FACULTY HANDBOOK

Graduate School of Engineering and Management

Air Force Institute of Technology Wright-Patterson AFB, Ohio

September 2018
DISCLAIMER

This handbook is nondirective and should not be used as a source for quoting official Air Force Institute of Technology, Air Force, Department of Defense, or U.S. Government policies. This handbook is intended solely to be a summary of policies and guidance taken from more definitive directives. The original governing directives and instructions should be used for any official actions. This handbook is cleared for public release with unlimited distribution. It replaces the handbook dated August 2016.
FOREWORD

The Air Force Institute of Technology has a proud heritage dating back over 99 years. Our academic programs have continued to be vital to the defense of our country. As faculty members, we are all proud to be a part of this essential national contribution. Membership in the faculty of the Graduate School of Engineering and Management involves privileges, obligations, and responsibilities.

This handbook describes, as simply as possible, how day-to-day academic affairs are conducted at AFIT, and also gives a brief historical and organizational context for those operations. It outlines faculty responsibilities and privileges as well as the resources available to help get our academic job done. Executing a graduate program is very different from running undergraduate programs largely due to the research focus of graduate education.

Several Air University, Air Education and Training Command, Air Force, Department of Defense, and other federal regulations govern AFIT. This handbook provides interpretations of the more relevant formal directives. Although the handbook is a useful guide and source of information, you may need to consult the actual directives or other sources for more detailed information or interpretations. In every case the pertinent regulation is the final authority.

All of us, faculty and staff alike, should be familiar with the contents of this handbook. Its overview of the Institute’s structure, policies and programs will help you understand how we fit into the overall of national needs and requirements. It does not include degree requirements or curriculum details, which are available in the Graduate School’s catalog, nor does it include research policy information that appears in the Guide to Sponsored Programs. Questions about specific policies or interpretations may be addressed to the Deans and Associate Deans in the Graduate School, your Department Head, or the relevant staff agency Director.

I am sure you will find this Faculty Handbook to be a useful reference. I recommend that you keep it visible and accessible, perhaps by having it electronically bookmarked on your computer desktop. I welcome recommendations from faculty on improving the Faculty Handbook and making it even more user-friendly.

From my team-oriented perspective, I look forward to working with you to continue the tradition that has made AFIT one of the top defense-focused educational institutions in the country. Please stay engaged rather than disengaged as we collectively achieve our mission.

Adedeji B. Badiru, Ph.D., PE
Dean
Graduate School of Engineering and Management
Air Force Institute of Technology
# Table of Contents

**DISCLAIMER** ................................................................................................................................................................. II

**FOREWORD** ........................................................................................................................................................................ III

**TABLE OF CONTENTS** .......................................................................................................................................................... 2

## SECTION I: INTRODUCTION TO THE AIR FORCE INSTITUTE OF TECHNOLOGY ................................................................. 6

- Mission and Vision ................................................................................................................................................................. 6
- AFIT History .............................................................................................................................................................................. 8
- Wright-Patterson Air Force Base ........................................................................................................................................ 8

## SECTION II: AFIT ORGANIZATIONAL STRUCTURE AND GOVERNANCE ............................................................................ 10

- Organization and Administration ........................................................................................................................................... 10
  - Air Education and Training Command [AETC] ...................................................................................................................... 11
  - Air University [AU] .............................................................................................................................................................. 11
  - AFIT Director and Chancellor [CL] ................................................................................................................................... 11
  - Provost and Vice Chancellor [CL] ...................................................................................................................................... 11
  - Commandant [AU Det 1/CC] ................................................................................................................................................. 11
  - Graduate School of Engineering and Management [EN] ................................................................................................... 11
  - School of Systems and Logistics [LS] ................................................................................................................................. 12
  - The Civil Engineer School [CE] ........................................................................................................................................ 13
    - Director, Civilian Institution Programs [CI] ...................................................................................................................... 13
    - Non-Resident AF Sponsored Education [CIG] ................................................................................................................ 14
    - Medical Education [CIM] ................................................................................................................................................ 14
  - Staff Support Functions ...................................................................................................................................................... 15
    - Communications and Information Directorate [SC] .......................................................................................................... 15
    - Financial Management Directorate [FM] ........................................................................................................................ 15
    - Staff Judge Advocate [JA] ................................................................................................................................................ 16
    - Mission Support Directorate [MS] ................................................................................................................................... 16
    - Security Office [XR] ......................................................................................................................................................... 16
    - Media Contacts ............................................................................................................................................................... 17
- Governance ............................................................................................................................................................................. 18
  - Board of Visitors (BOV) ................................................................................................................................................... 18
  - Faculty Governance ......................................................................................................................................................... 18
  - Degree Granting Authority ............................................................................................................................................ 19
  - Accreditation ...................................................................................................................................................................... 19
    - Alumni Affairs Management [CLE] .................................................................................................................................... 19

## SECTION III: GRADUATE SCHOOL OF ENGINEERING AND MANAGEMENT STRUCTURE .................................................. 21

- Organization and Administration ........................................................................................................................................... 21
  - Dean of the Graduate School [EN] ................................................................................................................................... 21
  - Associate Dean of the Graduate School ........................................................................................................................... 22
  - Dean of Students ............................................................................................................................................................... 22
  - Dean for Research [ENR] ................................................................................................................................................... 22
    - Sponsored Programs [ENRS] ......................................................................................................................................... 24
    - Unit Environmental Coordinator .................................................................................................................................... 24
  - Associate Dean for Academic Affairs [ENW] .................................................................................................................... 24
SECTION IV: FACULTY POLICIES AND PROCEDURES ...................................................................................................................34

FACULTY ORGANIZATION AND RESPONSIBILITIES ..................................................................................................................34

Faculty Duties ...................................................................................................................................................................................35
Teaching .........................................................................................................................................................................................35
Assessment ....................................................................................................................................................................................36
Curriculum Development and Approval ........................................................................................................................................36
Non-Attribution ................................................................................................................................................................................37
Research ..........................................................................................................................................................................................37
Funded Research at AFIT ..............................................................................................................................................................37
Professional Development Quarter (PDQ) ......................................................................................................................................37
Instructional Buy-Outs ..................................................................................................................................................................38
Patents ............................................................................................................................................................................................38
Equipment Purchases ..................................................................................................................................................................38
Scholarship ......................................................................................................................................................................................39
Sabbaticals ........................................................................................................................................................................................39
Service ...........................................................................................................................................................................................40
Administrative ................................................................................................................................................................................40
Collaborations ................................................................................................................................................................................40

FACULTY COUNCIL AND COMMITTEES ........................................................................................................................................42
Executive Committee .......................................................................................................................................................................43
Academic Standards Committee ................................................................................................................................................43
Curriculum and Degree Requirements Committee ....................................................................................................................44
Academic Rank Promotion and Tenure Committee .....................................................................................................................44
Doctoral Committee .......................................................................................................................................................................44
Awards Committee (Support Committee) ....................................................................................................................................44
Academic Resources Committee (Support Committee) ...........................................................................................................44
Faculty Research Council (Affiliated Committee) .......................................................................................................................45

FACULTY ACADEMIC RANK .........................................................................................................................................................45

FACULTY DEVELOPMENT AND ENRICHMENT ............................................................................................................................46
Leave for Professional Development ........................................................................................................................................47
Faculty Awards ................................................................................................................................................................................47
Air University Awards ....................................................................................................................................................................47
Air Force Association Wright Memorial Chapter Awards ........................................................................................................48

SECTION V: ACADEMIC ADVISING ...............................................................................................................................................50

KEY COMPONENTS OF A GRADUATE STUDENT’S PROGRAM ........................................................................................................50
The Degree Program ........................................................................................................................................................................50
Education Plan ................................................................................................................................................................................50
DEPARTMENT PHD PROGRAM COORDINATORS ..........................................................................................................................51
The Air Force Institute of Technology, or AFIT, is the Air Force’s graduate school of engineering and management as well as its institution for technical professional continuing education. A component of Air University and Air Education and Training Command, AFIT is committed to providing defense-focused graduate and professional continuing education and research to sustain the technological supremacy of America’s air and space forces.

Since accredited resident degrees were first granted in 1955, more than 18,700 graduate and 760 doctor of philosophy degrees have been awarded. In addition, Air Force students attending civilian institutions have earned more than 12,000 undergraduate and graduate degrees in the past twenty years.

Mission and Vision

AFIT’s mission is “Advance air, space, and cyberspace power for the Nation, its partners, and our armed forces by providing relevant defense-focused technical graduate and continuing education, research, and consultation.” This mission is consistent with the missions of the Institute’s parent commands. The mission is elaborated in the following institutional priorities and goals:

- Support the AF Vision by providing academic & continuing education
- Support faculty, staff, and students and their families
- Attract and develop outstanding faculty, staff, and students
- Develop and maintain strategic partnerships
- Attain, sustain, and improve education support infrastructure
- Increase & sustain stakeholder awareness of AFIT’s value proposition

These goals address the effectiveness of graduate and continuing education with the first goal most directly focusing on the main product of our work: the mission-ready graduate, equipped with the skills and knowledge to undertake the operational challenges encountered in the real-world environment. These long-term goals supply the coherent vision which informs changes made in curricula as a result of adjustments to accommodate near-term requirements. Periodic review involving key individuals from the schools and supporting units leads to the updating of the Institute mission and goals statements as well as development of mission and goals statements within the schools and supporting units.
AFIT’s vision is “Be the internationally recognized leader for defense-focused technical graduate and continuing education, research, and consultation.”

AFIT accomplishes its mission through four resident schools: the Graduate School of Engineering and Management, the School of Systems and Logistics, the Civil Engineer School, and the School of Strategic Force Studies.

- **The Graduate School of Engineering and Management** accomplishes all teaching and research functions related to resident graduate education. The Institute offers master’s degrees in various fields of engineering and management, as well as doctoral degrees in engineering through the Graduate School. In addition, the school offers a Master of Mobility Management degree in partnership with the Air Mobility Warfare Center at Fort Dix, New Jersey. This school is also responsible for the Civilian Institute program and offers professional continuing education (PCE) for the Cyberspace career fields. The Center for Cyberspace Research / Air Force Cyberspace Technical Center of Excellence offers senior and master cyberspace professional rating courses for the deliberate development of military and civilian cyberspace professionals. The cyberspace courses range in length from two to three weeks, are Joint certified, and cover a number of leading cyberspace topics, including cyberspace policy, doctrine, technology, and legislation.

- **The School of Systems and Logistics** is the Air Force's sole provider of professional continuing education courses in the areas of acquisition, logistics, and software engineering. With more than 80 courses and seminars, the school plans, develops, and conducts courses and programs to satisfy the technical management educational needs of logistics, systems, and acquisition customers from the Air Force, Department of Defense, and other federal agencies. More than 20,000 students receive education from the School of Systems and Logistics each year. The school currently offers Air Force courses ranging in length from two days to four weeks in the disciplines of acquisition management, engineering management, and sustainment. It is also the leader in Web-based education for the acquisition and logistics workforce, providing the tools, skills, and abilities to manage the entire spectrum of a systems life cycle.

- **The Civil Engineer School** provides professional continuing education in engineering, environmental, and management subjects for military officers and civilians in the civil engineering career field. The school offers more than 70 courses and seminars, the school plans, develops, and conducts courses and programs to satisfy the technical management educational needs of logistics, systems, and acquisition customers from the Air Force, Department of Defense, and other federal agencies. More than 5,000 students worldwide receive education from The Civil Engineer School annually.

- **The School of Strategic Force Studies** comprises three components organized into academic departments: the Department of Space Studies, the Department of Nuclear Studies, and the Department of Extension Studies. The School currently educates over three-thousand students each year, and this number is planned to double as the new Department of Extension Studies grows. The Department of Space Studies is an Air-Force named unit: the National Security Space Institute (NSSI), a geographically separated unit on Peterson AFB, Colorado. The NSSI’s mission is to provide space professional continuing education for DoD and select allied space professionals (roughly eight hundred annually). The Department’s courses have been vetted by the American Council on Education as creditable graduate courses. The Department of Nuclear Studies is a geographically-separated unit, the Air Force’s Nuclear College on Kirtland AFB attached to AFIT. The Nuclear College’s mission is to provide a variety of nuclear professional continuing education courses for DoD and select allied nuclear professionals (over three hundred classes to over seven thousand students to date). The new Department of Extension Studies was created in response to the Air Force Chief of Staff’s Directive to offer to members of the nuclear enterprise fully-funded distance learning bachelor, masters, and doctoral degrees from AFIT, the Naval Postgraduate School, Harvard, Stanford, King’s College London, and other schools to deliberately develop Airmen and leaders who have the tools and expertise to advance critical thinking in nuclear deterrence operations. The Department fosters Airmen with an analytically-based understanding of the role of nuclear weapons in twenty-first century conflicts, through training/education/research and examines how other countries view nuclear weapons through assurance, deterrence, escalation control and their thresholds for use.
All four schools offer courses in a variety of delivery modes including in-residence, distance learning, and on-site delivery. Additionally, through its Civilian Institution Programs, AFIT also manages the educational programs of officers enrolled in civilian universities, research centers, hospitals, and industrial organizations.

AFIT History

On 10 November 1919, Colonel Thurman Bane received authorization to begin instruction at the Air School of Application. The following year, the first class of nine students graduated from the newly named Air Services Engineering School. Now, 97 years later, the Air Force Institute of Technology has awarded almost 20,000 degrees and more than 400,000 people have gone through our continuing education courses!

The most up-to-date information on AFIT’s history can be found on the AFIT website.

Wright-Patterson Air Force Base

Wright-Patterson Air Force Base (WPAFB) is one of the largest, most diverse, and organizationally complex bases in the Air Force with a long history of flight tests spanning from the Wright Brothers into the Space Age. WPAFB is home of Air Force R&D, Acquisition, Sustainment, Technical Intelligence and Technical Education. Located at WPAFB are the Air Force Materiel Command (AFMC), Air Force Life Cycle Management Center (AFLCMC), Air Force Research Laboratory (AFRL), and the National Air and Space Intelligence Center (NAISC). WPAFB is also home to the annual USAF Marathon and the National Museum of the U.S. Air Force.
The 88th Air Base Wing is the host organization for WPAFB and AFIT is a tenant unit. They maintain more than 8,000 acres of land, a physical plant of over 16 million square feet, and provide operational support for more than 100 associate units located at Wright-Patterson. WPAFB is home for approximately 27,000 military, civilians, and contractors, making it the largest single-site employer in the state of Ohio and one of the largest employers among AF bases worldwide. The base is 11.8 square miles divided into Area A and Area B. There are two runways supporting an average of 47,000 aircraft operations annually in addition to handling the payroll, keeping records on the workforce, maintaining infrastructure, providing security, communications, medical, transportation, air traffic control, weather forecasting, legal and chaplain services.

Return to the Table of Contents
SECTION II: AFIT ORGANIZATIONAL STRUCTURE AND GOVERNANCE

Organization and Administration

This section of the faculty handbook describes the organizational structure and functions of various units within AFIT. The Institute consists of three resident schools and a number of supporting directorates, all of which report directly to the Chancellor (equivalent to a University President). The basic senior level organizational structure is depicted in the following figure with acronyms defined in the sections that follow:

[Diagram of organizational structure]

Air Education & Training Command (AETC)  
(Located at Joint Base San Antonio-Randolph, TX)  
Commander  
Lt Gen Steven Kwast

Air University (AU)  
(Located at Maxwell AFB, AL)  
Commander/President  
Lt Gen Anthony Cotton

Air Force Institute of Technology (AFIT)  
Director & Chancellor  
Dr. Todd I. Stewart

AFIT Commandant (AU Det 1/CC)  
Colonel Paul Cotellesso

AFIT Provost & Vice Chancellor  
Dr. Sivaguru “Sri” S. Srinharan

Support Functions

Communications & Information (SC)  
Maj Sarah Mashburn

Financial Management (FM)  
Ms. Amber Richey

Bursar  
Mr. Antonio Barrera

Judge Advocate (JA)  
Mr. Daniel Shepard

Mission Support (MS)  
Lt Col James Fee

Safety (SE)  
Mr. Timothy Thomas

Security (XRR)  
Mr. Eric Welsh

Academic Schools

Graduate School of Engineering & Management  
Dr. Adedeji Badiru

The Civil Engineering School  
Colonel Don Ohlemacher

School of Systems and Logistics  
Colonel Troy Koepnick

School of Strategic Force Studies  
Colonel Craig Narasaki
Air Education and Training Command [AETC]

Air Education and Training Command, headquartered at Randolph Air Force Base near San Antonio, Texas, is responsible for all Air Force training (other than unit training) and formal education (with the exception of undergraduate education conducted at the United States Air Force Academy). The organization is commanded by an Air Force Lieutenant General (three-star, office symbol AETC/CC).

Air University [AU]

Air Education and Training Command’s education mission is the responsibility of Air University headquartered at Maxwell Air Force Base in Montgomery, Alabama. The Commander and President is an Air Force Lieutenant General (three-star, office symbol AU/CC). Air University is responsible for Air Force degree-granting education (except by the United States Air Force Academy), professional military education, and a variety of other education and training activities. Air University is the parent organization of the Air Force Institute of Technology.

AFIT Director and Chancellor [CL]

AFIT’s Director and Chancellor is the Institute’s senior civilian (equivalent to a university president, office symbol AFIT/CL or CL) and is responsible for the management of all Institute organizational elements. The Chancellor develops institute-wide policy and fosters the vigorous, collaborative academic environment necessary for fulfillment of the AFIT higher education mission. The Chancellor’s role is to have full cognizance of AFIT’s programs and activities, appraise progress being made in terms of the stated goals and objectives, give executive-level direction to subordinate organizations, assure sound management practices and principles are used throughout AFIT in executing the mission, and represent the Institute to Air University and external agencies.

Provost and Vice Chancellor [CL]

AFIT’s Provost (office symbol AFIT/CL) oversees and ensures the highest standards of academic quality in both graduate and Professional Continuing Education (PCE) instruction and in the Institute’s research programs. The Provost oversees the faculty promotion and tenure process, achieving and sustaining institute and program accreditation, the development of new and innovative academic programs, and long-range planning for sustaining and improving academic program quality. The Provost also advises and assists the Chancellor and the Deans in the recruiting and selection of key faculty members. The Provost performs these duties in conjunction with the academic leadership of each AFIT school and the Directors of the Institute’s supporting directorates.

Commandant [AU Det 1/CC]

The Institute’s Commandant (analogous to a university executive vice-president, office symbol AU Det 1/CC) is the Air University Detachment 1 Commander with responsibility for more than 3,200 military, faculty, staff, and students stationed at over 400 duty locations worldwide. The Commandant is the Institute’s senior military member responsible for assisting the Chancellor with overseeing the daily operations of the Institute, and performs Commander duties under the Uniform Code of Military Justice as well as any regulations pertaining to adverse personnel actions against military members.

Graduate School of Engineering and Management [EN]

The mission of the Graduate School of Engineering and Management (AFIT/EN) is to produce outstanding technical leaders in the DoD by providing superior graduate education built on defense-focused research.

Its vision is to be internationally recognized as the school of choice in engineering and applied science for defense-focused and research-based graduate education.
The concept for achieving mission effectiveness is through the synergy of defense-focused advanced student learning, research, and technology transfer programs for improving Air Force and joint operational capabilities. The school's mission reflects its focus on preparing students with the skills required to maintain the world's best Air Force, with the recognition of research as a critical element in quality graduate education. The school provides scientific, technological, and management education applicable to Air Force, Department of Defense, and civilian research and development environments. The Graduate School not only enhances the intellectual growth of its students by offering a broad range of high-quality graduate programs, but also prepares them for successful careers in engineering, applied science, and management.

The Graduate School of Engineering and Management is an academic institution devoted to the Air Force and other defense focused organizations. Although the current mission statement is Air Force-centric, the Graduate School must recognize its broader educational role in national defense. The institution has enormous capabilities that extend beyond the Air Force to the other U.S. armed forces, allied armed services, and any federal agency involved with technical defense issues. Capitalizing on the Graduate School’s strengths and expertise to educate students belonging to these other organizations and successfully supporting their research needs, will place AFIT and the Graduate School in a strong position as a quality graduate institution of choice.

The Graduate School of Engineering and Management is organized into six academic departments:

- Mathematics and Statistics [ENC]
- Electrical and Computer Engineering [ENG]
- Engineering Physics [ENP]
- Operational Sciences [ENS]
- Systems Engineering and Management [ENV]
- Aeronautics and Astronautics [ENY]

Each department is under the direction of a civilian department head. The Institute maintains an appropriate civilian to military faculty ratio, believing that a mix of civilian and military faculty provides for solid academic credentials while maintaining a relevant military operations perspective. For more detailed information on each of these departments, see Academic Departments in Section III.

The Graduate School of Engineering and Management offers graduate programs leading to Master of Science and Doctor of Philosophy degrees in engineering, applied science, and management disciplines. For a complete list of degree programs and the departments in which they are offered, see the AFIT Graduate Catalog.

School of Systems and Logistics [LS]

The School of Systems and Logistics (AFIT/LS) is the Air Force’s designated professional continuing education (PCE) school for the technical and management disciplines of logistics, acquisition, contracting, finance, systems engineering and software engineering management. Since 1963, the School and its military and civilian team have specialized in providing focused PCE courses to the Air Force, other Department of Defense customers and federal agencies, as well as to defense industry contractors. The School is organized into the Departments of Systems Acquisition, Logistics Management, Systems and Software Engineering Management, and Business Operations.

The School of Systems and Logistics offers over 100 Air Force-specific PCE courses to approximately 20,000 students each year. Its programs include both traditional instructor led and distance/blended learning courses. The school’s traditional classroom programs are taught both at its modern campus at Wright-Patterson AFB, Ohio, and around the globe at over 50 operational Air Force bases and centers. AFIT/LS conducts almost 475 course offerings worldwide each year. Over 1,700 resident and 4,200 non-resident students participate in this multi-modal instruction.

Instructor led classes include the initial skills training courses for officers in the Air Force Specialty Code 61XX through 64XX career fields. Each year, nearly 700 new military professionals earn their specialty badges at AFIT in
these critical technical disciplines. The School also provides tailored classes, workshops, and seminars in support of Acquisition Programs and operational units.

An early innovator in the field of distance learning education, the school has provided nontraditional classes for over 33 years using various modes of technology-delivered education. Over 11,000 students in FY15 completed their education on-line by blended learning and web-based platforms. The curriculum includes 41 web-based asynchronous distance education courses covering the spectrum of acquisition and logistics subjects with 13 courses taught as part of the Air Force Software Professional Development Program.

The faculty of the School of Systems and Logistics is made up of a mix of experienced military and civilian subject matter experts who, in addition to their teaching duties, provide a wide range of consulting and other services to Air Force organizations worldwide. Together with a staff of government and contractor personnel, they strive to support the school’s mission: Develop and deliver acquisition and logistics education that enables our students to immediately improve their job performance and prepares them for greater responsibilities.

The Civil Engineer School [CE]

The Civil Engineer School (AFIT/CE) has been providing professional continuing education (PCE) since 1947, the year the US Air Force became a separate service. The mission of the Civil Engineer School (CES) is to provide vital, relevant and connected education that enables Airmen to be ready engineers and great leaders who know how to build sustainable installations to last while leading the change for the Civil Engineer career field.

CES is organized into the Departments of Engineering Management and Engineering Applications along with the Academic Support staff. The faculty is composed mainly of Air Force officers with advanced degrees and recent field experience in civil engineering, as well as professional competence in a related professional discipline. Highly qualified civilian experts in specific management and technical areas complement the military faculty. Guest lecturers and Subject Matter Experts from throughout the Air Force further enhance the program of instruction.

In its’ capacity as a center of professional education and development, the school has established integrated programs including resident continuing education, nonresident courses and seminars, and consultation services. CES follows strict Air Force education guidelines when developing and offering these courses. The entire curriculum is reviewed no less than every two to three years by the major command Directors for Civil Engineering, and courses are revised, added, or deleted according to the current needs of the Air Force Civil Engineer career fields. CES strives to provide quality PCE to Air Force and Department of Defense personnel. In addition to receiving quality education to help increase job performance, CES students may be able to use courses to meet the Continuing Professional Competency (CPC) requirements of state licensing boards.

The CES curriculum prepares civil engineers and environmental professionals to meet their ever increasing responsibilities throughout their careers, beginning with initial skills education for new civil engineer officers. At mid-career, students may choose from a variety of courses that provide knowledge and skills to support their current duties and next assignments. Individuals selected for command positions attend the school’s commander’s course. CES continues to keep its’ curriculum responsive by listening closely to its’ customers in order to meet the needs of the Department of Defense and the nation that it serves. Faculty members provide consultation services to customers worldwide. Their research and consultation provide assistance to the Air Force through advice on and analysis of current problems. CES is a source of knowledge and expertise tailored to support the technical and management needs of the Air Force and the DOD.

Director, Civilian Institution Programs [CI]

An Air Force Colonel serves as the Director, Civilian Institution (CI) Programs is charged with meeting Air Force educational requirements that the Graduate School cannot satisfy in residence at AFIT. This critical Air Force mission is fulfilled through graduate and professional continuing education and research at universities, hospitals, research centers, and corporations worldwide. The Director of CI serves as the supervisor of each non-resident
student and is responsible for their health, morale, and welfare, and for ensuring that students maintain the high standards of Air Force bearing, behavior, and integrity. Student academic programs are monitored by the Director of CI through the academic advisors at their institutions and by the appropriate Program Manager (PM) at AFIT who maintains contact with both students and advisors at their respective institutions. The PM assists each student with the selection of the institution they will attend. Program managers provide administrative support to students and monitor each educational program to ensure that Air Force requirements are met in the shortest feasible time.

Non-Resident AF Sponsored Education [CIG]

The graduate education division (CIG) manages all students placed at civilian institutions except for students sponsored by the AF Medical Service. Regular graduate degree programs qualify selected officers for validated advanced degree positions in areas not typically offered in residence at AFIT to include: Biology; Chemistry; Civil Engineering; Contracting and Acquisition Management; Economics, Finance; Foreign Area Studies; History, International Relations; Mass Communication, Meteorology; Psychology; and other Natural, Physical, and Social Science areas when required by the Air Force. This office is also responsible for a wide variety of special programs including Chaplain graduate education, legal education requirements for the Air Force (legal masters and Juris Doctor programs), and the faculty pipeline programs for the Air Force Institute of Technology, the United States Air Force Academy, and Air University for degrees not offered at AFIT. Non-degree programs such as the Education with Industry Program (EWI) and Space-lift Exchange Crossover Program (SLEC-P) are offered to develop qualities and abilities necessary for effective acquisition and program management and professional or technical leadership. CIG also manages the Olmsted Scholar program where selected officers are sent overseas for up to 2-3 years to immerse in the language and culture of a country/region. The Scholar enrolls in graduate study at a foreign university with a goal of earning a Master’s degree.

Medical Education [CIM]

Medical education includes graduate and postgraduate programs for officers in response to requirements of the Air Force Medical Service (AFMS) identified in the Health Professions Education Requirements Board (HPERB). HPERB requirements apply to Active Duty Officers in all of the AFMS officer corps (Nurse Corps, Medical Corps, Medical Service Corps, Biomedical Science Corps, and Dental Corps). The education requirements include graduate and postgraduate degree programs, residency and fellowship programs, and education with industry. In addition AFIT CIM also executes Armed Forces Health Professions Scholarship and Financial Assistance Programs, and the Active Duty Health Professions Loan Repayment Program. The Health Professions Scholarship and Financial Assistance Programs are accession programs for critical medical AFSCs—the officers selected for these programs are in an Inactive Reserve status until they successfully complete their programs. The Active Duty Health Professions Loan Repayment Program is a program providing repayment of qualified education debt for personnel in critically short medical AFSCs in exchange for a commitment to serve on active duty or to remain on active duty.
Staff Support Functions

As a faculty member, you may have a need to interact with various support offices at AFIT. In particular, you may have a need for computer support provided by the Communications and Information Directorate (SC), assistance with financial execution provided by the Financial Management Directorate (FM), help with a military student issue from Mission Support (MS), civilian personnel issues through the Mission Support Human Resource Liaison Office (MSC), security clearance issues through the security office (XRR).

The AFIT Command Section serves as the single point of contact to all internal and external agencies for review, tracking, and coordination of staff packages (i.e. correspondence or documents prepared for senior leaders coordinated with identified offices to obtain concurrence or views of others). The Command Section monitors administrative process performance, manages the command suspense (i.e. due date) tracking system, and assists the Chancellor, Provost and Commandant with completion of action items. Additionally, the Command Section supports the Chancellor, Provost and Commandant with articles, speeches, and presentations for outside audiences.

Communications and Information Directorate [SC]

AFIT’s Communications and Information Directorate (SC) provides a broad range of information technology resources and services to the students, faculty and staff of the Institute. The Client Systems Center provides central Help Desk and Equipment Control Officer services for the Institute's faculty, staff, and students, and is committed to providing prompt, courteous, and effective assistance. Located in building 642, room 221, the Center’s normal office hours are Monday through Friday 0800 - 1500. For detailed information concerning IT related matters, refer to the latest information posted on the Directorate’s intranet site found at http://cs.eis.afit.edu/support/help/Pages/default.aspx.

Financial Management Directorate [FM]

The Financial Management Directorate [FM] is responsible for developing and monitoring execution of the operating budget for the entire Institute, and for providing policy guidance and interpretation of regulations in all areas of finance. Resource advisors within the Graduate School coordinate closely with FM in allocating operating budgets and tuition revenues for the school. Resource advisors in the Department of Research and Sponsored Programs [ENR] accept funds from research sponsors, load funds into the accounting system, set up reimbursable accounts in the EN Database (ENDB), coordinate budget revisions, track project execution status, provide status reports to sponsors and principal investigators, and serve as the lead for reimbursable budget close-out each fiscal year. The lead resource advisor for the Graduate School works for the Dean of the Graduate School.

