

# The Air University Education Digest 2015



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Commander & President***



# AIR UNIVERSITY EDUCATION DIGEST

1 October 2014 – 30 September 2015



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The Education Digest provides data pertinent to the Air University (AU) mission and its resources for the period 1 October 2014 to 30 September 2015. The data contained in the Air University Digest is provided by the sources listed in the section titled Data Sources.



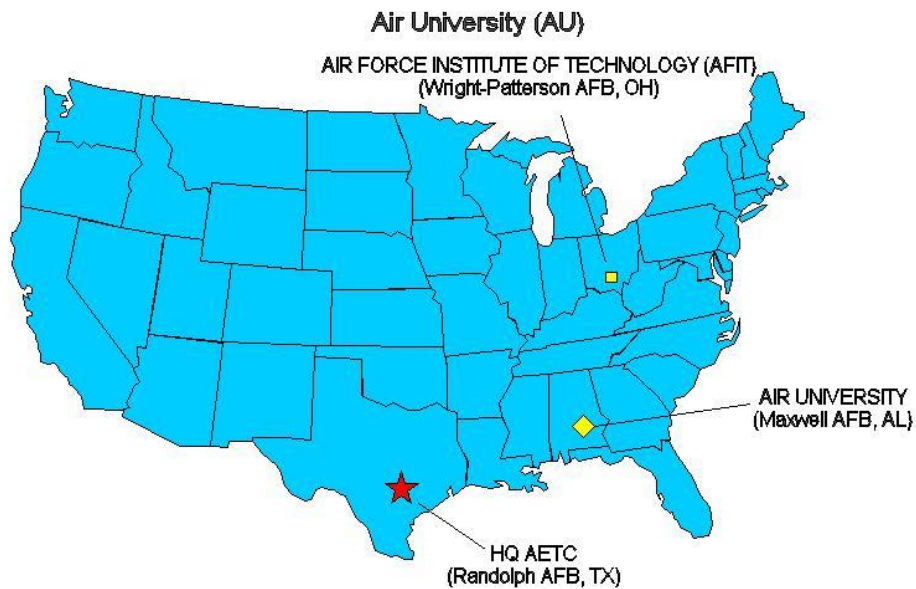
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## **AIR UNIVERSITY OVERVIEW**

AU is the education component of Air Education and Training Command (AETC/ED). AU provides the full spectrum of Air Force education, from pre-commissioning to the highest levels of professional military education (PME), including degree granting and professional continuing education (PCE) for officers, enlisted, and civilian personnel throughout their careers. The University's PME programs educate Airmen on the capabilities of air, space, and cyberspace power and their role in national security. These programs focus on the knowledge and abilities needed to develop, employ, command, and support air, space, and cyberspace power at the highest levels. PCE programs provide scientific, technological, managerial, and other professional education to develop expertise necessary to meet the needs of the Air Force. AU conducts research in air, space, and cyberspace power, education, leadership, and management. The University also provides citizenship programs and contributes to the development and testing of Air Force doctrine, concepts, and strategy. AU primary operating locations are at Maxwell Air Force Base, Alabama, and the Air Force Institute of Technology at Wright-Patterson Air Force Base outside Dayton Ohio.



### **AIR UNIVERSITY VISION**

Be the intellectual and leadership-development center of the Air Force.

### **AIR UNIVERSITY MISSION**

Develop leaders, enrich minds, advance airpower, build relationships, and inspire service.

## **AIR UNIVERSITY STRATEGIC PLAN**

Air University released a new strategic plan in September 2015 that identified five priority areas with accompanying goals to help transform the education mission for the Air Force.

### **Priority 1: Deliver the best training, education, and leadership development opportunities possible to all Airmen and other AU students.**

Air University must continue to improve the breadth and depth of the training and educational experiences it delivers to as wide an audience as possible while reducing costs, maximizing efficiency, and meeting Air Force, joint, and accreditation requirements. Educational excellence stems from the interaction of the faculty, students, learning environment, and curriculum. The curriculum becomes a “learning contract” between the faculty and students, explaining what each will contribute to and draw from the learning relationship, all within the confines of the learning environment.

The specific goals to achieve this area are listed below, and require maintaining a focus on outcomes and concentrating on each of the variables that comprise an educational experience. By leveraging organizational structures, appropriate methods, technologies, and innovative delivery techniques, AU can deliver challenging, relevant curricula to all Airmen and other AU students around the world. It can do so in a more decentralized, effective manner by making available more information, courses, and materials off-site and on-site as well as on demand and on command.

- **Goal 1.1: Recruit and Retain High-Quality Faculty**
- **Goal 1.2: Improve the selection, recruitment, and assignment of students.**
- **Goal 1.3: Continuously improve curricula and teaching methodologies in all AU schools and programs.**
- **Goal 1.4 Aid Airmen and students in capturing and transporting their educational accomplishments.**
- **Goal 1.5 Facilitate incorporation of competency-based educational programs where appropriate for the accomplishment of the missions of individual colleges, schools, and centers within the university.**

### **Priority 2: Conduct research and analysis to make recommendations that address Air Force, national security, and leadership challenges of today and tomorrow.**

Education remains at the forefront of the university’s mission. However, the need to address the future security challenges facing the Air Force and nation also demands the university’s intellectual prowess.

To answer this need for solutions, the university will provide research, analysis, and recommendations that address issues of the greatest importance to the Air Force. These areas include deterrence, cyber, and electronic warfare (EW); choices in strategy, organization, and technology; and the five core Air Force missions. Air University will meet this need through dedicated and ad hoc research and consultation efforts; directed lessons-learned collections; the creation of curricular opportunities that allow more student research on these problem sets;



research support for Airmen across the Air Force who are studying Air Force issues; and the dissemination of research products within the service and the defense community and, as appropriate, to the public and/or international partners. This pursuit will be orchestrated through an integrated effort that matches questions to those with the capability to craft answers as well as to create synergies among seemingly disparate efforts across the university and beyond.

This expanded research effort will require a more robust capacity to conduct classified research that exceeds AU's current capability. To achieve success in this line of operation, AU will require substantial improvement in the facilities, connectivity, and personnel to expand classified research. Like the information technology infrastructure required, this capacity is fundamental to the accomplishment of the AU vision and mission.

AU must also ensure that a mechanism is in place to incorporate research results, operational lessons, and solutions into the curriculum. Lastly, much as was described in the education section, all of the variables involved in research and problem solving reside within a context of limited resources. Figure AU2-1 depicts the variables driving effective research and problem solving. The figure depicts the relationships of faculty and students at AU with subject-matter experts and partners who collaborate in research and problem-solving efforts. The results of AU's analytical research efforts serve to enhance and facilitate outreach efforts. Outreach is the focus of the university's third strategic line of operation, discussed later.

- **Goal 2.1 Improve the university's ability to conduct research and problem-solving efforts and to respond to requests for research, analysis, consultation, and support.**
- **Goal 2.2 Be a major source for research needs critical to USAF strategic and operational challenges.**
- **Goal 2.3 Expand capabilities and use of war games, simulations, exercises, and experimentation to explore and develop concepts and research projects**

### **Priority 3: Improve integration and outreach**

Another AU priority is to enhance integration within the university, foster outreach across the Air Force and beyond, and create public engagement opportunities at the local, national, and international levels. Improving internal collaboration and information sharing strengthens AU's relations with local communities and its creation of partnerships across academia, government, industry, and the international community. The university needs to create networks of creative, critical, and strategic thinkers aligned to analyze and propose solutions to the security challenges facing the United States and its allies. Further, the university needs to leverage this outreach capability to share, to the extent possible, the results of its research efforts. Doing so will enhance its network of constituents and create new partnerships for collaboration. AU should influence the context by providing information to senior Air Force, joint, and elected leaders. Air University should provide knowledge about the importance of air, space, and cyber power to strengthen relations between the Air Force and the populace it serves.

- **Goal 3.1 Improve internal AU integration to facilitate synergy and maximize use of expertise and resources**
- **Goal 3.2 Improve AU outreach to promote airpower and engage externally to effectively address Air Force issues.**

**Priority 4: Execute robust lessons-learned and doctrine development, delivery, and education programs that underpin and guide Air Force and airpower strategies, concepts, and operations.**

The Air Force lessons-learned function, assigned to Air University, is responsible for analyzing operations with an eye towards identifying strengths, weaknesses, and needs and providing that information to appropriate entities. In this capacity, the function serves as a source of current and evolving content that informs joint and Air Force senior leaders' strategic decisions on doctrine, organization, training, materiel, leadership, personnel, facilities, and policy matters.

Through doctrine, Airmen articulate the contributions of airpower in the context of joint and coalition operations. Doctrine also provides an informed baseline for innovation. Because doctrine directly supports ongoing operations and the planning for future operations, its efficient and effective maintenance and promulgation are operational imperatives. The mechanism for these imperatives is Doctrine Next, an online process for linking development and dissemination into a single, seamless effort.

Doctrine requires senior leader emphasis to ensure that the Air Force continues its preeminence in the advocacy and application of airpower. Within AU, the LeMay Center is responsible for developing and promulgating Air Force, joint, and multinational doctrine. AU then incorporates doctrine into education, which directly supports the operational war fighter's need for a strong mission-oriented foundation. The *USAF Strategic Master Plan* captures the synergies between education and doctrine

- **Goal 4.1 Improve Air Force doctrine revision, production, and dissemination..**
- **Goal 4.2 Enhance collaboration within the doctrine design, development, and feedback processes.**
- **Goal 4.3 Enhance delivery of doctrine in support of operations.**
- **Goal 4.5 Improve the collection and dissemination of lessons learned about USAF activities.**

**Priority 5: Build Air University's capability to deliver development opportunities, research/problem solving, outreach, and doctrine.**

The first four lines of operation define the goals and objectives necessary to achieve Air University's mission and vision. The fifth line of operation encompasses the goals, objectives, and tasks required to deliver on the promise of the previous four. AU pursues these in the context of how their outcomes support the other lines of operation. Without the key enablers captured in line of operation five, the resources expended to progress on lines of operation one through four will certainly have less effect and could be for naught.

- **Goal 5.1 Foster professional and effective learning and working environments.**
- **Goal 5.2 Improve the institutional tools, processes, facilities, and support to meet AU goals and objectives.**

Source of Data: HQ AU/CA

## **PRIMARY EDUCATION MISSION AREAS OF AIR UNIVERSITY**

The Education Mission of the United States Air Force is deployed via resident and distributed learning programs developed and delivered by AU. The primary education missions of Air University are:

### **Accessions Education**

- Jeanne M. Holm Center for Officer Accessions and Citizen Development
- Officer Training School (OTS)
- Air Force Reserve Officer Training Corps (AFROTC)

### **Professional Military Education**

- Barnes Center for Enlisted Professional Military Education
  - Air Force Senior Noncommissioned Officer Academy (AFSNCOA)
  - Noncommissioned Officer Academies (NCOA)
  - Airman Leadership Schools (ALS)
- Spaatz Center for Officer Professional Military Education
  - Air War College (AWC)
  - Air Command and Staff College (ACSC)
  - Squadron Officer College (SOC)

### **Professional Continuing Education**

- Eaker College for Professional Development
- Air Force Institute of Technology (AFIT)
- LeMay Center for Doctrine Development & Education Center
- Air Force Fellows Program
  - Legislative Fellows
  - Research Fellows

### **Citizenship Education**

- Air Force Junior Reserve Officer Training Corps (AFJROTC)
- Civil Air Patrol - US Air Force (CAP-USAF)

### **Degree Granting Programs**

- Air Force Institute of Technology (AFIT)
- Community College of the Air Force (CCAF)
- Air Command and Staff College (ACSC)
  - Master of Military Operational Art and Science
- Air War College (AWC)
  - Master of Strategic Studies
- School of Advanced Air & Space Studies (SAASS)
  - Master of Philosophy in Military Strategy
  - Doctorate of Philosophy in Military Strategy
- USAF Test Pilot School
  - Master of Science in Flight Test Engineering

### **Research and Consultation Programs**

- Air Force Institute of Technology (AFIT)
- LeMay Center for Doctrine Development & Education
- Air Force Counter Proliferation Center (CPC)
- Center for Strategy and Technology (CSAT)
- National Space Studies Institute (NSSI)
- Negotiation Center of Excellence (NCE)
- Air Force Culture & Language Center (AFCLC)
- USAF Public Affairs Center of Excellence (PACE)
- Air Force Research Institute (AFRI)

