 4.7](#).

A3.2.7. Conferred Academic Title Eligibility. Indicate whether the positions within this track are eligible for a conferred academic title as described in [paragraph 4.9](#).

A3.2.8. Tenure Eligibility. Indicate whether this track ends in a position with a permanent appointment and conferred tenure status.

Appendix A

COACH TRACK (Teaching)

Available Academic Ranks:	Associated Duty Titles:
Academic Rank 21 (AD-21)	Assistant Coach/Instructor of Physical Education (Sport)
Academic Rank 22 (AD-22)	Assistant or Head Coach/Advanced Physical Education Instructor (Sport)
Academic Rank 23 (AD-23)	Head Coach/Senior Instructor of Physical Education (Sport)
Occupational Series:	1701
General Duty Description:	Coach for a sanctioned NCAA or NCBA sport who instructs cadets in physical education courses for academic credit per the USAFA Course of Instruction Handbook and coaches Intercollegiate Athletes in assigned sport.
Performance, Education, and Experience Criteria for Assignment:	AD-21: Must hold a bachelor degree and relevant experience in the field of study at the Professional, Collegiate or Olympic level.

	AD-22 and above: Must hold a bachelor degree and have a minimum of 3 years of experience at the Professional, Collegiate or Olympic level.
Performance, Education, and Experience Criteria for Promotion:	Promotion is IAW ADOI 36-801 3.1 and approval by the Executive Director of Athletics upon recommendation from the Civilian Faculty Advisory Committee.
Supervisory:	None
Conferred Academic Title Eligibility:	Yes, IAW established Directorate of Faculty guidance.
Tenure Eligibility:	None

Appendix B

COACH TRACK (Non-Teaching)

Available Academic Ranks:	Associated Duty Titles:
Academic Rank 21 (AD-21)	Advanced Instructor (Sport)
Academic Rank 22 (AD-22)	Advanced Instructor (Sport)
Academic Rank 23 (AD-23)	Advanced Instructor (Sport)
Occupational Series:	1701
General Duty Description:	Coach for a sanctioned NCAA program who coaches, develops, and instructs cadet athletes on strategy, tactics, training techniques, and leadership philosophies for success at the highest athletic competitive levels.
Performance, Education, and Experience Criteria for Assignment:	AD-21: Must hold a bachelor degree and relevant experience in the field of study at the Professional, Collegiate or Olympic level. AD-22 and above: Must hold a bachelor degree and have a minimum of 3 years of experience at the Professional, Collegiate or Olympic level.
Performance, Education, and Experience Criteria for Promotion:	Promotion is IAW ADOI 36-801 3.1 and approval by the Executive Director of Athletics upon recommendation from the Civilian Faculty Advisory Committee.
Supervisory:	None
Conferred Academic Title Eligibility:	Yes, IAW established Directorate of Faculty guidance.
Tenure Eligibility:	None

Appendix C

PHYSICAL EDUCATION INSTRUCTOR TRACK

Available Academic Ranks:	Associated Duty Titles:
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Academic Rank 21 (AD-21)	Instructor of Physical Education (Duty Title)
Academic Rank 22 (AD-22)	Advanced Physical Education Instructor (Duty Title)
Academic Rank 23 (AD-23)	Senior Physical Education Instructor (Duty Title)
Academic Rank 24 (AD-24)	Associate Director of Physical Education (Duty Title)
Occupational Series:	1701 or 1720
General Duty Description:	Personnel whose assigned primary duties are positions needed to execute the mission of the Department of Physical Education. Teaching duties are primary in nature and account for more than 50% of assigned duties.
Performance, Education, and Experience Criteria for Assignment:	AD-21: Must hold a bachelor degree and relevant experience in the field of study at the Professional, Collegiate or Olympic level. AD-22 and above: Must hold a bachelor degree and have a minimum of 5 years of experience at the Professional, Collegiate or Olympic level.
Performance, Education, and Experience Criteria for Promotion:	Promotion is IAW ADOI 36-801 3.1 and approval by the Executive Director of Athletics upon recommendation from the Department Head for Physical Education and the Civilian Faculty Advisory Committee.
Supervisory:	Yes
Conferred Academic Title Eligibility:	Yes, IAW established Directorate of Faculty guidance.
Tenure Eligibility:	None