AFIT’s Bursar Office is located in FM. Students must provide a copy of their Registration Form and Approved Funding Documentation (i.e. Unit Funding, DAGSI Scholarship, and Tuition Assistance) to the Bursar’s Office before the beginning of classes. Students assigned to the Graduate School of Engineering and Management by the U.S. Air Force and other military organizations through the Air Force Education Requirements Board (AFERB) to pursue degrees full time incur no financial liability with regards to tuition. All other students are responsible for all their financial obligations including tuition. The current tuition rates are posted at the following website: http://www.afit.edu/ADMISSIONS/doclib.cfm?dl=24.

Tuition refunds can be made if a student drops a course during the quarter. For refund purposes, the effective date of cancellation is the date the student submits the completed drop form to the Registrar's Office, not the last day the student attends class. In special circumstances, AFIT will consider an extended period for refund of tuition when withdrawal is certified by the individual's unit to be in the best interest of the Air Force to fulfill mission essential activities (such as deployments). In this case, the student's supervisor should contact the AFIT Bursar's Office with specific details.
Staff Judge Advocate [JA]

The office of the Staff Judge Advocate (JA) provides legal counsel to the Chancellor, Provost, Commandant, Deans, Directors, faculty and staff regarding educational and military law issues at AFIT. Specifically, JA advises leadership on all military justice matters and coordinates on all AFOSI/SFOI/civilian agency investigations involving AFIT faculty, staff, and students. AFIT/JA serves as the ethics counselor for AFIT, providing advice on such matters as acceptance of gifts, to include non-federally funded travel and scholarships, off-duty employment, and post-government employment. AFIT/JA also assesses faculty hiring, tenure and promotion packages, evaluates CRADAs, MOU/MOAs, and FOIA requests, and serves as a source of legal instruction on areas such as acquisition law, copyright, ethics, and military justice. Finally, AFIT/JA provides legal assistance, on a space-available basis, to all active duty members, retirees, and their dependents. The AFIT/JA intranet site can be accessed at http://cs.eis.afit.edu/sites/ja/default.aspx.

Mission Support Directorate [MS]

The Mission Support Directorate (MS) provides command, control, administrative, and personnel support to AFIT students, faculty, and staff. The Mission Support Director also serves as the AU Detachment 1 Section Commander. The Section Commander is responsible for all military personnel related matters and reports to the AU Det 1 Commander (AFIT’s Commandant). MS provides support to everyone attached to AFIT in terms of unit health, esprit de corps, morale, and welfare.

The Directorate’s civilian personnel function serves as the liaison between the main Wright-Patterson Air Force Base civilian personnel office, the Air Force Personnel Center, and all Institute civilian employees. The Institute’s human resources liaison office (MSC) provides a resident capability to service civilian personnel employees and supervisors throughout the Institute. The range of support provided includes employee job classification review/assistance, promotions, appraisals, awards, position management, hiring, retirements, and reassignments. This function is also charged with civilian personnel policy interpretation and dissemination as appropriate from the base personnel office and higher headquarters.

The Directorate’s military personnel function (MSP) serves as the primary personnel support agency in support of resident military personnel as well as Air Force students assigned to other academic institutions at 400 locations worldwide. The multi-faceted role is broken into several critical categories. First, as a commander’s support staff, they take care of all unit personnel programs for the AU Det 1 Section Commander and AU Det 1 Commander. This includes various personnel programs such as promotions, separations, retirements, weight management, leave processing, and fitness. Secondly, the military personnel function encompasses a full range of military personnel programs including faculty, staff, and student assignment actions, policy interpretation, and serving as a liaison between the base military personnel office, higher headquarters, and the customers. Associated programs include determining and prioritizing training needs for both military and civilian personnel in areas of academic, technical, and military requirements. The Unit Deployment Manager (UDM) falls under the supervision of MSP Chief. This function receives deployment notifications and provides support to deploying members while ensuring all pre-deployment training is accomplished and equipment is obtained prior to deployments. The UDM also serves as the Unit Control Center (UCC) coordinator during real world and exercise scenarios. Also included in MSP is the Air Force Coding Branch. This function updates all officer education records in MilPDS and maintains transcript registry supporting all active duty, reserve and Air National Guard officers.

The Directorate’s facility function (MSF) serves as the primary support agency for all facility related programming. Facility support includes strategic planning for military construction (MILCON), facility sustainment, restoration and modernization (FRSM) to preparing the base comprehensive asset management plan (BCAMP). Additionally this function is charged with maintaining and managing the physical access control system (PACS) for facility access and credentialing. A sub-function of MSF is the logistics section (MSL). This function is the single point of contact on all logistical support for equipment accountability and management, purchasing and asset repair or disposition. The function also manages the vehicle fleet, report of survey program and is the last line of defense against Fraud, Waste, and Abuse by providing guidance and proper reutilization of government furnished equipment.
In the United States Air Force, First Sergeant is not a rank, but a special duty held by a senior enlisted member of a military unit who reports directly to the commander. This billet is held by individuals in pay grades E-7 through E-9 (Master Sergeant, Senior Master Sergeant and Chief Master Sergeant). Often referred to as the 'first shirt', or 'shirt', the First Sergeant is responsible for the morale, welfare, and conduct of all the enlisted members in a squadron and is the chief adviser to the squadron commander concerning the enlisted force. AFIT does not currently have a dedicated First Sergeant billet. Instead, AFIT utilizes an “additional-duty” First Sergeant. The AFIT First Sergeant is a hand-picked SNCO who reports to the AU Det 1 Section Commander regarding First Sergeant duties. The Section Commander and the First Sergeant occupy critical leadership positions within the unit and serve the needs of the people. They take actions on behalf of the AU Det 1 Commander (Commandant) in executing numerous quality of life programs, people programs, health, wellness, and numerous other issues for all personnel, including those assigned to the Institute from other bases around the Air Force in a temporary duty status. Other responsibilities include recognition, awards, family care programs, and unit disciplinary actions.

Security Office [XRR]

AFIT’s security office (AFIT/XRR) provides a variety of professional security services for the Institute. The Foreign Disclosure Officer (FDO) administers foreign disclosure program processes ensuring the proper and authorized release of any information to foreign nationals. The FDO reviews all requests received from foreign nationals and governments for disclosure of information possessed by AFIT, and also reviews and approves all foreign national visit requests. The security office also administers the Personnel Security program including the processing of associated personnel security clearance documents and oversight of all Security Information Files (SIF). If students do not possess appropriate clearances, they are not permitted to conduct classified research requiring the specified clearance. The security office administers AFIT’s Information Security Program which establishes required procedures for the classification and protection of classified national defense information and other sensitive information. Additionally, the security office administers and implements AFIT’s Industrial Security program to ensure compliance with the National Industrial Security Program Operating Manual (NISPOM) and installation security programs. The security office is also responsible for AFIT’s Operation Security (OPSEC) & Antiterrorism/Force Protection (AT/FP) programs designed to prevent the compromise of Air Force activities and information to adversaries attempting to collect unclassified information potentially harmful to US military actions or intentions. The security office’s Special Security Representative (SSR) oversees AFIT’s Sensitive Compartmented Information (SCI) programs. The Collateral C2 Facility (CCF) manager executes the CCF information and physical security program, including establishing Automated Information System (AIS) network management requirements. The AFIT security office intranet site can be accessed at http://cs.eis.afit.edu/support/security/default.aspx.

Public Affairs/Security and Policy Review [PA]

The 88th Air Base Wing Public Affairs/Security Policy and Review (88 ABW/PA), office builds and maintains support for the Air Force Institute of Technology through effective communication. PA accomplishes its mission by focusing on four areas: media operations, internal information, community relations, and security and policy review.

In order to garner understanding and enhance public support of the Institute’s and Air Force’s missions and priorities, PA seeks balanced, Dayton-area coverage of events affecting the Institute’s mission, personnel, and community; maintains and enhances professional working relationships with local, regional and national media; and facilitates effective, timely placement of information releases on Air Force themes, priorities, needs, and missions. PA responds to inquiries from the news media, and tries to bring AFIT’s issues to the public agenda.

PA ensures timely and effective communication of specific messages, and increases understanding of AFIT to key Air Force audiences—active duty military members, reservists, guardsmen, retirees, family members and civilian employees. Internal tools are utilized to recognize Institute members and units for their outstanding achievements.

Public Affairs is responsible for the Security and Policy Review of all information relating to the plans, policies, programs or operations of AFIT, USAF, DOD or the U.S. Government proposed for public release. PA conducts security and policy reviews for all items published by AFIT faculty, staff, and students (to include theses,
dissertations, and articles) in order to ensure compliance with Air Force policies and prevent the accidental disclosure of sensitive information to unauthorized individuals or agencies. PA ensures information publicly released does not adversely affect national security, nor threaten the safety, security or privacy of personnel.

The 88th ABW/PA provides AFIT with visual information support. Requests for visual information support for AFIT’s day-to-day missions, (to include distance learning facilitation, graphics creation and output, and photo/video production support, ceremonies to include graduation, interviews, etc; and to assemble and disassemble all equipment where visual information support is required) can be made by contacting the 88th ABW/PA at 88abwpa.spr@us.af.mil

Media Contacts

AFIT does not discourage media contacts, but urges faculty to handle them in an approved manner. The base Public Affairs office, working with the AFIT Chancellor’s office, is the sole releasing authority to news media. This office encourages opportunities for positive media contact as beneficial to the Institute’s mission. Employees contacted directly by the media should politely say they will get back in touch and then notify their Department Head or supervisor, who in turn notifies the Public Affairs office who will contact the media representative to determine the precise nature of the request. Although this procedure seems complex, in most instances it is routine and can take only a matter of hours by phone. Some issues or high-profile media interviews may require additional information and time to confirm.

Governance

As an entity of the Federal Government, the actual legal authority and responsibility for policymaking, fiduciary matters and personnel decisions resides with federal authorities. The actual legal authority for governing the institution resides with four individuals: the Secretary of the Air Force; the Chief of Staff of the Air Force; the Commander of the Air Education and Training Command; and the Commander of Air University. Each of these four individuals is nominated to their position by the President and confirmed by the Senate.

Board of Visitors (BOV)

AFIT’s Board of Visitors (BOV) is a subcommittee of the Air University Board of Visitors. The AFIT BOV is comprised of a select group of eminent educators from prominent U.S. colleges and universities, former military senior leaders, and senior executives from major industries. Appointments are for three-year terms. The Board serves in an advisory capacity and meets annually. Its purpose is to review and evaluate AFIT policies related to accreditation, admission requirements, curricula, instructional methodology, facilities, management, and other aspects of AFIT. The Chairman of the BOV is selected from the members by the Commander of Air University and serves in that role for a one-year term.

Following the annual meeting of the Board, the BOV presents its findings and recommendations in a written report to the AFIT Chancellor. The report is included in the annual report submitted by the Air University Board of Visitors to the Commander of Air University and is reviewed by Headquarters United States Air Force. The Air University Commander and the Executive Committee of the Air University Board meet with the Secretary of the Air Force and the Air Force Chief of Staff to present their recommendations. Thus, while policy decisions of the Institute are directed by the AFIT Chancellor, they may be strongly influenced by the independent Board of Visitors. For a list of the current members of the AFIT BOV, please see the AFIT Graduate Catalog.

Faculty Governance

Shared governance is the keystone that sustains and advances an academic institution’s mission, effectiveness, and reputation. Both the faculty and administration collectively bear responsibility in shared governance. Shared governance leads to better decision making, stronger collegiality, and the construction and maintenance of relationships of trust and mutual accord; it sets for all to see an extensive example of collaborative governance, warrantes that decisions are based on a vast array of cutting-edge knowledge and information, and ensures that policies and actions are based on long-term
values rather than short-term goals. Faculty participation in governance of academic issues at AFIT promotes diversity of ideas, a sense of shared responsibility, the development of shared values and a common culture, collaboration, collegiality, and institutional excellence.

AFIT Instruction 36-135, Faculty Councils, authorizes the establishment of the schools’ Councils and provides for the constitutions under which they operate. The Faculty Council for the School of Engineering and Management is discussed further in the Faculty Councils and Committees sub-section in Section III of this faculty handbook.

**Degree Granting Authority**

AFIT's authority to grant degrees was established on 31 August 1954 by Public Law 733, 2d Session, 83d Congress. This law authorizes the Commander of Air University, under regulations prescribed by the Secretary of the Air Force, to confer appropriate degrees upon graduates of AFIT. The language authorizing our degrees is recorded in Title 10 of the U.S. Code, Subtitle D, Part III, Chapter 901, and Sections 9314 and 9314a.

**Accreditation**

The Air Force Institute of Technology has been continuously accredited by the Higher Learning Commission (HLC) since 1960 for master degree programs and since 1964 at the doctoral level. AFIT is required to maintain a regional accreditation per 10 USC 9314. The Institute participates through the Open Pathway reaffirmation of accreditation process, and last underwent a comprehensive self-study and site visit during the 2010-2011 academic year. Please see our [statement of accreditation](#) status page on the HLC web site for more information. The HLC accredits the entire institution, not individual programs or degrees. Institutional accreditation speaks to the overall quality of the organization without making judgments about specific programs. Institutional accreditation is accreditation of all programs, sites, and methods of delivery. The accreditation of individual programs, such as those preparing students to practice a profession, is carried out by specialized or program accrediting bodies that apply specific standards for curriculum and course content.

**The HLC can be contacted at:**
The Higher Learning Commission
230 South LaSalle Street, Suite 7-500
Chicago, Illinois 60604
Phone: (800) 621-7400

In addition to institutional accreditation, the Engineering Accreditation Commission (EAC) of ABET accredits selected engineering programs within the Graduate School of Engineering and Management. These programs are Aeronautical Engineering, Astronautical Engineering, Computer Engineering, Electrical Engineering, Engineering Management, Environmental Engineering and Science, Nuclear Engineering, and Systems Engineering. The Applied Science Accreditation Commission (ASAC) of ABET accredits the Industrial Hygiene program.

**ABET can be contacted at:**
ABET
415 North Charles Street
Baltimore, MD 21201
Phone: (410) 347-7700

Both HLC and ABET Inc. hold federal recognition as approved accrediting bodies. It is a federal requirement that whenever an institution makes reference to its affiliation with an accrediting body it must include the address and phone number of that body. Faculty members can contact the Associate Dean of Academic Affairs for further information on accreditation.

**Alumni Affairs Management [CLE]**
Since resident degrees were first granted in 1955, AFIT has awarded 920 bachelor’s degrees (last awarded in 1985), more than 19,580 Masters’ degrees, and 835 Doctor of Philosophy (PhD) degrees. Several alums have attained significant success in their careers while the group as a whole provides an important broad base of support for expanding awareness of the institution and its mission to decision makers and key constituents. The Graduate School of Engineering and Management’s Alumni Affairs Office strives to maintain a positive relationship with our worldwide network of graduates. The office’s mission is to continue the exchange of research, technology and career information that inspired students and faculty during their time at AFIT. In order to establish and expand relationships with graduates, the Alumni Affairs Office maintains an alumni database, as well as collects AFIT current events, alumni current events and success stories, sharing these through alumni publications and on-line news posts. The Alumni Affairs Manager also maintains an alumni intranet webpage with alumni information such as lists of notable alumni, distinguished alumni award winners, alumni who are interested in returning to AFIT as a guest speaker, and reports on activities such as graduate follow-on assignments. Alumni outreach efforts are vital for AFIT to achieve its strategic goal of achieving prominence and greater national recognition as a research based academic institution.

Return to the Table of Contents
SECTION III: GRADUATE SCHOOL OF ENGINEERING AND MANAGEMENT
STRUCTURE

Organization and Administration

The school’s senior leadership team consists of the Dean of the Graduate School, the Associate Dean of the Graduate School, the Dean of Students, the Dean, Civilian Institution Programs, the Dean for Research, the Associate Dean for Academic Affairs, and the heads of the six academic departments. An organizational chart is provided below.

Dean of the Graduate School [EN]

The Dean of the Graduate School is a senior executive service civilian who is an accomplished and recognized academic leader in an appropriate discipline to ensure academic credibility and program stability. The Dean oversees the operation of the graduate school and provides executive guidance to faculty and administrators in the execution of the school’s mission.
**Associate Dean of the Graduate School**

An Air Force Colonel serves as the Associate Dean, assists the Dean in Graduate School operations and military matters, and leads the Graduate School in the Dean’s absence. The Associate Dean is the senior military member of the school, and ensures that standards and processes for military faculty are appropriately followed. The Associate Dean ensures that academic processes and events occur in an expeditious manner.

**Dean of Students**

An Air Force Colonel serves as the Dean of Students and is responsible for student welfare, student quality of life issues, and ensuring all AFIT military students adhere to military standards. The Dean of Students has been delegated authority from the AFIT Commandant to handle most student misconduct and disciplinary actions.

**Dean for Research [ENR]**

The Dean for Research oversees the complex processes involved in conducting AFIT research. Because AFIT faculty and students conduct research activities with a variety of military and civilian research organizations and funding sources, tracking research efforts, monitoring the correct funding procedures and assuring compliance with research regulations is a complex task. The Dean for Research is a civilian in order to provide continuity as well as academic credibility.

The Dean for Research oversees the graduate school’s Office of Research and Sponsored Programs which provides policy recommendations and assistance on all matters relating to academic research, sponsored programs, consulting, and technology transfer. The office facilitates AFIT faculty research sponsorship, provides project management and financial execution support, compiles and publishes research program information, addresses research-related compliance issues, and disseminates completed theses and dissertations to sponsoring organizations. The Dean for Research is responsible for advocating initiatives to improve the research environment, recommending policy for sponsored programs, and overseeing the integration of new faculty members into research activities at AFIT.

AFIT’s research activities directly support the Graduate School’s defense-focused, research-based graduate programs, providing graduates with in-depth knowledge, critical thinking skills, and problem solving abilities. In addition, as an Air Force organization with predominantly Air Force students, AFIT chooses to focus its research efforts on Air Force and Department of Defense problems by seeking appropriate external research sponsors. A high priority is placed on external sponsorship of research activities, although limited resources are also available for institutionally supported research.
AFIT faculty are encouraged to engage in write proposals to appropriate Air Force, Department of Defense, and non-DOD federal organizations about possibly sponsoring research to meet their future technology needs. Sponsoring organizations often have interests in research topics that can incorporate master’s or doctoral-level graduate work that can be identified through dialogue. External sponsorship often includes transfer of resources not available at AFIT (e.g. funding for civilian salaries, contracts, equipment, travel, and supplies). However, an individual or organization that provides non-tangible resources (e.g. data or access to specialized equipment) or endorses a student’s thesis topic in writing may be identified as the sponsor of a student’s thesis. The sponsoring organization benefits from the use of AFIT student and faculty expertise to investigate solutions to current challenges at reasonable cost. AFIT graduates benefit by returning to operational billets with an in-depth understanding of the sponsoring organization’s challenges and methods of addressing those issues. Sponsored research is typically unclassified, but AFIT’s participation in classified research has significantly increased in recent years.

The Office of Research and Sponsored Programs oversees AFIT’s many active research sponsorships and collaborations, including those with other universities, private sector and international partners. The office supports technology transfer benefits to the public by facilitating Cooperative Research and Development Agreements (CRADAs), and also coordinates Educational Partnership Agreements (EPAs) that include research activities. Additional information, including a faculty resources section and points of contact for various types of inquiries, is available on ENR’s intranet site at http://org.eis.afit.edu/dept/enr/default.aspx and in the Collaboration section of this Faculty Handbook. Faculty are encouraged to consult with ENR to determine the appropriate methods for partnering, which vary significantly depending upon the nature of the activities and entities involved.

The Office of Research and Sponsored Programs produces several documents which describe research accomplishments by faculty and students of the AFIT Graduate School. The Graduate School's Annual Report highlights research focus areas, new academic programs, faculty accomplishments and news, and provides top-level sponsor-funded research data and information. AFIT Research Reports provide an overview of our departmental research efforts and include faculty contact information. The Annual Research Report provides detailed information about faculty and student publications, external funding, and their sponsorship. These publications are available for download from the Office of Research and Sponsored Programs’ website http://www.afit.edu/ENR/.
Sponsored Programs [ENRS]

The Office of Sponsored Programs coordinates all aspects of support for sponsored programs at AFIT. The office performs pre- and post-award functions similar to those at civilian research universities. Consult the Guide to Sponsored Programs for full details of ENRS processes and assistance available to faculty. The guide is available from ENR’s intranet site at http://org.eis.afit.edu/dept/enr/default.aspx. The website also hosts other resources and information to help PIs with proposal development, project financial management, and more.

Once a faculty Principal Investigator (PI) identifies a potential sponsor who may financially support his/her project, the PI submits a proposal via ENRS. The Research Grants Administrator and the Director of Sponsored Programs review it to verify it is consistent with sponsor requirements/format and AFIT policies and assists the PI to resolve any identified issues. ENRS then finalizes the proposal package and transmits it to the potential sponsor. If the sponsor funds the proposal, then the project goes into the post-award phase. Personnel in ENRS help PIs financially execute and manage their sponsor funding throughout the life cycle of the project. PIs typically execute (i.e. spend) their project funds for travel, contractor labor, equipment, and supplies. Behind the scenes, ENRS budget personnel interface with the Defense Finance and Accounting System (DFAS) daily to load funds, reallocate budgets, post billings, verify transactions, move funds, and close out accounts.

Although ENRS is not staffed to provide support for the typing of proposals or initial data entry into web-based submission systems, ENRS serves as AFIT’s Authorized Organizational Representative (AOR) to formally submit proposals to Grants.gov, NSF Fastlane, DTRA submissionnet, or other similar systems.

A number of potential sources of funding are available to AFIT faculty. These include those that are established per an MOA (e.g. AFOSR and AS&T), those to encourage younger faculty members (e.g. FRC, AFOSR YIP, NSF CAREER), and other competitive solicitations advertised via Request for Proposals or Broad Agency Announcements. PIs can search for competitive funding opportunities on various websites including Grants.gov and NSF Fastlane. Informal sources of funding are based upon PI communications and networking with potential sponsors, e.g. AFRL Technology Directorates (TDs).

Unit Environmental Coordinator

Under the direction of the Dean for Research, the Unit Environmental Coordinator (UEC) focuses on compliance with environmental regulations. The UEC maintains and improves environmental compliance and performance at AFIT. The UEC provides technical support and guidance to department heads, facility members, staff and students in matters dealing with environmental compliance and programs, environmental safety, chemical management, hazardous waste and infectious waste disposal, pollution prevention and waste minimization, emergency spill response, and laboratory safety training. The UEC serves as a liaison between the Graduate School personnel and Base Environmental Engineering. See the Environmental, Safety, and Occupational Health intranet site at http://cs.eis.afit.edu/support/esoh/default.aspx for further information, including AFIT’s Chemical Hygiene Plan, safety data sheets (SDS), and lab and field experiment review form.

Associate Dean for Academic Affairs [ENW]

The Academic Affairs Office directly supports the Dean’s role as the chief academic officer of the Graduate School in academic policy formulation, accreditation, academic program oversight, and strategic planning. The office is led by the Associate Dean for Academic Affairs and supports the Graduate School’s academic mission by facilitating academic policy, procedures, and standards for both faculty and students and by providing programs, activities, and administrative services to enhance the prominence of the Graduate School and its faculty. The office’s major responsibilities include faculty personnel program administration, alumni affairs, assessment and accreditation activities, program reviews and development, institutional research, extension services, and the library. The office also manages AFIT’s model and fabrication machine shop which develops and constructs various experimental apparatus to support experimental research programs conducted by faculty and students.
The Office of Extension Services (AFIT/ENWE), sometimes known as the Office of E-Learning, provides tangible assistance to departments and faculty who offer distance learning (DL) and blended learning programs. The office serves faculty through training, mentoring, and help with instructional design – particularly for instructors who teach DL courses. The office runs a DL Studio Suite and DL Recording Classroom, which faculty can use to create course materials for DL, resident, or blended environments. In addition to courseware, these facilities can be used to create materials for review courses, safety briefings, and the like. The office serves as a “one-stop shop” for DL students, assisting in the application and registration processes, and helping to coordinate test proctoring. Moreover, the office maintains information about DL programs on the graduate school’s website.

AFIT’s Graduate School of Engineering and Management offers a number of DL graduate-level programs. DL sections employ a variety of tools to help the remote student learn, including downloadable course lectures, an on-line learning management system, live webinars and teleconferences, electronic discussion boards, podcasting, and virtual office hours. Generally speaking, DL students can complete their program equipped with little more than a telephone and a computer with a high-speed internet connection.

As with resident offerings, the way a DL course is administered and taught may vary from instructor to instructor, although course learning objectives and academic standards remain consistent. If you are tasked to teach a DL course, or if you are interested in getting a new DL program off the ground, you’ll want to talk with this office. The director’s extension is x7422.

The Office of Institutional Research (IR) supports the instruction, research and public service mission of the Graduate School of Engineering and Management and the overall mission of AFIT. The Office of Institutional Research is the primary collector and provider of official statistics concerning the Graduate School and endeavors to assist executive management, faculty, staff, and students by providing reliable, relevant, and timely data to facilitate planning, budgeting, accountability, institutional assessment, program evaluation and the development of policy decisions. The Director maintains a Sharepoint site with documents such as the Fact Book, quarterly Fact Sheets, and enrollment and degree statistics.
The Office of Institutional Research supports the assessment of student learning and program review processes by providing information as input into the processes, coordinating the archiving of documentation resulting from the processes, and facilitating the feedback of faculty, students, and administrators related to the improvement of the processes. The Office of Institutional Research provides information for the internal and external reporting requirements of the Graduate School, and for use in surveys, reports, and comparisons that assist decision makers.

**Student/Faculty Surveys for Research Purposes** - Students whose MS or PhD research would benefit from administering a data-collection instrument can receive support in designing and fielding a survey or questionnaire from the Office of Institutional Research.

**Ad-Hoc Institutional Data Requests** - Faculty who have questions about historical trends in institutional data, i.e. grades, graduation rates, incoming student GPA’s, etc. are welcome to consult with the IR office.

---

The mission of The D’Azzo Research Library is to support the educational, research and consulting programs of AFIT and the Air Force Research Lab (AFRL).

**Library Services** – Organizationally, there are two Divisions within Library Services: Reader Services and Technical Services. The Reader Services Division provides services including reference assistance, circulation, faculty liaison, collection development, inter-library loan, photocopying, instructional classes, orientation, and stack maintenance. The Technical Services Division provides services including financial management, acquisitions, cataloging, classification, binding, and preservation of materials. Information about services the library offers is available on the homepage at [www.afit.edu/library](http://www.afit.edu/library).

**Library Resources** – The D’Azzo Research Library is the third largest library in the Air Force. The collection includes books, journals, technical reports, DVDs, microforms and CD-ROMs that support our mission. The library also provides several online resources that include databases, e-books and thousands of online journals.
The library assigns proxy accounts to faculty allowing them to access online resources from off-campus. The resources are also available from personal computers with VPN capabilities.

**Circulation Desk** - Materials can be checked out and returned at the circulation desk, located just inside the library entrance. Any holds or requests that have been placed for books or other material may be picked up at the circulation desk.

**Reciprocal Agreements and Interlibrary Loans** - AFIT's reciprocal arrangement with the Wright State University and University of Dayton's libraries allows AFIT faculty to use their libraries and borrow directly using an AFIT library card. Faculty may also request material that is not available at AFIT through the library's interlibrary loan service. Once faculty set up an interlibrary loan account (available on the library's homepage) they may place a request and track its status. Most articles that are requested are sent directly to their account in PDF format. Books are sent to the library and may be picked up at the circulation desk.

**Reference Desk** - The reference desk is located on the first floor, near the entrance, directly across from the circulation desk. Reference librarians are available during core duty hours (800-1800). The reference librarians also provide an online Ask a Librarian service to answer questions electronically.

**Librarian Liaison Program** - Each academic department within the graduate school has a librarian assigned to them as their library liaison. They are available to answer any questions about library’s services or resources and provide an orientation for new faculty. Liaisons develop the Library's collection based on subject areas of interest to their assigned department. They also provide research assistance on locating hard to find material. Liaisons also work with faculty to provide instructional classes for students to assist them in identifying and using the library resources for projects, theses and dissertations.

**One-on-One Research Appointments.** This is a service the liaisons provide that is geared toward students. As advisers, faculty may recommend the appointments to students as they prepare to begin their projects, theses or dissertations. Librarians work with the students to plan search strategies, locate books, articles, websites, and other resources.

**Course Reserves** - Faculty may place items on reserve at the library for specific classes or independent studies. Items on reserve may include textbooks, homework solutions, DVDs, reports or supplemental reading. Faculty are responsible for providing their list of reserve material in advance of the beginning of each quarter. This gives the library time to locate and order items which are not in the collection. Contact your library liaison or the circulation desk for more information on reserves and copyright restrictions.

**Purchase Requests** – Faculty may place purchase requests for items that they need for research or course planning. On the purchase request form (available on the library web page) faculty should put “Priority One” for items that are needed immediately. Faculty members are notified when the item is available. Once the item is returned it is shelved as part of the library collection. Requests for items that you would like to have permanently in your office should be requested through your department.
The Model and Fabrication Shop supports AFIT student and faculty laboratory research, teaching laboratory and classroom support, plus other related AFIT projects. Over the years the shop has completed a broad spectrum of research and development projects ranging from micro-mini parts of very small assemblies, to large wind tunnel modifications and the complex multi-part assemblies for Sim Sat and Control Moment Gyros. The Model Shop has fabricated, AFIT sponsored research experiments like the RIGEX and Cube Sat projects that were certified to be launched into space in the year 2013.

We have the capabilities to do metal machining to include cutting, milling, turning, threading, welding, polishing, painting, etc. The shop also has fabrication capabilities to support projects in areas of sheet metal, plastics, woodworking, composites, ceramics and exotic materials. The shop is equipped with Computer Numerical Control (CNC) milling machines, two of which are 2 axis knee mills, one fully enclosed 3 axis machining center for graphite and dust prone materials, and two 5 axis machining center with a larger working envelope. There are two CNC lathes and one larger manual lathe. Also available is a Maxium 5 axis water jet abrasive cutting machine, a Wire Electrical Discharge Machine (EDM) and EDM hole burner, two surface grinders, and other machine shop equipment items.