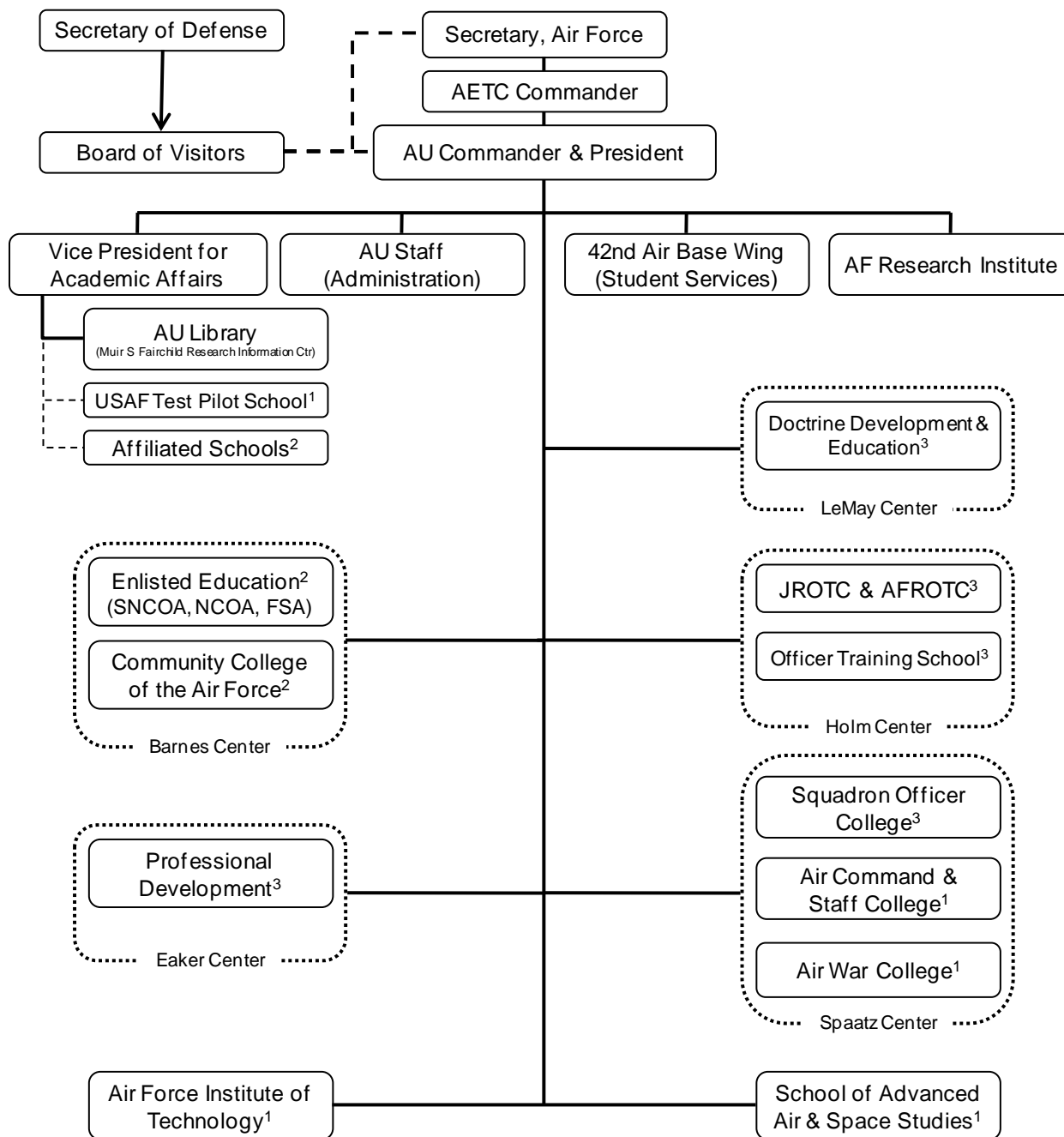
### **Support Activities that directly support the Education Mission of the Air Force**

- Headquarters Air University
- Muir S. Fairchild Research Information Center (MSFRIC)
- 42d Air Base Wing
- Air Force Historical Research Agency

### **Extended Studies and Advanced Distributed Learning**

- Air University Education Logistics & Communications Office (HQ AU/A3L)

## AIR UNIVERSITY ACADEMIC UNIT ORGANIZATION



1-Graduate Programs  
 2-Undergraduate Programs  
 3-Non-Degree Programs

# COMPENDIUM OF AU PROGRAMS, CENTERS & SCHOOLS

(in Alphabetical Order)

## AIR COMMAND AND STAFF COLLEGE

(Affiliated with the Spaatz Center)

Air Command and Staff College (ACSC) was established in 1962 and can trace its roots to the Air Corps Tactical School. ACSC is the Air Force's intermediate developmental education (IDE) institution, prepares field-grade officers to develop, employ and command air, space and cyberspace power in joint, multinational and interagency operations. Curricula in the ACSC programs are requirements-based to address Air Force and joint educational needs at the operational level of war.

Air University received congressional authority in 1999 to confer the Master of Military Operational Art and Science degree upon ACSC resident program graduates, and was accredited in 2004 by the Southern Association of Colleges and Schools (SACS). In 2007, the degree authority was extended to graduates of the Online Master's Program.

ACSC has both in-resident and distance learning programs recognized by the Chairman of the Joint Chiefs of Staff as an accredited Program for Joint Education (Phase I).

- The ACSC resident program annually educates over 500 O-4s and civilian equivalents from the US armed services, other federal agencies and 65 countries through its 10-month in-resident program. The program involves 33 credit hours of research, core, and elective coursework. Selected students participate in specialized programs such as the CSAF-directed Embassy Immersion program, exchanges with PME academies in Germany and Poland, and wargaming with the Army CGSC. ACSC sponsors the annual Gathering of Eagles, attended by internationally-renowned air and space figures.
- The ACSC distance learning (DL) program supports about 11,000 students worldwide. At the heart of its effort is a newly-developed, next-generation DL program released in September 2012. It is completely online, giving students the opportunity to demonstrate mastery of course concepts and build critical thinking skills through online, peer-to-peer and faculty interaction. Online content allows for curriculum delivery and update at a much faster pace than previous book-based content.
- ACSC manages the Online Master's Program (OLMP), a 33 semester-hour program based on the same courses and objectives as the in-residence program and awards the same SACS-accredited Master's degree, IDE/PME credit and JPME-I certification. The OLMP combines web-based courseware with student collaboration and faculty facilitation.

Source of Data: ACSC/CCE

## **AIR FORCE CAREER DEVELOPMENT ACADEMY**

**(Affiliated with the Barnes Center)**

In 2012, the Air Force Career Development Academy (AFCDA) was organized to develop, manage, and deliver distance learning curriculum in support of Career Development Course (CDC) upgrade training and the Weighted Airman Promotion System (WAPS) to train and educate leaders in relevant, mission-ready skills and competencies. AFCDA assists course owners with development and delivery of professional development courses and support material. AFCDA has oversight of Air University's largest student population and is the largest producer of printed curricula materials. The CDC portion of the program manages 5- and 7-skill level upgrade training for all Air Force enlisted career fields and supports over 140,000 students annually. AFCDA supports over 62,000 Airmen with WAPS study packages for the E-5, E-6, and E-7 promotion boards.

Source of Data: AFCDA

## **AIR FORCE FIRST SERGEANT ACADEMY**

**(Affiliated with the Barnes Center)**

Located at Maxwell-Gunter AFB, Alabama, the mission of the United States Air Force First Sergeant Academy is to develop, through education and training, selected senior noncommissioned officers to serve as advisors to commanders on issues impacting Airmen in successfully accomplishing the Air Force mission. Approximately 500 Total Force senior noncommissioned officers attend the six-week blended learning course each year, comprised of four weeks of facilitated distance learning followed by two weeks of resident course attendance. Completion of the USAF First Sergeant Academy is a requirement to receive the 8F000 Air Force Specialty Code, and Airmen must graduate prior to wearing the First Sergeant Diamond Device. Additionally, the USAF First Sergeant Academy staff maintains/delivers the standardized Additional Duty First Sergeant Course curriculum, and it is delivered to approximately 4,200 Total Force personnel each year.

Source of Data: Commandant, USAF First Sergeant Academy.

## **AIR FORCE INSTITUTE OF TECHNOLOGY**

The Air Force Institute of Technology (AFIT) located at Wright-Patterson Air Force Base, OH, is a key component of Air University and Air Education and Training Command. AFIT's mission is to 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. The Institute educates more than 15,000 students daily through in-residence, on-site, and distance learning courses offered by its three schools: The Graduate School of Engineering and Management, the School of Systems and Logistics, and The Civil Engineer School. It is also the home of the Autonomy and Navigation Technology Center, the Center for Cyberspace Research, the Center for Directed Energy, the Center for Technical Intelligence Studies and Research, the Center for Operational Analysis, and Center for Space

Research and Assurance. AFIT is regionally accredited by the Higher Learning Commission and is classified as a “doctoral/research” university by the Carnegie Foundation for the Advancement of Teaching.

AFIT provides defense-focused, research based graduate education programs through the Graduate School of Engineering and Management. The Graduate School is STEM-focused with programs in engineering, applied sciences, and management. The Engineering Accreditation Commission and the Applied Science Accreditation Commission of ABET accredits eligible programs within the Graduate School. The School of Systems and Logistics and The Civil Engineer School provide a wide array of Professional Continuing Education short courses, seminars and workshops to assist AF and DoD military and civilian members in becoming more proficient in their technical and supporting tasks. The Civilian Institution Programs office manages specialized graduate school assignments required by a variety of Air Force needs, including medical, legal, and instructional assignments.

- The Graduate School of Engineering and Management offers 14 PhD, 23 Masters, and 9 graduate certificate programs. The Graduate School also offers professional development courses for cyber professionals through the Center for Cyberspace Research. The Graduate School is comprised of the Departments of Mathematics and Statistics, Electrical and Computer Engineering, Engineering Physics, Systems Engineering and Management, Operational Sciences, and Aeronautical and Astronautical Engineering.
- The School of Systems and Logistics provides over 100 Professional Continuing Education (PCE) courses, executive seminars, and tailored workshops encompassing courses in Acquisition; Contracting; Financial, Budget and Cost; Systems and Software Engineering, and Logistics Management. Last year the School taught in over 52 locations globally, with 331 course offerings, which resulted in over 15K students graduating. The School’s faculty is a unique combination of 63 Air Force and Navy officers, DoD civilians, and contractor subject matter experts who combine extensive practical field experience with world-class academic expertise in PCE, consulting, and research.
- The Civil Engineer School (CES) provides 64 civil engineering and environmental PCE courses and seminars in residence and via satellite and web delivery. The technical offerings update and broaden the professional and technical knowledge of architects and civil, electrical, mechanical, industrial, environmental and general engineers. The school is also the DoD lead through the Interservice Environmental Education Review Board (ISEERB) for several environmental courses providing the courses to the other services officers and civilians.
- The Civilian Institution Programs (CI) office manages over 2,500 AF officers pursuing advanced education at nearly 400 civilian universities, research centers, hospitals, industrial and business organizations, and governmental agencies. This education covers a broad spectrum of medical clinical training programs and academic disciplines at all degree levels, including post-graduate programs, continuing education programs, and programs jointly sponsored by the Air Force.

AFIT is home to three centers designated by the Office of the Secretary of Defense, Air Force, and jointly by the National Security Agency and United States Cyber Command. Experts in the Scientific Test and Analysis Techniques in Test & Evaluation Center of Excellence (OSD STAT T&E COE) experts ensure the organic test and evaluation team gain a better understanding of STAT and how it should be executed within developing testing methodologies. The Center for Cyberspace Research is designated as the Air Force's Cyberspace Technical Center of Excellence and is chartered to be a unifying and synergistic body for promoting cyberspace education, training, research, and technology development. It is also the National Security Agency and United States Cyber Command Center of Academic Excellence in Cyber Operations, commissioned to strengthen national security by promoting higher education and research in Cyber Operations with a particular emphasis on technologies and techniques related to specialized cyber operations, and producing a growing number of professionals with cyber operations expertise in various disciplines. AFIT hosts three other multi-disciplinary research centers: the Center for Advanced Navigation Technology; the Center for Directed Energy; and the Center for Technical Intelligence Studies and Research.

Source of Data: AFIT/CCE

## **AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS**

**(Affiliated with the Holm Center)**

Air Force Junior ROTC is a congressionally-mandated (Title 10) high school character and citizenship development program that prepares high school students with an education in civic responsibility, national and community service, and general military orientation. Program curriculum emphasizes citizenship, service, self-discipline, personal responsibility, family and social values, cultural awareness, physical fitness and wellness, and a sound work ethic. AFJROTC is proud of its diversity and inclusion and is a 58% minority program with 38% female participation. Each year, the cadets of AFJROTC do over 1.5 million community service hours supporting their schools, communities, and our nation.

The very small headquarters staff of 27 assigned personnel support over 1,950 retired officer and enlisted instructors and approximately 125,000 cadets enrolled in 870 AFJROTC units and 16 National Defense Cadet Corp (NDCC) units in high schools around the world.

Source of Data: Holm Center/CCX

## **AIR FORCE RESEARCH INSTITUTE**

The Air Force Research Institute (AFRI) conducts objective research, outreach, and education to empower Airmen and enhance the effectiveness of airpower in support of national security. The institute's goal is to generate critical thinking to improve USAF and DoD joint combat effectiveness. Through its various centers, AFRI contributes to the Air University's status as the intellectual and leadership center of the USAF.

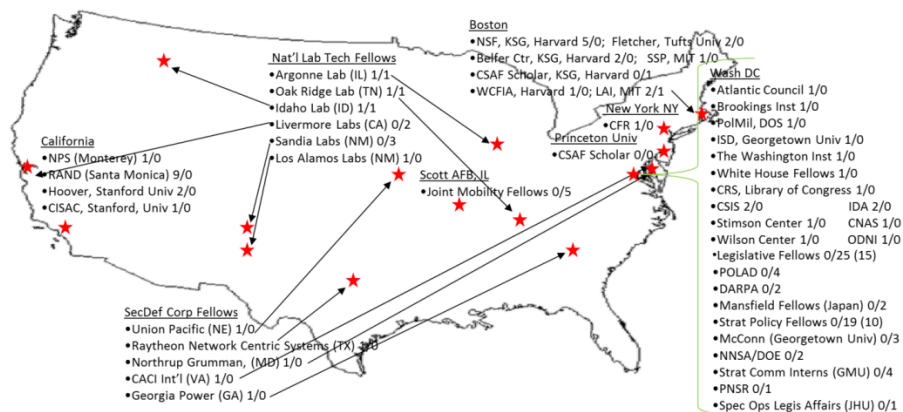
- The Center for Airpower Studies at AFRI includes a team of research professionals who conduct studies on airpower and national security for senior leaders within the DoD, including the CSAF, AETC/CC, AU/CC and others. These researchers also serve as



adjunct professors in one or more of Air University's degree-granting professional military education institutions.