Appendix D

STAFF (Teaching) TRACK

Available Academic Ranks:	Associated Duty Titles:
Academic Rank 21 (AD-21)	Instructor of Physical Education (Duty Title)
Academic Rank 22 (AD-22)	Advanced Physical Education Instructor (Duty Title)
Academic Rank 23 (AD-23)	Senior Physical Education Instructor (Duty Title)
Academic Rank 24 (AD-24)	Associate Director of Physical Education (Duty Title)
Occupational Series:	Primary 1701, Secondary 0342 or 1801
General Duty Description:	Personnel assigned to a staff role and/or duty in the Directorate of Athletics whose primary duties are positions needed to execute the mission of the Directorate. Teaching duties are secondary in nature and are less than 49% of assigned duties.
Performance, Education, and Experience Criteria for Assignment:	AD-21: Must hold a bachelor degree and relevant experience in the field of study at the Professional, Collegiate or Olympic level.

	AD-22 and above: Must hold a bachelor degree and have a minimum of 5 years of experience at the Professional, Collegiate or Olympic level.
Performance, Education, and Experience Criteria for Promotion:	Promotion is IAW ADOI 36-801 3.1 and approval by the Executive Director of Athletics upon recommendation from the Civilian Faculty Advisory Committee.
Supervisory:	Potential, based on position
Conferred Academic Title Eligibility:	Yes, IAW established Directorate of Faculty guidance.
Tenure Eligibility:	None

Appendix E

STAFF (Non-Teaching) TRACK

Available Academic Ranks:	Associated Duty Titles:
Academic Rank 21 (AD-21)	As assigned
Academic Rank 22 (AD-22)	As assigned
Academic Rank 23 (AD-23)	As assigned
Academic Rank 24 (AD-24)	As assigned
Occupational Series:	Primary 1701, Secondary 0180, 0342, 0413 or 1801
General Duty Description:	Personnel assigned to a duty in the Directorate of Athletics whose primary duties are positions needed execute the mission of the Directorate. Education responsibilities are derived from other roles inherent to higher education located inside primary duties.
Performance, Education, and Experience Criteria for Assignment:	AD-21: Must hold a bachelor degree and relevant experience in the field of study at the Professional, Collegiate or Olympic level. AD-22 and above: Must hold a bachelor degree and have a minimum of 5 years of experience at the Professional, Collegiate or Olympic level.
Performance, Education, and Experience Criteria for Promotion:	Personnel in this track must be progressive AD-23 target 24 positions. Promotion is IAW ADOI 36-801 3.1 and approval by the Executive Director of Athletics upon recommendation from the Civilian Faculty Advisory Committee.
Supervisory:	Yes, as required or directed
Conferred Academic Title Eligibility:	Yes, IAW established Directorate of Faculty guidance.
Tenure Eligibility:	None

Appendix F

ADMINISTRATIVE TRACK

Available Academic Ranks:	Associated Duty Titles:
Academic Rank 25 (AD-25)	Associate Athletic Director (Duty Title) Sr Associate Athletic Director (Duty Title)
Occupational Series:	As assigned
General Duty Description:	Personnel in this track are Senior Staff and responsible for the daily administration of the Directorate. Their primary roles are supervisory and oversight to ensure the Directorate meets established DAF and NCAA requirements.
Performance, Education, and Experience Criteria for Assignment:	Must hold a bachelor degree and have a minimum of 10 years of relevant experience in the field of study.
Performance, Education, and Experience Criteria for Promotion:	No promotion opportunities are available.
Supervisory:	Yes
Conferred Academic Title Eligibility:	Yes, IAW established Directorate of Faculty guidance.
Tenure Eligibility:	None