For student, faculty, laboratory, classroom or other project support, the requester must complete a Request for Model Fabrication Support form online. The AFIT Form 108 and instructions are accessible through the AFIT Intranet site. The path to follow is using from the top tool bar tabs: Grad School and then from the drop down menu choose Academic Affairs and then click on tab Model and Fab Shop – our Home Page includes instructions too. Use "Click Here to Request Model Fabrication Support" box to submit request. Here is the website for our shop page: [http://cs.eis.afit.edu/gradschool/academicaffairs/modelfabshop/default.aspx](http://cs.eis.afit.edu/gradschool/academicaffairs/modelfabshop/default.aspx)

Each AFIT Form 108 initiated by a requester must be approved and signed by an academic advisor, department head or a lab supervisor. All approved requests are entered into the queue as received (first come, first served) with the understanding that the following priorities will be enforced:
1. Student Thesis/Dissertation Research
2. Permanent Faculty Research
3. Teaching Laboratory Support
4. Classroom Support
5. Emeritus and Miscellaneous AFIT Support

Requests for student research support will always be honored first and therefore, items falling in categories 2 through 5 could be bumped to accommodate student research projects. The shop reserves the right to adjust the order in which jobs are to be completed based on stated department priorities, material availability and the related pertinent information is on-hand from requester i.e. blue prints, drawings or design files, all materials and purchase items are on-hand, and a signed AFIT Form 108. If you have any questions about an existing project or design support/advice for future projects, please call (937) 255-2950 during operational hours to make an appointment. Please no walk-ins. The Model Fabrication Shop is located in area B, building 470 on 13th St, with operational hours of Monday-Friday, 0700-1530.

Registration and Student Operations [ENE]

The Graduate School’s Director of Registration and Student Operations is responsible for admissions, registration and student services to all in resident students - including civilian and international students.

The admissions and registrar officers work with each department to determine academic eligibility for all applicants. ENE issues letters of admission, maintains all official AFIT Graduate School academic records, and produces official and unofficial academic transcripts. ENE develops and publishes the AFIT Graduate School quarterly course schedule. ENE develops and maintains the Graduate School’s official academic calendar, schedules the use of Graduate School classrooms for courses and special events, processes all cross-registration and add/drop requests, and maintains AFIT’s certification with the U.S. Department of Education for student loan deferrals. ENE certifies the enrollments and maintain enrollment records for persons eligible to utilize Veterans Affairs (VA) education benefits, process grade reports, and certify students for graduation and the awarding of degrees.

The student services officers are responsible for providing a wide range of services to all resident students including civilian and international students. The office provides a wide range of services, fax service, helping students process special passes/safety forms/leave requests, helping process loan deferment requests, and assigning work spaces to PhD students. This office is responsible for conducting new student orientation, planning and executing graduation ceremonies, publishing the student handbook, assigning sponsors for all incoming students, preparing and mailing incoming student sponsorship packages, managing the military student casual flight, managing the training report program, and processing all requests for report no later/earlier than date changes. The office also designates class and section leaders and ensures all demographic data for students is maintained in Datatel Colleague as well as maintaining student recall and alpha rosters.

AFIT’s International Military Student Office (IMSO) is responsible for providing support to all international students at AFIT including postgraduate students and professional continuing education students. The division also manages the international student sponsor program, and arranges AFIT’s field studies programs for international graduate students. The office provides a wide range of services to international students to include providing help in finding housing, acquiring vehicles, creating bank accounts, arranging airport pick up, processing leave requests, and preparing Invitational Travel Order changes.

Director of Faculty Development

The Director of Faculty Development plans, develops and administers programs and activities designed to support the faculty as graduate school educators, researchers, and scholars. Faculty development also addresses members as individuals and offers programs to enhance well-being through presentations on such topics as time
and stress management, interpersonal skills, and others. The Director provides professional development opportunities to faculty including monthly presentations and quarterly workshops on a variety of topics of interest to faculty, and plans and directs the new faculty orientation. The Director maintains the webpage (http://org.eis.afit.edu/dept/en/FacultyDevelopment/default.aspx) with faculty development items of interest, and works with the extension services office (ENWE) to assist faculty members in utilizing and understanding the various distance learning capabilities and instructional technologies available at AFIT. The Director of Faculty Development also coordinates the revisions and updates to the Faculty Handbook.

Equity Advisor

The role of the Equity Advisor is to help monitor and assess institutional policies and progress in developing and maintaining an equitable environment for all faculty members. The formal responsibilities of the Equity Advisor are defined in ENOI 36-168 Policy and Procedures for Faculty Searches. The Equity Advisor’s areas of responsibility include Faculty Recruitment, Faculty Advancement, and Compensation Equity. In practical terms, the Equity Advisor serves as an ombudsman for the faculty, a “go to” person, especially for junior, minority, and underrepresented groups, and is available for confidential conversations and recommendations regarding all matters academic. The Equity Advisor works with the school’s leadership to promote a supportive work environment, helps search committees obtain applicant pools in line with ethnic and gender availability, provides unconscious bias training to raise awareness of inadvertent biases, and provides advice and networking support for colleagues.

The Equity Advisor provides recommendations to search committees regarding equity issues associated with faculty searches, and is available during the interview phase to provide information to prospective faculty members about the Graduate School’s equity initiatives that support faculty development and advancement. The Equity Advisor also meets with search committee chairs to review all recruiting advertisements prior to submitting them to appropriate venues. The Equity Advisor should be included in the interview schedule, especially if interviewees are members of an underrepresented group.

Academic Departments

The Graduate School of Engineering and Management is organized into six academic departments: Aeronautics and Astronautics, Electrical and Computer Engineering, Engineering Physics, Mathematics and Statistics, Operational Sciences, and Systems Engineering and Management. The programs and facilities for these departments are described briefly below. Additional details are available in the Graduate School Catalog and on department websites.

Mathematics and Statistics [ENC]

The Department of Mathematics and Statistics offers the Master of Science (MS) and Doctor of Philosophy (PhD) degree programs in applied mathematics. Specialization can be from a variety of areas within mathematical analysis, including numerical analysis, and statistics. The department also provides mathematics and statistics courses specifically for students enrolled in other programs. Due to the nature of their research, the department does not manage any dedicated laboratory facilities. Recent student thesis and dissertation topics include; clustering theory and data driven health care, statistical calibration, compressed sensing and fast hyperspectral imaging, and radiation effectiveness for inactivation of spores.

Electrical and Computer Engineering [ENG]

The Department of Electrical and Computer Engineering is home to graduate programs in Electrical Engineering, Computer Engineering, Computer Science, and Cyber Operations. An interdisciplinary department, its faculty and students have active education and research activities in the fields of:
• Communication systems: cognitive and software-defined radios, radar systems
• Computer systems: computer architecture, high-performance computers, parallel processing, evolutionary algorithms, artificial intelligence
• Directed energy systems
• Electromagnetics, antenna and microwave system design, radar cross section analysis and reduction
• Guidance, navigation, and control
• Laser and electro-optic systems
• Microelectronics: VLSI systems, microelectromechanical Systems (MEMS), nanotechnology
• Network-centric operations: cyber operations, computer networks, computer security, malicious code analysis, cryptography, computer network defense and attack
• Signal processing and automatic target recognition
• Software engineering

The Department of Electrical and Computer Engineering operates an extensive complex of laboratory and computing facilities in support of its academic and research programs. The computer facilities available in the department cover the broad range of capabilities from microprocessors evaluation systems to general purpose computing systems to high-performance supercomputers. Computer networks provide interconnectivity to the broad spectrum of systems within the department and to other computer systems operated by the institute or accessible to AFIT personnel. A vast number of computing resources, with supporting peripherals and a variety of general purpose software are available for student and faculty use.

**Engineering Physics [ENP]**

The Department of Engineering Physics provides graduate education and research at both the M.S. and Ph.D. levels through a variety of programs with applications to directed energy weapons, nuclear weapon effects, counter proliferation, combating weapons of mass destruction, space weather and space physics, remote sensing, and electronic and photonic materials. The Department offers courses of study leading to the Master of Science degree in the areas of Applied Physics, Nuclear Engineering, Optical Science and Engineering, Combating Weapons of Mass Destruction, and Materials Science (in conjunction with the Department of Aeronautics and Astronautics). Courses of study for the Doctor of Philosophy degree are also available in all areas except Combating Weapons of Mass Destruction.

The Engineering Physics Department operates laboratories to support graduate instruction and research. The instructional laboratories complement courses of study in Engineering Physics, Optical Observables, Nuclear Radiation Detection and Instrumentation, Nuclear and Environmental Engineering, Space Weather, Optics, and Lasers and Optical Diagnostics. Equipment is continually updated to remain abreast of the state-of-the-art in engineering physics, optical engineering, space weather, and nuclear engineering. Research laboratories support faculty and student research at the M.S. and Ph.D. levels in laser spectroscopy, nonlinear optics, solid state physics, nuclear radiation detection, nuclear effects, space and terrestrial weather, and environmental engineering.

**Operational Sciences [ENS]**

The Department of Operational Sciences offers the Master of Science degree in Operations Research, Logistics and Supply Chain Management, Operations Management, and Logistics (Distance Learning). Doctor of Philosophy (PhD) programs are offered in Operations Research and Logistics. Graduate level certificates are also offered in Test and Evaluation, Supply Chain Management and in Cost Capability Analysis. Our faculty is comprised of experts in all major areas of Operations Research and Logistics and Supply Chain Management whose research has been substantially funded by Department of Defense, government, and industry sources.
Members of the Department are recognized leaders in the advancement of the methodology and application of Operations Research and Logistics and Supply Chain Management.

The Department of Operational Sciences is home to the Center for Operational Analysis (COA), a multidisciplinary research and education center focused on defense-related, operational modeling and analysis. The Center is a premier research facility which directly supports Department of Defense (DoD) Senior Leader strategic objectives. The Center is uniquely qualified in its ability to apply rigorous quantitative and qualitative tools, methodologies and approaches to identify, analyze and solve complex operations and supply chain problems while providing cost-effective, supportable and sustainable solutions. COA Capabilities include:

- Advanced Analytics and Data Visualization
- Business Process Analysis
- COTS Capabilities Assessment
- Custom Applications Development
- Event Effects Evaluation
- Maintenance—Materiel Supportability
- Analysis
- Modeling & Simulation
- Requirements Definition & Validation

Additionally, since July 2012 the Department has been home to the Scientific Test and Analysis Techniques for Test and Evaluation Center of Excellence (COE). The COE designation acknowledges AFIT as a leader in the field of Test and Evaluation (T&E). Goals of the COE are to improve T&E planning, execution, and assessment, and to develop more rigorous, scientific, and statistically based T&E design methodologies.

**Systems Engineering and Management [ENV]**

The Department of Systems Engineering and Management provides graduate education and applied research designed to address the needs of various career fields. The department is organized into three academic thrust areas: Systems Engineering (SE), Engineering Management (EM) and Environmental Engineering and Science (ES). The SE thrust area offers Master of Science and PhD degrees in Systems Engineering as well as certificates in Systems Engineering and Human Systems. The EM thrust area offers Master of Science degrees in Engineering Management and Cost Analysis. The ES thrust area offers Masters of Science degrees in Environmental Engineering and Science as well as Industrial Hygiene.

The department hosts the Systems Engineering Research and Analysis Group (SERAG) which leads research initiatives in systems engineering, human systems, and related disciplines. The department also maintains modern experimental laboratories that contain instrumentation needed to conduct state-of-the-art chemical and biological research. Faculty and students also have access to software platforms and supercomputer facilities that assist with the data processing and imaging activities associated with fundamental research.

**Aeronautics and Astronautics [ENY]**

The Department of Aeronautics and Astronautics provides educational expertise (through the doctoral level) in Aeronautical Engineering, Astronautical Engineering, Materials Science, Space Systems, Mechanical Engineering, and Engineering Mechanics. The major departmental effort is devoted to teaching and research in support of programs leading to the Master’s degree in the first four of these program areas and Doctoral studies in any area of departmental activity. The Master of Science programs in Aeronautical Engineering and Astronautical Engineering are accredited by the Accreditation Board for Engineering and Technology (ABET).

The Department of Aeronautics and Astronautics is equipped with Laboratories for the study of fluid mechanics, solid mechanics, and system dynamics and control. Laboratory facilities specifically support lecture courses,
laboratory courses, faculty research, and student thesis research at Master, PhD, and postdoctoral levels. The laboratory facilities are comprised of general instrumentation and equipment, which are shared by a variety of facilities. These research facilities are dedicated to specific research topics and have unique equipment and instrumentation requirements.

The department’s research facilities are housed in two different buildings. Building 640 has 13,000 square feet of general laboratory facilities and 2,700 square feet of spacecraft design-build-test track labs, and Building 644 has 5,246 square feet of laboratory space. These two lab areas house a 44" x 31" subsonic wind tunnel; 9-inch low velocity wind tunnel; 6-inch variable supersonic blow-down wind tunnel; 2.5-inch constant-pressure supersonic wind tunnel; 3-inch Mach-5 blow-down wind tunnel; 5,000-pound shaker with digital controller; satellite simulator (SIMSAT II); vibration lab; instrumentation lab; high-pressure shock-tube facility; and turbine cascade and water tunnel facilities; computational fluid dynamics and design lab; and combustion optimization and laser lab. Support instrumentation and sensors include: digital data acquisition systems; Schlieren, Moiré pattern, and shadowgraph visualization equipment; high-speed video recording and other optical equipment; one- and three-component laser velocimeter, hot wire anemometers with linearizers and signal conditioners; modal and frequency spectrum analyzers; material facilities for preparation, test, and characterization; multi-port pressure measuring systems; and a full range of transducers for temperature, force, pressure, acceleration, and displacement. The computational fluid dynamics lab includes 15 high-performance Linux workstations, each with 2-48 processors and 8-64 GB of RAM; and two high-performance computing clusters (one with 128 processors at 4 GB RAM each; the other with 224 processors at 4-8 GB RAM each).

Return to the Table of Contents
The academic heart of the Institute is its faculty, made up of carefully selected civilians and military personnel who teach, conduct research, consult with private and governmental agencies, and perform service to the Air Force, the Institute, and their professional communities. The Graduate School tries to maintain a balanced mix of civilian and military faculty members. As representatives of academic disciplines, faculty members are responsible for curriculum development and assessment, instruction, research, service, and professional development in their areas of competency in support of AFIT’s educational programs. Specific focus and emphasis for faculty members will depend on the educational setting to which they are assigned; however, faculty are encouraged to actively share their expertise throughout the Institute’s educational programs.

Military faculty members are active duty officers of various ranks who normally are given a three or four year assignment to AFIT. In contrast, civilian faculty members provide the long term stability in the Graduate School.

All faculty members work on standard academic year appointments (10-months) which provide the graduate school faculty the opportunity to engage in research and consulting activities in generally the same manner as their colleagues at civilian universities. The faculty workload model contains an intercessional period, lasting approximately one quarter in length where faculty members do not teach courses, and are expected to significantly contribute to their scholarly pursuits. This is similar to a “summer term” at most universities. The intercessional period will differ from one faculty member to another because AFIT provides year-round instruction. Military faculty members continue on duty status while civilian faculty must secure external funding to cover their salary or be placed, administratively, in leave without pay status.

At times, it is necessary for AFIT to hire outside instructors on a part-time basis to teach a single course because full-time faculty members may be fully engaged during the time students need a course. Adjunct faculty are a valued and essential component of AFIT who provide a wealth of practical and discipline-specific experience and, they work side by side with full-time faculty members in teaching courses offered by AFIT. The Standing Rules of the Promotion and Tenure (P&T) Committee defines adjunct faculty: “An adjunct faculty has primary duties outside of the Institute, but contributes part-time to academic programs. Adjunct appointments may not exceed three years in duration. Only those individuals actively involved in teaching and/or in the advising of student research should be appointed as adjunct faculty. Adjunct faculty will work closely with regular faculty in the Department on instructional and/or research activities.”
As a federal degree granting institution, AFIT operates under the direction of the Commander of Air University and the ultimate direction of the Commander of Air Education and Training Command. Although institutional policies are determined by the AFIT Chancellor, faculty members have the authority to determine instructional strategies, specific curriculum content within overall course objectives, and teaching methods. Since faculty have primary responsibility for developing the content of core and elective courses, faculty members sit on curriculum and faculty research committees, as well as various other committees dealing with academic matters. In department meetings, faculty members have the opportunity to raise and discuss a wide range of academic and policy issues. Additionally, department heads and academic deans represent faculty views and interests in staff meetings and academic off-site meetings.

Faculty Duties

Teaching, scholarship, and service encompass the primary activities of the faculty of the Graduate School of Engineering and Management. Members of the graduate faculty are expected to be excellent teachers, advisors, and mentors. They are creative and productive scholars within their chosen fields of expertise and wholly dedicated to the discovery and dissemination of new knowledge. Moreover, members of the graduate faculty have a global view, belonging to a community of researchers within their discipline and to the larger community of academicians. As such, they seek out collaborations with other scholars to solve significant problems and to serve society at large. Finally, graduate faculty members serve the Institute, their department, and their discipline at large. Additionally, they contribute to the overall mission of the U.S. Air Force and Department of Defense.

The professional duties of faculty members ideally grow out of the convergence of their competence and interests on the one hand and the instructional and other needs of the program or Institute on the other. The duties will be normally reviewed with the faculty member by the department head. The Department Head is ultimately responsible for assuring that each faculty member has duties and responsibilities commensurate with their appointment and that the departmental workload is distributed equitably among the faculty. While faculty members are expected to exercise “self-determination” in conducting their research and other scholarly pursuits, the Head assigns teaching and, in most cases, departmental service duties.

Both civilian and military faculty members assist department heads or other supervisors in planning and executing the appropriate course of study. They may also provide seminars in their areas of expertise in support of other activities, both internal and external to the schools or programs to which they are assigned. Faculty members conduct classes and seminars in support of school or program curricula in accordance with Institute standards. In general, a faculty member should expect to act as a course instructor; prepare and deliver lectures to classes, participate in panel discussions, and escort and/or introduce visiting lecturers; develop and teach elective courses that are part of the school or program; supervise student research; conduct workshops for the faculty; engage in curriculum development; develop instructional materials; conduct relevant research and write for publication or engage in appropriate consulting activities; execute duties assigned by the department head or course director; engage in academic and professional service; read, analyze, and critique student assignments; monitor, evaluate, grade, and provide comprehensive feedback on student exercises; attend official functions as required; and maintain a close relationship with other academic and military organizations or services to remain conversant in their programs.

Teaching

Teaching is defined as any activity undertaken by a faculty member within the formal academic degree programs of the Institute. Teaching contributes to the efforts of students to acquire intellectual skills, to extend knowledge and understanding, or to develop attitudes and habits that foster continuing growth. The diversity of teaching activities include classroom lectures, laboratory and project course supervision and teaching, program and course development, development of pedagogical materials, supervision of doctoral and master’s students, and related activities outside the classroom. Excellence in teaching draws continuously upon the teacher's ability as a scholar in the discipline.
Teaching involves the dissemination of knowledge and the stimulation of critical thinking. Teaching not only includes the traditional modes of instruction such as classroom lecture, but also modes such as laboratory and practical instruction, case studies, thesis and dissertation direction, evaluation and critique, advising, and various forms of continuing education and non-traditional instruction. Excellence in classroom teaching remains an absolute and fundamental requirement for the teaching faculty.

**Assessment**

The purpose of assessment is to increase student learning, improve instructional delivery, and guide curriculum development. Assessment provides information to students, faculty, and administrators which can be used to improve program effectiveness, and to planners, managers, and higher authority to establish priorities and meet long-range goals. ENOI 36-117, *Outcomes Evaluation and Assessment*, provides guidelines for the application of assessment policies and procedures.

Education at AFIT is an interactive process which must be evaluated to achieve continued improvement, responsiveness to the educational needs of the Air Force, and the highest quality expected from a quality graduate institution. Therefore, the primary goal of assessment at the Graduate School of Engineering and Management is to ensure the continued quality of all the academic programs by providing a purposeful, systematic, and collaborative process driven by the institution's desire to improve student learning articulated by each program’s learning and program outcomes and program educational objectives.

The faculty in all departments identify assessment outcomes and educational objectives for their academic programs and, based on these criteria, carry out the systematic review of their academic programs. Programs are revised consistent with this review and assessment. This systematic review and assessment is carried out by the appropriate curriculum committee in each department. It includes outcomes assessments based on a mixture of feedback from current students, alumni, customers, accreditation committees, visiting committees and scholars, and advisory councils as deemed appropriate. On the basis of these assessments, as well as their own professional sense of their disciplines, the faculty determine how well programs meet the evolving scholarly demands of their disciplines and the shifting nature of the work environment students will enter. Program changes are made as appropriate.

The Dean has the overall responsibility for strategic planning and determines assessment policy to measure progress towards institutional and educational goals and objectives. The Director of Institutional Research has the administrative responsibility for the graduate school’s assessment program. S/he is responsible for developing and executing the graduate school’s assessment program, recommending policy in concert with the Associate Dean for Academic Affairs on assessing institutional effectiveness and student learning outcomes, providing definition of assessment processes, and working with faculty, academic departments, administrators, and executive leadership to develop evaluation tools.

Faculty members are responsible for assessing student achievement in coursework or research efforts. Course instructors are responsible for communicating course objectives, grading criteria, student performance, instructor expectations, and instructor policy on individual versus team effort on assignments. Mandatory items required in the course syllabus are identified by the *Course Syllabus Policy Letter*. Instructors should provide periodic academic performance feedback to each student.

The instructional effectiveness of the faculty must be of concern to both faculty and the Institute. Informal and formal procedures are used to ensure that students receive quality leadership in classroom, laboratory, and research. Deans, department heads, and faculty peers may visit classes upon request or otherwise observe and assist individual faculty members. In addition, formal questionnaires are completed by students at the conclusion of each course and at the end of the program for degree curricula. The basic purpose of these questionnaires is to give the faculty member student perceptions of the strengths and weaknesses of the course and of the instructor.

**Curriculum Development and Approval**
All degree programs are approved on a 6 year basis. The cycle begins with a degree program guide, and a form 69, which includes all requirements for the degree. This review/approval process must be completed no later than 31 May. The Dean may elect to approve programs for a trial period or for multiple years not to exceed the normal external review cycle defined in E NOI 36-117. Program reviews and approvals are required before inaugurating new or expiring trial programs, for revisions to existing programs, or for programs that have reached their normal external review date in accordance with E NOI 36-117, paragraph 7.2. The program package is returned to the department after the review/approval cycle is completed. Subsequently, any individual Student Education Plan developed and approved by a department in accordance with the Program Guide is considered an approved program, satisfying that aspect of degree requirements in E NOI 36-135. Changes to the program approval requirements made after program inauguration can be made through the CDRC and the Dean of EN.

Non-Attribution

AFIT has a long standing policy of non-attribution to encourage participation by high-level military and civilian officials in the instructional process. To enhance learning, it is imperative that an educational environment encourage critical thinking through frank, open discussion of issues. AFIT policy creates a protective atmosphere where candid discussions and spirited academic exchanges can be conducted without threat or intimidation. The importance of establishing an atmosphere in which visitors may speak freely and openly is clear. Personal views of a sensitive nature, which may include criticism or support of defense or other government policies, could be embarrassing to a guest if he or she is directly quoted outside the instructional context in which the statement was made. For this reason, faculty and students are expected to treat such sensitive information as a privileged communication. They should refrain from repeating the comments of guest speakers to persons without an obvious need to know and from attributing specific comments or opinions to any individual. In these cases, the close relationship between academic freedom and non-attribution is obvious, so good judgment and discretion on the part of all concerned is necessary to maintain the free flow of academic information at its the highest levels within the Institute.

Research

Research is defined as inquiry undertaken to establish facts, develop principles, or illuminate or answer questions within an area of intellectual pursuit through the systematic collection of evidence that can be subjected to replication, verification, or critical evaluation by persons other than the original researcher. Research activity is expected to result in peer-reviewed journal publications, invited or reviewed conference presentations and proceedings, research grants, review papers, monographs, and seminar and colloquium presentations.

Funded Research at AFIT

Faculty are expected to conduct research that supports Air Force and DOD goals and missions. Research topics may be suggested by or defined either by the AFIT faculty themselves or by organizations external to AFIT. The external organization that supports or encourages the research project shall be defined as a research sponsor. Sponsored research will normally involve students doing thesis or dissertation projects; faculty will not be assigned to sponsored research projects without the faculty member’s knowledge and concurrence.

Faculty members normally solicit research funds from sponsors via processes established by the Office of Research and Sponsored Programs to accomplish research activities. Research funds are used for a variety of purposes to include salaries, tuition, equipment, supplies, contracted services, TDY expenses (all in direct support of the research project) and incremental direct cost charges, within any limitations imposed by the sponsor and applicable regulations. Additional details can be found in E NOI 36-109, Funded Research Projects, and in the Guide to Sponsored Programs found at ENR SharePoint.

Professional Development Quarter (PDQ)
It is an established policy of the Graduate School that a professor is allowed one quarter out of every four for the purpose of improving professional competence. This quarter, known as the Professional Development Quarter (PDQ), or intercessional, should be devoted to the planned accomplishment of research, study, detached duty with an appropriate scientific, engineering, or educational organization, or any other activity that fosters professional development of the individual and benefits subsequent contributions to AFIT. Under certain circumstances, however, a professor may be required to teach all four quarters.

Each professor has the responsibility to propose a plan for the PDQ to the Department Head and to obtain the Department Head's concurrence. The plan may be presented to the department head orally or, at their option, in writing. The activities planned shall be carefully chosen in order to provide maximum benefit to the professional development of the individual and the future performance of the faculty. Some of the most beneficial activities are concentrated research, study, writing, formal schooling, or detached duty with Air Force laboratories or other appropriate governmental or civilian organizations.

### Instructional Buy-Outs

ENOI 36-108, *Teaching Buy-Outs*, provides a mechanisms for faculty to reduce their teaching requirements in order to conduct more in depth research activities. The Graduate School strongly encourages faculty members to obtain funding to support their research/scholarly activities from external funding sources. When faculty members do obtain external funding, the budget sometimes allows for replacement of part of their teaching assignment. While this advances the research mission of AFIT by freeing up faculty time, buying out instructional duties is not a faculty right and can only be done with the approval of the Department Head.

It is the policy of the school that, with few exceptions, AFIT faculty or visiting faculty of appropriate academic rank will be used in the classroom to teach scheduled degree-credit courses. In general, courses will not be taught by other students, graduate assistants, post-docs, or other such substitute personnel. The few exceptions will occur when an AFIT faculty member is engaged in important and sizable research efforts that require more time than they would normally devote to research (as opposed to teaching).

Instructional buy-outs will be approved and managed by the academic department head. No faculty member will be allowed to buy out of instruction if, in the opinion of the Department Head, it will compromise the ability of the department to deliver its instructional program. Teaching buy-outs are only available to a faculty member when his/her research commitments substantially exceed 0.5 man-years of effort, the approximate level of research activity expected of all faculty as part of the normal duties. Course buy-out and recovery of academic year salary do not, in and of themselves, relieve individuals of their concomitant service, advising, or other departmental/programmatic responsibilities. An amount not exceeding the salary saved from the civilian pay budget as a result of the buy-out will be made available to the Department Head to pay for a contract or an over-hire faculty replacement to cover the lost teaching load. Administrative procedures to follow for teaching buy-outs are found in ENOI 36-108, *Teaching Buy-Outs*.

### Patents

In the process of conducting research, a PI may develop an innovative product or concept and desire to protect rights to its future use by seeking a patent. The process is straightforward if the inventor intends to give the patent rights to the government. The PI works directly with AFMC LO/JAZ to apply for a patent. The PI first completes an AF Form 1279, Disclosure and Record of Invention, and AF Form 1981z, Air Force Invention Evaluation. More information about the patent application process can be found in the Faculty Resources section of the Office of Research and Sponsored Programs’ intranet site.

### Equipment Purchases

AFIT defines equipment as follows: 1) An article of nonexpendable, tangible personal property having a useful life of more than one year and an acquisition cost which equals or exceeds $5000, and/or 2) an article that
must be accounted for on a formal equipment inventory (e.g. ADPE), and/or 3) an article that the designated departmental authority determined must be accounted for and tracked on its equipment inventory.

AFIT limits the use of the government purchase card (GPC) for purchases over $10,000 (up to $25k possible if buying off the General Services Administration’s (GSA) supply schedule). For purchases above $10,000, a government buyer, via a form 9 process is used, where a member may be asked to provide three separate quotes with their purchase before their department’s business manager can submit it to EN. The EN GPC approving official reviews/approves the request and “obligates” the funds in the ENDB. ENR bills sponsoring agencies if the purchase is in support of a funded research program once the purchase has been reconciled on the monthly GPC credit card statement.

Faculty must also be aware of special expenditures such as the purchase of hazardous material (HAZMAT) or IT components. Currently, there are only two authorized cardholders for HAZMAT purchases, and any IT purchases require a Computer System Requirements Document (CSRD) authorization from AFIT/SC.

Scholarship

Faculty members are expected to continue their professional development which can be accomplished through a variety of opportunities to include research, scholarly writing, advanced study, or consulting appropriate to their disciplines. Such activities derive their importance both from the contribution they make to classroom performance and to the fact that one of the major roles of any university is the discovery, creation, or application of new knowledge; the synthesis of ideas; the development of new insights; and other creative activities to address the needs of society and the profession. Joint faculty-student projects have particular educational value, especially in graduate studies.

Sabbaticals

When appropriate, department heads also encourage faculty members to participate in a sabbatical program. For planning purposes, each faculty member should be considered eligible for a sabbatical assignment once every seven years.