- Through its Engagement Division, AFRI is charged with generating discussion on how to enhance our thinking about airpower. The Engagement Division supports Air University research efforts by issuing the annual AU Call for Topics, maintaining the AU Research Information System (AURIMS) database, and managing the AU Research Board process, which includes publishing the annual *AU Research Bulletin*.
- AFRI's Center for Airpower Professional Journals extends Air University's reach nationally and internationally with two quarterly journals. The *Strategic Studies Quarterly* provides a forum for military, government, and academic professionals to exchange strategic-level concepts about national and international security policy and an evolving defense strategy. The *Air and Space Power Journal (ASPJ)* has served since 1947 as the professional journal of the US Air Force at the operational level. With unique editions published in English, Spanish, French, and Chinese, *ASPJ* is read in more than 150 countries and more than 40 territories.
- AFRI manages the Air Force Fellows program, which places competitively selected, highly qualified Air Force officers and their civilian counterparts in 12- to 18-month fellowships at key organizations such as the US Congress, national laboratories, defense industries, think tanks, universities, and DoD organizations. In place since 1958, the program provides an in-depth education in national security policy and develops Air Force leaders who have a strategic understanding of international security, civil-military affairs, and cutting-edge technology. About 130 field-grade officers and Air Force civilians participate each year, receiving in-residence intermediate or senior developmental education credit upon completion.

### AFF Locations



- Air University Press (AU Press), an AFRI division, is a leading not-for-profit publisher on airpower and national security topics and serves as the professional publishing arm of AU. AU Press promotes creative, scholarly thought on air, space, and cyber power and an appreciation for the value of these domains. The press also manages, edits, and publishes

AU numbered texts, which are included in various student curricula. AU Press is functionally divided into two branches: editing and research, and design and production. The editing and research team supports publication of AFRI's journals as well as selected book manuscripts, articles, student and faculty research papers, and pamphlets addressing airpower issues. The design and production team manages the print and multimedia functions of AU Press and the Air University Publications Review Board, which helps the AU Press acquire academically credible manuscripts that provide valuable research to the Air Force and DoD. The design and production team also produces original illustrations and digital art for journals, research papers, books, and online media. Most of the Press's products are available in print, and all are published in electronic formats available on the AU Press website: <http://aupress.maxwell.af.mil/>.

Source of Data: AFRI/DVS

## **AIR FORCE RESERVE OFFICER TRAINING CORPS**

**(Affiliated with the Holm Center)**

AFROTC is the largest and oldest source of commissioned officers for the Air Force, and is the largest source for engineers and other critical Air Force career fields. AFROTC produces about 1,600 new officers annually for the Air Force and has about 12,000 cadets enrolled in the program through 145 detachments across the US. During the summer, about 1,700 AFROTC cadets complete Field Training at Maxwell AFB, AL and then Camp Shelby, MS.

AFROTC also administers enlisted members through the Nurse Enlisted Commissioning Program (NECP). When NECP students complete their degrees and pass the nursing certification requirements, they are commissioned and then attend OTS Commissioned Officer Training.



Source of Data: Holm Center/CCX

## **AIR FORCE SENIOR NONCOMMISSIONED OFFICER ACADEMY**

**(Affiliated with the Barnes Center)**

The mission of the Air Force Senior Noncommissioned Officer Academy (AFSNCOA), located at Maxwell-Gunter AFB, AL is to prepare senior NCOs to lead the enlisted force in the employment of air, space, and cyberspace power in support of our national security objectives. The AFSNCOA conducts 5 resident courses each year, each lasting about 6.5 weeks.

Completion of the AFSNCOA is a prerequisite to assuming the rank of Senior Master Sergeant. FY13 completion numbers are as follows:

- 1,487 enlisted SNCOs from the Air Force, Army, Navy, Marine Corps, Coast Guard, and international services completed the resident course.
- 6,675 AF active duty, guard, and reserve SNCOs completed the Senior NCO Distance Learning course.

Source of Data: Barnes Center/DE

## **AIR WAR COLLEGE**

**(Affiliated with the Spaatz Center)**

The Air War College (AWC) was established in 1946 and is the senior service school for the Air Force. The World War II experiences of Army Air Corps leaders validated the importance of the education they received at the Air Corps Tactical School during the interwar period. At the end of the war, these leaders planned a comprehensive professional educational system for the greatly expanded Army Air Corps. The Air War College was then, and remains today, the apex of this system. Today, the AWC mission is to educate officers to serve as national security senior leaders. To accomplish this mission, the school fulfills several key tasks: prepare officers to lead at the strategic level across the range of military operations in joint, interagency, and multinational environments; to develop a deeper understanding of the interactions of air, space and cyber space domains and their strategic contributions to national security; and to advance innovative thought on national security issues.

Air University received congressional authority in 1999 to confer the Master of Strategic Studies degree upon AWC resident program graduates, and was accredited in 2004 by the Southern Association of Colleges and Schools (SACS).

In October 2008, the Chairman of the Joint Chiefs of Staff (CJCS) accredited the AWC to grant Joint Professional Military Education (JPME) Phase II credit to US students as a Senior Development Education/Senior-Level College, upgrading the Phase I accreditation received in 1992. The AWC is the only Air Force organization able to award JPME Phase II credit. AWC provides both in-resident and distance learning programs.

Air War College Resident Program:

- The AWC resident program annually educates 245 senior military officers from all US military services, DoD and Interagency civilians, and international fellows from 44 countries. The AWC curriculum is a 34 credit hour graduate level program and includes research, electives, regional and cultural studies, and core courses in strategy, global security, national security decision-making, leadership and warfighting, and the capstone GLOBAL CHALLENGE exercise. The AWC resident program also includes the Grand Strategy Seminar (GSS), a voluntary and more rigorous course of study for a small group of hand-selected officers seeking a deeper understanding of the development and implementation of grand strategy, led by highly experienced faculty. The resident

program, including the GSS, has a multinational and inter-service composition in its seminars and meets the requirements for both the Master of Strategic Studies degree and JPME Phase II credit.

- The resident program provides 38 officer faculty billets including all services, the German Air Force, and the Royal Air Force as well as 26 civilian faculty billets to include three interagency representatives.

Source of Data: AWC/DE

## **AIRMAN LEADERSHIP SCHOOL**

**(Affiliated with the Barnes Center)**

Airman Leadership School (ALS) is the first PME course for enlisted members. Implemented at the base level, the ALS mission is to prepare Senior Airmen for increased responsibilities as professional, war fighting personnel who can supervise and lead USAF work teams to support the employment of air, space, and cyberspace power. Completion is required to assume the grade of Staff Sergeant. Although the individual Airman Leadership Schools are managed by their respective MAJCOMS, the Barnes Center provides comprehensive curriculum materials and program management guidance to the each of the schools. There are 68 Active Duty ALS schools and 1 ANG ALS School located around the world, graduating over 15,000 Airmen each year.

The Barnes Center fields a voluntary self-study version of the ALS program to facilitate PME completion for ANG and AFRES airmen for whom resident attendance is not possible. Over 3,500 Airmen from the Guard and Reserve complete the Distance Learning course each year.

Source of Data: Barnes Center/DE

## **BARNES CENTER**

**(Formal name: Thomas N. Barnes Center for Enlisted Education)**

Named in honor of Thomas N. Barnes, the 4th Chief Master Sergeant of the Air Force, the Barnes Center's mission is to train, educate, and graduate America's Enlisted Airmen in skills and competencies that enhance their ability to accomplish the Air Force mission. The Barnes Center develops, refines and deploys professional military education through 68 Airman Leadership Schools, 10 Noncommissioned Officer Academies, the Air Force Senior NCO Academy, and the Chief Master Sergeant Leadership Course and provides instructor training for all enlisted faculty. Additionally, it serves as the umbrella organization for the Air Force First Sergeant Academy, the Community College of the Air Force, and the Enlisted Heritage Research Institute.

Source of Data: Barnes Center/DE

## **CHIEF MASTER SERGEANT LEADERSHIP COURSE**

**(Affiliated with the Barnes Center)**

The Chief Master Sergeant Leadership Course (CLC) is top-level enlisted PME for personnel selected for promotion to Chief Master Sergeant. This course provides new Chiefs with foundational, strategic-level leadership competencies invaluable to the employment of air, space, and cyberspace forces in support of national security.

Source of Data: Barnes Center/DE

## **CIVIL AIR PATROL – UNITED STATES AIR FORCE**

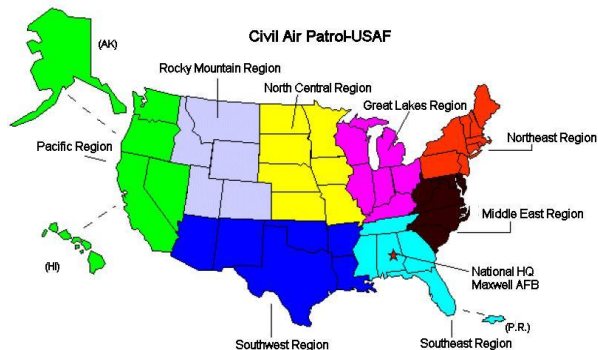
**(Affiliated with the Holm Center)**

The Civil Air Patrol (CAP) was created by Executive Order in December 1941 under the Office of Civil Defense, one week prior to the Pearl Harbor attack. Its first mission, coastal patrol, helped counter the WWII submarine threat to shipping in US coastal waters, and later included border patrol, target towing, and airlift of mail, cargo, and personnel. In 1946, CAP became a federally supported, nonprofit, public-benefit Corporation under a charter granted by Congress (Public Law 476), and on 26 May 1948 (Public Law 557), it became the Auxiliary of the Air Force. Although not a Federal entity, CAP continues to serve as the Air Force Auxiliary today. When CAP is carrying out a mission assigned by the Secretary of the Air Force, CAP is deemed to be an instrumentality of the United States Government. On 30 October 2000, Congress created the CAP Board of Governors, a body of 11 senior Air Force, CAP, and aviation industry executives.

Pursuant to Title 10 United States Code (U.S.C.) § 9441 (Armed Forces) and Title 36 U.S.C. § 40302 (Patriotic Societies and Observances), the purpose of CAP is to provide an organization to:

- Encourage and aid citizens of the United States in contributing their efforts, services, and resources in developing aviation and in maintaining air supremacy.
- Encourage and develop by example the voluntary contribution of private citizens to public welfare.
- Provide aviation education and training especially to its senior and cadet members.
- Encourage and foster civil aviation in local communities.
- Provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies.
- Assist the Department of the Air Force in fulfilling its noncombat programs and missions.

CAP-USAF is the Air University organization that provides the bridge between the Air Force and the CAP. CAP--USAF became part of the Holm Center in 2009 and has headquarters at Maxwell AFB, Alabama. Manned by over 192 active duty, government civilian, and Air Force Reserve personnel nationwide, Headquarters CAP-USAF serves as the Air Force Program Office for the CAP. Through its eight regional commands, CAP-USAF provides training, policy guidance, and assistance to more than 57,000 CAP members throughout the United States, Puerto Rico, and on several overseas Air Force installations. The CAP national headquarters is collocated with the CAP-USAF headquarters.



Source of Data: Holm Center/CCX

## **COMMUNITY COLLEGE OF THE AIR FORCE**

**(Affiliated with the Barnes Center)**

The Community College of the Air Force (CCAF) offers and awards job-related associate-in-applied-science degrees and other academic credentials that enhance mission readiness, contribute to recruiting, assist in retention, and support the career transitions of Air Force enlisted members. The CCAF Associate of Applied Science degree is accredited through Air University by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Source of Data: CCAF/DE

## **EAKER CENTER**

**(Formal name: Ira C. Eaker Center for Professional Development)**

Eaker consists of five schools offering 67 in-residence and distance learning, Professional Continuing Education and Technical Training courses for more than 27,900 Air Force, DOD, and International personnel. Over 24,300 students graduated through Eaker Center's distance learning courses. Eaker Center schools include:

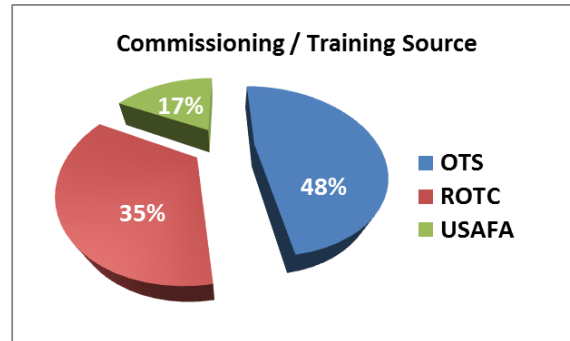
- Commanders' Professional Development School
- Defense Financial Management & Comptroller School
- National Security Space Institute
- USAF Chaplain Corps College
- USAF Personnel Professional Development School

Source of Data: Eaker Center/EA

## **HOLM CENTER**

**(Formal name: Jeanne M. Holm Center for Officer Accessions and Citizen Development)**

The Holm Center provides coordinated leadership and policy direction for the Air Force's officer recruiting, training, and commissioning programs at Officer Training School and at Air Force ROTC detachments at 145 universities. On 14 Feb 1997, to reduce duplication of effort and streamline administrative and reporting procedures, AETC established the Air Force Officer Accession and Training Schools (AFOATS), which was to be commanded by a brigadier general and stationed at Maxwell AFB, Alabama. On 2 June 2008, AETC re-designated AFOATS as the Jeanne M. Holm Officer Accession and Citizen Development Center. The name change honored Major General Jeanne Holm, the first female USAF officer to achieve flag rank. She also held the distinction of being the first woman to graduate from Air Command and Staff College.



On 11 June 2009, Holm Center significantly improved its civic education capabilities by gaining Civil Air Patrol-USAF as a subordinate organization. CAP-USAF provides Air Force active duty oversight of the AF Auxiliary, the Civil Air Patrol (CAP). CAP provides Homeland Defense, Search and Rescue, and Aerospace Education plus citizenship education and flying experience to more than 58,000 CAP seniors, cadets, and aerospace educator volunteers.

The Holm Center also directs the Air Force's high school citizenship training program - Air Force Junior ROTC, overseeing 870 Air Force Junior ROTC units on high school campuses around the world with over 125,000 enrolled cadets in FY14. The aim of that program is to build better citizens for America.

The Holm Center also administers the Civilian Acculturation and Leadership Training (CALT) program.

Source of Data: Holm Center/CCX

## **INTERNATIONAL OFFICER SCHOOL**

**(Affiliated with the Spaatz Center)**

The International Officer School (IOS) was initially established as the Allied Officer Preparatory School in 1954. Since then, more than 11,700 international military students from 145 countries have graduated from IOS courses. The mission of IOS is to prepare and support international officers and families while attending AU resident courses and partner with international leaders through engagement and outreach.

IOS preparatory courses expand the capacity of international officers to participate more effectively in professional military education. The courses have three basic functions. First,

they provide communication skills and curriculum orientation that is tailored to follow-on school topics and methodologies. Second, they serve as periods of cultural adjustment for international officers and their families. Third, they accomplish Field Studies Program objectives and requirements outlined in security cooperation guidance and international military training management directives. Attendance at IOS is a prerequisite for international officers attending SOS, ACSC, and AWC.

IOS conducts several support programs to enhance the cultural experience and academic education of international officers and their families. The Alabama Goodwill Ambassador (AGA) program is the AU official sponsorship program for international students and their families. The International Family Orientation Program (IFOP) is a two week orientation course conducted each summer for dependents of the international officers who will attend ACSC and AWC. The International Dependents English Course (IDEC) is a six week course which provides survival and conversational English skills as well as exposure to American culture that spouses and adult children of international officer students will need in their daily activities. The Air University International Honor Roll recognizes international graduates of resident AU PME courses who have become heads of service, ministers of defense, heads of state, or other high-level officials within their own countries. To date 432 officers representing 89 nations have been inducted.

Source of Data: IOS/DE

## **LEMAY CENTER**

**(Formal name: Curtis E. LeMay Center for Doctrine Development and Education)**

The LeMay Center, named in honor of the fifth Chief of Staff of the Air Force (CSAF), develops operational-level air, space and cyberspace doctrine and, as the CSAF's executive agent for doctrine, advocates the Air Force's position in joint and multinational doctrine development. develops operational-level air, space and cyberspace doctrine and advocates the Air Force's position in joint and multinational doctrine development. The Center also serves as the AF lead for operational & strategic lessons learned; ensuring lessons learned are integrated into doctrinal concepts into AFTTPs, wargames & education. The LeMay Center plans, develops, and directs professional continuing education courses for select senior executive service and joint and international flag officers. The center conducts intermediate-level courses, teaching operational planning concepts to DoD and international students in-residence and online, as well as intelligence, surveillance and reconnaissance education throughout Air University. The Lemay Center coordinates, designs and executes educational wargames that apply and reinforce strategic, operational and tactical doctrine-based warfighting principles taught in officer and enlisted PME programs, and conducts international wargames with partner nations. The LeMay Center develops warfighters for the joint and combined team through doctrine, education and wargaming. The LeMay Center is the focal point for Air University through the Strategy and Concepts Directorate for the development and support of service and joint strategy and operational concepts and the LeMay Center offers distance learning courses designed to increase Airmen's knowledge of doctrine and the operational level of war, accessible at <https://www.au.af.mil/au/lemay/>

Source of Data: LeMay Center/DS



## **MUIR S. FAIRCHILD RESEARCH INFORMATION CENTER**

Air University Library was officially renamed in 2007 as the Muir S. Fairchild Research Information Center (MSFRIC) to honor AU's first commander. It is the largest library in the DoD and the largest federal library outside Washington DC. It contains over 2 million items; including 514,488 books and bound periodicals; 46,861 electronic books; 1,248 current periodicals and 15 newspaper subscriptions; 511,013 technical reports and documents; and 205,000 maps and charts. The MSFRIC loans over 260,000 items from its collections each year to AU students and faculty, and other libraries across the country and around the world

- The MSFRIC provides a web-based catalog and internet access to hundreds of specialized electronic resources and full-text articles and books. The MSFRIC staff compiles over 200 regional and topical resource guides and coordinates with PME faculties to provide web-based course support materials to AU students.
- The MSFRIC edits and publishes the Air University Library Index to Military Periodicals, a guide to the contents of 81 English language military periodicals. Now in its 65<sup>th</sup> continuous year of publication, the Index is available electronically through the MSFRIC webpage ([www.au.af.mil/au/aul](http://www.au.af.mil/au/aul)).
- The MSFRIC is a member of the Military Education Research Library Network (MERLN) and the Network of Alabama Academic Libraries (NAAL).

Source of Data: MSFRIC/CL

## **NONCOMMISSIONED OFFICER ACADEMY**

**(Affiliated with the Barnes Center)**

The Noncommissioned Officer Academy (NCOA) mission is to prepare technical sergeants to be professional, warfighting Airmen who can manage and lead Air Force units in the employment of air, space and cyberspace power. NCOs must complete NCOA to assume the grade of master sergeant. The resident program is 5.5 weeks in length. A non-resident, self-study version of the course targets ANG and AFRES NCOs for whom resident attendance is less likely. The Barnes Center provides curriculum and policy oversight to NCOAs dispersed throughout the world at the following locations:

- Airey NCOA (Tyndall AFB, FL)
- Air National Guard NCOA (McGhee Tyson ANGB, TN)
- Elmendorf PME Center (Elmendorf AFB, AK)
- Erwin PME Center (Kadena AB, Japan)
- Gaylor NCOA (Lackland AFB, TX)
- Hickam PME Center (Hickam AFB, HI)
- Kisling NCOA, USAFE PME Center (Kapaun AS, Germany)
- Mathies NCOA (Keesler AFB, MS)
- Vosler NCOA (Peterson AFB, CO)

Source of Data: Barnes Center/DE

## **OFFICER TRAINING SCHOOL**

**(Affiliated with the Holm Center)**

The Officer Training School (OTS) mission is to produce leaders of moral character. OTS is an agile commissioning program, more responsive to Air Force requirements and needs than the other accessions programs. The OTS advantage is that they can attract dedicated, mature and proven individuals who know they want to serve. They come to OTS as smart, creative individuals, and leave with professional and leadership skills that will help them lead the Air Force through increasingly chaotic national security dilemmas. OTS exemplifies greater Total Force synergy in the production of leaders of moral character.

- The 24th Training Squadron and Detachment 12 educate, train, and commission Air Force Total Force line officers through an 8-9 week training program that prepares officer trainees for the physical and professional requirements of commissioned service. Depending on each year's production requirements, these two programs have the flexibility to increase or decrease production annually. The syllabus encompasses six general subject areas: leadership studies, professional knowledge, communication skills, military studies, basic expeditionary combat skills and field leadership application. Leadership training includes an Air and Space Expeditionary Force Exercise, a 4-day, 3-night event that requires officer trainees to exhibit leadership skills and introduces them to the deployed environment.

The 23rd Training Squadron educates and trains directly commissioned health professional (doctors, nurses, dentists, biomedical science corps officers and hospital administrators), Judge Advocate General, chaplain, and medical scholarship recipient Air Force Total Force officers through a 5-week training program. The 23rd's curriculum covers the same five general subject areas as described above. Cadets are commissioned prior to training. The military rank of directly commissioned cadets is awarded based on the professional credentials in their respective fields. The 23rd TRS also runs a directly commissioned Reserve Officer Training course, a 14-day intensive program designed for hard-to-recruit Air Force Reserve and Air National Guard medical officers.

Source of Data: OTS/DS

## **SCHOOL OF ADVANCED AIR AND SPACE STUDIES**

The mission of the School of Advanced Air and Space Studies (SAASS) is to educate selected mid-career officers to serve as strategists for the Air Force and the nation. The school strives to be at the leading edge of air, space, and cyber strategy. Students are intermediate development education graduates (or equivalent) with the proven ability to handle the very rigorous, 11-month SAASS curriculum, and include Air Force officers, Sister Service officers (Army, Navy, and Marine Corps), USAF Reserve or Guard officers, and International Officers (as invited by the Chief of Staff of the Air Force). SAASS conducts two AU degree-granting programs that are accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC): a Master's of Philosophy in Military Strategy and a PhD program in Military Strategy. The school is authorized 16 full-time PhD faculty (9 civilian and 7 military).

Source of Data: SAASS/CD

## **SPAATZ CENTER**

**(Formal name: Carl A. Spaatz Center for Officer Education)**

The Spaatz Center for Officer Education develops leaders, spurs innovation, and nurtures partnerships to advance air, space, and cyberspace power. The Spaatz Center encompasses the following institutions:

- Air War College
- Air Command and Staff College
- Squadron Officer College
- International Officer School
- Spaatz Academic Centers

Collectively, these units produce approximately 31,500 resident and distance-learning graduates a year, to include over 150 students from about 80 countries. The world class Spaatz Center faculty consists of approximately 300 faculty members (235 military and 65 civilians), 58 of which hold PhDs.

The Spaatz Center manages several programs tied to the ACSC-sponsored Online Master's Program (OLMP). The OLMP uses web-based delivery, student collaboration and online faculty facilitation to help graduates earn an accredited Master's degree (Master's Degree in Military Operational Art and Science) that focuses on Air Force requirements. One variant parallels the ACSC resident course, and graduates earn a Master's degree, meet IDE/PME requirements and gain JPME-I certification. Other variants, such as the Leadership Concentration course, provide a path for active duty captains to leverage the core OLMP framework with several specialized electives to earn just a Master's degree.

The Spaatz Academic Centers are listed below.

- The Air Force Center for Strategic Leadership Communication (AFCSLC), formerly the Public Affairs Center of Excellence (PACE), is a SAF/PA-sponsored organization that provides tailored communication education to students in various AU and USAF programs. The Center's mission is to develop communicators who understand and engage in the global information environment. Since the inception of the PACE in 1998, the opportunities for today's Airmen to engage and the need to educate Airmen about communication in an ever-evolving information environment has dramatically increased. To meet this growing need, maintain the original charter, increase support to leadership development across DoD and better meet the Chairman of the Joint Chiefs of Staff's Officer PME Policy (OPMEP) requirement, PACE transformed to AFCSLC and expanded its mission focus from public affairs training to leadership communication education. AFCSLC instructors are subject matter experts serving as the primary advocates for communication education designed to equip leaders at all levels to be effective communicators. To develop course-specific lessons, AFCSLC conducts leadership communication research in support of AU, the Air Force and leaders worldwide. As the only organization in the Department of Defense dedicated to providing leadership communication education, AFCSLC interacts with students from all

military services, many federal agencies and a host of international officers. AFCSLC educates leaders on effective communication and associated tactics, techniques and procedures; strategic/synchronized communication; the U.S. military-media relationship; crisis communication; leading in an age of technology and other communication-related topics.

- The USAF Center for Unconventional Weapons Studies, formerly the Counterproliferation Center, provides education and research to Airmen, DoD leaders, and other USG agencies on strategic issues involving nuclear, biological, and chemical weapons. It was originally established in 1998 to provide counterproliferation awareness into the curriculum and ongoing research at Air University. In 2012, as one part of the response to Air Force's efforts to restrengthen its nuclear enterprise, the mission of providing continuing education on nuclear deterrence and defense was transferred from the Air Force Nuclear Weapons Center to the Air University. As a result, the Center's name was changed to reflect its broad coverage of unconventional weapons issues, both offensive and defensive, across the range of military operations. The Center currently offers electives to the Air War College and Air Command and Staff College. Nuclear 200, 300, and 400 courses are taught at the operating location at Kirtland AFB. Its outreach efforts include a weekly newsletter on unconventional weapons issues in the news. The Center's roster includes five civilian (including two PhDs) and two military positions at Maxwell AFB, and nine civilian positions at Kirtland AFB.
- The Air Force Negotiation Center (AFNC) provides research, education, and training in adaptive conflict management, negotiation, and mediation skills to the Air Force, enabling Airmen to succeed in the dynamic, global Air Force mission. The AFNC develops and provides courses, seminars, briefings, conferences, workshops, and training modules tailored to each DoD audience's need and contributes to the body of knowledge through sponsored/internal research on negotiation, mediation, and conflict management theory/practice. The center provides web resources, best practices, case studies, negotiation preparation guides and publications, exercises, and simulations, ensuring that the AF institutional competency of "negotiating" is addressed systematically through all of AF PME as well as in essential warfighter training programs. In 2015, the AFNC, through direct coursework or providing subject materials, reached over 35,000 warriors.
- The Air Force Culture and Language Center (AFCLC) is an AF/A1-sponsored organization that creates and executes foreign language, regional and cultural (LRC) learning programs for Total Force Airmen, and provides the Service with the subject matter expertise required to institutionalize these efforts. Operationally, the Center designs, develops, delivers and supports LRC-related curricula at Professional Military Education and accessions programs, to ensure they address the Institutional Competency of "Global and Cultural Awareness." This includes teaching at the Air War College, Air Command & Staff College and Community College of the Air Force. AFCLC also directs key General Purpose Force LRC enabled-level programs, including the Language Enabled Airman Program (LEAP) and the General Officer Pre-deployment Acculturation Program (GOPAC). Further, the Center develops training for more than 200,000 Airmen annually and produces numerous field guides for deploying personnel. Externally,

AFCLC supports learning for professional-level programs such as International Health Specialist (IHS) and Regional Area Strategist (RAS) as well as training at the Air Advisor Academy and USAF Special Operations School. Finally, AFCLC assists the Air Staff (AF/A1DV) and Air Education & Training Command (AETC/A3Q) in the development of LRC guidance, requirements and programs through focused research and frequent collaboration.

- The Center for Strategy and Technology (CSAT) is chartered by the Air Force Chief of Staff to assess technology's impact on Air Force strategy. Each year, about 30 students from the Air War College and the Air Command and Staff College are selected for the classified Blue Horizons elective. These students conduct focused research based on a question posed by the Air Force Chief of Staff. The Blue Horizons elective is typically 18–20 instructional periods (depending on the CSAF question) and a three- to five-day field research trip. The focus of the elective is on assessing the impact of exponential technological change on the Air Force 20-plus years into the future, and informing strategy and policy debate on the directions the Air Force must pursue to dominate in future conflicts. Outside of student operations, CSAT analyzes and assesses the choices, challenges, and consequences of strategic and technological leadership decisions affecting the future of Air Force dominance. Specifically, CSAT compares the results of the student studies with Title 10 war games, future planning guidance, and Air Force vision documents. CSAT interacts with national labs, the Air Force Research Lab, and other government, industry, and academic partners to provide modeling and simulation of student-derived concepts of operations or technology insertions. Lastly, CSAT conducts assessment of the US Air Force Futures Game, which provides the framework for "alternative futures" in AF strategic planning and long-range vision.