Sabbaticals for civilian faculty are a special category of LPD granted by the Commander and President of Air University (AU/CC). Sabbaticals are authorized absences from AFIT of up to a year in length designed to allow civilian faculty 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. Sabbaticals include, but are not limited to, advanced study at United States or foreign civilian universities; research at civilian or government institutions; independent research and study; and preparation of articles, texts, experiments, and exhibits. Sabbaticals are not a right to which all faculty are automatically entitled, and their availability may be limited. However, neither are they a scarce resource allocated to only a chosen few. AFIT will seek to support sabbaticals for all eligible civilian faculty members when the proposed activities significantly benefit both the faculty member and AFIT’s mission. Sabbaticals may be funded by AFIT, externally funded, or a combination of both. The start date for a sabbatical will normally be 1 January or 1 July. Administrative procedures for requesting a sabbatical are found in ENOI 36-161, Civilian Faculty Sabbatical Program.

Initial sabbaticals are normally limited to those with at least six years (72 months) of full-time continuous service at AFIT. Subsequent sabbaticals may be authorized after the faculty member has completed six years of continuous full-time service at AFIT following completion of a previous sabbatical. A sabbatical may be deferred beyond this six year point without forfeiting the opportunity. An individual faculty member’s history of all LPD activities completed (sabbaticals, academic absences, fellowships, etc.), the source of the funding for
those activities (AFIT or external), and the faculty manning situation in that faculty member’s department will be considered when determining whether a sabbatical is warranted at a specific time. Each sabbatical request submitted to the Dean for approval requires department head endorsement of the planned sabbatical, both timing and content. By submitting a sabbatical request to the Dean, the department head is acknowledging and agreeing to a possible undermanned situation in the department during the sabbatical period due to the absence of that faculty member.

Sabbaticals funded by AFIT are normally for six months (or two quarters) at full pay and benefits. If requested by a faculty member, a sabbatical length of more than six months will be considered, but sabbatical funding will be reduced accordingly so as not to exceed a total amount equal to six months at full pay and benefits. A sabbatical length of 12 months (or four quarters), for example, will result in a funding rate equal to half pay with less than full benefits. Other sabbatical lengths may be approved depending on the sabbatical activities planned. Regardless of the sabbatical length approved, AFIT funding will not exceed the equivalent of six months at full pay and benefits. AFIT-funded sabbaticals may not be used for the primary purpose of employment with another institution or private business, and may not result in total personal compensation beyond regular salary and allowances as a government employee except as preapproved by the JAG. Products developed during funded sabbaticals as part of government employment will, in most cases, remain the property of the government. Funded sabbaticals may not normally be used for the sole purpose of gaining an advance degree.

Faculty members are strongly encouraged to obtain full or partial funding from external sources for their sabbatical. Gaining organizations will be encouraged to offset all or part of the costs of a sabbatical through grants, salary support, or a faculty exchange program. The level of financial offset may affect the approved duration of the sabbatical as well as the timing for a subsequent sabbatical. It is the responsibility of the individual faculty member to seek such offsets before presenting a sabbatical request to the Dean.

Service

Service is defined as contributions and activities that promote the general welfare of the Institute, the academic discipline, the Department of Defense, and society at large. Graduate faculty members serve internally through various departmental, School and Institute committees. They are active in School governance, assume administrative duties within the Department, and mentor junior faculty members. Service includes displaying a collegial spirit of cooperation and contribution to the affairs of the Department, the School, and the Institute. Furthermore, they serve their respective disciplines by refereeing journal articles, conference papers and grant proposals, organizing professional conferences or sessions, as members of editorial boards, as officers of professional societies, and as members of national and/or international review boards and committees. Additionally, he or she contributes to the overall mission of the U.S. Air Force and Department of Defense by providing expert consultation, serving on advisory boards, and facilitating technology transfer.

Administrative

Faculty members perform administrative duties required for the successful conduct of instruction and departmental functioning. They may undertake other assigned duties, such as compiling reports; making inputs to long-range plans; and representing the course, department, or school at meetings and conferences. In addition to classroom instruction, faculty members may act as escort officers, project officers, and special-seminar moderators or panelists as well as prepare and deliver lectures to outside groups. From time to time, faculty may also undertake special assignments from the appropriate school dean, the AFIT Chancellor, or a higher headquarters office.

Collaborations

AFIT encourages faculty to collaborate with researchers at other institutions and agencies in order to advance and enhance the Graduate School’s graduate programs. AFIT may take the lead or be a contributor, when partnering
with other institutions on a proposal. When AFIT is the lead institution for a multi-institution research proposal, the principal investigator (PI) must obtain commitment letters with budgets from each of the contributing institutions. These letters must be from an authorized representative of the Sponsored Programs Office at the contributing institutions. When AFIT is a contributing institution for a multi-institution research proposal, the PI must provide a draft commitment letter, with a budget, to be signed by the Dean for Research or the Director of Sponsored Programs, addressed to the lead institution. The letter should request the lead institution provide AFIT with a copy of the full proposal once submitted. An approved internal proposal approval form (IPAF) must accompany the draft letter and budget when submitted to AFIT/ENR. The Dean for Research will forward the finalized letter to the lead institution unless the PI requests an alternate arrangement with sufficient justification.

A Cooperative Research and Development Agreement (CRADA) may or may not be required depending on the type and level of collaboration between AFIT and the other institution. Sometimes a broad area announcement or request for proposals requires collaborating institutions to declare their intentions to submit a proposal at a later date. The PI generates a letter of intent addressed to the lead institution to be signed out by the Dean for Research or the Director of Sponsored Programs. An IPAF is not required for a letter of intent.

For AFIT faculty to collaborate with a non-federal partner on a research effort, they must first enter into a formal agreement with the partner (although not necessarily prior to proposal submission). This is most often done via a CRADA.

Federal law has established mechanisms and programs to promote the transfer of technology – products and processes, skills and knowledge – from Federal laboratories (including AFIT) to the private sector (e.g. non-Federal universities and industry). The intent of these activities is to encourage the pooling of resources when developing commercial technologies of potential benefit to the U.S. economy. There are a number of technology transfer mechanisms available, but the one most commonly used by AFIT for collaboration with non-Federal partners is the CRADA. It is a written agreement under which the government, through its laboratories, can provide personnel, facilities, equipment, or other in-kind resources with or without reimbursement. What makes the CRADA unique, and often the mechanism of choice, is that it allows AFIT to accept funds from its non-Federal partner. Under a CRADA arrangement, however, no funds may flow from AFIT to the collaborating partner (this typically requires a contract vehicle).

A CRADA consists of three elements: 1) standard terms and conditions, 2) a detailed joint work plan, and 3) an approval/signature section. The standard terms and conditions identify the collaborating partners and discuss the duration of agreement, financial obligations, intellectual property rights, warranties, liability, and other general terms and conditions. The AFMC Legal Office responsible for intellectual property law (AFMC LO/JAZ) developed a straightforward model CRADA to use. An electronic copy of this document is available from the Office of Research and Sponsored Programs’ intranet site, under Faculty Resources. The model contains language articulating the government’s standard legal position for the various articles that is consistent with law, regulations, and Air Force policy directives and instructions. It also provides a “fill in the blank” template to help complete the articles and provides alternative wording options to address special situations.

The joint work plan describes the nature and scope of the work to be performed. Specifically the work plan defines: 1) respective commitments by the “Air Force Activity” (e.g. AFIT) and the “Collaborator” with regard to equipment, services, facilities, personnel, funds (by the Collaborator only), intellectual property or other resources permitted by law, 2) tasks to be performed by both partners, 3) benefits to be derived by both partners, and 4) deliverables and milestones associated with the work performed under the CRADA. The faculty PI should consult with ENR to discuss options for the possible collaboration to determine if a CRADA is warranted or is the best approach. Because of their nature as agreements between the Air Force and non-Federal partners, the review and approval of CRADAs involves a number of AFIT offices as well as AFMC LO/JAZ. The Air Force approving official is the AFIT/EN Dean while AFIT/CL serves as the Air Force reviewer. CRADAs with international partners are more involved and require coordination with SAF/IA. The primary steps in the review and approval process are outlined in the Guide to Sponsored Programs available from ENR.
Periodically a partnering organization (most often industry) will request that a PI have AFIT sign a non-disclosure agreement (NDA) effectively stating that involved personnel will not divulge the company’s proprietary information during the course of collaborative activities. Generally speaking, AFIT (or anyone representing AFIT) does not need to sign an NDA because government employees are already bound by laws about disclosing intellectual property (IP) information. The intellectual property attorneys at AFMC LO/JAZ, however, have generated a Special Purpose CRADA-Non-Disclosure Agreement (SPCRADA-NDA) that is intended to serve as a binding NDA between an Air Force agency and a private entity. No collaborative activities are permitted under an SPCRADA-NDA; it is strictly for the purpose of sharing of information and discussing that information and future collaborative activities. The agreement is non-negotiable and has a limited duration of one year. Ideally, the SPCRADA-NDA will be followed by a regular CRADA that addresses the same IP concerns but includes discussion of collaborative activities. The template for the SPCRADA-NDA is available from the Office of Research and Sponsored Programs’ intranet site, under Faculty Resources. Contact the Director of Sponsored Programs for more information.

Memorandums of Agreement/Understanding (MOA/MOUs) are used to define areas of broad agreement between two or more Federal organizations or agencies. MOAs are memorandums that define general areas of conditional agreement between two or more parties – the actions of the other party depend on what the other party does. For example, one party agrees to provide support if the other party provides the materials. MOAs are the appropriate mechanism if resources (manpower, facilities, equipment, funding) is going to be transferred. MOUs are memorandums that define general areas of understanding between two or more parties. MOUs explain what each party plans to do, however, what each party does is not dependent on the actions of the other party (e.g., does not require reimbursement or other support from the receiver). MOAs and MOUs are AFIT-level agreements and must be coordinated through AFIT/XP.

Sometimes AFIT is asked to partner with a small business concern (SBC) competing for government research funding under either a Small Business Innovation Research (SBIR) or the Small Business Technology Transfer (STTR) Program. The SBIR program is designed to stimulate technological innovation among small businesses while providing new technical and scientific solutions to challenging problems. STTRs are similar to SBIRs except that the small business must conduct joint research with a research institution. AFIT is eligible to participate in SBIRs and STTRs but a CRADA will be required because of the collaboration with a non-Federal partner. A waiver from the Small Business Administration (SBA) will also be necessary if funding is to be transferred from the SBC to AFIT. The waiver must be accomplished before AFMC LO/JAZ will entertain a CRADA that involves a funds transfer. [For information, the SBC works with the sponsoring agency (e.g. AFOSR) to generate the waiver request explaining the uniqueness of the required AFIT expertise and/or facilities which is then forwarded to the Air Force SBIR/STTR Program Manager who then forwards to the SBA for review and approval.] Though AFIT has little direct involvement in the waiver process, the PI must assure that the Collaborator is aware of the waiver and CRADA requirements. This will be explicitly stated in the commitment letter that AFIT/ENR sends to the Collaborator, but the PI should have previously given the Collaborator a “heads up” about these involved requirements.

Faculty Council and Committees

The Graduate School of Engineering and Management’s Faculty Council is faculty governing body. The primary purpose of the faculty council is participation in governance of academic issues and promote a diversity of ideas, a sense of shared responsibility, the development of shared values and a common culture, collaboration, collegiality, and institutional excellence. The Graduate School functions best when faculty and administration form a strong leadership team. The Faculty Council is the primary body through which the faculty collectively and formally communicates with the administration. The Faculty Council is the primary body where institutional process and quality are established and conveyed. AFIT enjoys a strong military presence on the faculty; as such the Council provides an opportunity to blend military and academic cultures. The Faculty Council acts as an advisory body to the Dean of the Graduate School of Engineering and Management on academic policies and practices.

The Council delegates decision making authority to subordinate committees as deemed appropriate, and as documented in the standing rules for each committee. There are five types of Council committees: (1) the Executive
Committee, (2) standing committees, (3) support committees, (4) affiliated committees, and (5) special (ad hoc) committees.

The standing committees include the Academic Rank Promotion and Tenure Committee, the Doctoral Committee, the Academic Standards Committee, and the Curriculum and Degree Requirements Committee. Only tenured members of the faculty are eligible to serve on standing committees. Waivers to the tenure requirement can be approved by the Executive Committee. The support committees include the Academic Resources Committee and Awards Committee. Affiliated committees include the Faculty Research Council, EN IT Working Group, and Library Committee.

Detailed information on the Faculty Council and the committees described below including the council’s constitution, committee rules and meeting minutes, and policies, can be found on the Faculty Council intranet page.

Executive Committee

The Executive Committee assists the President in establishing Council agendas, reviewing committee reports, making committee assignments, nominating future Council officers, coordinating with academic administrators and advocating new policy. The voting membership of the Executive Committee is: (a) the President (chair), (b) President Elect, (c) Past President, (d) Chair, Academic Rank Promotion and Tenure Committee, (e) Chair, Doctoral Committee, (f) Chair, Academic Standards Committee, (g) Chair, Curriculum and Degree Requirements Committee, and (h) Military Member-at-large. Members of the executive committee must be tenured faculty, except for the Military Member-at-large.

The Executive Committee hosts an annual meeting open to all Council members to discuss the state of the Institute, assess the past year’s accomplishments, and identify academic issues and goals for the coming year. This committee generates an agenda for the meeting to include presentations by faculty leaders, Institute leaders and/or presentations by external agents. The meeting is held during the first quarter of the academic year.

Annually the president, secretary, military-member-at-large, and AU Senator are elected. Additionally, officers of the standing committees are elected based upon each committees standing rules. The new committees are formed and the President choses the chair of the committees from the committees. The Executive Committee reviews and evaluates all committee reports and committee motions prior to any Council meeting, summarizes the evaluations in conjunction with the associated Council meeting report, and also reviews the President’s agenda prior to each Council meeting. The Executive Committee reviews the Standing Rules of each standing committee annually to assure their completeness and currency, and prepares and submits to the Faculty Council for their approval any proposed changes, additions, or deletions.

Academic Standards Committee

The primary function of the Academic Standards Committee (ASC) is to maintain a general surveillance over academic standards in the Graduate School of Engineering and Management. It is the responsibility of the committee to consider such general areas as grading policies, lengths and levels of individual student programs, achievement levels of graduates, and other matters relating to the academic excellence of the School.

A secondary function of this committee is review of the records of all candidates for degrees. In this connection, the committee is empowered to act for the Faculty Council in approving the transfer of graduate credit earned before entrance into the Graduate School of Engineering and Management, in granting certain waivers in degree requirements, and in recommending for degrees those students who clearly meet all degree requirements. The ASC also has the responsibility for recommending to the Dean changes to a student’s permanent record.

The ASC, on behalf of the Faculty Council and in accordance with ENOI 36-104, can make recommendations to the Dean regarding changes to a student’s permanent record. In order to make a recommendation, the ASC conducts an investigation of the circumstances leading up to the request for a record change. The investigation is conducted by a member of the ASC as assigned by the ASC chair. Wherever possible, an investigator not
affiliated with the request is chosen so as to maintain objectivity in the investigation. The investigation involves interviews, collection of supporting documentation, and other actions as deemed necessary by the ASC. Upon conclusion of the investigation, the investigator reports back to the ASC, and a recommendation and report of findings is forwarded to the Dean for final disposition. The ASC reports to the Faculty Council on all recommendations made to the Dean regarding these matters.

Curriculum and Degree Requirements Committee

The Curriculum and Degree Requirements Committee (CDRC) acts for the Council in approving curricula and program-specific degree requirements. The CDRC reviews and schedules for presentation at a faculty council meeting all program renewals for faculty awareness, comment, and at times approval. Such requirements shall be consistent with the requirements of the appropriate discipline and the general standards established by the school faculty. The membership of the CDRC is specified in its Standing Rules.

Academic Rank Promotion and Tenure Committee

The strength of the Graduate School of Engineering and Management resides in its faculty and its graduates, and the development of a strong faculty is essential to realization of the Institute’s goals. The development of a faculty is accomplished through critical consideration of initial appointment, tenure and promotion, and by providing a working environment that is favorable to professional growth. Institutional goals and purposes are realized primarily through the collective efforts of the faculty. The promotion and tenure policy of the School is one instrument for building and maintaining a faculty of the highest possible quality.

The Academic Rank Promotion and Tenure Committee (EN P&T) establishes policy and procedures for determining academic appointment, promotion and tenure for faculty members within the Graduate School of Engineering and Management. New policies and procedures require approval by the Faculty Council. The membership of the Academic Rank Promotion and Tenure Committee is specified in its Standing Rules.

The academic rank system for the Institute is authorized by Title 10, United States Code, Section 9314; Air Force Instruction 36-804, Civilian Faculty Pay Plan for Air University and the USAF Academy; and AFI 36-804/Air University Supplement 1, Air University Civilian Faculty Pay Plan Procedures. Faculty reappointment, promotion and tenure criteria and general procedures are contained in the Air Force instruction and the Air University supplement. The Academic Rank Promotion and Tenure Committee of the Graduate School of Engineering and Management shall administer the process of recommending to the Chancellor, through advice to the Dean, the appointment, promotion and granting of tenure to faculty members.

Doctoral Committee

The Doctoral Committee establishes, maintains, and publishes academic policies for the doctoral program. The membership of the Doctoral Committee is specified in its Standing Rules.

Awards Committee (Support Committee)

The Awards Committee is responsible for the Student Awards presented prior to the Graduation ceremonies held in March and June. The Committee acts on behalf of the Council on matters pertaining to student awards, and reviews procedures, operating instructions, and standing rules. The Committee works with Student Services to organize the awards recognition ceremony.

Academic Resources Committee (Support Committee)

The Academic Resources Committee recommends to the administration priorities for resource allocation. Annually, the committee reviews and recommends policies regarding the allocation of resources for information technology and
library support to the administration through the Executive Committee. The committee also acts as a consultative body in matters regarding facilities planning. The committee recommends faculty council representatives to serve on affiliated committees that deal with resource issues.

**Faculty Research Council (Affiliated Committee)**

The Faculty Research Council (FRC) is an affiliated committee of the Faculty Council and supports the Dean for Research and Institute faculty in articulating a vision of AFIT’s research goals contributing to the Air Force mission, facilitating the research process and in promoting the Institute’s research capabilities and products to the Air Force and DOD operational, acquisition and scientific communities. The Faculty Research Council membership consists of at least one representative from each of the Graduate School of Engineering and Management’s departments. The Dean for Research chairs the FRC, and the Past President of the Faculty Council serves as a non-voting FRC member. The council meetings are open to all faculty researchers who wish to participate.

**Faculty Academic Rank**

Faculty of the Graduate School of Engineering and Management are appointed to one of four academic ranks: Professor, Associate Professor, Assistant Professor, or Instructor. All appointments include an area of specialization, for example: Professor of Electrical Engineering and assistant professor has a 6 year term. The area of specialization must be established at the time of appointment. Administrative titles, such as Department Head, Center Director, Director, Dean, Senior Military Professor, Commandant, or Chancellor neither confer nor preclude academic rank.

Those appointed or promoted to the rank of Professor, which is one of the highest honors that the Institute can bestow, are teacher-scholars of genuinely national standing who have made recognized contributions to the academic discipline and to the Institute. They are expected to have demonstrated excellence in teaching, to have performed recognized and outstanding research in their fields of specialization, and to have been pre-eminent in professional service. A Professor is a senior faculty member who has established himself or herself both as a leader in the chosen discipline and is recognized for his or her contributions to the Air Force and Department of Defense. The rank of Professor is usually attained by promotion from Associate Professor after a positive evaluation of performance and promise. Each department has approved guidelines for promotion to Professor.

Those appointed or promoted to the rank of Associate Professor have demonstrated significant achievement in teaching, research, and service, and established an expectation of continued success in these three core areas. An Associate Professor has demonstrated excellence in the instruction of courses within their department, as well as successful mentorship and guidance of graduate students. The Associate Professor has established an independent area of research with important contributions to his or her discipline. An Associate Professor will have begun to serve his or her department, the School, and the discipline. The rank of Associate Professor is usually attained by promotion from Assistant Professor and granted in conjunction with academic tenure after a positive evaluation of performance and promise. Each department has approved guidelines for promotion to Associate Professor.

An Assistant Professor has an earned doctorate degree or equivalent in a relevant field of study with definite promise of growth and development in teaching, research, and service. Most new faculty members are initially appointed as an Assistant Professor and are considered for promotion to Associate Professor with tenure after achieving certain milestones in these three areas. Appointments at the rank of Instructor should normally only be made when the offered appointment is that of Assistant Professor, but the appointee has not completed the requirement of an earned doctorate degree at the onset of the appointment. Normally appointments at the rank of Instructor will not exceed one year.

A non-tenure-track appointment may include one of the following qualifiers: Adjunct, Emeritus, Visiting, or Research. The adjunct qualifier may apply to Instructor, Assistant Professor, Associate Professor, or Professor. Adjunct faculty have primary duties outside of the Institute, and contribute part-time to academic programs
including teaching, research and service. The Academic Rank Promotion and Tenure Committee may recommend that a retiring faculty member be awarded emeritus designation provided that he or she has tenure and has completed at least fifteen years of service to the Institute in faculty rank. This honor is reserved for those who have excelled throughout their careers as teachers and scholars. This is an honorary title consisting of the highest academic rank held followed by the word “Emeritus.” For example, Professor Emeritus of Aerospace Engineering.

The Institute recognizes a part-time or full-time visiting faculty member from another institution. The visiting qualifier applies to the faculty ranks of Assistant Professor, Associate Professor, or Professor. This title is assigned to individuals who hold or have held professorial rank at another institution of higher education or have accomplishments in government, industry, or other organization that are considered equivalent. The appointment should be made at the same rank as held at the permanent institution. Such appointments normally shall not exceed one year; however, the Graduate School may extend the appointment.

Research faculty are qualified to engage in, be responsible for, or oversee a significant area of research or scholarship. They may also serve as principal or co-principal investigators on grants or contracts administered by the Institute. Research faculty may chair or serve on graduate student committees, subject to approval of the Department Head. Research faculty members are supported by research grants or contracts and are not guaranteed space, facilities, or services beyond those specified in the grant or contract. Generally, Research Assistant Professors receive one-year over-hire appointments. Research Associate Professors and Research Professors may be appointed on one-year or multiple-year terms of up to three years, provided they possess the experience, expertise, or qualifications, established over a sustained period of time, that qualify them to advance the Institute’s research mission.

Faculty Development and Enrichment

ENOI 36-125, Faculty Development and Enrichment Programs, provides guidance for faculty professional development. Faculty members must maintain a high level of competence in their major fields of expertise and as professional teachers/scholars. This requires an explicit commitment to professional development on the part of the individual faculty member, the department heads and the Dean of the Graduate School of Engineering and Management. Therefore, faculty professional development plans need to be developed in order to integrate personal efforts with actions undertaken by the school. Faculty members are encouraged to participate in the following activities:

- Engage in original research and submit research results for publication in appropriate archival-refereed journals.
- Participate in the meetings, seminars, conferences, and conventions of appropriate professional societies and other organizations. All such involvement is expected to yield general and specific benefits to the Air Force and AFIT.
- Become a registered professional in an academic specialty area (e.g., become a Professional Engineer).
- Participate in departmental, Graduate School of Engineering and Management, and AFIT seminars and enrichment programs, as appropriate.
- Participate in appropriate professional continuing education courses and other educational programs.

Each faculty/staff member determines his or her professional development objectives. If these objectives require duty time and/or TDY, the individual must coordinate such activities with the Department Head for review and budgeting. Department Heads encourage faculty members to use the various professional associations and meetings to the best possible advantage. For planning purposes, each faculty member is encouraged to submit for approval one AF funded TDY each year to a national and/or international professional symposium/meeting/workshop. Benefits to the AF and the Graduate School must be shown. The Department Head and the faculty member are to mutually agree upon participation in these activities.
When participation in a professional symposium includes an official position on the program such as presenting a paper, serving as a panel member or session chairman, etc., such TDY may be requested irrespective other requests. At the discretion of the Department Head, faculty/staff members attending professional meetings, conventions, etc. submit a written or verbal trip report within 30 days after attendance, outlining benefits to the school and the individual.

**Leave for Professional Development**

The Air Force Institute of Technology is committed to the professional development of all faculty members. Professional development occurs continually through seminars, professional meetings, research, and other activities while also assigned normal duties. In addition, opportunities for professional development away from those duties are also expected and supported if resources are available and if those opportunities significantly serve the institutional mission. Such Leave for Professional Development (LPD) exists in several categories including sabbaticals, academic absences, fellowships/scholarships/grants, long-term training and education programs, and if requested by the faculty member, a period of leave without pay.

LPD is one of the benefits articulated in AFI 36-804, *Civilian Faculty Pay Plan for Air University and the USAF Academy*. These programs provide a spectrum of opportunities for LPD consistent with Air Force instructions and academic philosophy. Depending on the category involved, opportunities for LPD generally are available at some point after faculty members have completed their initial appointment at AFIT. Applicants for any LPD program must present evidence that they plan to use the time for scholarly or professional activities that will advance their professional standing and enrich their teaching and research upon return to AFIT for continued service. Administration of LPD programs for civilian faculty varies depending on pertinent civilian personnel regulations and administrative procedures. Faculty and supervisors should carefully consider which type of LPD is most appropriate for a particular use.

**Faculty Awards**

AFIT and Air University both offer a number of awards designed to recognize the contributions of our most outstanding faculty members. In addition, faculty members can also compete for numerous awards (and often win) sponsored by professional societies and the Air Force Science and Engineering communities. Air Force level awards require selection first at the AFIT level, then the AU level, and finally AETC level in order to be nominated. AETC nominees then compete against nominees from all Air Force Major Commands. Annual Air Force level award winners are publicly recognized at a formal ceremony attended by the award winner and senior Air Force leaders. For that reason, Air Force level awards are considered one of the most prestigious available to our faculty. This handbook only discusses awards presented by AU and AFIT.

**Air University Awards**

AFIT faculty members are eligible for and encouraged to compete for several Air University Awards. The details and nomination procedures for the Air University awards programs can be found in *Air University Instruction 36-2313, Air University-Conducted Education Awards Program*.

**The AETC Educator of the Year Awards.** The AETC Educator of the Year awards recognize individual faculty members who have made outstanding contributions to AETC’s education mission during the academic year of 1 July through 30 June. One officer, one enlisted, and one civilian employee faculty member are each recognized as AETC Educator of the Year. The award honors individuals only, not teams or units. An educator or faculty member is generally recognized as the subject matter expert who develops or teaches formal educational courses or composes research and educational publications. Personnel whose primary roles fall in the category of support or administration are not eligible for the award.
The General Muir S. Fairchild Educational Achievement Award. The Fairchild Award was established in 1964 by the Order of Daedalians to recognize outstanding educational achievement in AU. The Order of Daedalians is an organization of World War I officer pilots, their descendants, and named members. The perpetual trophy, prominently displayed in the Daedalian Room of the Maxwell AFB Officers’ Club, was donated by Lieutenant General Harold L. George, USAF (retired), as a memorial to General Fairchild, founder and first commander of AU.

The award is given each year for the most significant contribution to AU education or to Air Force education in general. It is intended to stimulate and reward creative and outstanding achievement in military education and to increase interest of Daedalians in furthering professional educational development with the Air Force. Individuals and working groups from AU organizations, entire units, individual students, and groups of students may compete for the award. AU civilian employees and military personnel, including members of other services or government agencies assigned to AU, may be nominated. Nominees’ accomplishments, service, and contributions should have been significant, outstanding, and continuous, extending over at least one calendar year. However, a nomination is considered for a one-time contribution if it results in noteworthy benefit to AU or to Air Force education.

The Air University Foundation’s Society of the Strategic Air Command’s Air University Faculty Excellence Award. This award is presented by the Air University Foundation on behalf of the Society of the Strategic Air Command (SSAC), Inc., which provided the assets for continuation of the award when the Society was dissolved at the time the Strategic Air Command was inactivated. SSAC was incorporated as a non-profit organization dedicated to preserving the rich heritage, tradition, and dedication of the men and women of the Strategic Air Command. SSAC was committed to fostering an understanding of the continuing need for strong, modern air and space forces and air and space power. Education was the focal point around which the Society built its programs. SSAC annually honored AU’s outstanding faculty member with its AU Faculty Excellence Award. This award honors AU’s outstanding faculty member. The current winners of each of the AETC Educator of the Year categories (officer, enlisted, civilian) are eligible.

Air Force Association Wright Memorial Chapter Awards

The program presents four annual awards.

Gage H. Crocker Award. This award is presented annually to the AFIT faculty member who made the most significant contribution to the AFIT mission during the preceding calendar year, and is selected as AFIT’s outstanding professor of the year.

General Bernard A. Schriever Award. This award is given in recognition of a person who advances aerospace power, technology, doctrine, or the Air Force as a profession. Military and civilian faculty are eligible. The award nomination may cover the individual’s career at AFIT to show the culmination of a project. One award is presented annually at an appropriate forum.

Professor Ezra Kotcher Award. This award is given in recognition of an individual who has made a significant, substantive contribution to curriculum or instruction development within AFIT. Contributions may be, among other things, a student text, manual, workbook; gaming or simulation exercise; major group problem; bibliographical publication; symposium; elective course; research option; or a new approach to leadership, professionalism, or officership aspects of officer education. The award nomination includes accomplishments during the previous year (1 Jan-31 Dec). One award is presented annually at an appropriate forum.

Colonel Charles A. Stone Award. This award is given in recognition of an individual who accomplished specific achievements that furthered the AFIT mission. Emphasis is on new, innovative efforts or approaches involving demonstrated personal leadership. The award nomination includes accomplishments during the previous year (1 Jan-31 Dec). One award is presented annually at an appropriate forum.
Plaques for the Cage H. Crocker, General Bernard A. Schriever, Professor Ezra Kotcher, and Colonel Charles A. Stone awards, inscribed with the recipient’s name, are permanently displayed at AFIT. Recipients of each award also receive an engraved plaque.

The Dean of the Graduate School appoints individuals to serve on a selection committee to ensure that nomination opportunity for the awards are fair and equitable. Nominations are typically completed by 15 January. AFIT forwards the nominations to the BOV members approximately two weeks before the BOV annual meeting. The BOV sends the names of the winners to the AFIT Chancellor for announcement at an appropriate forum. For details and nomination procedures, see AFIT Instruction 36-110, Wright Memorial Chapter, Air Force Association and Air Force Institute of Technology (AFIT) Awards Program.