Source of Data: ESS/CC

## **SQUADRON OFFICER COLLEGE**

**(Affiliated with the Spaatz Center)**

SOC's mission is to "Develop Company Grade Officers (CGO) as leaders of integrity ready to fly, fight and win in air, space and cyberspace." SOC conducts leadership programs focused at the primary level of PME for Air Force officers, equivalent civilians and select international officers, teaching them to think analytically and creatively, to build and lead small teams, and to improve their leadership abilities. The resident curriculum is divided into five core learning areas and is delivered through an engaging combination of guided discussions in the flight rooms, formal and informal lectures in the auditorium, and experiential learning events conducted throughout the course. During FY15, the resident course transitioned from an eight-week course to a five-week course, fulfilling the Chief of Staff's vision of 100% resident opportunity for all active duty Air Force officers. The SOC Think Tank develops and presents research solutions with a CGO perspective to Air Force leadership.

The SOC DL course, Course 22, is based on the same five core learning areas as the resident course for eligible Total Force Air Force officers and civilians, Department of Defense officers, and Civil Air Patrol instructors who cannot attend the SOC resident program. The program

includes three self-study modules and one instructor-facilitated module with significant peer-to-peer interaction. The course provides students the skills needed to excel in today's world of rapidly accelerating technology and limitless access to information while preparing them to adapt as leaders to unforeseeable challenges and future risks.

SOC also supports the Leadership Development Program (LDP), and the Leadership Concentration of the Online Master's Program (OLMP).

Source of Data: SOC/DE

### **SQUADRON OFFICER SCHOOL** **(Affiliated with the Spaatz Center)**

The Squadron Office School was inactivated in 2013, and the CGO PME mission is executed by the Squadron Officer College.

Source of Data: AU/HO

### **USAF FIRST SERGEANT ACADEMY** **(Affiliated with the Barnes Center)**

The mission of the United States Air Force First Sergeant Academy is to develop, through education and training, selected senior noncommissioned officers to serve as advisors to commanders on issues impacting Airmen in successfully accomplishing the Air Force mission. Approximately 500 Total Force senior noncommissioned officers attend the in-residence course per year. Completion of the USAF First Sergeant Academy is a requirement to receive the 8F000 Air Force Specialty Code and prior to wearing the First Sergeant Diamond Device. Additionally, approximately 1400 senior noncommissioned officers per year complete the Additional Duty First Sergeant Seminar held at various bases around the world. All in-resident and seminar course are CCAF accredited and taught by a cadre of experienced Air Force First Sergeants.

Source of Data: Commandant, USAF First Sergeant Academy

### **USAF TEST PILOT SCHOOL**

Established in 1944, the mission of the Test Pilot School (TPS) is to produce highly adaptive critical-thinking flight-test professionals to lead and conduct full-spectrum test and evaluation of aerospace weapon systems. The school is located at Edwards AFB, CA. Graduates receive a Master of Science in Flight Test Engineering degree through Air University as approved by the Southern Association of Colleges and Schools on 21 Jan 2009. .

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# RESOURCES AND MANNING

## AUTHORIZED & ASSIGNED MANPOWER SUMMARY

Unit	Civilians Authorized	Civilians Assigned	Military Authorized	Military Assigned	Total Authorized	Total Assigned	% Total
42 ABW	384	366	573	562	957	928	97%
HQ AU	89	87	43	49	132	136	103%
Schools	950	901	2122	1824	3072	2725	89%
Tenants	846	780	1873	1809	2719	2589	95%
<b>TOTAL</b>	<b>2269</b>	<b>2134</b>	<b>4611</b>	<b>4244</b>	<b>6880</b>	<b>6378</b>	<b>96%</b>

Source: 42 FSS

## 42 ABW AUTHORIZED VS ASSIGNED

Unit	Civilians Authorized	Civilians Assigned	Military Authorized	Military Assigned	Total Authorized	Total Assigned	% Total
HQ 42 ABW	38	35	62	66	100	101	101%
42 ADOS	19	16	57	49	76	65	86%
42 CES	79	76	15	21	94	97	103%
42 CONS	32	32	21	22	53	54	102%
42 CPTS	19	19	16	18	35	37	106%
42 CS	8	8	38	31	46	39	85%
42 FSS	74	66	38	39	112	105	94%
42 LRS	17	15	20	21	37	36	97%
42 MDG	7	6	10	9	17	15	88%
42 MDOS	20	18	55	48	75	66	88%
42 MDSS	40	38	48	46	88	84	95%
42 MSG	6	3	4	4	10	7	70%
42 OSS	16	16	23	24	39	40	103%
42 SFS	9	18	166	164	175	182	104%
<b>TOTAL</b>	<b>384</b>	<b>366</b>	<b>573</b>	<b>562</b>	<b>957</b>	<b>928</b>	<b>94%</b>

Source: 42 FSS

## AIR UNIVERSITY SCHOOLS AUTHORIZED VS ASSIGNED

Unit	Civilians Auth	Civilians Assigned	Military Authorized	Military Assigned	Total Authorized	Total Assigned	% Total
AFIT	279	303	195	168	474	471	99%
AFRI	50	44	10	7	60	51	85%
Barnes <sup>1</sup>	60	53	198	189	258	242	94%
Barnes-CCAF	29	27	56	58	85	85	100%
Barnes-SNCOA <sup>1</sup>	5	4	51	43	56	47	84%
Eaker <sup>1</sup>	43	39	49	40	92	79	86%
Holm	80	75	56	59	136	134	99%
Holm-AFROTC <sup>2</sup>	21	21	915	777	936	798	85%
Holm-CAP-USAF <sup>3</sup>	41	37	34	32	75	69	92%
Holm-OTS	10	7	123	118	133	125	94%
LeMay	88	78	122	85	210	163	78%
MSFRIC	57	44	0	0	57	44	77%
SAASS	11	9	7	6	18	15	83%
Spatz	30	21	16	14	46	35	76%
Spatz-ESS	24	23	16	13	40	36	90%
Spatz-IOS	8	7	10	11	18	18	100%
Spatz-ACSC	60	60	119	87	179	147	82%
Spatz-AWC	39	35	44	44	83	79	95%
Spatz-SOC	15	14	101	73	116	87	75%
<b>TOTAL</b>	<b>950</b>	<b>901</b>	<b>2122</b>	<b>1824</b>	<b>3072</b>	<b>2725</b>	<b>89%</b>

1 Includes Operating Locations

2 Includes detachments and regions

3 Includes CAP regions

## MAXWELL/GUNTER PAYROLL DATA

	Annual Pay
Appropriated Fund Military (Active duty, Guard, Reserve)	\$329.6M
Appropriated Fund Civilians (Gen. Sched, Admin. Determined, Fed Wage Board)	\$251.1M
NonAppropriated Fund Civilians (Contract, NAF, AAFES, Other)	\$112.6M
<b>TOTAL</b>	<b>\$693.3M4</b>

Source: 42 ABW

## AIR UNIVERSITY FY15 O&M BUDGET

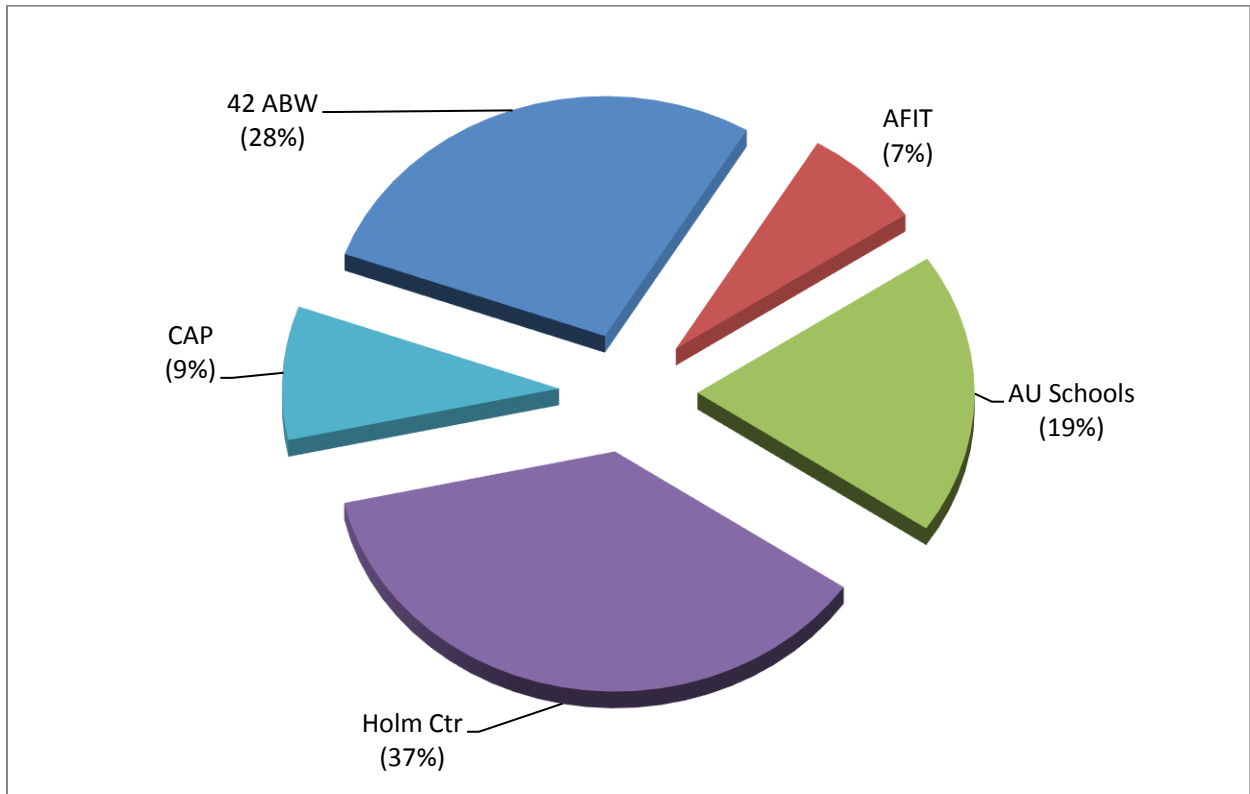
Budget Activity Code	FY15 (\$M)	FY15 (%)
01 - OPERATING FORCES	\$6.7M	1.3%
02 - MOBILIZATION	\$0.0M	0.0%
03 - TRAINING & RECRUITING	\$467.9M	91.1%
04 - ADMIN & SER ACTIVITIES	\$39.0M	7.6%
<b>TOTAL</b>	<b>\$513.6M</b>	<b>100.0%</b>

## AIR UNIVERSITY FY14 O&M ACTUAL OBLIGATIONS

Organization	FY15 (\$M Obligations)	FY15 (% of Total)
42 ABW	\$96.1	18.7%
AFIT	\$22.3	4.3%
AFRI	\$3.2	0.6%
AFSAT	(\$4.0)	-0.8%
AU/A3/6	\$13.1	2.6%
Barnes Center	\$4.5	0.9%
Barnes-CCAF	\$0.4	0.1%
Barnes-CDA	\$0.7	0.1%
CAP	\$30.0	5.8%
Civilian Pay	\$125.7	24.5%
Eaker Center	\$10.1	2.0%
Holm Center	\$124.7	24.3%
HQ AU	\$4.2	0.8%
LeMay Center	\$2.6	0.5%
MSFRIC	\$0.4	0.1%
SAASS	\$0.6	0.1%
Spaatz Center	\$16.7	3.3%
Spaatz-ACSC	\$4.1	0.8%
Spaatz-AWC	\$2.4	0.5%
Spaatz-SOC	\$2.7	0.5%
Student TDY	\$49.1	9.6%
OCO	\$4.0	0.8%
<b>TOTAL</b>	<b>\$513.6M</b>	<b>100.0%</b>

Sources: AU/FM

**O&M OBLIGATIONS-PERCENT BY ORGANIZATION**



## ASSETS & PHYSICAL FACILITIES

### ASSETS (\$M)

C130H	\$353.5
Equipment (CA/CRL) <sup>1</sup>	40.1
Material Inventories	22.5
	\$416.1

### PHYSICAL FACILITIES

#### Land (Acres)

Maxwell AFB	
Owned	2,512
Aviation Easements	1,081
Gunter Annex	
Owned	353
Leased <sup>2</sup>	16
Easement	3
OTS Training Site (Leased)	201
NEXRAD <sup>3</sup> (Owned)	2
<b>TOTAL LAND</b>	<b>4,166</b>

<u>Runways (Dual)<sup>4</sup></u>	526,668 Sq Yds
(15-33 Open)	8,016 Lin Ft
(18-36 Open)	3,000 Lin Ft

<u>Buildings (Industrial)</u>	<u>Maxwell</u>	<u>Gunter</u>
Aircraft Maintenance	5	0
Civil Engineering	9	2
Warehouses	2	1
 <u>Recreational Facilities</u>	 11	 3
 <u>Road (Miles)<sup>5</sup></u>		
Paved	31.0	9.5
Unpaved	3.6	0.6

1-CA.CRK = Customer Authorization/Customer Receipt Listing

2-Vacating 1 Jan 2016

3-NEXRAD = Next Generation Radar

4-138,167 square yards is abandoned runway space. Active runway space is 388,501 square yards

5- Does not include housing roads transferred to Hunt Corp via housing privatization

Source of Data: 42 CES

## HOUSING FACILITIES

<b>HOUSING SIZE</b>	<b>MAXWELL OFFICERS</b>	<b>MAXWELL ENLISTED</b>	<b>GUNTER OFFICERS</b>	<b>GUNTER ENLISTED</b>	<b>TOTAL</b>
2-Bedroom	0	61	17	14	92
3-Bedroom	50	88	77	41	256
4-Bedroom	67	11	24	63	165
<b>Total</b>	117	160	118	118	<b>513</b>

### **DORMITORY/BILLETING ROOMS**

	<b>MAXWELL</b>	<b>GUNTER</b>
Student (VOQ)	0	0
Student (VAQ)	0	0
Visiting Quarters	976	384
Technical Training Pipeline Student Dorms	8	0
Unaccompanied Enlisted Quarters	127	72
Cadet Dormitory	419	0
<b>Total</b>	<b>1,532</b>	<b>456</b>

### **TRANSIENT LODGING FACILITY**

	<b>MAXWELL</b>	<b>GUNTER</b>
Units	22	0

### **DINING FACILITY CAPABILITIES**

	<b>MAXWELL</b>	<b>GUNTER</b>
Total Seats	268	220
Max per 120-min. meal	804	660
OTS DFAC	320	0
Max per 120-min. meal	960	0

Source of Data: 42 ABW

# ECONOMIC IMPACT ANALYSIS

TABLE 1

## PERSONNEL BY CLASSIFICATION AND HOUSING LOCATION

As of: 30-Sep-15

CLASSIFICATION	LIVING ON BASE	LIVING OFF BASE	TOTAL
<b>1. APPROPRIATED FUND MILITARY</b>			
Active Duty*	316	3,507	3,824
Air Force Reserve/Air National Guard	0	10	10
Non-Extended Active Duty Reserve/ANG	1,399	1,169	2,568
Trainees/Cadets	0	0	0
	-----	-----	-----
<b>TOTAL:</b>	1,716	4,686	6,402
<b>2. ACTIVE DUTY MILITARY DEPENDENTS</b>			
	553	13,202	13,755
<b>3. APPROPRIATED FUND CIVILIANS</b>			
General Schedule			2,302
Advanced Degree			102
Federal Wage Board			111
Other			46
			-----
		<b>TOTAL:</b>	<b>2,561</b>
<b>4. NON-APPROPRIATED FUND CONTRACT CIVILIANS AND PRIVATE BUSINESS</b>			
Civilian NAF			451
Civilian BX			206
Contract Civilians (not elsewhere included)			1,567
Private Businesses On Base, By Type:			4
Branch Banks/Credit Union			4
Other Civilians (not elsewhere included)			0
			-----
		<b>TOTAL:</b>	<b>2,232</b>
	<b>TOTAL PERSONNEL:</b>		<b>24,950</b>

\* Due to Military Family Housing Privatization, members in base housing now receive Basic Allowance for Housing and are reported under the "Off Base" Category. Active Duty living on base are dorm residents only

TABLE 2

**ANNUAL PAYROLL BY CLASSIFICATION AND HOUSING LOCATION**

As of: 30-Sep-15

CLASSIFICATION	LIVING ON BASE (\$)	LIVING OFF BASE (\$)	TOTAL (\$)
<b>1. APPROPRIATED FUND MILITARY</b>			
Active Duty	\$9,474,321	\$266,878,987	\$276,353,308
ANG/Reserve	\$0	\$612,588	\$612,588
Trainees/Cadets	\$0	\$0	\$0
Non-Extended Active Duty ANG/Reserve	\$34,390,235	\$18,273,034	\$52,663,269
	-----	-----	-----
<b>TOTAL:</b>	<b>\$43,864,556</b>	<b>\$285,764,609</b>	<b>\$329,629,165</b>
 <b>2. APPROPRIATED FUND CIVILIANS</b>			
General Schedule			\$225,783,913
Advanced Degree			\$15,291,510
Federal Wage Board			\$7,397,417
Other			\$2,593,708
			-----
		<b>TOTAL:</b>	<b>\$251,066,548</b>
 <b>3. NON-APPROPRIATED FUND CONTRACT CIVILIANS AND PRIVATE BUSINESS</b>			
Civilian NAF			\$10,440,192
Civilian BX			\$4,210,000
Contract Civilians (not elsewhere included)*			\$97,857,360
Private Businesses On Base, By Type:			
Branch Banks/Credit Union			\$137,319
Other Civilians (not elsewhere included)			\$0
			-----
		<b>TOTAL:</b>	<b>\$112,644,871</b>
		<b>TOTAL ANNUAL PAYROLL:</b>	<b>\$693,340,584</b>



TABLE 3

**EXPENDITURES FOR CONSTRUCTION, SERVICES AND PROCUREMENT OF  
MATERIALS, EQUIPMENT, AND SUPPLIES**

(Not including contracts for services supplied to other Air Force installations)

As of: 30-Sep-15

	ACTUAL ANNUAL EXPENDITURES
1. CONSTRUCTION	
Military Construction Program	\$0
Non-Appropriated Fund	\$626,200
Military Family Housing	\$0
O&M	\$78,460,385
Other*	\$4,742,753
	-----
<b>TOTAL:</b>	<b>\$83,829,338</b>
2. SERVICES	
Services Contracts *	\$89,544,841
Other Services (not elsewhere included)	\$2,887,442
	-----
<b>TOTAL:</b>	<b>\$92,432,283</b>
3. MATERIALS, EQUIPMENT, AND SUPPLIES PROCUREMENT	
Commissary	\$11,964,277
Base Exchange (BX)	\$3,750,000
Health (CHAMPUS, Government cost only)	\$3,400,000
Education (Tuition assistance)	\$46,5000
TDY	\$6,491,461
Other Materials, Equipment & Supplies (not elsewhere included)	\$24,945,194
	-----
<b>TOTAL:</b>	<b>\$50,597,432</b>
<b>TOTAL ANNUAL EXPENDITURES:</b>	<b>\$226,859,053</b>

\* Includes only contracts in the local economic area or contracts requiring the use of locally supplied goods and services.

**TABLE 4**

**ESTIMATE OF NUMBER AND DOLLAR VALUE OF INDIRECT JOBS CREATES**

As of: 30-Sep-15

Type of Personnel	# of Base Jobs	Multiplier	# of Indirect Jobs
ACTIVE DUTY MILITARY	3,824	0.35	1,3389
RESERVE/ANG/TRAINEEES	2,578	0.15	387
APF CIVILIANS	2,561	0.44	1,127
OTHER CIVILIANS	2,232	0.44	982
	-----		-----
<b>TOTAL:</b>	<b>11,195</b>		<b>3,834</b>

ESTIMATED NUMBER OF INDIRECT JOBS CREATED: 3,834

AVERAGE ANNUAL PAY FOR THE LOCAL COMMUNITY: \$59,722

**ESTIMATED ANNUAL DOLLAR VALUE OF JOBS CREATED: \$228,974,148**

Data Sources:

Multipliers: LMI Economic Impact Database, Installations and Indirect/Induced Job Multipliers, Feb 95

Avg Annual Pay Current tables for Average Annual Pay Levels in Metropolitan Areas and Average Annual Pay by State and Industry are accessible at: <http://stats.bls.gov:80/newsrels.htm#OEUS>

TABLE 5

**TOTAL ANNUAL ECONOMIC IMPACT ESTIMATE**

As of: 30-Sep-15

ANNUAL PAYROLL:		\$693,340,584
	Military	\$329,629,165
	Federal Civilian	\$251,066,548
	Other Civilian	\$112,644,871
ANNUAL EXPENDITURES:		\$226,859,053
ESTIMATED ANNUAL DOLLAR VALUE OF JOBS CREATED:		\$228,974,148
	Estimated Indirect Jobs Created	3,834
	Average Annual Pay	\$59,722
	<b>GRAND TOTAL:</b>	<b>\$1,149,173,785</b>

Source of Data: 42 ABW

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# FY15 AU STUDENT PRODUCTION REPORTS

## FY15 AIR UNIVERSITY STUDENT MAN-YEAR REPORT<sup>1</sup>

Officer Accessions/Commissioning Programs	Programmed SMY (ADSL)	Actual SMY (ADSL)	TRAINING DAYS
OTS(TFOT)	195.9	161.24	47
OTS(COT)	129.8	139.05	23
OTS(RCOT)	13.2	11.7	13
<b>Total</b> (Does not include SROTC, AECP, NECP)	<b>338.9</b>	<b>312.0</b>	

Academic (Graduate Education) <sup>2</sup>	Programmed SMY (ADSL)	Actual SMY (ADSL)	AVG MAN YEARS <sup>3</sup>
AFIT SCHOOL OF ENGINEERING (At Wright-Patterson)	575.9	1008.00	1.8
AFIT SCHOOL OF ENGINEERING (ASAM)	15.00	36.000	1.3
AFIT CIVILIAN INSTITUTIONS (Various)	380.8	600.98	1.8
AFIT CIVILIAN INSTITUTIONS (NPS)	102.4	117.75	1.8
AFIT CIVILIAN INSTITUTIONS (MEDICAL GRAD ED)	1890.7	1812.30	3.0
SAASS	44.16	52.64	1.0
AIR FORCE FELLOWS	3.00	223.50	1.5
<b>Total</b> (Does not include SAMS/SAW/JAWS)	<b>3008.9</b>	<b>3627.7</b>	

Professional Continuing Education (Resident/On-Site)	Programmed SMY (ADSL)	Actual SMY (ADSL)	TRAINING DAYS
AFIT CI	6.2	3.8	6.2
AFIT CE	44.9	31.7	7.7
AFIT LS	9.1	91.5	5.6
EAKER	124.5	88.6	8.3
HOLM (AFOATS)	17.2	10.8	8.2
LEMAY (AFDDEC)	31.5	29.1	5.9
BARNES (CEPME & AFIADL)	11.6	9.8	12.5
SPAATZ (SOC, IOS)	48.5	24.1	17.1
AFIT CI MEDICAL	0.0	0.0	30.0
<b>Total</b>	<b>293.5</b>	<b>289.3</b>	

Professional Military Education (Resident)	Programmed SMY (ADSL)	Actual SMY (ADSL)	TRAINING DAYS
AWC	209.0	208.58	209
ACSC	388.0	408.5	198
SOS (Does not include IAAFA)	710.1	289.5	40
CONUS NCOA	900.8	655.15	28
SENIOR NCOA	259.6	277.4	33
<b>Total</b>	<b>2467.4</b>	<b>1839.1</b>	

Technical Training (Resident)	Programmed SMY (ADSL)	Actual SMY (ADSL)	TRAINING DAYS
BARNES CENTER/FIRST SERGEANT ACADEMY	55.2	53.4	10
EAKER CENTER/CHAPLAIN (3 and 7-level)	6.3	4.9	20
<b>Total</b>	<b>61.5</b>	<b>58.3</b>	

OEA (Workshops, Seminars-Resident)	Programmed SMY (ADSL)	Actual SMY (ADSL)	TRAINING DAYS
AFIT/CE	NA	0.00	0.9
AFIT/LS	NA	0.0	1.5
SPAATZ CTR	NA	6.3	7.6
LEMAY CTR	NA	5.0	8.8
EAKER CTR	NA	1.2	3.7
<b>Total</b>	<b>0.0</b>	<b>12.5</b>	

<b>GRAND TOTAL</b>	<b>6170.1</b>	<b>6138.8</b>
--------------------	---------------	---------------

1. Includes only Air University programs as indicated; Student Man-years computed based on 246 training days for each program length; Equates to average student week day load
2. Academic programs do not include part time or certificate program students in AFIT programs, DAGSI, DL, or CCAF
3. Programs can be from 1.5 to 4 years (estimated average). Training day "length" is an average of all currently approved programs

Source of Data: AU/CFR

## COMMISSIONING PROGRAMS

### OFFICER TRAINING SCHOOL

		2014			2015			2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	Prog
MOTS001	Total Force Officer Training (TFOT)	718	790	749	790	661	541	1707
MOTS002	Commissioned Officer Training (COT)	1349	1091	1078	1388	1069	1068	1371
MOTS003	Commissioned Officer Training For The Reserve Component (RCOT)	250	233	230	250	192	192	270
<b>Total</b>		<b>2317</b>	<b>2114</b>	<b>2057</b>	<b>2428</b>	<b>1922</b>	<b>1801</b>	<b>3348</b>

### SENIOR RESERVE OFFICER TRAINING SCHOOLS<sup>1</sup>

		2014			2015			2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	Prog
SROTC	Senior Reserve Officer Training Corps	1773	13533	1701	1699	12176	1699	1400
<b>Total</b>		<b>1773</b>	<b>13533</b>	<b>1701</b>	<b>1699</b>	<b>12176</b>	<b>1699</b>	<b>1400</b>

1. For SROTC, the "Programmed" number represents Planned production for that FY. The "Entered" number represents the number of new starts to the program. The average number of SROTC enrollees for FY15 was 12,176.