Return to the Table of Contents
SECTION V: ACADEMIC ADVISING

Key Components of a Graduate Student’s Program

The key components to a successful graduate program at AFIT include active involvement by the academic advisor, establishment of a realistic education plan based on the selected degree program to identify what courses must be taken to complete degree requirements and during which term, and regular review of the student’s education plan by the advisor to insure the student is making satisfactory progress toward admission to candidacy and degree completion.

The Degree Program

All graduate students admitted to a degree program, in consultation with their academic advisor, must prepare a proposed program of study, otherwise called an education plan or EDPLAN. The education plan outlines the courses in which the student should enroll for each quarter to degree completion. The education plan essentially serves as an agreement developed between the faculty and the student that charts the appropriate path to the graduate degree. The initial education plan must be submitted to the department and approved by the advisor and Department Head prior to the end of the first quarter of study. Limited changes can be made in the degree program after it is has been approved, and any changes require approval of the academic advisor and the Department Head. The student should schedule an appointment with their academic advisor within the first two weeks after arrival to prepare the degree program. The initial education plan should be completed, reviewed, and signed prior to the end of the first quarter of study. Assistance with initial education plans can be obtained from the graduate program coordinators. (See ENOI 36–120, Student Education Plan)

Education Plan

The education plan maps the student’s path to completing the requirements towards the award of either a master’s or Ph.D. degree. It articulates the student’s specific plan of study for a degree-granting program and ensures the student can graduate upon successful completion of an approved education plan. All students are required to have an approved education plan before they can be admitted into (degree) candidacy.
Each student bears the responsibility to create and keep their education plan current and accurate. The Graduate School through the academic advisor is responsible for providing accurate and sound advice to each student regarding the particular degree program and graduation requirements. Each student should consult with their academic advisor prior to making any changes to the education plan and all changes must be approved by the advisor. Academic advisors should schedule periodic education plan update meetings with their advisees to ensure plan currency and validity.

Within the first two weeks after arrival, Graduate students, in consultation with their academic advisor, prepare a worksheet, using the “Plan Courses” menu available on WebAdvisor. The worksheet outlines the courses the student plans to take to complete the degree requirements. The initial worksheet is submitted for approval by the advisor and the department head prior to the end of the first quarter of study. Once approved, the worksheet becomes the approved education plan which essentially serves as an agreement developed between the faculty and the student to chart the appropriate path to the desired graduate degree. The student’s responsibilities include entering the correct data for the education plan and ensuring the academic advisor approves the plan. When the education plan is approved, it should be printed and signed by both the academic advisor and the Department Head. The signed original education plan should be kept on file in the Department and a copy provided to the student. If disapproved, the advisor should arrange to meet with the student to remedy the inadequacy of the education plan.

The student builds the initial worksheet using one of several WebAdvisor available tools: Course Planning Wizard, Create/Add to Worksheet tool, or the Modify Worksheet tool. After the worksheet is developed by the student, they can send it to their advisor electronically requesting review and approval. After approval, the student can view the advisor approved education plan at any time. The student can register for courses designated for the term currently open for registration directly from the worksheet. At any time the student can run an academic program evaluation to see how they are progressing toward completion of degree requirements.

Using WebAdvisor, the faculty advisor can accomplish the following tasks:

- View a student’s worksheet and/or approved education plan
- Create a term by term listing of all courses a student needs to complete
- Approve courses that a student adds to their course planning worksheet
- View all courses on a student’s approved education plan regardless of course status (i.e. planned, in-progress, completed, pre-registered)
- Add both public and private notes for their advisees
- View student profiles, transcripts, and schedules
- Perform an academic program evaluation

An academic program evaluation can be performed at any time and as many times as desired during a student’s academic tenure. The academic program evaluation shows how a student is progressing toward completion of degree requirements by indicating which requirements have been or will be satisfied based on the student’s approved education plan. The academic program evaluation can be run either using only courses completed and/or registered, or also adding the courses not yet taken but included on the student’s approved education plan.

WebAdvisor facilitates improved communication between the student and their advisor by provided online communication to include email notifications regarding the student’s education plan, and the sharing of public comments from the advisor to the student.

**Department PhD Program Coordinators**

Every department in the Graduate School manages at least one Ph.D. program. Each Ph.D. program has an approved program guide and an appointed program director. New faculty members should meet with their appropriate Ph.D. program director(s), obtain copies and review the program guides and review the AFIT Ph.D. doctoral policy letters. This orientation should include learning departmental policies on doctoral student
advising, gaining some familiarity with the current doctoral research ongoing within the department, and learn about the collaborative research opportunities both within the department and with other departments in AFIT/EN.

**The Academic Advisor**

All graduate students are assigned an academic advisor upon admission to the Graduate School, including both full-time students and part-time students who are in a degree seeking status. The student’s academic advisor assists with academic planning and career development. While advisors are available for advice and consultation, students are ultimately responsible for understanding the graduate school’s academic policies and completing all graduation requirements, as at any other university. Academic advisors are expected to work closely with graduate program coordinators.

**Academic Advising**

The role of the Academic Advisor is essential to the growth and success of the graduate student. The academic advisor provides information on degree requirements, clarifies policies and procedures, monitors academic progress, and directs students to other resources when necessary so students can successfully complete their academic programs. In addition to these necessary administrative functions, they also provide moral and emotional support, a conduit for the student to explore career opportunities, share experiences and knowledge, feedback on student performance, and a role model of identity.

Both the students and the advisor must assume equal responsibility in the advising process.

Students have the responsibility to

- Read the Graduate School catalog carefully;
- Be familiar with degree programs and the academic requirements for graduation;
- Seek out answers to their questions;
- Develop self-awareness and goals;
- Keep scheduled appointments;
- Follow through on advisor recommendations;
- Accept ultimate responsibility for their decisions; and
- Make use of all resources on campus.

Faculty advisor responsibilities include:

- Being knowledgeable about departmental and school requirements, policies, and procedures;
- Maintaining adequate office hours throughout the quarter;
- Providing a respectful, supportive atmosphere;
- Keeping accurate records;
- Avoiding personal conflicts of interest as well as any appearances of conflict;
- Refusing to participate in any form of discrimination or sexual harassment;
- Discouraging students from circumventing institutional policies or regulations and addressing issues, as well as referring students to appropriate agencies if confronted with situations where such policies have been violated;
- Recognizing the limitations of their positions and being familiar with other resources to make appropriate referrals; and
- Maintaining confidentiality according to established procedures.

This section of the faculty handbook is provided as a means to assist and guide the professional growth of our graduate students. Other publications (Catalog, Operating Instructions, Policy Letters, and the Style Guide for AFIT Theses and Dissertations) are resources for information on academic policies and procedures.
AFIT and the Graduate School require specific records that are used to monitor and facilitate the student’s progress through his/her degree program. These records are particularly useful when a problem arises about graduation requirements. Such issues are best resolved when the student records file is accurate and complete.

This section is designed to provide you with basic and practical information for the accurate and helpful advising of graduate students at AFIT. If you require additional assistance in these areas or have any comments, questions or concerns, please do not hesitate to contact the Associate Dean for Academic Affairs, your department head, or faculty in your department.

**Pre-Admission Advising: Opportunities for Recruiting and Advising Students**

As a graduate faculty member, you may be involved in professional meetings or other meetings associated with civilian or government organizations that naturally provide opportunities to recruit students. Another type of recruitment/advisement activity is talking to individuals who call or visit seeking information about a graduate program. It is important for faculty to have clear knowledge of academic documents required to begin an academic assessment and eventual admission to the Graduate School. In addition, the faculty needs to know the admission criteria that student must meet in order to be considered for admission to the Graduate School as well as the particular degree program. The Admissions Division assesses all applicants and based on the department guidance will admit the applicant or refer the applicant’s academic records for department review.

**Avoiding Problems with the Management of Academic Programs**

- **Make sure each student understands policy.** Students need to be aware of the policies governing their role in managing their education plans. Each student should be aware that they may not graduate if they do not follow an approved plan of study.
- **Periodic review of education plans.** Although students are responsible for managing their own education plan, academic advisors are highly encouraged to review the plan with the student each quarter prior to registration.
- **Advisors/departments should keep signed education plans.** Each academic advisor should keep a copy of the education plan for each of their students with signatures/initials of both the academic advisor and the Department Head indicating official approval. The student should also be given a copy of this approved document.
- **Changes to an Education Plan.** Access to education plans allows the student to make changes at their convenience. The academic advisor should, however, inform their students that they can make limited changes to an approved education plan and such changes are subject to advisor approval. These changes should be discussed with the advisor prior to submitting them through WebAdvisor.
- **Document Substitutions and Waivers Immediately:** When the Academic Advisor is working with the student at the beginning of his/her academic career to prepare the Educational Plan, there will be instances when they will agree that substitutions and/or waivers should be made to the standard requirements. When this occurs, those substitutions and/or waivers should be documented in WebAdvisor as soon as they are known. It is a disservice to the student to wait until the last few weeks before graduation to make these entries in their Ed Plans, as in the rush to complete the graduation package; there is too much opportunity for error, which can delay the preparation and approval of the package. Also, if the plan does not include the modifications all along, the student really does not get a true picture of his/her progress toward graduation when they run their Academic Program Evaluation.
- **Part-time, non-degree students and candidacy.** Academic advisors should be aware of the status of their part-time student advisees who are in non-degree status. Remember: only 12 credit hours can be carried over into a degree program from a non-degree status, so the student should make decision as to whether or not they would like to pursue a degree. (The only exception to the “transfer rule” is for those enrolled in a certificate program.) If they want to pursue a degree, then they must petition for a change in status from the Admissions office by completing a change of enrollment form found at this link http://www.afit.edu/ADMISSIONS/doclib.cfm?dl=24 and, after gaining full admission, submit a candidacy request to the Dean.
Monitoring Satisfactory Progress of Graduate Students

The academic advisor should continually monitor the academic performance and progress of their graduate students. A student must have a minimum GPA of 3.0 in order to be considered “making satisfactory progress” towards their degree. If the advisor determines that the graduate student is not making satisfactory progress, then the advisor should discuss options with the Department Head and the student. The student in concert with the academic advisor should develop an immediate and decisive “get-well” program if it appears that they are heading into academic difficulty.

Academic Deficiencies

Academic deficiency means a course grade or combination of course grades which prevents a student from graduating. A student cannot graduate if he/she has an unresolved grade of “F”, “U”, or “I” in any course. Too many “C”s” and “D”s” will likely require action to improve the student’s overall grade performance. Possible remedial actions available to a MS student to resolve academic deficiencies are listed in Table 36-104-1 of ENOI 36-104. Remedial actions for PhD students are discussed in the Doctoral Policy letter entitled “Standards of Work and Academic Load.”

Options for Handling Academic Deficiencies

- Reducing course load. Each academic advisor has the option of reducing a student’s course load to allow them time to concentrate on fewer courses. This course of action must be coordinated within the department and a memo forwarded to the Associate Dean describing the situation as well as the remedy. This activity should be taken as soon as possible following an unsatisfactory review of the student’s progress.

- Program length extensions for military under service sponsorship. A military student who is being sponsored by a service is assigned to AFIT for a fixed period of time. If the student arrives with inadequate preparation or needs to make up for required courses lost as a result of a reduced course load, then they may seek a time extension which requires a personnel assignment action. If the program for an assigned military student must be extended, then the academic advisor should forward an official request to the Associate Dean through the Department Head.

- Academic review committee. For those students who are in serious academic difficulty, the advisor/department can request the student meet an Academic Review Committee (ARC), chaired by the Associate Dean, as outlined in ENOI 36-137. An ARC can be convened for a variety of reasons, but is usually triggered by a student's less than satisfactory academic performance. The purpose of the ARC is to recommend to the Dean whether a student should be allowed to continue with his/her academic program. The appropriate academic department is the recommending body regarding the retention or elimination of doctoral students from the program. The ARC, however, may make additional recommendations regarding the transfer of the eliminated doctoral student to another program or the student’s elimination from the Institute. The situations that can cause an ARC to convene, including GPA thresholds, are outlined in ENOI 36-137. The thresholds vary depending how long the student has been in the program. The ARC can place requirements and restrictions on a student's academic program to ensure the student achieves academic success. Requirements or restrictions can include, but are not limited to, program changes, course substitutions, and minimum GPA needed for future terms.

Advising on Personal Issues

Counseling on professional matters, career progression, future assignments, promotion expectations, and so forth, is available from AFIT’s senior leaders to include the senior military professors, the Associate Dean, the Dean of Students, the Commander, and the Chancellor.
It is inevitable that academic advisors will counsel their students on personal matters. Please recognize your limitations and area of expertise and avoid being entangled in situations that can become detrimental to you or the student. For expert guidance and counseling, please refer students to either the Chaplin’s Office (x4303), the Mental Health Clinic for military (257-6876), or for civilian employees the Employee Assistance Program (EAP) counselors can also be reached at 904-2807 (Bldg 70, Area A). For students who need assistance with legal matters, refer them to the AFIT JA.

The Advisor and Research

With the exception of programs with special waivers, all AFIT resident graduate students are required to prepare theses or dissertations related to their graduate programs. Thesis and dissertation advisors typically work closely with appropriate Air Force and DOD laboratories, AF operational commands, other Government organizations, and industry to stay abreast of the latest technological requirements and projects. Faculty draw upon this information to provide students with research topic linkages and opportunities. Because approximately half of the graduate faculty members are military officers with relatively recent operational experience, they bring to the research process the engaged perspective of the operational Air Force, thus ensuring that the relevancy of the research effort is evident.

Each graduate student has a thesis or dissertation advisory committee, led by a qualified faculty member. Master’s degree thesis advisors must be members of the AFIT faculty and have a PhD or equivalent degree in the broad area of the student's research interest. A faculty member with appropriate experience beyond the master's degree, but who does not hold a PhD or equivalent degree may be allowed to serve as advisor to thesis students if granted that privilege in accordance with the procedures found in ENOI 36-128 Requirements for Master’s Degree Thesis Advisors. Faculty should consult with the Doctoral Committee policy letter "Pro Tem advisor and Research Advisors and Committees" for requirements to advise doctoral students.

Each department has its own process for students to select thesis topics and research advisors. Ideally, selection of advisors and topics should be made as early as possible in the program so students have sufficient time to complete their research given the tight time constraints on their academic programs. Once students have chosen a topic and a faculty member has agreed to serve as their thesis advisor, the next task is for the student to prepare a prospectus. The prospectus is used for several purposes such as identification/assignment of thesis advisory committee, allocation of laboratory resources, and a safety review for experimental theses. Committee members may be from other departments, but, if so, the members should be asked to initial the prospectus to indicate their willingness to serve on the committee.

AFIT is one of the very few institutions that grade master’s theses. The grade on the thesis is a collective decision reached by the entire committee. If a student does not complete their thesis before the end of their program, they may receive the grade of "Incomplete" if there are extenuating circumstances and do not graduate with their class section. Before leaving AFIT are required to develop a schedule, approved by the thesis advisor and department head, for completion at a future date. Failure to develop such a schedule leads to the grade of "F" being assigned during the following quarter.

Faculty, as research advisors, are required to obtain funding to support the various aspects of their research (travel to conferences, supplies, etc.) New faculty members are highly encouraged to establish relationships with funding entities as sponsors of their research. The Office of Research and Sponsored Programs (ENR) and fellow faculty members can assist faculty in identifying potential research sponsors. Where appropriate, faculty research advisors play a key role in transitioning an interested sponsor from a one-time sponsor of a topic with limited scope to an engaged partner supporting a well-defined research stream involving multiple graduate students over many years.

Advisor Graduation Responsibilities

Master’s Degree Students: The academic advisors are responsible for ensuring the complete assembly of the “graduation folder” for master’s degree students. This folder contains, at a minimum, the student’s academic program evaluation and, if applicable, any additional information needed for ABET certification. The Academic
Standards Committee utilizes this information to verify that all graduating students have met the minimum degree requirements.

PhD Candidates: Per the Doctoral Committee policy letter “PhD Pre-Graduation Actions and Checklist”, the doctoral candidate’s research advisor prepares a package that contains the following information:

- A memo signed by the research advisor stating that the student passed the final defense. Include date, place, and names of the committee present. If the committee has voted to approve subject to revisions in the dissertation, the signed cover sheet is taken as evidence that the revisions were made to the satisfaction of all
- A copy of the letter of appointment of the research committee that conducted the defense, and a copy of the letter of appointment of the Dean’s Representative to that committee
- A copy of the Dean’s letter of admission to candidacy and the Academic Standards Committee’s endorsement to the Dean recommending approval
- The Final Education Plan, dated "final" and approved, including all grades, title of dissertation and education codes
- An extra copy of the dissertation cover sheet signed by the committee and signed by the Dean
- A copy of the student’s receipt from the Dean for Research office
- Degree requirement waivers, if any, such as time limit extensions, including any supporting documentation that was required in granting the waiver
- Optional: A copy of the Dean's Representative report if available. Also, any other documents that should be permanently archived by the Registrar, such as letters of commendation.

**Student - Mentor Relationship**

The intellectual environment at the Institute is dominated by the traditional student-mentor relationship found at all quality institutions of higher education. In the case of AFIT, this essential relationship is greatly enriched by the additional element of peer recognition and respect. In contrast to the students at most schools, the majority of AFIT students are, regardless of their course or program, successful professionals before they are enrolled at the Institute. Students and faculty have much more in common than is usual in the normal college campus. Of course, the education of the student is of paramount importance and the student-mentor relationship is essential to the process of education, but at AFIT that process takes place between a student and a faculty member, either of whom may be a military officer or a military service civilian, and who are together engaged in a joint enterprise.

Furthermore, officer and civilian degree program students are assigned to the Institute with the full-time duty responsibility of successful completion of the curriculum in which they are enrolled. Academic course loads reflect this full-time opportunity to concentrate on study. Officer students receive training reports (TRs) during their educational assignment (rather than officer performance reports), but all other aspects of any military duty assignment are maintained. Students provide relevant inputs to their academic advisors who normally prepare the reports. TRs are written using a streamlined template to highlight only key information and notable academic and leadership achievements while in student status. Master’s students have only one TR written upon graduation from their program (or when their AFIT tour is over in the event that they do not complete degree requirements). PhD students have their first TR written and filed in the AF records after their first academic year (typically at the 18-month point). A final TR is written upon completion of their PhD program or at the end of their AFIT tour. For students who complete their degrees after departing AFIT, the Student Support Division (AFIT/ENES), upon request from the student, prepares a supplemental TR which simply states the degree was awarded.

Students are organized by class groups with the senior officer designated as class leader. The student chain of command is how students should typically address their concerns to AFIT’s leadership. Students in the Graduate School of Engineering and Management can also participate in the AFIT Student Association to address social and professional interests. Each student has an academic advisor who assists in the development, monitoring, or adjustment of the course requirements necessary to satisfy Institute degree or related Air Force (or other service)
requirements. In addition to academic counseling, students also may receive military career advice from the Dean of Students or other senior officers at the Institute. Second lieutenants for whom AFIT is a first-duty assignment also participate in a special orientation program which improves their understanding of their responsibilities and opportunities as Air Force officers. Civilian students, who draw full pay and allowances while at AFIT, as do military students, remain in a Civil Service duty status and share fully in the advising program and all other academic and nonmilitary professional activities.

Return to the Table of Contents
SECTION VI: ENROLLMENT AND REGISTRATION PROCEDURES

Student Enrollment Process

Students who are required to maintain full-time status may request less than full-time academic loads for sufficient cause. Such requests must be initiated through the academic advisor and submitted to the Department Head for approval. Reduced workloads may also be initiated by an Academic Review Board recommendation.

Students in candidacy are responsible for meeting with their academic advisors and reviewing their academic plan prior to registering for their courses. A student’s academic advisor is responsible for ensuring that a student’s education plan reflects, as a minimum, a fully enrolled status in an approved curriculum for each quarter that a student is in residence, if appropriate. Part-time students can and should consult with an appropriate academic advisor for guidance prior to registering for courses.

Degree program students normally report to AFIT approximately 10 working days before the start of the review class period. This two-week orientation period includes a brief welcome and base orientation, diagnostic tests in key academic disciplines, administrative in-processing, spouse orientation, meetings with program and option managers and other faculty members. Opportunities also exist to test out of certain courses, time to secure housing and settle families, and meetings with an assigned academic advisor to register for first quarter courses and outline the entire degree program. Four weeks of noncredit review classes begin the Monday following this orientation period. After the 4-week review session, approximately 6 weeks after the students reported for duty at AFIT, regular degree program classes start.

Academic Calendar

The Registrar maintains the Graduate School official academic calendar, and posts it on the Graduate School website. One can find the approved calendar for the entire current academic year, the current term, and the next term online. The academic calendar is based off the government fiscal year while also ensuring sufficient contact hours are achieved in terms where large numbers of federal holidays occur.

The academic calendar for the next academic year is submitted by the Registrar for approval by the Faculty Council, Associate Deans and the Dean in November of each year. Academic calendars are not considered official until they have been so approved. Unofficial academic calendars for the subsequent three academic years are also posted to the Graduate School website for informal planning purposes, as are the official academic calendars for the two previous academic years.
Registration

The student is responsible to correctly register for courses. Registration periods are advertised on the Graduate School web site. Normally the course offering and schedule for a term is available for viewing at the start of the preceding quarter, and the registration period opens on Monday of the sixth week of the preceding quarter and closes on the Friday of the first week of the current quarter. For example, registration for a summer quarter commences on Monday of week six of the spring quarter and closes the first Friday of the summer quarter. Students register for their courses using WebAdvisor and they should contact the Registrar’s Office if they have any questions about the registration process.

Course Schedules

The official course schedule is developed, published, and maintained by the Registrar (AFIT/ENE) using information provided by the six academic departments. The course schedule for an academic term is published for viewing at the start of the preceding quarter. This provides faculty and students a schedule with sufficient notification for potential part-time and cross-registrant students to register for courses. The schedule is considered final once it is made public (i.e., posted to the web). Once the course schedule is published, students must schedule their classes according to the published schedule. The schedule is not altered to accommodate last minute or late requests.

Given the availability of classrooms and teaching times, all student conflicts are not necessarily resolved. In these cases, the academic advisor should review the student’s course selections and determine whether or not the conflict(s) involve core degree requirements. If the courses with conflicts are not required for the degree (i.e. they are program electives), then another course should be selected within the existing schedule to resolve the conflict. Elective sequences are not de-conflicted with each other, so students are not necessarily able to choose from among all electives offered in a given term.

The course offerings for a specific quarter are made “final” during weeks 7 and 8, two academic quarters prior to when courses are taught. For example, the final course offerings for the summer quarter are submitted during weeks 7 and 8 in the winter quarter. The departments supply instructors and any special requests at this time.

The assignment of classrooms is the responsibility of the Registrar (AFIT/ENE) using course demand information provided by the six academic departments. Once the class schedule has been set and students registered for their courses, classrooms cannot be changed without the Registrar’s Office being notified. It is the responsibility of the individual faculty member to notify the Registrar’s Office immediately of any and all classroom changes. In the event of an emergency requiring that a student be located, the Student Operations Office relies on the information contained in the appropriate class schedule (including any changes submitted by the faculty) to locate the student as quickly as possible.

Special Studies Courses

Each student who wishes to enroll in a special or independent study course must submit a completed registration form to the Registrar’s Office. Special studies courses must have the approval of the Department Head of the department concerned. The faculty member teaching the course must provide course content and objective information prior to approval. Students cannot use the on-line registration form for special studies courses. The digital registration form can be downloaded from the Registrar’s web page on afit.edu and the Intranet at “Registrar Request Forms.”

Drop/Add Period

Students may make changes to their term registration during the open registration period. Students are responsible for resolving all resultant scheduling conflicts and ensuring they have the approval of their academic
advisor. Once the quarter begins, the student can drop courses only by submitting a properly completed digital Drop/Add Request Form to the Registrar's Office. This form is available on the Registrar web page on afit.edu and the Intranet. The last day to add a course is Friday of week 1 of the term. Course additions can be accomplished using WebAdvisor.

Students may drop courses through week 2 of the term without academic record. Any student who drops a course during week 3 through the end of week 8 will receive the grade of "W". Normally, withdrawals are not permitted after week 8.

Auditing Courses

Students who wish to audit a course are unable to do so through WebAdvisor. A digital registration is required with instructor signature approving the audit. Audited courses have no bearing on grade point average (GPA). Students may not change from audit status to credit status, or vice versa, after the first week of class. Auditing a course does not preclude a student from taking the course for credit during a subsequent term. Tuition and fees for audited courses are assessed at the same rate as courses taken for credit.

Cross-Registration Opportunities

AFIT has agreements with two academic consortiums that afford degree candidate MS students and PhD students the opportunity to enroll in courses at other academic institutions.

The Dayton Area Graduate Studies Institute (DAGSI) – DAGSI was established in 1995 as a unique partnership among the University of Dayton, a private institution; Wright State University, a state-supported institution; and the Air Force Institute of Technology, a federal institution. The primary long-term goal of this partnership is to become a world-class graduate and post-graduate research institute. This consortium coordinates, integrates, and leverages the formidable resources of the partnership, including the combined faculty, facilities, equipment, and other supporting elements of the three institutions. The consortium’s program is limited to graduate programs in science and engineering.

Master’s students who have obtained candidacy in a degree program and Ph.D. students may apply for a non-competitive, Student Program Enrichment Scholarship. This scholarship is designed to encourage students to take graduate courses at consortium approved engineering schools (i.e. Wright State University and the University of Dayton) when courses are not available at AFIT and/or when such courses strengthen their programs of study. These courses must be part of the students approved program. The scholarship only covers the tuition for the course. The student is responsible for other fees and charges imposed by the institution. These scholarships are awarded on a first come/first serve basis until the DAGSI funds allocated to AFIT are exhausted. The student must submit a formal request to the Dean for this scholarship specifying the course(s) of interest. A copy of the student’s approved education plan and advisor’s endorsement must accompany the letter requesting the scholarship. Graduate students who currently possess a DAGSI scholarship do not apply for enhancement scholarships. These students can cross-register for courses, under the agreement between the graduate engineering schools, as long as the courses are part of their approved program. Cross-registration occurs at the AFIT Registrar’s Office. Please see the DAGSI Operating Instructions for detailed information, a copy of which should reside in each department. DAGSI’s web site also provides useful information (http://www.dagsi.org).

Southwestern Ohio Council for Higher Education (SOCHE) - SOCHE is a consortium of twenty colleges and universities, one foundation, and two corporations (see http://www.soche.org) with a goal to promote inter-institutional cooperation. One of its programs, the Cross-Registration Program, can be used as a vehicle for our students to obtain additional courses not otherwise available at AFIT. The specifics of the program can be found at https://www.soche.org/students/cross-registration/cross-registration-faq. Students can generally attend courses at consortium institutions with no charge for tuition. Enrollment is based upon the availability of space in the class and the courses must be part of their approved program. This program is particularly worthwhile for students who lack particular undergraduate courses as prerequisites for graduate courses and international
officers who need to improve their English communication skills. Please note: this program is intended for the few students who need additional courses and not for significant numbers of students who have the need or desire to take courses elsewhere. Students should get approval from their academic advisor. Upon approval, the student will be directed to the Registrar’s Office to complete the cross-registration process.

Extended-Length Academic Programs

Students may be assigned to AFIT for MS programs that are longer than the nominal 18-month program length. This opportunity is offered to students who typically have deficiencies in their academic background or lack prerequisite courses that are necessary for their graduate work. In essence, the Air Force or sponsoring agency is providing additional time so the student has a better chance of succeeding in their program. If AFIT does not offer the necessary undergraduate courses required for these students, then the student may enroll at either Wright State University or the University of Dayton and AFIT will pay the cost of the course(s). Academic advisors need to be aware of certain aspects of this policy and should convey this information to the student:

- The student must register for the course(s) at the institution offering them, and they must register as a non-degree seeking student.
- Departments sending students to either of these institutions must provide the Bursar’s Office with a list containing the names of these students and the courses in which they are enrolled. This is an important step because AFIT asks our partner institutions for a single bill for the tuition and fees - one bill for all of the AFIT students attending in this capacity as our way of validating and providing information between the institutions. The Bursar’s Office will supply each student with a letter specifying the student’s responsibilities.
- Once the student registers for the course(s), the student agrees to abide by the rules and regulations of that host institution. For example, if the student decides to drop a course during the term, then they will be financially liable for any incurred tuition penalty.

Grade Reporting

All graduate school grades are reported to the Graduate School’s Registrar. Instructors enter their grades on a grad roster available on WebAdvisor to the instructor of record. After grades are posted and verified, the student can access their individual grade report via WebAdvisor. Additionally, via the Student Information System (SIS), the grades are posted to each student’s transcript of academic credit as maintained by the Registrar’s Office.

Final course grades are normally due by 1200 on Monday following the end of the final exam period. Permanent grades which replace “I” grades are submitted on an AFIT Form 40, Authorization for Grade/Credit Hour Change. This form is completed by the instructor, signed by the Department Head and the Dean (or his representative) and submitted to the Registrar’s Office.

The grade of “I” (Incomplete) can only be given by an instructor when a student, who is doing otherwise acceptable work, is unable to complete a course because of illness or other condition beyond the student’s control. The Request for Grade of Incomplete form must be submitted no later than Friday of the tenth week of the term to allow the instructor to enter the grade of “Incomplete” when other course grades are submitted. The student must then complete the required work before the suspense date indicated on the form.

Grading System

AFIT grading policy is established in AFIT Instruction 36-149, Grading Policy and Graduation Requirements. All students will receive course grades based on a four-point system with plus and minus grades. Policies regarding minimum course or test scores needed to achieve a given grade is left to the instructor’s discretion. The
following grade symbols and corresponding quality points will be used to describe the scholastic achievement of students enrolled in AFIT courses:

<table>
<thead>
<tr>
<th>SYMBOL</th>
<th>MEANING</th>
<th>QUALITY POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td></td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>Good</td>
<td>3.3</td>
</tr>
<tr>
<td>B-</td>
<td></td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>Fair</td>
<td>2.3</td>
</tr>
<tr>
<td>C-</td>
<td></td>
<td>1.7</td>
</tr>
<tr>
<td>D</td>
<td>Poor</td>
<td>1.0</td>
</tr>
<tr>
<td>F</td>
<td>Failure</td>
<td>0</td>
</tr>
<tr>
<td>S</td>
<td>Satisfactory</td>
<td></td>
</tr>
<tr>
<td>U</td>
<td>Unsatisfactory</td>
<td></td>
</tr>
<tr>
<td>IP</td>
<td>In Progress (MS Students)</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>Progress (PhD Students)</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
<td></td>
</tr>
<tr>
<td>W</td>
<td>Withdrawn</td>
<td></td>
</tr>
<tr>
<td>AU</td>
<td>Audit</td>
<td></td>
</tr>
</tbody>
</table>

All degree program grades and credits earned at AFIT, whether earned as a full-time or part-time student, or earned as part of different degree programs, will be reflected on the student's official AFIT transcript. For Master’s degree students, the department head, with the concurrence of the Dean, will decide if courses taken prior to enrollment in the current degree program will be applied towards the program evaluation GPA; not the transcript GPA. Neither the grade nor credit hours from undergraduate courses taken at AFIT or other colleges/universities can be used in the computation of the overall GPA for a student enrolled in a graduate program, effective for all students graduating March 2010 and beyond.

**Privacy of Student Records**

Although AFIT is not required to abide by The Family Educational Rights and Privacy Act of 1974, also known as FERPA or “the Buckley Amendment”, it does use the law as a model to protect the privacy of educational records, establish the rights of students to inspect and review their educational records. FERPA provides guidelines for the correction of inaccurate or misleading data through informal hearings. The act restricts access to students' educational records to the student themselves; persons that students authorize; and administrators and faculty who "need to know" for legitimate educational interests.

The last category--persons who have an educational need to know--requires further discussion. For example, a program director who certifies students for graduation or prepares departmental nominations for academic awards needs to review students' educational records such as quarterly grade reports and degree progress audits. Officials responsible for advising or notifying students about academic standing (probation, suspension, or dismissal) also have “a need to know.” It is important to note that as part of the Department of Defense, AFIT extends need to know access to agents of the federal government who, in their official capacity, require such access for legitimate government interests (e.g. security investigators updating a member’s security clearance).

This act requires each institution to determine what is to be considered "directory information" and provide students with an opportunity to withhold disclosure of that information. AFIT categorizes dates of attendance,
enrollment status, degrees conferred and dates, honors and awards, class year, and major field of study as directory information.

Requests to withhold disclosure can be made by submitting written notification to the Registrar’s Office. AFIT maintains that the failure on the part of any student to specifically request the withholding directory information indicates approval for disclosure.

A student’s election to withhold disclosure of directory information does not prevent AFIT from releasing this information to agents within the Institute or those in the federal government who can substantiate a legitimate requirement for such information.

Students enrolled at AFIT have the right to review all of their educational records except those excluded by law. Students may review their records by contacting the Registrar’s Office. Students may challenge the contents of their records or address any problems they encounter with their right to review the record.

**Time Allowed for the Degree**

The Graduate School requires that a master’s student complete his/her degree within six calendar years after applying for admission as a candidate for the degree. A student who fails to complete degree requirements within the required timeframe must petition the Academic Standards Committee of the Faculty Council requesting permission to continue authorized work on a degree.

For doctoral students, completion of all of the degree requirements must occur within eight years from the beginning of the first course in the approved program and not later than four years from admission to candidacy.

**Recommendation for Award of Degrees**

In accordance with Public Law 733 of the 83rd Congress, with the regulations prescribed by the Secretary of the Air Force, and with accreditation by a nationally recognized accreditation association or authority, the Commander, Air University, is authorized to confer appropriate degrees. The recipients of such degrees must be recommended by the Faculty of the Graduate School of Engineering and Management in accordance with appropriate academic standards.

The master’s degree is awarded for the successful completion of an established AFIT program that has the approval of the faculty as meriting the degree. To satisfy the specific requirements for this degree the student must have:

- Attained the bachelor's degree with major study in an appropriate field, or the equivalent, at least three quarters prior to the date of graduation.
- Applied for admission as a candidate for the degree at least one year prior to graduation. The application must be endorsed by the major department and approved by the Dean, Graduate School of Engineering and Management, (full-time DOD-sponsored students and some full-time scholarship recipients are designated candidates upon matriculation).
- Completed at least 48-quarter hours of required graduate courses and approved graduate electives, 36 of which must be in residence. In-residence courses are courses appearing on the AFIT transcript as AFIT offerings, including courses offered by consortium institutions such as the Dayton Area Graduate Studies Institute (DAGSI). The number of credit hours offered by the Graduate School of Engineering and Management (excluding thesis hours) must be at least 50% of the total non-thesis credit hours submitted for the degree.
- For non-Intermediate Developmental Education programs, completed an independent investigation on a problem approved by the major department, the results of which have been presented to the department as a formal thesis. This thesis must be acceptable as partial fulfillment of the required quarter hours of credit. In certain cases, approved in advance by the Faculty Council, advanced graduate coursework may replace the independent study.
- Attained a grade point average of at least 3.0 for all graded courses included in the "all courses taken" block of the student's Education Plan and Program Summary (AFIT Form 69).
• Achieved grades of at least “C-” or “S” in all courses required for the degree. Grades of “D,” “F,” or “U” are considered academic deficiencies and must be resolved under the provisions of E NOI 36-104.

• Completed all degree requirements within six calendar years after applying for admission as a candidate for the degree (five years from graduation of the student’s class section for full-time DOD-sponsored students) except as specified in E NOI 36-135.

• Been recommended for the degree by the Faculty Council of the Graduate School of Engineering and Management.

The faculty of the Graduate School of Engineering and Management may grant a student a second master’s degree provided the student satisfies all requirements for each degree with the following special provisions:

• The student must apply by letter to the appropriate department for admission as a candidate for the second degree. The student also must provide an AFIT Form 69 indicating any planned course substitutions. Application should occur no later than six months prior to graduation. The application must be endorsed by the department and approved by the Dean, Graduate School of Engineering and Management.

• A fully funded Air Force officer must obtain written approval from his or her AFPC resource manager before admission to candidacy for the second degree. Department heads and the Dean will ensure that other government-sponsored students receive approval from comparable authority.

• The student must satisfy the independent study (formal thesis) requirement for only one degree (the first degree). (For full-time DOD-sponsored students, this must be the degree that satisfies the advanced education code requirement for which the student is being sponsored.) The student must substitute at least 12-credit hours of graduate coursework for the independent study requirement for the second degree. These courses must be approved by the department or departments having cognizance or supervision of the curriculum program of the second degree.

• The student must take or have competence in, by previous study, all courses specified as degree requirements in the two programs. The student must satisfy the 48-credit hour graduate course requirement in each of the two programs (96 total hours) with courses that are different. The cognizant departments will provide assurance that the courses are, in fact, different.

IDE programs require a special selection process, and are not normally available as a second master’s degree.

Commencement Exercises

AFIT conducts a formal commencement ceremony once a year after the winter quarter (March). There is a June graduation ceremony following the spring quarter for students of the ASAM program at Ft. Dix, NJ. All students graduating during these quarters are required to attend the graduation ceremony unless excused by the Associate Dean of Students. Students must submit requests to be excused from the graduation ceremony to the Student Support Division who in turn coordinates the request through the department head, AFIT Mission Support, and the Dean’s office. Students graduating in the spring (June), summer (September), and fall (December) quarters may, but are not required to, attend the following March graduation ceremony. It is the students’ responsibility to notify Students Services at Student.Services@afit.edu NLT 60 days prior of their intent to participate in the March ceremony. The uniform for graduation is service dress and equivalent for sister service/international students. Civilians and doctoral candidates also wear cap, gown and hood (rentals are coordinated by the Student Operations Division).

All faculty members are encouraged to take part in the commencement ceremonies. Civilian faculty members wear appropriate academic attire; military faculty may wear academic regalia or the appropriate military uniform. The commencement ceremony is directed by the Registration and Student Services Office, who is also responsible for ordering rental caps and gowns as requested by the faculty.
The Graduate School’s commencement ceremonies are held at the National Museum of the USAF

**AFIT Ceremonial Mace**

At each commencement ceremony, a senior faculty member is designated as Grand Marshal to lead the faculty processional. The Grand Marshal leads the processional carrying the AFIT Ceremonial Mace. At the top of the mace is a 4 inch medallion depicting the official AFIT coat of arms. The atomic symbol for oxygen represents the atomic age and scientific progress, as well as the element which furnishes life to both personnel and power plants of aircraft. The gear wheel represents engineering and the inception of the Institute within the aegis of the Air Force Materiel Command. The lightning rays represent the striking force, above and below, of science and engineering. The lower third of the field, broken by stylized cloud forms, is representative of the element which science is conquering and is, therefore, shown subordinate to the oxygen atom. The crest indicates the torch of knowledge borne aloft upon the powerful wings of the Air Force. The motto is indicative of the mission of the Air Force Institute of Technology: “Prepared in Mind.” The background color of the medallion is blue, the primary color of the Unites States Air Force.

Located below the coat of arms are four 3 inch engraved medals which depict AFIT’s long and rich heritage. One medal is engraved with the words “Air School of Application” with the date 1919 centered underneath in recognition of the Institute’s original establishment. Another medal depicts the Army Air Corps emblem, the service we belonged to in 1919. A third medal is engraved with the words “Air Force Institute of Technology” with the date 1947 centered underneath depicting when AFIT was given its current designation. The fourth medal depicts the current Air Force emblem in recognition of the Department of Defense service AFIT belongs to today.

Located below the four engraved medals is a bronze ring engraved with the words “Graduate Education and Research” to proclaim AFIT’s primary mission.

On the mace staff are four evenly spaced acrylic rings meant to depict the Institute’s official colors of blue and gold.
Dr. Anthony Palazotto, Distinguished Professor of Aerospace Engineering, leads the commencement ceremony processional carrying the AFIT Ceremonial Mace.

**Awards at Graduation**

Assignment as a student in the Graduate School of Engineering and Management is a significant opportunity for professional growth and development of the individual. Accordingly, students who perform in an outstanding manner will be considered for special recognition as specified in this instruction. All award determinations will be coordinated by the Faculty Council Awards Committee, acting on behalf of the graduate faculty, unless other selection criteria are specifically noted. For a detailed listing of these awards and their nomination procedures, see EN Instruction 36-112, Awards at Graduation located on the intranet (http://org.eis.afit.edu/dept/en/OperatingInstructions/Forms/AllItems.aspx). The following awards are sponsored by the Graduate School and AFIT:

The *Lieutenant Colonel Charles P. Brothers, Jr., Outstanding Volunteer Service Award*, is given to the faculty or staff member of the Graduate School of Engineering and Management who has established a record of sustained, significant volunteer service to organizations both on-base and in the local communities. At the time of his death, Lt Col Brothers was serving on the faculty of the Electrical and Computer Engineering Department. He believed that by donating one’s time and talents to the community, an individual truly demonstrates the qualities of character, integrity, and team spirit. We honor Lt Col Brothers’ spirit of service through this award..

The *Secretary James G. Roche Award*, honors the enlisted graduate student who has demonstrated exceptional academic achievement through a combination of grade point average and outstanding research, as well as high qualities of character, initiative, leadership and service. In August 2002, under the leadership of Air Force Secretary James G. Roche, AFIT enrolled its first class of 16 non-commissioned officers into the Graduate School of Engineering and Management, and subsequently created a specific award to honor the top enlisted student.

The *Lieutenant Edwin E. Aldrin Award*, sponsored by the Wright Memorial Chapter of the Air Force Association and is named in honor of Lieutenant Edwin E. Aldrin, Sr.; a member of the institute’s first graduating class of 1920, who upon graduation became AFIT’s first Vice Commandant. This award recognizes the student who has displayed the most exceptional leadership characteristics while in the graduate program.

The *Louis F. Polk Award*, sponsored by the National Defense Industrial Association and recognizes the student who has made an advanced contribution in their professional field. The winner of this award has exhibited the highest standards of academic and professional accomplishment, and through their research made a significant contribution toward strengthening the nation’s industrial defense base.
The *Mervin E. Gross Award*, named in honor of Brigadier General Mervin E. Gross who, following World War II, was responsible for reorganizing the Air Corps Engineering School as the Air Force Institute of Technology. The award is presented to the graduating student who has demonstrated exceptional academic achievement and high qualities of character, initiative, and leadership while in a master’s graduate program. All nominees were competitively selected by their departments as the top overall performers.

The *Dean’s Award*, recognizes the most exceptional master’s thesis by a graduating student within each academic department. Award determination is based on the master’s thesis reflecting the most exceptional contribution to scientific, management, or engineering knowledge. Each individual is competitively selected by their respective academic department.

The *Chancellor’s Award*, selected from the collection of Dean’s Award recipients, one overall winner is chosen to receive the Chancellor’s Award. The Chancellor’s Award is presented to the graduating student who produced the most exceptional master’s thesis.

The Chancellor of AFIT is authorized to designate no more than 10 percent of each graduating class as *Distinguished Graduates* (DG). DGs are those students who have performed in an outstanding manner in accomplishing the overall educational objectives of the Graduate School of Engineering and Management by AUI 36-2303 and AFIT Sup 1 to AUI 36-2303. The criteria for identifying DG achievement should encompass academic scores, the “whole person” concept, based on professional qualities, and recommendation of the department heads to ensure the students who are ranked high are deserving of the honor associated with DG.

A myriad of other awards sponsored by many professional societies are also presented to deserving students.

Return to the Table of Contents
SECTION VII: STUDENT RESPONSIBILITIES AND POLICIES

For the most current student policies, faculty should refer to the latest version of the student handbook published by the Registration and Student Operations office (AFIT/ENE), and available on-line at http://www.afit.edu/STUDENTSERVICES/doclib.cfm?dl=51. Below is excerpted information from the student handbook that is of particular interest to faculty members.

Classroom Conduct

Students are expected to be professional and courteous at all times—this includes practicing proper military customs and courtesies. Students will address instructors by their customary academic/military titles, including military instructors of equal or lower rank. First name usage is not appropriate in the classroom environment. Students are required to wear the military uniform to all classes in accordance with AFI 36-2903. Members of sister services and international military members will adhere to their respective uniform requirements.

Electronic devices that could be a distraction to the instructor or fellow students must be turned off or muted during class time. If an instructor fails to appear to class within ten minutes of class start time, the most senior student present will inform the Department Head or Deputy Department Head in order to find the instructor.

In most classrooms, eating and drinking is permitted, as long as the student cleans up all food wrappers and drink bottles. Some labs have more stringent rules. Please abide by any additional rules posted in those labs. Cleanliness of the AFIT complex depends on how well students take care of it; therefore, all personnel are expected to properly dispose of their trash.

Classrooms should be cleaned after each class session on Fridays or the last day a room is scheduled for class each week. Similarly, computer work stations in each lab should be cleaned on Thursdays and Fridays prior to leaving a station when used for any length of time. Cleaning supplies are available for all classrooms and computer laboratories, so staff and students can clean at additional times as seen fit.

Supplies are located in the computer lab in B640, Rm 214 near the printers. Student services will be in charge of providing the cleaning supplies (Lysol wipes and computer screen wipes). Cleaning includes wiping down all hard
surfaces with Lysol wipes (keyboard, mouse, CPU tower, desktop, cabinets of computer work station) and computer monitors with monitor wipes. Vacuuming is contracted and is not a staff/student responsibility.

**Missing Class**

The “Missing Class” Form is to be used anytime a student will be missing class (i.e. Leave and TDY). Attendance at all class sessions and exams is mandatory except for extenuating circumstances. For absences due to medical or dental appointments, the student must notify his/her instructors in advance. If a student seeks to take leave for justifiable reasons during an academic term (e.g. family wedding, supporting an ill family member), he/she must obtain concurrence of all instructors of any classes that will be missed, the academic/thesis advisor, and the Department Head before submitting a leave request. Instructors, advisors, and Department Heads show approval by initialing/signing the “Missing Class” Form, available in Student Services. The leave approval authority will maintain the completed form.

**Student Chain Of Command**

Because of the dual nature of the institution, AFIT has two chains of command: military and academic, both of which report up to the Chancellor. On the military side, the Dean of Students is authorized to act on behalf of the Chancellor in most instances. For most routine matters, students report through their section leader, their class leader, the senior student leader, and then to the Dean of Students. Student leaders at each level in the chain are responsible for overseeing the performance of military duties and personal conduct of students under their charge. These leaders are empowered to direct others as appropriate and to resolve issues at the lowest level possible within the chain. On the academic side, students work issues through their academic advisor, to the department head, to the Associate Dean, then to the Dean.

**Urinalysis Program**

Active duty military members assigned to AFIT are subject to random urinalysis testing. When notified, the member must sign/date the notification letter then report to Bldg 103, Room 123, Area B, with his/her military ID card. After the member has given the required specimen, personnel from Bldg 103 will annotate the RIP or letter with the date/time specimen was obtained, then sign the RIP or letter. The completed RIP or letter must be returned to the Commander’s Support Staff immediately after the urinalysis test has been accomplished. Students are authorized to miss class to complete this appointment but should notify their instructor and section leader.

**Student Feedback**

The Office of Institutional Research conducts the Graduating Student Survey at the end of each quarter. This survey affords the students an opportunity to provide anonymous feedback related to their programs by answering Likert-scaled questions and providing open-ended comments to each question. Doctoral and Masters level students who are identified as imminently meeting the requirements for graduation from the Graduate School are emailed a link to the survey in their final quarter.

The survey responses along with the comments are made available to the Graduate School Dean and Department Heads at the end of each quarter. The Graduating Student Survey responses and student feedback is used as documentation in the annual program outcomes assessment of student learning process as well as documentation related to the periodic reaccreditation processes conducted by the Higher Learning Commission (HLC) and the Accreditation Board for Engineering and Technology (ABET).

End of Course surveys are offered to students near the end of each quarter, through a system called “OES”, which was developed in-house and is administered by our SC staff. This system uses the Colleague database to generate invitation emails to every student in every course. Likert-scale type questions and open-ended prompts are asked about the course and the instructor, and faculty can add their own customized questions. The Office of Institutional Research serves as a liaison for faculty and students in using this system.

Return to the [Table of Contents](#)
SECTION VIII: ACADEMIC POLICIES AND PROCEDURES

Academic Freedom

AFIT encourages and defends the rights of both students and faculty in accordance with Air University Instruction 36-2308, Academic Freedom. Accompanied by responsibility, academic freedom attaches to all aspects of staff or faculty members’ professional conduct; they enjoy full freedom of investigation and expression, subject to fulfillment of their other academic responsibilities. Only the adherence to security classification limits the faculty’s freedom to expound subject matter inside or outside the classroom, assuming that such topics of classroom or seminar discussion are relevant to the content of the course. When speaking as private citizens, faculty shall remain free of institutional control, but they should make every effort to avoid appearing as spokespersons for Air University or other federal organizations. Faculty members recognize that a professional position in the community involves maintaining accuracy, exercising appropriate restraint, and respecting the right of other people to express their views.

Because unobstructed inquiry and information exchange promote the discovery of truth and the advancement of scientific knowledge, AFIT endorses all established practices of academic freedom. Both responsibility and academic freedom represent twin sentinels of a university’s integrity, which remains essential to the preservation of a free society and constitutes the historical basis for society’s acceptance of the concept of academic freedom. The principal elements of academic freedom for faculty include the freedom to:

- teach, research, and publish research findings (subject to 88 ABW/PA approval for release);
- present and discuss in a classroom, in their own manner, any material which is relevant to the subject matter as established in the course objectives;
- exercise their constitutional rights as citizens without institutional censorship or discipline; and
- seek changes in academic and institutional policies through lawful and peaceful persuasion.

Academic freedom also carries with it correlative academic responsibilities for faculty, including the responsibility to:
• meet their defined teaching, research, and service obligations;
• pursue excellence, intellectual honesty, and objectivity in their instruction, research, and publication of research findings;
• encourage students and colleagues to engage in free discussion and inquiry in a collegial and professional manner;
• evaluate the performance of students and colleagues on a scholarly and professional basis;
• refrain from injecting extraneous material into a course or program of instruction;
• work with all appropriate individuals and organizations to provide optimal conditions to search for truth and freely expound it; and
• differentiate carefully between official business and personal activity and to adjust behavior accordingly. Even when they engage in extracurricular activities, faculty must be aware that other people may interpret their words and actions as representative of the official views of AFIT, Air University, the Air Force, and the federal government.

Academic Integrity

As stewards of the reputation and integrity of this institution and the USAF, academic integrity must be upheld. All AFIT personnel trust each other to uphold the principles of academic integrity and are jointly responsible for precautions against violations of these principles. It is a violation of academic integrity for someone to receive credit for another’s work. Failure to observe academic integrity may result in disciplinary action including but not limited to: failure of an assignment or course; administrative disciplinary action; dismissal or disenrollment from AFIT; and prosecution under the Uniform Code of Military Justice, as appropriate.

The Dean of Students ensures that each student is briefed on academic integrity policies and procedures upon their enrollment into the Graduate School of Engineering and Management. Students are responsible for reading and understanding the student handbook as well as the Chancellor’s Policy Letter regarding academic integrity. Faculty must provide written instructions in each course syllabus to delineate authorized and unauthorized resources for the course.

Unless instructors make specific exceptions, performance on examinations, designated portions of laboratory reports, and homework must be that of the individual student. Receiving or giving aid on examinations is prohibited. For each laboratory report and homework, the instructor is responsible to give specific instructions on the extent of mutual aid authorized, if any. Students must ensure they understand the extent of group work, if any, allowed for each assignment before seeking mutual aid.

Unless instructors make specific exceptions, pre-existing solutions to assignments are not authorized. Examples of pre-existing solutions to assignments include: other students’ laboratory reports and evaluated papers; solution manuals intended for instructor use; and electronic files available on-line or through a shared network which contain problem solutions.

Examinations must be safeguarded by all students and permanent party to avoid inadvertent disclosure. This practice is especially critical when an instructor intends to give the same, or a very similar, examination to a student or class of students at a later time. Students shall not discuss examinations nor encourage such discussions until the material is specifically released by the instructor. Examinations will be conducted during the time established by the instructor. A student who begins an examination before the specified time or who continues working after the time for the examination has ended may be penalized. For more information concerning academic integrity see AETCI 36-2909, Recruiting, Education and Training Standards of Conduct, AUI 36-2609, Academic Integrity, and ENOI 36-107, Academic Integrity.

Plagiarism
The act of appropriating the literary composition, ideas, or language of another and intending to pass it off as the product of one’s own mind. Examples include intentionally copying material verbatim without quotation marks or using a source’s sentence structure and style with only minor word changes. Intent is established based on consideration of all circumstances and evidence presented. Quotation marks and an accompanying footnote must be used when directly quoting material from a source. Even paraphrased content in written work must be accompanied by a footnote. Credit must also be given for the use of direct or paraphrased content in oral presentations.

Cheating

The act of giving or receiving improper assistance on classroom assignments or examinations. Examples include, but are not limited to: gaining unauthorized access to faculty materials that have not been released for student use; copying answers from another’s examination; using unauthorized texts, notes, issue materials, or other references on examinations or other assigned work; using previously written research papers, briefings, or other types of student work that have been provided by former students of the course; knowingly permitting another student to copy one’s writing assignments, speech/briefing materials, or answers from an examination paper; and/or collaborating with other persons on individual assignments without authorization from the school.

Misrepresentation

The act of making an assertion to intentionally deceive or mislead. Misrepresentation may be an oral or written statement that is meant to be misleading or deceiving, such as false reporting. Students enrolled in a course who previously took the same course (or a variant of it; for example, a nonresident version of the same course) and attempt to resubmit research papers or other work in fulfillment of a current school assignment would be guilty of misrepresentation.

Dealing with Academic Integrity Violations

In cases of suspected student violations of academic integrity, faculty shall follow the specific guidance in ENOI 36-107. The guiding principle in such cases is to make a determination of academic misconduct at the lowest level possible. This determination should be based on a ‘reasonable person’ interpretation of events to ascertain whether the misconduct was based on willful intent to commit the violation, or whether the case was attributable to student ignorance of professional norms. This can be based on criteria that may include, but are not limited to; expected student familiarity with academic norms, guidance provided in the course syllabus, guidance provided with assignments or exams, etc. Every case is tracked by the EN front office, but every case where willful academic misconduct is suspected must be elevated through the chain-of-command to the Office of the Dean of the Graduate School for further action.

In the case of suspected faculty violations of academic integrity, follow the guidance in ENOI 36-165, The Handling of Misconduct in Research and Scholarship.

Handling Misconduct in Research and Scholarship

Members of the university community are traditionally afforded many freedoms but these freedoms carry with them the obligation of self-discipline. Maintaining high ethical standards, as articulated in the Air Force’s core values, applies to conduct of research and all other scholarly activity and it is a necessary condition for the proper functioning of the university. Dishonesty tarnishes the cause of truth, damages or destroys collegial relationships, and may cause irreparable harm to the relationship between the university and the public.

The increased competitiveness of modern university life may place additional stress on the scholar. Work carried out in collaboration, in particular, imposes a special responsibility upon the investigators. Here research misconduct directly affects the reputation of co-workers, as well as that of the perpetrator. For this reason, each investigator must share in the assurance that data have been honestly gathered and reported and that appropriate
credit is given for each individual's contributions. While overall responsibility for the integrity of collaborative work always rests with a principal investigator, this statement of ethical standards in the conduct of research applies to all members of the university community who may be involved with a research project, whether or not supported by internal or external funds.

All scholars/researchers share the obligation to maintain the highest standard of conduct in their profession and to disclose what they perceive in good faith to be misconduct in research, secure in the knowledge that AFIT respects the honest exercise of their judgment. Such allegations must be made with caution, however, and the rights of the accused to a fair and careful hearing are strenuously protected.

It is the policy of the Graduate School of Engineering and Management that the highest ethical standards in the conduct of research be maintained. As defined by the National Science Foundation: "misconduct means: (1) fabrication, falsification, plagiarism, or other serious deviation from accepted practices in proposing, carrying out, or reporting results from research; (2) material failure to comply with Federal requirements for the protection of researchers, human subjects, or the public or for ensuring the welfare of laboratory animals; or (3) failure to meet other material legal requirements governing research." To be deemed misconduct for the purposes of this policy, a "material failure to comply with Federal requirements" or a "failure to meet other material legal requirements" must be intentional or grossly negligent.

Specific procedures to be followed when misconduct in research is alleged at the Graduate School of Engineering and Management can be found in ENOI 36-165, The Handling of Misconduct in Research and Scholarship.

Academic Policies for Doctoral Students

The academic policies and procedures for doctoral students are clearly articulated in a series of Doctoral Policy Council policy letters. Every academic advisor and doctoral student should periodically review these policy letters and be fully cognizant of the policies that govern the conduct of doctoral degree programs at AFIT.

Academic Policies Relating to Research and Publication

Air Force Survey Program

AFI 38-501, Air Force Survey Program, provides guidance and procedures for conducting attitude and opinion surveys of military, civilian, and/or contractor Air Force personnel, unless exempted. AFI 38-501 is designed to minimize the manpower impact of surveys. In 2007, the Air Force Manpower Agency (AFMA/MAPP) requested that AFIT formally screen survey instruments and techniques proposed by both resident and non-resident AFIT personnel prior to submission. Attitude and opinion surveys subject to AFI 38-501 include any formal data collection technique that involves surveys, questionnaires, opinion polls, interviews or related methods designed to assess people’s evaluative responses, beliefs or expectations. AFI 38-501 applies regardless of the method of data collection (whether in person, telephonically or other remote means; in hard copy, verbally, electronically or any other means).

The ASCP is the mechanism by which all surveys administered by AFIT personnel for research purposes are approved. Only the Dean for Research and ASCP members are authorized to initiate contact with AFMA/MAPP with regard to research to surveys. All surveys must also comply with AFI 40-402, Protection of Human Subjects in Research, including Institutional Review Board approval as required.

Procedures are given in ENOI 40-2 AFIT Survey Control Panel. Contact information for the current AFIT/ENR survey control number coordinator is at http://org.eis.afit.edu/dept/enr/default.aspx.
Protection of Human Subjects in Research

DODI 3216.02_AFI 40-402, Protection of Human Subjects and Adherence to Ethical Standards in Air Force Supported Research, provides guidance and procedures for research investigations involving human subjects conducted and/or funded by the Air Force. A Memorandum of Agreement between the Air Force Institute of Technology and the Air Force Research Laboratory’s 711th Human Performance Wing (711 HPW) provides for Institutional Review Board (IRB) support in accordance with AFI 40-402. A human subject is defined as a living individual about whom an investigator conducting research obtains data, whether the data is collected directly through interaction with the individual or obtained from a secondary source that includes private, identifiable information about the individual.

The Graduate School of Engineering and Management at AFIT is committed to ensuring that all federal, DOD, and AF requirements related to human subject research are followed by faculty, student, and other affiliated researchers; including Title 32 Code of Federal Regulations, part 219 and AFI 40-402, Protection of Human Subjects in Biomedical and Behavioral Research. AFIT has adopted a Human Research Protection Program (HRPP) as required by AFMSA/SGE-C and uses the 711 HPW IRB) review, coordination, and approval processes to accomplish AFIT compliance with applicable regulations. AFIT files a Single Project Assurance to AFMSA/SGE-C when deemed necessary by the 711 HPW IRB.

All research involving human subjects must be reviewed by an AFIT Exempt Determination Official who is not directly involved in the conduct of the research, unless the PI is not seeking and exemption. AFI 40-402, Chapter 2 Section 2.7 outlines the responsibilities of the Principal Investigator when conducting human subject research and 32 CFR 219.101b outlines the exempt categories. Additionally, informed consent must be obtained from the intended human subjects; this provision cannot be waived for DOD studies. Survey research must also comply with AFI 38-501, Air Force Survey Program, coordinated through the AFIT Survey Control Panel (ASCP).