### OTHER COMMISSIONING PROGRAMS

		2014			2015			2016
Course #	Course Title	Prog	Enter	Grad <sup>1</sup>	Prog	Enter	Grad <sup>1</sup>	Prog
AECP001	Airman Education Commissioning Program	0	0	0	0	0	0	0
NECP	Nurse Enlisted Commissioning Program	45	99	10	13	93	31	103
<b>Total</b>		<b>45</b>	<b>99</b>	<b>10</b>	<b>13</b>	<b>93</b>	<b>31</b>	<b>103</b>

### NON-AU ACCESSIONS LOCATED AT MAXWELL

		2014			2015			2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	Prog
YAMS 000	Air National Guard Academy Of Military Science <sup>1</sup>	529	526	511	605	524	494	1024
<b>Total</b>		<b>529</b>	<b>526</b>	<b>511</b>	<b>605</b>	<b>524</b>	<b>494</b>	<b>1024</b>

1. The ANG AMS does not fall under Air University.

		2014			2015			2016
<b>TOTAL AIR UNIVERSITY ACCESSIONS<sup>1</sup></b>		Prog	Enter	Grad	Prog	Enter	Grad	Prog
<b>Total</b>		<b>4664</b>	<b>16272</b>	<b>4279</b>	<b>4745</b>	<b>14715</b>	<b>4025</b>	<b>5875</b>

**AIR FORCE OFFICER ACCESSIONS AND TRAINING SCHOOLS  
Student-Type Breakdown<sup>1</sup>**

**OFFICER TRAINING SCHOOL (OTS)**

<b>TFOT</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
AF Prior Service (Enlisted, AETC Funded)	146	212	187	287	237	109	150	265	169	150
AF Non-Prior Service	330	260	257	278	274	342	368	572	365	296
AFRC	80	53	63	115	111	143	124	130	169	91
ANG	4	3	3	11	4	0	0	42	46	4
<b>Total</b>	<b>560</b>	<b>528</b>	<b>510</b>	<b>691</b>	<b>626</b>	<b>594</b>	<b>642</b>	<b>1009</b>	<b>749</b>	<b>541</b>

<b>AECP</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
<b>Total</b>	<b>46</b>	<b>69</b>	<b>48</b>	<b>36</b>	<b>38</b>	<b>15</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>NECP</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
<b>Total</b>			<b>3</b>	<b>13</b>	<b>43</b>	<b>21</b>	<b>25</b>	<b>10</b>	<b>10</b>	<b>31</b>

<b>COT</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
AF Officer Non-Prior (AETC Funded)	570	671	695	746	865	712	759	680	662	653
AFRC	299	298	316	329	326	370	394	345	317	352
ANG	45	29	31	37	46	58	84	116	99	63
Other	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>914</b>	<b>998</b>	<b>1042</b>	<b>1112</b>	<b>1237</b>	<b>1140</b>	<b>1237</b>	<b>1141</b>	<b>1078</b>	<b>1068</b>

<b>COT/ARC</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
AF Officer (AETC Funded)	0	0	0	0	0	0	0	0	0	0
AFRC	84	71	77	82	79	87	84	96	95	72
ANG	92	87	87	93	104	109	115	115	135	120
<b>Total</b>	<b>176</b>	<b>158</b>	<b>164</b>	<b>175</b>	<b>183</b>	<b>196</b>	<b>199</b>	<b>211</b>	<b>230</b>	<b>192</b>

**AIR FORCE RESERVE OFFICER TRAINING (AFROTC)**

<b>SROTC</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
<b>Total</b>	<b>2083</b>	<b>1989</b>	<b>1852</b>	<b>1894</b>	<b>1856</b>	<b>1942</b>	<b>1801</b>	<b>1675</b>	<b>1701</b>	<b>1698</b>

<b>TOTAL (All Accessions)</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
	<b>3778</b>	<b>3719</b>	<b>3640</b>	<b>3933</b>	<b>3981</b>	<b>3931</b>	<b>3919</b>	<b>4051</b>	<b>3768</b>	<b>3530</b>

1. Numbers reflect students that completed the program in the Fiscal Year indicated.

**JUNIOR RESERVE OFFICER TRAINING (JROTC)<sup>1</sup>**

Junior Reserve Officer Training (JROTC)	FY13		FY14		FY15
	ENROLLMENTS	GRADS	ENROLLMENTS	COMPLETIONS	ENROLLMENTS (Estimate)
	122,000	17,983	124,891	32,063	115,268

1. JROTC numbers represent total enrollments at the beginning of the associated fiscal year, and completions (those who complete at least 3 years of JROTC during high school) at the end of that year.



## ACADEMIC PROGRAMS

### *UNDERGRADUATE EDUCATION*

#### COMMUNITY COLLEGE OF THE AIR FORCE

ASSOCIATE DEGREES AWARDED	FY14			FY15			FY16
	PROJ DEGREES	TOTAL ENROLLED	DEGREES AWARDED	PROJ DEGREES	TOTAL ENROLLED	DEGREES AWARDED	PROJ DEGREES
Community College Of The Air Force	19,250	292,049	23,586	19,000	271,034	24,614	19,000

CCAF "Total Enrolled" numbers based on total students enrolled for FY, not new enrollments.

#### CULTURE AND LANGUAGE

Part Time Undergraduate (Distance Learning)	FY14			FY15				FY16
	PROG TO ENTER	ACTUAL ENTRY	GRAD	PROG TO ENTER	ACTUAL ENTRY	GRAD	ADSL	PROG
MAFCLC001-AF Culture & Language Program <sup>1</sup>	NA	0	0	NA	0	0	0.0	NA
MAFCLC002-AF Culture & Language Program	NA	2200	1422	NA	2750	1673	944	NA
MAFCLC003-Intro to Cross-cultural Communication	NA	930	772	NA	1275	1172	398	NA
<b>TOTAL (CLC)</b>	NA	3,130	2,194	NA	4,025	2,845	1342	NA

1. All MAFCLC001 classes cancelled for FY11

TOTAL (UNDERGRADUATE ED)	FY13			FY14				FY15
	PROG TO ENTER	ACTUAL ENTRY	GRAD	PROG TO ENTER	ACTUAL ENTRY	GRAD	ADSL	PROG
	292,049	26,716	2,194	271,034	28,639	2845	1342	NA

\* Academic programs are multi-year programs; therefore, graduates reported are students who entered previous fiscal year(s) and are not compared to students that entered that year

Source of Data: AU/CFR

## GRADUATE EDUCATION

### ADVANCED STUDIES GROUP

SCHOOL of ADVANCED AIR & SPACE STUDIES <sup>1</sup>	FY14				FY15					FY16
	PROG TO ENTER	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG TO ENTER	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL <sup>2</sup>	PROG
Active Duty	36	36	NA	37	36	36	NA	36	33.8	36
AFRC/ANG <sup>2</sup>	2	2	NA	2	2	2	NA	2	1.9	2
Sister Service <sup>2</sup>	2	2	NA	2	2	2	NA	2	1.9	3
Non-US <sup>2</sup>	5	5	NA	4	6	6	NA	6	5.6	3
<b>TOTAL SAASS</b>	<b>45</b>	<b>45</b>	<b>NA</b>	<b>45</b>	<b>46</b>	<b>46</b>	<b>NA</b>	<b>46</b>	<b>43.2</b>	<b>44</b>
School Of Advanced Military Studies	10	10	NA	10	10	10	NA	10	9.4	10
School Of Advanced Warfighting	2	2	NA	2	2	2	NA	2	1.9	2
Joint Advanced Warfighting School	9	10	NA	9	9	9	NA	9	8.5	8
<b>TOTAL AFERB QUOTA STUDENTS</b>	<b>57</b>	<b>58</b>	<b>0</b>	<b>58</b>	<b>57</b>	<b>57</b>	<b>0</b>	<b>57</b>	<b>53.6</b>	<b>56</b>
<b>TOTAL NON-QUOTA STUDENTS</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>9.4</b>	<b>8</b>
<b>TOTAL (ADVANCED STUDIES GROUP)</b>	<b>66</b>	<b>67</b>	<b>0</b>	<b>66</b>	<b>67</b>	<b>67</b>	<b>0</b>	<b>67</b>	<b>63</b>	<b>64</b>

1. Other Advanced Studies Group quotas (SAMS, SAW, JAWS) data received from respective registrar offices. These do not belong to AU, but are managed as Graduate Education Quotas under the AFERB
2. Non-quota

TEST PILOT SCHOOL (Affiliate- Masters Degree)	FY14			FY15				FY16
	Prog	Actual Entry (14AY 15A & B)	Grad (13AY 14A & B)	Prog	Actual Entry (15AY 156 & B)	Grad (14AY 15 & B)	ADSL	Prog
Active Duty	NA	44	44	NA	16	40	36.0	NA
Sister Service	NA	2	2	NA	1	1	1.3	NA
Civilian	NA	0	0	NA	1	0	0.6	NA
Non-US	NA	3	5	NA	2	3	3.2	NA
<b>TPS TOTALS:</b>	<b>NA</b>	<b>49</b>	<b>51</b>	<b>NA</b>	<b>20</b>	<b>44</b>	<b>41.2</b>	<b>NA</b>

SCHOOL of ADVANCED AIR & SPACE STUDIES (Doctoral Program)	FY14				FY15					FY16
	PROG TO ENTER	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG TO ENTER	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL <sup>2</sup>	PROG
Active Duty	NA	8	44	8	NA	8	54	3	38.5	NA

**AFIT GRADUATE SCHOOL OF ENGINEERING AND MANAGEMENT**

QUOTA STUDENTS-MASTERS	FY14				FY15					FY16
	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Regular	193	117	151	101	215	118	117	106	285.0	321
AU,AFIT,USAFA,TPS Faculty	5	10	6	6	8	8	1	11	15.3	25
Test Pilot School	2	3	3		2	2	6	3	9.8	2
Intermediate Developmental Education		0		16		0	0	0	0.0	4
USAFA Graduate Scholarship Program	23	6	9	6	8	7	6	6	15.8	13
USAFA National Collegiate Scholarship Program						0	0	0	0.0	1
Enlisted Master's	4	3	5	3	3	2	5	3	8.8	1
Information Assurance Scholarship Program	3	2				0	1	1	2.0	
Vigilant Scholar						0	0	0	0.0	2
Acquisition Accessions Program <sup>1</sup>	19	38	41	32	47	45	43	38	105.3	16
Advanced School Of Air Mobility	12	15		13	12	16	16	16	36.0	14
<b>TOTAL</b>	<b>261</b>	<b>194</b>	<b>215</b>	<b>177</b>	<b>295</b>	<b>198</b>	<b>195</b>	<b>184</b>	<b>477.8</b>	<b>399</b>

QUOTA STUDENTS-DOCTORATE	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Regular	12	13	38	4	17	19	33	13	81.0	21
AU,AFIT,USAFA, TPS Faculty	31	13	35	7	25	7	37	15	70.0	51
<b>TOTAL</b>	<b>43</b>	<b>26</b>	<b>73</b>	<b>11</b>	<b>42</b>	<b>26</b>	<b>70</b>	<b>28</b>	<b>151</b>	<b>72</b>
<b>TOTAL (QUOTA STUDENTS)</b>	<b>304</b>	<b>220</b>	<b>288</b>	<b>188</b>	<b>337</b>	<b>224</b>	<b>265</b>	<b>212</b>	<b>628.8</b>	<b>471</b>

1. "Acquisition Accessions" was a new program added after FY08 quotas were published on PGL for FY08; FY08 and FY09 are funded by SAF/AQ but are AETC funded starting FY10

	FY14				FY15					FY16
<b>NON-QUOTA STUDENTS-MASTERS</b>	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Air Force	NA	10	45	10	NA	49	57	17	106.5	NA
International Students	NA	12	10	9	NA	12	10	11	27.3	NA
Sister Service	NA	13	13	16	NA	19	39	28	74.3	NA
Civilians	NA	14	38	19	NA	59	41	22	101.8	NA
Civilian DAGSI	NA	6	14	7	NA	0	0	0	0.0	NA
<b>TOTAL</b>	0	55	120	61	0	139	147	78	309.8	0
<b>NON-QUOTA STUDENTS-DOCTORATE</b>	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Air Force	NA	7	2	7	NA	0	6	2	9.0	NA
International Students	NA	1	1	1	NA	0	1	1	2.5	NA
Sister Service	NA	1	0	1	NA	1	4	1	7.0	NA
Civilians	NA	7	48	9	NA	15	51	9	87.0	NA
Civilian DAGSI	NA	5	27	3	NA	0	0	0	0.0	NA
<b>TOTAL</b>	0	21	78	21	0	16	62	13	105.5	0
<b>NON-QUOTA STUDENTS-CERTIFICATE</b>	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Air Force	NA	20	59	39	NA	86	65	49	149.4	NA
Sister Service	NA	7	14	4	NA	17	11	49	52.3	NA
Civilians	NA	9	4	17	NA	26	12	11	35.1	NA
Civilian DAGSI	NA	0	0	0	NA	0	0	0	0.0	NA
<b>TOTAL</b>	NA	36	77	60	NA	129	88	109	236.8	NA
<b>TOTAL (NON-QUOTA STUDENTS)</b>	NA	112	275	142	NA	284	297	200	652	NA
<b>TOTALS (AFIT RESIDENT)</b>	304	332	563	330	337	508	562	412	1280.8	471

**AFIT CIVILIAN INSTITUTIONS (Various Locations)**

QUOTA STUDENTS-MASTERS	FY14				FY15					FY16
	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Regular	24	22	7	15	20	22	12	20	43.5	25
Faculty Prep	15	9	12	17	14	13	20	23	47.0	17
Acquisition Accessions Scholarship Program <sup>1</sup>	2	2	1	2	2	6	4	2	10.0	1
Graduate Scholarship Program	12	12	6	6	13	8	3	13	18.8	8
USAFA National Collegiate Scholarship Program	48	48	34	44	32	21	31	37	89.0	17
Enlisted Masters	6	6	0	6	2	1	0	0	0.8	0
Information Assurance Scholarship Program	0	3	0	3	3	0	0	0	0.0	0
USAFA AOC	47	47	0	47	20	20	0	20	20.0	21
Legal Masters	42	42	0	42	26	19	0	26	22.5	19
Olmsted	8	8	0	8	8	4	8	3	8.0	5
Chaplain Ed	3	3	0	3	2	0	2	0	2.0	1
Air Force Scholars (Various)	2	2	0	2	0	1	2	0	2.8	2
Vigilant Scholar	0	0	0	0	2	0	0	0	0.0	2
Lean Aerospace Initiative Fellowship	2	2	0	2	3	0	0	0	0.0	2
<b>TOTAL</b>	<b>211</b>	<b>206</b>	<b>60</b>	<b>197</b>	<b>147</b>	<b>115</b>	<b>82</b>	<b>144</b>	<b>264.3</b>	<b>120</b>
QUOTA STUDENTS-DOCTORATE	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Regular	8	6	7	4	7	6	13	4	28.0	4
Faculty Prep	24	43	70	40	15	25	92	26	168.5	18
Information Assurance Scholarship Program	0	0	0	0	0	0	1	0	1.0	0
Other Scholarships (CSAF)	3	3	4	2	3	3	6	2	13.5	3
USAFA National Collegiate Scholarship Program	3	3	8	5	3	2	7	4	16.0	1
Funded Legal Education Program	6	6	1	7	5	3	10	0	14.5	3
Olmstead	1	1	0	0	0	0	0	1	0.0	0
AF Scholars	2	2	4	0	1	0	1	3	5.5	0
<b>TOTAL</b>	<b>47</b>	<b>64</b>	<b>94</b>	<b>58</b>	<b>34</b>	<b>39</b>	<b>130</b>	<b>40</b>	<b>247</b>	<b>29</b>
QUOTA STUDENTS-NON DEGREE	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Education With Industry	30	31		31	30	32	0	30	25.7	33
USAFA National Collegiate Scholarship Program	2	2	2	0	0	1	0	1	2.0	0
Lean Aerospace Initiative Fellowship	3	3	0	3	1	0	0	0	0.0	1
Olmstead	9	9	0	4	0	0	0	2	2.0	0
<b>TOTAL</b>	<b>44</b>	<b>45</b>	<b>2</b>	<b>38</b>	<b>31</b>	<b>33</b>	<b>0</b>	<b>33</b>	<b>29.7</b>	<b>34</b>
<b>TOTAL (QUOTA STUDENTS)</b>	<b>302</b>	<b>315</b>	<b>156</b>	<b>293</b>	<b>212</b>	<b>187</b>	<b>212</b>	<b>217</b>	<b>541</b>	<b>183</b>