Procedures are given in ENOI 40-1, Protection of Human Subjects in Research. Contact information for the current AFIT/ENR Human Subjects Research coordinator is at http://org.eis.avi.edu/dept/enr/default.aspx.

Laboratory Animals

AFIT does not operate an approved animal care facility, and therefore research requiring such a facility is not authorized on campus. AFMAN 40-401(I), The Care and Use of Laboratory Animals in DOD Programs, sets forth policies, procedures, and responsibilities for the care and use of laboratory animals within DOD programs. AFIT personnel collaborating on projects involving the use of laboratory animals in facilities controlled by other organizations must verify project approval by a duly authorized Institutional Animal Care and Use Committee. Since requirements are highly dependent upon project details, contact the Dean for Research to determine the appropriate verification process.

Publishing Unclassified Material

The Graduate School disseminates technical results in the form of archival journal publications, Technical Reports, Graduate Research Papers, Theses, and Dissertations. ENOI 36-163, Technical Reports, establishes publication standards, administrative procedures, and format requirements for Technical Reports and Technical Memoranda. All AFIT personnel generating information for release in the public domain, via any medium, must obtain clearance from the Public Affairs office. Examples include theses, articles, speeches, web pages, abstracts, technical papers, and marketing materials. Review is conducted in accordance with AFI 35-101, Public Affairs Policy and Procedures, AFI 33-129, Web Management and Internet Use, current OPSEC standards, and current AFIT/CL policy as appropriate.

Material to be reviewed is submitted, along with a completed Public Affairs Security and Policy Review Worksheet, to the Public Affairs office no later than 10 business days prior to the date the material is needed. When clearance by higher headquarters is anticipated, submit material with enough time to allow at least 20 business days for review, plus in-transit time to and from HHQ. For lengthy manuscripts, allow time
commensurate with the volume and complexity of the material. Material to be presented outside the Continental United States must be submitted to the AFIT Foreign Disclosure Office for review prior to submission to the Public Affairs office.

Before any material is submitted for public release, the author/originator must determine the classification of the information in accordance with AFI 31-401, Managing the Information Security Program, assign a distribution category in accordance with AFI 61-204, Disseminating Scientific and Technical Information, and include a disclaimer in accordance with AFI 35-101, Public Affairs Policies and Procedures as necessary.

When the material has been approved, the Public Affairs office will contact the author/originator, and provide the author/originator with a copy of the Security and Policy Review Worksheet and an official letter of approval for his/her files. The Public Affairs office will also retain a copy of the material, Security and Policy Review Worksheet, and official letter of approval for their files. Security and Policy Review instructions along with the WPAFB Form 1420 worksheet are available on the faculty development intranet site at http://cs.eis.afit.edu/gradschool/academicaffairs/facultydevelopment/default.aspx

Scientific and Technical Information (STINFO)

STINFO is communicable knowledge or information resulting from the conduct and management of scientific and engineering efforts. STINFO may be represented in many forms and media, including paper, electronic data, photographs, audio, video, drawings, numeric data, and text documents. In many cases, the STINFO is unclassified. Obviously AFIT is a user and producer of STINFO (including dissertations and theses), so faculty and staff must follow guidelines for its protection. This means that all STINFO created by AFIT must be marked with the appropriate distribution statement.

When STINFO is intended for public release, it must be submitted with an SF 298 for a security and policy review. Documents bearing distribution statement A, “approved for public release, distribution unlimited,” may not be circulated until the S&P review process has been completed. Please visit the STINFO Resources @ AFIT guide to contact the current STINFO coordinator or learn about specific AFIT instructions and guidelines for marking theses, dissertations, and other technical documents published by AFIT. AFIT’s guide is posted at http://afit.libguides.com/STINFO

Copyright

Air Force Institute of Technology faculty have a responsibility to become familiar with the copyright law. The United States protects intellectual property with the U.S. Copyright Act, U.S. Code Title 17-Copyrights. Air Force Instruction 51-303 "Intellectual Property - Patents, Patent Related Matters, Trademarks and Copyrights" provides guidance and procedures for compliance. There are three areas of recurring faculty interest:

- Use of intellectual property in all formats: Section 107. The law has rules to balance what portions of use of another work is "fair"—review the definitions of "fair use".
- Use of intellectual property/media in class (including distance education): Section 110. This includes handouts, slides (overheads) portions of films, and items "on reserve".
- Signing publication releases. You do not have statutory authority to sign away copyrights in work that belongs to the Government. Do not sign publication agreements without checking with the AFIT JAG through your chain of command.

The law is complex and does not have easy right/wrong solutions for all situations. Sample scenarios are available on The D'Azzo Research Library web page. Please consult librarians who can provide initial guidance, and if necessary, legal counsel for additional guidance.

Selected resources include:
Copyright Office Circulars:  http://www.copyright.gov/circs/

DTIC Guidelines for Determining Copy rights, especially or works with in whole or in part involved the government:  http://www.dtic.mil/dtic/pdf/announcements/CopyrightGuidance.pdf

Return to the Table of Contents
SECTION IX: GENERAL POLICIES AND RESOURCES

Benefit Programs and Entitlements

All newly hired faculty members should become familiar with the many benefits and privileges that Air Force employment has to offer. No single directive or office maintains all the information concerning policies for conditions of the workplace. Rather, many directives and offices have a direct bearing on each workplace.

Information related to AFIT civilians is posted on MSC’s Civilian Personnel intranet site. Information related to AFIT military is posted on MS’ Military Personnel intranet site.

Fair Treatment

Consistent with its vision to be a world leader, AFIT promotes a workplace that provides fairness and respect for all employees. AFIT recognizes the right of each employee to seek solutions concerning disagreements arising from workplace relationships, working conditions, employment practices, or differences of interpretation of policy. AFIT believes it is essential that disagreements be resolved in an effective and timely manner that is fair to all individuals involved. Maintaining a productive work environment where workplace disputes can be resolved expeditiously and at the lowest possible organizational level is essential to maintaining professional and collaborative working relationships.

Several resources are available to faculty members to help resolve work-related issues. These include the employee’s Department Head, the Dean, the Equal Employment Opportunity (EEO) office, the Inspector General (IG), the civilian Employee Assistance Program (EAP), the civilian Employee / Labor Relations Office, and AFIT’s human resource office (AFIT/MSC).

When a faculty member has a question or concern, it is important that the situation be made known immediately. When a problem arises, the preferable approach is for the faculty member to first attempt to resolve it within the member’s department. The faculty member is encouraged to discuss his/her concern directly with the person of concern to the member. If the faculty member is uncomfortable with this process, or if s/he has used this process and is not satisfied with the result, the member should discuss the issue with his/her Department Head. If discussion with the Department Head does not resolve the problem to the member’s satisfaction, or if the concern involves the Department Head, the faculty member should ask to discuss the matter with the Dean.

While military faculty members are normally expected to work issues through their military chain of command, civilian faculty members may use the Administrative Grievance System to seek relief for an issue that is within the control of Air Force management. This procedure has specific steps, coverage and time limits. Questions concerning the Administrative Grievance System may be directed to your servicing Employee / Labor Management Relations Specialist. Alternative Dispute Resolution (ADR) is a term used to describe alternative approaches to resolving conflicts in lieu of traditional administrative / adjudicatory methods. While ADR does not replace traditional processes, it can supplement them and resolve certain types of disputes in a non-adversarial manner. ADR is an essential ingredient to resolving civilian workplace disputes effectively. It allows parties to voluntarily come together with a mediator or other neutral third party to work to a mutually agreeable solution. AFIT’s human resource office should be consulted, and can help civilian faculty members contact the appropriate specialist to initiate either an ADR or Administrative Grievance.

Nepotism

AFIT officials may not appoint, employ, promote, advance, or advocate the appointment, employment, promotion, or advancement of a relative in a department or section (i.e. in the same chain of supervision) in which those officials serve or over which they exercise jurisdiction or control.

Unprofessional Relationships
Faculty members must exercise mature judgment to avoid relationships, whether pursued on or off duty, that detract from the authority of superiors or result in (or reasonably create the appearance of) favoritism, misuse of office or position, or the abandonment of organizational goals for personal interests. Although personal relationships are normally matters of individual choice and judgment, they become matters of official concern when they adversely affect the Air Force. Unprofessional relationships can exist between officers, enlisted members, officers and enlisted members, military personnel and members of the civilian workforce, and instructors and students. Personal relationships between faculty members and students in the school environment present particular risks due to a faculty member’s position of authority, and can result in abuse of positions, partiality, or favoritism—or create the appearance of such. Faculty members have a responsibility to address those personal relationships when, in their professional judgment, they degrade morale, good order, or discipline—or appear to do so. For more information concerning unprofessional relationships see AFI 36-2909, Professional and Unprofessional Relationships, and AETCI 36-2909, Recruiting, Education and Training Standards of Conduct, Chapter 2.

**Dress Code**

Military members must meet dress, appearance, and weight standards. All military personnel (both students and faculty members) must wear the uniform of the day except when authorized to do otherwise. Military grooming and appearance standards do not apply to civilian personnel.

Civilians are expected to comply with reasonable dress and grooming standards based on comfort, productivity, health, safety, and professional activity including the occasional requirement to wear academic regalia. AFIT expects civilian personnel to dress appropriately for professional work. An open-neck sport shirt and dress slacks constitute the minimum standard for men—equivalent apparel is required for women.

Faculty members are not only responsible for complying with uniform/dress standards, but also to enforce the standards among the students in their classes, and have the authority to dismiss students from class to change into appropriate attire. Student handbooks and other guidance contain information about dress codes for students.

**Tobacco Use on Campus**

IAW AFI 40-102, Tobacco use in the Air Force, smoking, chewing tobacco, use of smokeless tobacco, and electronic cigarettes are prohibited inside all AFIT facilities (labs, classrooms, library, lounges, etc.). IAW AFMC and base directives, all designated smoking areas must be at least 50 feet away from points of facility ingress/egress, building windows, and HVAC intake sources.

**Political Activities of the Faculty**

The Hatch Political Activity Act, Title 5, United States Code, Chapter 73, subchapter 3, and the implementing federal regulations place restrictions on the active participation of civilian employees in partisan politics. Generally, an individual may not utilize an official position, authority, or influence to interfere with or affect the result of an election or take an active part in partisan political management or in partisan political campaigns. Military personnel and government employees may not:

- use official authority to influence an election or solicit votes or contributions;
- present themselves as partisan candidates for civil office in federal, state, or local governments;
- engage in public or organized soliciting of other people to become partisan candidates for nomination/election to civil offices;
- participate in partisan political management or campaigns, including making speeches;
- make a campaign contribution to another member of the armed forces or to a civilian officer or employee of the United States for promotion a political objective or cause; or
- attend partisan political events as an official representative of the armed forces.
These prohibitions remain in effect on or off duty as well as on leave status. Faculty should address specific inquiries or questions concerning the Hatch Act prohibitions to AFIT’s JAG or to a private attorney.

**Fund Raising**

With the exception of Air Force sanctioned fund raising activities, only private organizations can conduct fund raising activities. No fund-raising activity may be conducted without proper approval. Other approvals may be required if the fund-raising activity involves the sale of food or products or services sold by other establishments on base. Interested individuals should contact AFIT/JA for guidance in specific cases.

**Personal Use of Government Resources**

Agency designees may authorize the limited personal use of government resources such as computers and telephones if:

- the use will not adversely affect the performance of official duties;
- is of reasonable duration and frequency;
- serves a legitimate public interest;
- does not overburden government systems;
- does not reflect adversely on the Air Force; and
- does not result in additional cost to the government

Government resources may not be used for the furtherance of off-duty employment or for the individual’s commercial benefit. Seek advice from AFIT/JA if you have additional questions.

**Campus Parking**

The number of reserved parking spaces at AFIT is limited and, except where indicated otherwise by signage, all campus parking spaces are on a first-come, first-served basis. Visitor parking, identified by “VISITOR”, is designed for those visiting AFIT for only a short stop and not for those assigned to AFIT. Sufficient parking is available at AFIT in one of several adjacent lots. Members must park in valid parking spaces only; do not park in the grass and do not park in reserved spaces, even if they are covered with snow. Parking restrictions, such as handicapped and reserved parking are well posted. Those violating the AFIT parking plan will be issued a DD Form 1408, Armed Forces Traffic Ticket.

**Traffic Regulations**

Traffic regulations are strictly enforced on WPAFB. Civilian employees receiving moving violations are subject to fines and may incur points toward revocation of base driving privileges. Personnel who receive multiple traffic violations (2 or more) could have their base driving privileges revoked. State law and the Uniform Code of Military Justice severely punishes personnel guilty of driving under the influence of alcohol. Such incidents receive particular attention by the AFIT staff and will result in revocation of base driving privileges. Military members who receive a parking or a speeding ticket on base must notify the AFIT First Sergeant (both officers and enlisted personnel) within 48 hours. Although security forces personnel report violations by military personnel to the member’s supervisor, military members are also required to self-report any incidents to their supervisor.

**Emergency Management**

In the event of an emergency affecting the classroom, faculty are expected to take appropriate actions to mitigate the emergency. This includes knowing alerting procedures, locations of AED defibrillators, taking actions during a natural disaster or responding to a hostile threat or Active Shooter situation.

Tornadoes constitute the most probable peacetime emergency at Wright-Patterson Air Force Base. Upon hearing a three- to five-minute steady tone on base civil-defense sirens, or receiving notification via computer, a unit telephone recall, or a runner, personnel should take immediate shelter (designated shelter locations are posted on official AFIT bulletin boards) and, if possible, monitor the radio/television for further instructions. In all buildings, individuals should go to the designated shelter areas. Personnel will receive the “all-clear” by AFIT’s
designated emergency management point of contact. All faculty and staff should become familiar with operating instructions that cover procedures for responding to fire, bomb threats, natural disasters, major accidents, threat conditions, active shooters, or nuclear explosions. Specific procedures are available and posted in each building.

Inclement weather during the winter months can cause the base to issue a reporting delay or a base closure. In addition to monitoring local television stations, members can call the base weather line at 656-7669 (SNOW) to see if a delay or closure has been announced. A reporting delay is intended to give personnel extra travel time to drive to work so that they may arrive safely. AFIT personnel should try to arrive at work as close to their normal reporting time as possible as travel conditions allow.

If the base is on an “up to 1-hour delay,” classes will be held as scheduled (i.e. 0700 and 0800 classes will begin on time; just allow yourself additional time to proceed to base safely). If the base is on a “2-hour delay,” classes beginning before 1000 will be cancelled; classes starting at 1000 or later will be held as scheduled. However, if students have a class beginning at 0900, lasting longer than one hour, it will begin at 1000 and will be held for the remaining time scheduled for that class (i.e. if it’s a two hour class, it will be held for 1 hour). Instructors may opt to reschedule classes that are cancelled due to weather.

**Safety Mishap Reporting Procedures**

Personnel assigned to AFIT must promptly report all mishaps they are involved in or witness, that involve AFIT personnel (military, civilian or contractor), to their immediate supervisor. Supervisors will report mishaps via an AF Form 978, *Supervisor’s Mishap Report*, to the AFIT Safety Office no later than 5 duty days after the mishap. Serious mishaps and ones resulting in lost duty time or hospitalization must be reported to the AFIT Safety Office immediately.

As a point of reference, a mishap is defined as follows: an unplanned occurrence, or series of occurrences, that results in damage or injury to include (but not limited to): damage to DOD property; occupational illness to DOD military, civilian, and contractor personnel; injury to DOD military personnel on- or off-duty; injury to on-duty civilian and contractor personnel; damage to public or private property and injury or illness to non-DOD personnel caused by Air Force operations.
Security

All newly assigned faculty members are required to take the security training briefs. The briefings are located on https://cf.afit.edu/AFIT_Security_Training/. Training should be completed no later than the second week after arriving at AFIT.

Faculty and students are responsible for securing backpacks or other hand-carried bags, and should ensure bags are labeled with full name and department. If any bags are found unsecured, they may be confiscated. For any security issues, please contact the AFIT Security Manager.

ID Cards

Military members and civilians employees who require DOD Common Access Card (CAC) identification must visit the 88th Mission Support Squadron Customer Service Flight at Bldg 2, Area A. DOD identification cards for military retirees and military dependents are also issued at Bldg 2. (Enter Gate 1C at State Route 444 in Fairborn, proceed to first red light and make a left at Albrook Drive). The Personnel Flight is in the second building on the left and is located at 2000 Albrook Drive. Please note CAC are issued only at Bldg 2. Appointments are strongly recommended and can be obtained by going to by calling 937-257-2547.

Security Passes, Identification Badges and Building Access

Procedures for holding classified presentations, briefings, or classes are identified in AFITI 31-101, Information Security Program. The proper handling and safeguarding of classified information remains the responsibility of everyone at the Air Force Institute of Technology. People who request access to classified information must have the proper level of clearance, a need to know, and a signed Standard Form 312, Classified Information Nondisclosure Agreement. All personnel must immediately report security incidents (compromise, probable compromise, inadvertent access, and administrative security deviations) to their supervisor, unit security managers/alternate security managers, and the AFIT Security Manager. Any suspected attempt by unauthorized persons to gather intelligence data should be reported to the local Air Force Office of Special Investigation. The AFIT Security Manager can provide you with the AFOSI contact information.

The AFIT Security Manager assists faculty, staff, and students with requests for new clearances or updates to existing clearances. The Security Manager notifies faculty and staff members when they need to update their clearances and provides them with a list of actions (fingerprinting, screening interviews, indoctrination, etc.) and forms to complete.

Normally, international officers cannot have access to classified presentations or material. In special instances, however, the proper authorities may permit such access. The AFIT foreign disclosure officer who works for the AFIT Security Manager is the appropriate contact for release of any information to international officers. Maintaining an open atmosphere to pursue academic and research programs remains a priority at AFIT, but Institute personnel should not disclose information, documents, or education materials to foreign nationals or international organizations unless they receive approval from AFIT’s Foreign Disclosure Officer. AFI 16-102, International Programs provides further information.

All contractor personnel must wear a badge identifying them as contractors at all times. Supervisors of contractors are responsible for obtaining and issuing the badge, and ensuring its proper wear.

Visitors and Guests to AFIT
Wright-Patterson Air Force Base is designated a "closed" base. Visitors and non-DOD affiliated personnel are required to be registered, sponsored onto the installation and/or escorted onto the base as appropriate. Please note all vehicle operators entering the base are subject to inspection while entering, exiting or driving on the installation. All operators are still required to carry and maintain a current driver’s license, vehicle registration and proof of insurance. The 88th Security Forces Squadron Pass & Registration section, located in Bldg 286, Area A at 4185 Logistics Avenue issues ID cards and passes for authorized contractor personnel. (Take Interstate 675 to exit 17, turn right just prior to entering Gate 15A). Pass & Registration is open 7 a.m. to 4:30 p.m., Monday - Friday; closed weekends and Holidays. Direct any questions to 937-257-6506. Faculty can sponsor visitors to WPAFB by submitting required information to the Pass & Registration section.

When you are aware that a foreign person may wish to visit your office for discussions, call the AFIT Foreign Disclosure Officer (FDO) at 937-255-3636x3186 for guidance. There are several types of foreign visits, each with different procedures and lead times. For official visits sponsored by a foreign government, a 30-day lead-time prior to the date of the visit is recommended. For foreign visits that are considered “Long Term” (more than one week), the OPSEC manager conducts a brief OPSEC assessment prior to the visit. A two-week lead-time for scheduling this assessment is required. A Foreign visitor is defined as any person who is not a lawful permanent resident as defined by 8 USC, Section 1101(a)(20). This includes any foreign corporation, business association, partnership, trust, society, or any other entity or group that is not incorporated to do business in the US. Sharing any information not already cleared for public release with a foreign national is termed foreign disclosure. Only a DOD FOD can authorize foreign disclosure.

**Computer Support**

Internet access options are abundant. In addition to global email capability, the Institute offers Internet and World Wide Web browsing applications. These access options are available on either Unix/Linux workstations or PCs. AFIT also offers on-campus wireless connectivity.

AFIT offers several computer labs and classrooms for students to access the many applications mentioned above. The computing capabilities include a variety of mathematical, statistical, simulation and modeling applications available on various Unix-, Linux- and Intel-based platforms. There is also a wide array of programming languages for use while completing class projects, assignments, theses and research projects. Over 250 dual-/dual-core processor workstations throughout the Institute provide access to these applications and programming languages. When there is no class being held, the computer classrooms may be used as open research labs. Several high-speed black-and-white and color laser printers for hard-copy output are readily available for coursework and thesis production. In addition to the scientific workstations, AFIT also maintains over 1,300 desktop and notebook computer systems for general office automation functions such as email, word processing, spreadsheet, database, and presentation software. High-speed black-and-white and color laser printers for hard-copy output are readily available for coursework and thesis production.

Off-campus access to many of AFIT’s computing capabilities are available using a Virtual Private Network (VPN) session through an internet service provider (using your CAC and a card reader). Our remote capabilities permit access to your network data storage, email, AFIT’s internet domain, and other computing services. You may then run any authorized applications installed on the servers just as if you were sitting in front of it. In addition, Webmail is available using your CAC. Upon request you can receive a phone extension with voice mail that may be accessed from AFIT, home or while traveling. Any computer questions or concerns should be raised to the AFIT Help Desk at AFITHelpDesk@afit.edu or call (937) 255-6565 ext. 4357 (xHELP). After-hours phone support is also available.

Network routine maintenance and upgrades are normal scheduled outside of normal duty hours, 0800-1700. We recognize that many people work on computer systems and the network during off hours as well. AFIT/SC announces scheduled down times on AFIT Intranet in Daily AFIT All. Occasionally daily routine maintenance requires a reboot for the update to be effective. AFIT/SC may force reboots during the normal duty day. Please
be aware that equipment does occasionally fail despite the best efforts at preventative maintenance. If a failure occurs during normal duty hours, a notice will be posted to AFIT Intranet.

With validated requirements, classified computing classrooms and resources, such as standalone Secret-level computers, printers, and fax machines along with SIPRNet machines, are available. Contact the AFIT's Help Desk, AFITHelpDesk@afit.edu or call (937) 255-6565 ext. 4357 (xHELP) for more information. In addition, Joint Worldwide Intelligence Communication System (JWICS) accounts are also available by contacting AFIT's Security Office at ext. 4615.

AFIT is a member of the Ohio Higher Education Computing Council (OHECC) and the Ohio Academic Research Network (OARNET). Through these affiliations, AFIT/SC provides customer access to the Ohio Supercomputer Center (OSC). Students and faculty also have access, through AFIT’s network, to the supercomputing facilities at Wright-Patterson AFB’s Major Shared Resource Center (MSRC).

Faculty members and students are expected to become familiar with the appropriate use of information technology policy by completing the Information Assurance Training Module within 30 days of reporting to AFIT. Although individual computer system administrators normally define the parameters for use of their respective systems, certain activities clearly inconsistent with the AFIT mission and its status as a professional graduate school and are expressly prohibited on all AFIT systems. This includes:

- Using email to circumvent or bypass the normal chain of command for official actions
- Illegal, fraudulent, or malicious activities; partisan political activity; political or religious lobbying or proselytizing, or activities on behalf of organizations having no affiliation with AFIT
- Activities for the purposes of personal or commercial financial gain. This includes chain letters, solicitation of business or services
- Accessing, storing, processing, or displaying offensive or obscene material, such as pornography, “hate literature,” etc.

**Phone System**

AFIT personnel should make personal telephone calls only under limited circumstances and only if the government incurs no charges for such calls. All personal, long-distance toll calls must be charged to a personal credit card, a private residence, or the receiving party. Help with telephone problems is available by contacting the AFIT Help Desk at ext 4481.

<table>
<thead>
<tr>
<th>To make a call:</th>
<th>Dial</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFIT</td>
<td>4 digit extension (ex: 4567)</td>
</tr>
<tr>
<td>Local Calls</td>
<td>9 + 99 + seven digit number</td>
</tr>
<tr>
<td>Long Distance</td>
<td>9 + 98 + area code + seven digit number</td>
</tr>
<tr>
<td>Toll Free</td>
<td>9 + 99 + 1 + 8nn + seven digit number</td>
</tr>
<tr>
<td>Defense Switching Network (DSN)</td>
<td>9 + 94 + seven digit number</td>
</tr>
<tr>
<td>International Calls</td>
<td>9 + 98 + 011 + country code + number</td>
</tr>
<tr>
<td>Emergency</td>
<td>911 or 9 + 911</td>
</tr>
</tbody>
</table>

Accessing voicemail remotely: To access your voicemail from outside AFIT or from another phone call main number (i.e., 53636) and then press * followed by your extension then your password.

**Internet and Electronic Mail Usage**

Increasing applications of information technology in government bring commensurate responsibilities and duties for accessing, using, maintaining, and disseminating information on the internet and by email. The internet, web technologies, and email provide educational opportunities and applications for efficient access to and dissemination of information. However, security, privacy, and acquisition remain critical concerns. USAF and
DOD personnel using government communications systems must comply with appropriate policies and procedures.

Personnel may use government computers, equipment, and communication systems to access the internet and use email as part of official business or authorized activities and must consent to monitoring, including incidental and personal use, whether authorized or unauthorized. Users maintain sole responsibility for the content of their email messages, must provide for the security of all information transmitted on the internet, and must ensure that messages meet Air Force directives. Failure to observe the prohibitions and mandatory provisions of policies, procedures, and instructions by military personnel constitutes a violation of Article 92 of the Uniform Code of Military Justice. Violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws.

**Daily Announcements**

Information concerning events and items of special interest is distributed using multiple means including email and AFIT’s intranet site. Every faculty and staff member is expected to check the Daily AFIT ALL announcements each day in order to keep informed of important items. These announcements can be accessed from the AFIT intranet site located at [http://org.eis.afit.edu/Pages/WelcomePage.aspx](http://org.eis.afit.edu/Pages/WelcomePage.aspx). This site also enables access to several other sources of information that may be of interest to faculty. Additionally, faculty can access the Graduate School’s official events calendar through the AFIT intranet site at [http://org.eis.afit.edu/dept/en/default.aspx](http://org.eis.afit.edu/dept/en/default.aspx) to find out when Graduate School events are scheduled to occur.

**Travel Procedures**

As a government employee, official travel planning and payment is accomplished using the Defense Travel System (DTS). DTS is an integrated computer system that provides you, the DOD user or traveler, with paperless travel planning and reimbursement. DTS consists of commercial-off-the-shelf software that has been enhanced with interfaces to many other systems for making airline, lodging, and rental car reservations, with plans to add rail reservations capability. DTS is paperless and uses DOD public key infrastructure (PKI) certificates that enable you to sign documents securely.

DTS provides full functionality, accessibility, and security when processing authorizations and vouchers. You will find it easy to search for airline, hotel, car rental, and rail availability, and gather all the details to plan a trip. Real-time availability for air, lodging, and rental cars is built into DTS. The DTS Training screen provides a vast array of resources that will help one improve their skills in using the system and find answers to any questions they may have about DTS. To access the Training section of DTS, when the DTS Home page opens, click the link to the Training section located on the left sidebar. Additional DTS and GTC information can be found on the AFIT/FM intranet [http://org.eis.afit.edu/dept/fm/default.aspx](http://org.eis.afit.edu/dept/fm/default.aspx).

**Foreign Travel**


3. Force Protection Training is an Annual requirement for all Military and Civilians via ADLS. If any additional AT training is required, the Foreign Clearance Guide will provide the link to the training site.

If you are visiting an official foreign government facility such as a defense/military university or national academy you MUST let the AFIT Foreign Disclosure Officer know at least 40 days in advance to help them begin the process of initiating the visit into the Foreign Visit System and staff the visit through the respective embassies.

Return to the **Table of Contents**
SECTION X: FACILITIES

Academic Facilities

The Graduate School of Engineering and Management has a variety of academic facilities available to enhance the learning experience of our students. There are four classrooms available that are approved for classified presentations; two in building 640 and two in building 646. The classified classrooms have capacities ranging from 8 students to 30 students. There are also five lecture hall type rooms available, one in building 642 which holds 750 people (Kenney Auditorium), one in building 646 that holds 75 people, one in building 640 that holds 150 people (Bane Auditorium), and two lecture style classrooms each with a capacity of 46 students. The Graduate School has four computer classrooms available; one in building 646, and three in building 640. The computer classrooms have capacities ranging from 10 to 30 students. There is a total of 28 standard classrooms available on the campus; 13 in building 640, 11 in building 646, and 4 in building 641. Almost all standard classrooms are equipped with computer projection/instruction capability, white boards, an instructor podium/station, and internet access. The standard classrooms have capacities ranging from 14 to 32 students, with most of the rooms configured to handle either 24 or 30 students. All of these academic facilities are scheduled by the Registrar’s office.

In addition to the classrooms, there are over 60 laboratories and special purpose research facilities, mostly housed in the 30,000 square foot science and engineering research laboratory, building 644. These include 15 Aerospace Research Facilities, 35 Applied Physics Laboratories, 3 Environmental Science Suites, and 11 Radar, Electronics, & Computer Labs. AFIT also has an extensive library jointly operated with the Air Force Research Lab that provides faculty and students access to a large collection of materials.

Annex/Bookstore

AAFES operates a small annex in Building 642. The store offers limited sundry items and items imprinted with the AFIT logo such as shirts, caps, and mugs. The hours of operation for the annex are 0800-1600 Monday through Friday. The annex is closed on weekends and holidays. While limited military clothing items are found in the annex, a complete selection of military clothing sales items can be found in Area A, Bldg 209.

Barbershop

The Army and Air Force Exchange Services (AAFES) operates a barbershop at AFIT located in building 642 available to members who have AAFES privileges (i.e. active or retired duty military and their dependents). The barbershop hours of operation are 0730 – 1400 Monday thru Friday. The AFIT barbershop is closed on weekends and holidays.

Doolittle’s Lounge
An informal lounge is located in building 640 where faculty, staff, and students can gather for lunch, meetings, or special events such as AFIT First Fridays. The lounge is named Doolittle’s in honor of one of AFIT’s distinguished graduates, Gen Jimmy Doolittle. The lounge has a large screen television, DVD player, foosball table, refrigerators, a service counter, and several tables and chairs for people to enjoy. To reserve Doolittle’s for a special event, contact the classroom scheduler in ENER.

**Einstein Bros Bagels**

Located in Bld 642 on the AFIT campus is an AAFES-contracted Einstein Bros Bagels shop. Einstein Bros offers bagels, salads, soups and sandwiches. The facility seats people in an atmosphere featuring comfortable, casual tables and waiting areas. High-quality food is the standard, with a diverse menu ranging from gourmet, to-go coffee and specialty coffee drinks to baked goods, salads, made-to-order sandwiches and desserts. The hours of operation are Monday – Friday 0700 – 1600; closed on weekends and holidays.

**Fitness Facilities**

Located in Area B of WPAFB near AFIT is the [Wright Field Fitness Center](#) which is a fully equipped converted hangar facility for active duty and retired military, their family members (16 and over), DOD civilians and contractors. In addition, the fitness centers have trained exercise counselors who can help you develop a safe and effective exercise program. The Base Health and Wellness Center (HAWC) is located at the Wright Field Fitness Center. Facilities include: basketball/volleyball courts, racquetball courts, free weights, strength training equipment, cardio equipment, cardio-theater system, indoor running track, and locker rooms with showers and saunas. Instructional classes are offered and include: aerobics, indoor cycling, Kuk Sool Won, yoga, equipment
instruction, and kickboxing. Special services available at the fitness center include massage therapy and personal fitness trainers. Hours of operation are: Monday – Friday 5am to 10 pm, Saturday 8am to 6pm, Sunday & Holidays Closed.

A second gym available at WPAFB is Dodge Gym located in Area A next to the WPAFB Club and Banquet Center. That fitness facility offers: basketball courts, racquetball courts, handball courts, family fitness area, free weights, strength conditioning equipment, cardio equipment, cardio-theater, two unlighted tennis courts, indoor pool, steam room, sauna, and locker rooms. Instructional classes offered include: aerobics, indoor cycling, Tae Kwon Do, yoga, equipment instruction, and body sculpting. Special services available include Japanese restoration massage and personal fitness trainers. Hours of operation are: Monday – Friday 5am to 8 pm, Saturday, Sunday & Holidays 8am to 6pm.

Recreational Facilities

Other recreation facilities available at WPAFB the Prairie Trace West 18 hole golf course, The Prairie Trace East 9 hole golf course, the Twin Base 18 Hole golf course, tennis club, a 20 lane bowling alley, aero club, auto hobby center, arts and crafts center, and Rod and Gun Club. Information about these facilities can be found at the WPAFB Air Base Wing Services website found at https://88thfss.com/.

Looking for a special place to hold your next gathering? Outdoor Recreation has two fabulous lodges available at WPAFB for rental at the Outdoor Recreation Operation Center - Kittyhawk Lodge and Bass Lake Lodge.

Kittyhawk Lodge is located in the Kittyhawk section (Area A) of WPAFB. Its large kitchen and spacious floor plan allows for a multitude of different events from the small meeting to the large family gathering.

Looking for that more rustic look? Then consider a log cabin. Bass Lake lodge is set upon a hill adjacent to Bass Lake and the Bass Lake Recreation Complex. Its rustic, down home, demeanor makes this facility the perfect place to hold a company offsite, but classy enough to host a small wedding.

The WPAFB Information Tickets and Travel (ITT) office offers discount tickets to area events and amusement parks. Base personnel can obtain admission tickets to a variety of amusement parks to include Cedar Point, Walt Disney World, Kings Island, The Beach, Universal Studios, and Busch Gardens at reduced prices. ITT is located in Bldg. 1226, Kittyhawk Area (Area A).

Wright-Patt Club
Membership in the Wright-Patt Club is open to all military officers and civilian faculty members. Since the facilities are used frequently for AFIT functions, all members of the faculty are invited to become members. The Wright-Patt Club is one of the largest and finest clubs in the Air Force, and offers a versatile dining and entertainment experience for all of its members. A few of the things the club provides to its membership are: variety of dining programs, dinner theaters, entertainment, trips to see professional sports teams, theme parties, full catering service, several large party rooms, gourmet dinners, membership nights, Sunday brunch, Wings Grille, Rocker Lounge, Flywright Sports Hangar, and daily lunch.

Return to the Table of Contents
### APPENDIX A: ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAFES</td>
<td>Army and Air Force Exchange Service</td>
</tr>
<tr>
<td>ABET</td>
<td>Accreditation Board for Engineering and Technology</td>
</tr>
<tr>
<td>AD</td>
<td>Administratively Determined</td>
</tr>
<tr>
<td>ADPE</td>
<td>Automated Data Processing Equipment</td>
</tr>
<tr>
<td>AEF</td>
<td>Air Expeditionary Force</td>
</tr>
<tr>
<td>AETC</td>
<td>Air Education and Training Command</td>
</tr>
<tr>
<td>AF</td>
<td>Air Force</td>
</tr>
<tr>
<td>AFB</td>
<td>Air Force Base</td>
</tr>
<tr>
<td>AFERB</td>
<td>Air Force Education Requirements Board</td>
</tr>
<tr>
<td>AFI</td>
<td>Air Force Instruction</td>
</tr>
<tr>
<td>AFIT</td>
<td>Air Force Institute of Technology</td>
</tr>
<tr>
<td>AFMC</td>
<td>Air Force Materiel Command</td>
</tr>
<tr>
<td>AFOSI</td>
<td>Air Force Office of Special Investigation</td>
</tr>
<tr>
<td>AFOSR</td>
<td>Air Force Office of Scientific Research</td>
</tr>
<tr>
<td>AFPC</td>
<td>Air Force Personnel Center</td>
</tr>
<tr>
<td>AFPD</td>
<td>Air Force Policy Directive</td>
</tr>
<tr>
<td>AFRL</td>
<td>Air Force Research laboratory</td>
</tr>
<tr>
<td>AFSC</td>
<td>Air Force Specialty Code</td>
</tr>
<tr>
<td>ALS</td>
<td>Airman Leadership School</td>
</tr>
<tr>
<td>ANG</td>
<td>Air National Guard</td>
</tr>
<tr>
<td>AOR</td>
<td>Authorized Organizational Representative</td>
</tr>
<tr>
<td>ASC</td>
<td>Academic Standards Committee</td>
</tr>
<tr>
<td>AS&amp;T</td>
<td>Applied Science and Technology</td>
</tr>
<tr>
<td>AU</td>
<td>Air University</td>
</tr>
<tr>
<td>AUI</td>
<td>Air University Instruction</td>
</tr>
<tr>
<td>BAA</td>
<td>Broad Agency Announcement</td>
</tr>
<tr>
<td>BOV</td>
<td>Board of Visitors</td>
</tr>
<tr>
<td>CAC</td>
<td>Common Access Card</td>
</tr>
<tr>
<td>CAREER</td>
<td>NSF Faculty Early Career Development Program</td>
</tr>
<tr>
<td>CC</td>
<td>Commander</td>
</tr>
<tr>
<td>CES</td>
<td>Civil Engineer School</td>
</tr>
<tr>
<td>CDRC</td>
<td>Curriculum and Degree Requirements Committee</td>
</tr>
<tr>
<td>CGO</td>
<td>Company Grade Officer</td>
</tr>
<tr>
<td>CINC</td>
<td>Commander in Chief</td>
</tr>
<tr>
<td>CNC</td>
<td>Computer Numerical Control</td>
</tr>
<tr>
<td>COA</td>
<td>Center for Operational Analysis</td>
</tr>
<tr>
<td>COB</td>
<td>Close of Business</td>
</tr>
<tr>
<td>COMPSEC</td>
<td>Computer Security</td>
</tr>
<tr>
<td>CONUS</td>
<td>Continental United States</td>
</tr>
<tr>
<td>CPC</td>
<td>Continuing Professional Competency</td>
</tr>
<tr>
<td>CPO</td>
<td>Civilian Personnel Office</td>
</tr>
<tr>
<td>CRADA</td>
<td>Cooperative Research and Development Agreement</td>
</tr>
<tr>
<td>CRPD</td>
<td>Center for Rapid Product Development</td>
</tr>
<tr>
<td>CSAF</td>
<td>Chief of Staff of the Air Force</td>
</tr>
<tr>
<td>CSE</td>
<td>Center for Systems Engineering</td>
</tr>
<tr>
<td>CSRD</td>
<td>Computer System Requirements Document</td>
</tr>
<tr>
<td>CSRS</td>
<td>Civil Service Retirement System</td>
</tr>
<tr>
<td>CSS</td>
<td>Commander’s Support Staff</td>
</tr>
<tr>
<td>CSSO</td>
<td>Computer System Security Officer</td>
</tr>
<tr>
<td>DAGSI</td>
<td>Dayton Area Graduate Studies Institute</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>DD Form</td>
<td>Department of Defense Form</td>
</tr>
<tr>
<td>DFAS</td>
<td>Defense Finance and Accounting System</td>
</tr>
<tr>
<td>DG</td>
<td>Distinguished Graduate</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Homeland Security</td>
</tr>
<tr>
<td>DL</td>
<td>Distance Learning</td>
</tr>
<tr>
<td>DOD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>DSN</td>
<td>Defense Switching Network</td>
</tr>
<tr>
<td>DTIC</td>
<td>Defense Technical Information Center</td>
</tr>
<tr>
<td>DTS</td>
<td>Defense Travel System</td>
</tr>
<tr>
<td>EAP</td>
<td>Employee Assistance Program</td>
</tr>
<tr>
<td>ECPD</td>
<td>Engineering Council for Professional Development</td>
</tr>
<tr>
<td>EDM</td>
<td>Electrical Discharge Machining</td>
</tr>
<tr>
<td>EEC</td>
<td>Environmental Education Center</td>
</tr>
<tr>
<td>EEO</td>
<td>Equal Employment Opportunity</td>
</tr>
<tr>
<td>ENDB</td>
<td>EN Database</td>
</tr>
<tr>
<td>ENOI</td>
<td>EN Operating Instruction</td>
</tr>
<tr>
<td>ETF</td>
<td>Electronic Transfer of Funds</td>
</tr>
<tr>
<td>EWI</td>
<td>Education with Industry</td>
</tr>
<tr>
<td>FDO</td>
<td>Foreign Disclosure Office</td>
</tr>
<tr>
<td>FEGLI</td>
<td>Federal Employees Group Life Insurance</td>
</tr>
<tr>
<td>FERPA</td>
<td>Family Education Rights and Privacy Act</td>
</tr>
<tr>
<td>FERS</td>
<td>Federal Employees Retirement System</td>
</tr>
<tr>
<td>FGO</td>
<td>Field Grade Officer</td>
</tr>
<tr>
<td>FICA</td>
<td>Federal Income Contribution Act</td>
</tr>
<tr>
<td>FPP</td>
<td>Faculty Pay Plan</td>
</tr>
<tr>
<td>FRC</td>
<td>Faculty Research Council</td>
</tr>
<tr>
<td>FWG</td>
<td>Financial Working Group</td>
</tr>
<tr>
<td>GEMS</td>
<td>Graduate Education Management System</td>
</tr>
<tr>
<td>GMAT</td>
<td>Graduate Management Admissions Test</td>
</tr>
<tr>
<td>GOVCC</td>
<td>Government Charge Card</td>
</tr>
<tr>
<td>GPA</td>
<td>Grade Point Average</td>
</tr>
<tr>
<td>GPC</td>
<td>Government Purchase Card</td>
</tr>
<tr>
<td>GRE</td>
<td>Graduate Record Examination</td>
</tr>
<tr>
<td>GS</td>
<td>General Schedule</td>
</tr>
<tr>
<td>GSA</td>
<td>General Services Administration</td>
</tr>
<tr>
<td>HAWC</td>
<td>Health and Wellness Center</td>
</tr>
<tr>
<td>HAZMAT</td>
<td>Hazardous Material</td>
</tr>
<tr>
<td>HELEOS</td>
<td>High Energy Laser End-to-End Operational Simulation</td>
</tr>
<tr>
<td>HLC</td>
<td>Higher Learning Commission</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters</td>
</tr>
<tr>
<td>IAW</td>
<td>In Accordance With</td>
</tr>
<tr>
<td>IG</td>
<td>Inspector General</td>
</tr>
<tr>
<td>ILL</td>
<td>Interlibrary Loan</td>
</tr>
<tr>
<td>IMPAC</td>
<td>International Merchant Purchase Authorization Card</td>
</tr>
<tr>
<td>IMSO</td>
<td>International Military Student Office</td>
</tr>
<tr>
<td>IPA</td>
<td>Intergovernmental Personnel Act</td>
</tr>
<tr>
<td>IPAF</td>
<td>Internal Proposal Approval Form</td>
</tr>
<tr>
<td>IRB</td>
<td>Institutional Review Board</td>
</tr>
<tr>
<td>ISD</td>
<td>Instructional System Development</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>IITT</td>
<td>Information, Tickets, and Tours</td>
</tr>
<tr>
<td>IW</td>
<td>Information Warfare</td>
</tr>
<tr>
<td>JAG</td>
<td>Judge Advocate General</td>
</tr>
</tbody>
</table>
JCR     Journal Citation Report
JON     Job Order Number
JTF     Joint Task Force
JTR     Joint Travel Regulations
JWICS   Joint Worldwide Intelligence Communication System
LAN     Local-Area Network
LPD     Leave for Professional Development
MAJCOM  Major Command
MEMS    Micro Electro Mechanical Systems
MET     Mobile Education Team
MOA     Memorandum of Agreement
MOU     Memorandum of Understanding
MPES    Manpower Planning and Execution System
MSDS    Material Safety Data Sheets
MSRC    Major Shared Resource Center
MTF     Military Treatment Facility
NATO    North Atlantic Treaty Organization
NCA     North Central Association of Colleges and Schools
NCO     Noncommissioned Officer
NDA     Non-Disclosure Agreement
NDIA    National Defense Industrial Association
NDSEG   National Defense Science and Engineering Graduate fellowship program
NSF     National Science Foundation
NSF GRFP National Science Foundation Graduate Research Fellowship Program
NTRS    NASA Technical Reports Server
OARNET  Ohio Academic Research Council
OCLC    On-line Computer Library Center
OHECC   Ohio Higher Education Computing Council
OI      Operating Instruction
OPAC    On-line Public Access Catalog
OPM     Office of Personnel Management
OPSEC   Operational Security
OpTech  Operational Technology
ORF     Organizational Representation Funds
OSGC    Ohio Space Grant Consortium
OSI     Office of Special Investigation
OTS     Officer Training School
PCE     Professional Continuing Education
PCS     Permanent Change of Station
PCM     Primary-Care Manager
PDA     Personal Digital Assistant
PDQ     Professional Development Quarter
PI      Principal Investigator
PKI     Public Key Infrastructure
PM      Program Manager
PME     Professional Military Education
POM     Program Objectives Memorandum
POV     Privately Owned Vehicles
P&T     Promotion and Tenure
PRS     Personnel Resource Sharing
PTDY    Permissive Temporary Duty
RA      Resource Advisor or Research Assistantship
RFP     Request for Proposal
APPENDIX B: OFFICE SYMBOLS

<table>
<thead>
<tr>
<th>Office Symbol</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AETC/CC</td>
<td>Commander, Air Education and Training Command</td>
</tr>
<tr>
<td>AU/CC</td>
<td>Commander and President, Air University</td>
</tr>
<tr>
<td>AU Det 1/CC</td>
<td>AFIT Commandant</td>
</tr>
<tr>
<td>AFIT/CE</td>
<td>Dean of the Civil Engineering School</td>
</tr>
<tr>
<td>AFIT/CL</td>
<td>AFIT Director and Chancellor; Provost</td>
</tr>
<tr>
<td>AFIT/EN</td>
<td>AFIT Graduate School of Engineering and Management</td>
</tr>
<tr>
<td>AFIT/EN</td>
<td>Faculty Development Office</td>
</tr>
<tr>
<td>AFIT/ENC</td>
<td>Department of Mathematics and Statistics</td>
</tr>
<tr>
<td>AFIT/ENE</td>
<td>Dean of Students</td>
</tr>
<tr>
<td>AFIT/ENE</td>
<td>Registration and Student Operations</td>
</tr>
<tr>
<td>AFIT/ENEM</td>
<td>Allied Health Education Programs</td>
</tr>
<tr>
<td>AFIT/ENEL</td>
<td>Non-Resident AF Sponsored Education Programs</td>
</tr>
<tr>
<td>AFIT/ENG</td>
<td>Department of Electrical and Computer Engineering</td>
</tr>
<tr>
<td>AFIT/ENP</td>
<td>Department of Engineering Physics</td>
</tr>
<tr>
<td>AFIT/ENR</td>
<td>Dean for Research; Office of Research and Sponsored Programs</td>
</tr>
<tr>
<td>AFIT/ENRS</td>
<td>Office of Sponsored Programs</td>
</tr>
<tr>
<td>AFIT/ENS</td>
<td>Department of Operational Sciences</td>
</tr>
<tr>
<td>AFIT/ENV</td>
<td>Department of Systems Engineering and Management</td>
</tr>
<tr>
<td>AFIT/ENW</td>
<td>Associate Dean for Academic Affairs</td>
</tr>
<tr>
<td>AFIT/ENWE</td>
<td>Extension Services Office</td>
</tr>
<tr>
<td>AFIT/ENWF</td>
<td>Faculty Management &amp; Alumni Affairs Office</td>
</tr>
<tr>
<td>AFIT/ENWI</td>
<td>Institutional Research Office</td>
</tr>
<tr>
<td>AFIT/ENWL</td>
<td>Academic Library</td>
</tr>
<tr>
<td>AFIT/ENWM</td>
<td>Model and Fabrication Shop</td>
</tr>
<tr>
<td>AFIT/ENY</td>
<td>Department of Aeronautical and Astronautical Engineering</td>
</tr>
<tr>
<td>AFIT/FM</td>
<td>AFIT Financial Management Directorate</td>
</tr>
<tr>
<td>AFIT/MS</td>
<td>AFIT Mission Support Directorate</td>
</tr>
<tr>
<td>AFIT/MSC</td>
<td>AFIT Mission Support Civilian Human Resources Office</td>
</tr>
<tr>
<td>AFIT/MSF</td>
<td>AFIT Mission Support Facility &amp; Logistics Management Office</td>
</tr>
<tr>
<td>AFIT/MSP</td>
<td>AFIT Mission Support Military Personnel Office</td>
</tr>
<tr>
<td>AFIT/JA</td>
<td>AFIT Judge Advocate</td>
</tr>
<tr>
<td>AFIT/LS</td>
<td>Dean of the School of Systems and Logistics</td>
</tr>
<tr>
<td>AFIT/SC</td>
<td>AFIT Communications and Information Directorate</td>
</tr>
</tbody>
</table>

Return to the Table of Contents
APPENDIX C: USEFUL WEB LINKS

<table>
<thead>
<tr>
<th>Link</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFIT Bursar Website</td>
<td><a href="http://www.afit.edu/ADMISSIONS/doclib.cfm?dl=24">http://www.afit.edu/ADMISSIONS/doclib.cfm?dl=24</a></td>
</tr>
<tr>
<td>AFIT Intranet Site</td>
<td><a href="http://org.eis.afit.edu/Pages/WelcomePage.aspx">http://org.eis.afit.edu/Pages/WelcomePage.aspx</a></td>
</tr>
<tr>
<td>AFIT Public Home Page</td>
<td><a href="http://www.afit.edu">http://www.afit.edu</a></td>
</tr>
<tr>
<td>D’Azzo Research Library</td>
<td><a href="http://www.afit.edu/library/">http://www.afit.edu/library/</a></td>
</tr>
<tr>
<td>Alumni Affairs Intranet Site</td>
<td><a href="http://cs.eis.afit.edu/gradschool/academicaffairs/alumniaffairs/default.aspx">http://cs.eis.afit.edu/gradschool/academicaffairs/alumniaffairs/default.aspx</a></td>
</tr>
<tr>
<td>Air Education and Training Command</td>
<td><a href="http://www.aetc.af.mil">http://www.aetc.af.mil</a></td>
</tr>
<tr>
<td>Air Force Home Page</td>
<td><a href="http://www.af.mil">http://www.af.mil</a></td>
</tr>
<tr>
<td>Air Force Personnel Center</td>
<td><a href="http://www.afpc.af.mil">http://www.afpc.af.mil</a></td>
</tr>
<tr>
<td>Air Force Research Lab</td>
<td><a href="http://www.wpafb.af.mil/afrl">http://www.wpafb.af.mil/afrl</a></td>
</tr>
<tr>
<td>Air University</td>
<td><a href="http://www.au.af.mil/au/">http://www.au.af.mil/au/</a></td>
</tr>
<tr>
<td>ATAAPS</td>
<td><a href="https://af.ataaps.csd.disa.mil">https://af.ataaps.csd.disa.mil</a></td>
</tr>
<tr>
<td>Base Services</td>
<td><a href="http://www.88thfss.com/">http://www.88thfss.com/</a></td>
</tr>
<tr>
<td>Environmental Safety &amp; Occupational Health</td>
<td><a href="http://cs.eis.afit.edu/support/esoh/default.aspx">http://cs.eis.afit.edu/support/esoh/default.aspx</a></td>
</tr>
<tr>
<td>Faculty Council Intranet Site</td>
<td><a href="http://cs.eis.afit.edu/gradschool/FacultyCouncil/default.aspx">http://cs.eis.afit.edu/gradschool/FacultyCouncil/default.aspx</a></td>
</tr>
<tr>
<td>Faculty Development</td>
<td><a href="http://cs.eis.afit.edu/gradschool/academicaffairs/facultydevelopment/default.aspx">http://cs.eis.afit.edu/gradschool/academicaffairs/facultydevelopment/default.aspx</a></td>
</tr>
<tr>
<td>Faculty Management</td>
<td><a href="http://cs.eis.afit.edu/gradschool/academicaffairs/facultymanagement/default.aspx">http://cs.eis.afit.edu/gradschool/academicaffairs/facultymanagement/default.aspx</a></td>
</tr>
<tr>
<td>Graduate School Intranet Site</td>
<td><a href="http://cs.eis.afit.edu/gradschool/academicaffairs/institutionalresearch/default.aspx">http://cs.eis.afit.edu/gradschool/academicaffairs/institutionalresearch/default.aspx</a></td>
</tr>
<tr>
<td>Leave Web</td>
<td><a href="http://www.88thfss.com/leavewebprod/login">http://www.88thfss.com/leavewebprod/login</a></td>
</tr>
<tr>
<td>Model and Fabrication Shop</td>
<td><a href="http://cs.eis.afit.edu/gradschool/academicaffairs/modelfabshop/default.aspx">http://cs.eis.afit.edu/gradschool/academicaffairs/modelfabshop/default.aspx</a></td>
</tr>
<tr>
<td>Official CONUS Per Diem Rates</td>
<td><a href="http://www.defensetravel.dod.mil/">http://www.defensetravel.dod.mil/</a></td>
</tr>
<tr>
<td>Office of Research and Sponsored Programs</td>
<td><a href="http://www.afit.edu/ENR/">http://www.afit.edu/ENR/</a></td>
</tr>
<tr>
<td>Research and Sponsored Programs</td>
<td><a href="http://org.eis.afit.edu/dept/enr/default.aspx">http://org.eis.afit.edu/dept/enr/default.aspx</a></td>
</tr>
<tr>
<td>Safety Office Intranet Site</td>
<td><a href="http://cs.eis.afit.edu/support/safety/default.aspx">http://cs.eis.afit.edu/support/safety/default.aspx</a></td>
</tr>
<tr>
<td>Southwestern Ohio Council for Higher Ed</td>
<td><a href="http://www.SOCHEdgineering.org">http://www.SOCHEdgineering.org</a></td>
</tr>
<tr>
<td>Higher Learning Commission</td>
<td><a href="http://www.ncahlc.org">http://www.ncahlc.org</a></td>
</tr>
<tr>
<td>National Center for Public Policy &amp; Higher Ed</td>
<td><a href="http://www.highereducation.org">http://www.highereducation.org</a></td>
</tr>
<tr>
<td>Wright Field Fitness Center</td>
<td><a href="http://www.88thfss.com/wrightfieldfitness.htm">http://www.88thfss.com/wrightfieldfitness.htm</a></td>
</tr>
<tr>
<td>Wright-Patterson Air Force Base</td>
<td><a href="http://www.wpafb.af.mil">http://www.wpafb.af.mil</a></td>
</tr>
</tbody>
</table>

Return to the [Table of Contents](#)
The AFIT Chancellor issues official policy through policy memorandums. Faculty and staff are required to read policy memorandums annually. The complete set of policy memorandums is posted on the AFIT intranet site (http://cs.eis.afit.edu/support/commandants_corner/Policy%20Letters/Forms/AllItems.aspx). The most current versions of EN policy memorandums are maintained on the Graduate School’s intranet website at http://org.eis.afit.edu/dept/en/Policy%20Letters%20and%20Guidance%20Documents/Forms/AllItems.aspx

The following is a list of active policy memorandums at the time of the catalog printing.

Memorandum 1  Sexual Harassment and Assault  26 Jul 12
Memorandum 2  AFIT Designated Smoking Areas  26 Jul 12
Memorandum 3  AFIT Admissions Information for DOD Personnel  26 Jul 12
Memorandum 4  Academic Integrity  26 Jul 12
Memorandum 5  AFIT Student Out-processing  9 Jan 15
Memorandum 6  Managing Civilian Premium Pay  29 Aug 12
Memorandum 7  AFIT Travel  26 Jul 12
Memorandum 8  Defense Travel System  26 Jul 12
Memorandum 9  AFIT Physical Fitness Activities for Civil Service and Military Personnel  14 Jun 13
Memorandum 10  Management of “Out of Office” Email Accounts  26 Jul 12
Memorandum 11  Public Web Page Maintainer Training and Certification  26 Jul 12
Memorandum 12  Faculty Information Available via Public Mediums  26 Jul 12
Memorandum 13  Approve Off-duty Employment  23 Jul 15
Memorandum 14  AFIT policy on Employment of non-US citizen contractors (and form)  5 Jul 18

Return to the Table of Contents
APPENDIX E: GRADUATE SCHOOL OPERATING INSTRUCTIONS

The formal and legal bases for Institute actions and operations are established and maintained in official regulations, supplements, and supporting documents of the Department of Defense, the Air Force, the Air University, the Air Force Institute of Technology, and the individual schools. The following is a list of the Graduate School of Engineering and Management active instructions. The most current versions of EN Operating Instructions are maintained on the Graduate School’s intranet website at http://org.eis.afit.edu/dept/en/OperatingInstructions/Forms/AllItems.aspx.

21 – Maintenance
ENOI 21-101 Tool Control and Accountability

31 - Security
ENOI 31-101 Protection of Precious Metals

36 - Personnel
ENOI 36-104 Policy For The Removal of Academic Deficiencies For Students In Master’s Programs
ENOI 36-105 Enrollment Policy
ENOI 36-107 Academic Integrity
ENOI 36-108 Teaching Buy-Outs
ENOI 36-109 Sponsored Funded Projects
ENOI 36-110 Outside Employment of Graduate School of Engineering and Management Personnel
ENOI 36-112 Awards at Graduation
ENOI 36-114 Requirements for the Doctor of Philosophy Degree
ENOI 36-117 Outcomes Evaluation and Assessment
ENOI 36-118 Civilian Faculty Appointments
ENOI 36-120 Student Education Plan
ENOI 36-125 Faculty Development
ENOI 36-127 Dissertations, Theses and Graduate Research Papers
ENOI 36-128 Requirements for Master’s Degree Thesis Advisors
ENOI 36-129 Hosting Visiting Scholars
ENOI 36-130 Faculty Pipeline
ENOI 36-132 Auditing Courses
ENOI 36-135 Requirements for Award of the Master’s Degree
ENOI 36-137 Academic Review Committees
ENOI 36-138 Student Academic Performance Appeals
ENOI 36-140 Changes To a Student’s Permanent Academic Record
ENOI 36-142 Graduate Certificate Programs
ENOI 36-143 Classified Thesis Research and Classified Thesis
ENOI 36-144 Administrative Processing of Students for Graduation
ENOI 36-149 Grading Policy
ENOI 36-150 Admission Counselor Procedures to Evaluate Sponsored Military and DOD Civilian Academic Records
ENOI 36-159 Emeritus Faculty
ENOI 36-161 Civilian Faculty Sabbatical Program
ENOI 36-163 Technical Reports
ENOI 36-164 Faculty Workload Policy
ENOI 36-165 The Handling of Misconduct in Research and Scholarship
ENOI 36-166 Doctoral Program
ENOI 36-167 Transfer Credit Policy
ENOI 36-168 Policy and Procedures for Faculty Searches
| ENOI 36-169 | Restricted Course Approval Procedures |
| ENOI 36-170 | Training Reports |
| ENOI 36-171 | Distinguished Professor Recognition |
| ENOI 36-172 | Military Faculty Sequential Tour Officers |
| ENOI 36-173 | Academic Calendar |
| ENOI 36-174 | Credit Hour Policy |
| ENOI 36-175 | Academic Program Approvals |
| ENOI 36-176 | Committee on Diversity and Inclusion |
| ENOI 36-177 | Graduate School Admissions Requirements |

### 38 – Manpower and Organization

| ENOI 38-1 | AFIT Survey Control Panel |

### 40 – Medical Command

| ENOI 40-1 | Protection of Human Subjects in Research |

### 48 – Aerospace Medicine

| ENOI 48-1 | Safe Use of Sources of Ionizing Radiation |

### 61 – Scientific Research and Development

| ENOI 61-1 | Environmental, Safety, and Occupational Health in Laboratory Operations |
| ENOI 61-2 | Establishment and Review of Centers |
| ENOI 61-3 | Intellectual Property |
| ENOI 61-4 | Procedures for Technical Review of Software Cyber Tech and Related Data |

### 91 – Safety

| ENOI 91-2 | Laser Hazard Control |
| ENOI 91-4 | Biological Material Instruction |
| ENOI 91-6 | UAS Test Safety Review Process |

Return to the [Table of Contents](#)