1. "Acquisition Accessions" formerly funded by SAF/AQ but are AETC funded starting FY10

	FY14				FY15					FY16
	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
<b>NON-QUOTA STUDENTS-MASTERS</b>										
ED Delay (AF Reserve)	NA	10	15	14	NA	3	3	10	12.8	NA
Chaplain RPSP	NA	0	0	4	NA	0	1	1	1.8	NA
<b>NON-QUOTA STUDENTS-DOCTORATE</b>										
ED Delay (AF Reserve)	NA	8	2	8	NA	2	11	6	23.0	NA
Excess Leave	NA	4	2	4	NA	4	6	2	15.0	NA
<b>NON-QUOTA STUDENTS-OTHER</b>										
Extended Education With Industry (Civ)	NA	9	0	9	NA	7	0	8	7.5	NA
<b>TOTAL (NON-QUOTA STUDENTS)</b>	NA	30	25	24	NA	31	19	39	85.0	NA

<b>TOTAL (AFIT CIVILIAN INSTITUTIONS (VARIOUS))</b>	302	346	175	332	212	203	233	244	601	183
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**AFIT CIVILIAN INSTITUTIONS (Air Force Quota Students at Naval Post Graduate School)**

	FY14				FY15					FY16
	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
<b>QUOTA STUDENTS-MASTERS</b>										
Regular	36	36	8	28	51	51	21	52	98.3	52
Faculty Prep	2	1	1		0	1	0	1	1.5	0
Intermediate Developmental Education	4	6	1	6	4	4	4	6	11.5	4
Graduate Scholarship Program	1	1	0	1	0	0	0	0	0.0	0
USAFA National Collegiate Scholarship Program	0	0	0	1	0	0	0	0	0.0	0
Enlisted to AFIT	0	1	0	1	0	1	1	1	2.5	1
Information Assurance Scholarship Program	0	0	0	0	0	0	0	0	0.0	0
AF Scholars	0	0	0	0	0	0	0	0	0.0	0
<b>QUOTA STUDENTS-DOCTORATE</b>										
Regular	1	1	2	1	1	0	1	0	1.0	0
Faculty Prep	1	1	1	3	0	1	0	1	3.0	0
Information Assurance Scholarship Program	0	0	0	0	0	0	0	0	0.0	0
Intermediate Developmental Education	4	4	0	4	0	0	0	0	0.0	0
<b>QUOTA STUDENTS-NON DEGREE</b>										
Basic Meteorology	2	2	0	2	1	0	0	0	0.0	2
<b>TOTAL (CIVILIAN INSTITUTIONS, NAVAL POST GRAD)</b>	51	53	13	47	57	58	27	61	118	59

**AFIT CIVILIAN INSTITUTIONS (MEDICAL GRADUATE EDUCATION-VARIOUS INSTITUTIONS)**

MEDICAL GRAD ED PROGRAMS	FY14				FY15					FY16
	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Allied Health	93	101	100	87	76	69	107	71	140.0	75
Health Prof Scholarship Progm	481	506	1091	510	461	402	1048	471	1454	433
Financial Assistance Prog	20	17	28	20	19	12	27	13	31	17
Development Ed Fellowship	0	0	0	0	0	3	0	0	4	0
Medical Ed w/Industry	0	0	0	0	0	8	0	6	18	0
Grad Medical/Dental Prog	85	83	78	87	68	58	77	75	166	58
<b>TOTAL (MEDICAL GRAD ED STUDENTS)</b>	<b>679</b>	<b>707</b>	<b>1297</b>	<b>704</b>	<b>624</b>	<b>552</b>	<b>1259</b>	<b>636</b>	<b>1812.3</b>	<b>583</b>

TOTAL (ALL CIVILIAN INSTITUTION PROGRAMS)	FY14				FY15					FY16
	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
	1032	1106	1485	1083	893	813	1519	941	2531.0	825

GRAND TOTAL (AFIT GRAD EDUCATION)	FY14				FY15					FY16
	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
	<b>1336</b>	<b>1438</b>	<b>2048</b>	<b>1413</b>	<b>1230</b>	<b>1321</b>	<b>2081</b>	<b>1353</b>	<b>3812</b>	<b>1296</b>

**Air Force Research Institute (CIVILIAN INSTITUTIONS)**

AU/AFRI Quota Students-Masters	FY14				FY15					FY16
	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
CSAF Scholars (MS)	3	3	0	3	3	4	0	4	4.0	4
Air Force Fellows	NA	114	22	126	NA	129	26	129	219.5	NA
Total Air Force Fellows	3	117	22	129	3	133	26	133	223.5	4

Note: This program is part of the AFERB quotas to Civilian Institutions, but is not managed by AFIT Civilian Institutions. It is managed by AU/AFRI

**GRADUATE EDUCATION SUMMARY\***

GRADUATE EDUCATION	FY14				FY15					FY16
	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	PROG	ACTUAL ENTRY	CARRY OVERS	GRAD	ADSL	PROG
Test Pilot School (AU Degree)	NA	49	NA	51	NA	20	NA	44	41	NA
SAASS Masters Program	45	45	NA	45	46	46	NA	46	43	44
SAASS Doctoral Program	NA	8	44	4	NA	8	54	3	39	NA
AFIT Degree Programs	657	695	674	649	606	640	734	608	1763	713
AFIT Certificate	NA	36	77	60	NA	129	88	109	237	NA
AFIT Medical	679	707	1297	704	624	552	1259	636	1812.3	583
AFRI CSAF MS, AFF	3	117	22	129	3	133	26	133	223.5	4
Non-AU Advanced Studies	21	22	0	21	21	21	0	21	20	20
<b>GRAND TOTAL</b>	<b>1405</b>	<b>1679</b>	<b>2114</b>	<b>1663</b>	<b>1300</b>	<b>1549</b>	<b>2161</b>	<b>1600</b>	<b>4178</b>	<b>1364</b>

\* Academic programs are multi-year programs; therefore, graduates reported are students who entered previous fiscal year(s) and are not compared to students that entered that year

\* Graduate Education Programmed numbers are based on the approved AFERB AAD quota document and Medical Graduate Education programmed numbers from AFIT. Academic programs that do not have a "Programming" document are shown as Not Applicable (NA).

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## DEVELOPMENTAL EDUCATION

### *OFFICER DEVELOPMENTAL EDUCATION*

#### SPAATZ CENTER

SENIOR DEVELOPMENTAL EDUCATION (SDE)									
RESIDENT		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
MAWC001	Air War College Resident Program	246	246	244	246	246	245	208.6	248
DISTANCE LEARNING		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
MAWC003	Air War College Correspondence Program	NA	2331	1586	NA	2643	1078	0.00	NA
<b>TOTAL (SDE)</b>		<b>246</b>	<b>2577</b>	<b>1830</b>	<b>246</b>	<b>2889</b>	<b>1323</b>	<b>208.6</b>	<b>248</b>

INTERMEDIATE DEVELOPMENTAL EDUCATION (IDE)									
RESIDENT		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
MACSC001	Air Command & Staff College Resident Program <sup>1</sup>	511	508	504	482	508	507	408.5	482
DISTANCE LEARNING		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
MACSC003	Air Command & Staff College Correspondence Program	NA	10641	3052	NA	13177	2120	0.00	NA
MACSC010 MACSC010s MAUWIC010 MAULDR010	Air Command & Staff College On Line Masters Program (All Concentrations)	NA	865	403	NA	712	280	0.00	NA
<b>TOTAL (IDE)</b>		<b>511</b>	<b>12014</b>	<b>3959</b>	<b>482</b>	<b>14397</b>	<b>2907</b>	<b>408.5</b>	<b>482</b>

BASIC DEVELOPMENTAL EDUCATION (BDE)									
RESIDENT		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
MSOS001	Squadron Officer School	3616	3628	3612	4367	4232	4220	289.5	4246
LSOS 001	Inter-American Squadron Officer School <sup>1</sup>	12	12	12	12	12	12	1.7	12
DISTANCE LEARNING		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
MSOS003 & MSOS020 <sup>2</sup>	Squadron Officer School	NA	1395	1544	NA	1395	1544	588.4	NA
<b>TOTAL (BDE)</b>		<b>3628</b>	<b>3640</b>	<b>3624</b>	<b>4379</b>	<b>4244</b>	<b>4232</b>	<b>291.6</b>	<b>4258</b>

1. IAFAA Does not belong to Air University, but student programmed numbers are reflected under SOS on the Program Guidance Letter so are included for budget tracking purposes.

2. Course 00028 deactivated 31 Dec 2011

TOTAL OFFICER DEVELOPMENTAL EDUCATION	FY14			FY15				FY16
	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
AU RESIDENT	4385	4394	4372	5107	4998	4984	908.2	4988
AU DISTANCE LEARNING	0	15232	6585	0	17844	4278	0.0	0
<b>GRAND TOTALS, 8 PROGRAMS</b>	<b>4385</b>	<b>19626</b>	<b>10957</b>	<b>5107</b>	<b>22842</b>	<b>9262</b>	<b>908.2</b>	<b>4988</b>

**ENLISTED DEVELOPMENTAL EDUCATION**

**SENIOR NCO ACADEMY**

RESIDENT		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
MAFSNCOA100	USAF Senior NCO Academy	1935	1517	1509	1935	1478	1452	277.41	1914
MCLC001	Chief Master Sergeant Leadership Course	NA	NA	NA	NA	NA	NA	NA	NA
DISTANCE LEARNING		FY14			FY15				FY16
00012, 00014	SNCOA Distance Learning	NA	8465	4706	NA	10356	4481	NA	NA
<b>TOTAL</b>		<b>1935</b>	<b>9982</b>	<b>6215</b>	<b>1935</b>	<b>11834</b>	<b>5933</b>	<b>277.4</b>	<b>1914</b>

1. Chief Masters Sergeant Leadership Course was discontinued as a resident course in 2011, but will return in FY16

**NCO ACADEMY (CONUS AETC Programs)**

RESIDENT		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
YNCOA 60	NCO Academy -McGhee Tyson		1615	1583	1265	1158	1143	130.9	1000
YNCOA100	NCO Academy- Lackland AFB		1316	1293	1315	1242	1212	139.7	1578
YNCOA101	NCO ACADEMY- Keesler AFB		712	703	540	443	437	50.1	1578
YNCOA102	NCO Academy - Gunter ANNEX		0	0	0	0	0	0	0
YNCOA107	NCO Academy - Peterson FIELD		800	791	784	750	743	85	1578
YNCOA109	NCO Academy -Tyndall AFB		1269	1254	1040	1148	1122	129.2	1578
YNCOA110	NCO Academy -Sheppard AFB		1103	1097	1022	1051	1041	119.1	1578
YNCOA IAAFA <sup>1</sup>	Inter-American NCOA (Lackland)		11	11	20	11	11	1.3	20
NCOA (8 Locations)			6826	6732	7914	5803	5709	655.1	8910
DISTANCE LEARNING		FY14			FY15				FY16
00009, 00015	NCOA Distance Learning		11212	1757	NA	32774	5838	NA	NA
YNCOA 61	NCO Academy- McGhee Tyson (ANG)- Satellite/Blended		243	232	NA	143	132	15.7	100
NCOA: 2 programs		NA	11455	1989	NA	32917	5970	27.0	NA
<b>TOTAL</b>		<b>NA</b>	<b>18281</b>	<b>8721</b>	<b>NA</b>	<b>38720</b>	<b>11679</b>	<b>798.7</b>	<b>9010</b>

1. IAAFA Does not belong to Air University, but student programmed numbers are reflected under NCOA on the Program Guidance Letter so are included for budget tracking purposes. Students number reflect AF Active Duty only

NCO ACADEMY (OCONUS: PACAF/USAFE)		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
YNCOA	OCONUS NCO Academies	2530	1788	1927	2160	1696	1696	193.0	2160
<b>TOTAL (4 OCONUS Locations)</b>		<b>2530</b>	<b>1788</b>	<b>1927</b>	<b>2160</b>	<b>1696</b>	<b>1696</b>	<b>193.0</b>	<b>2160</b>

**AIRMAN LEADERSHIP SCHOOL**

RESIDENT		FY14			FY15				FY16
Course #	Course Title	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
ALS	Airman Leadership Schools (Resident)	16500	15583	15583	16500	14125	14125	1378.1	16500
DISTANCE LEARNING		FY14			FY15				FY16
00001 & 00003	Airman Leadership School (Distance Learning)	16500	22656	19325	NA	10173	5952	NA	NA
<b>TOTAL</b>		<b>16500</b>	<b>22656</b>	<b>19325</b>	<b>16500</b>	<b>24298</b>	<b>20077</b>	<b>1378.1</b>	<b>16500</b>

ALS resident program "Entered" figures are estimates, based on reported completions

Total Enlisted Developmental Education	FY14			FY15				FY16
	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
AU RESIDENT ENLISTED	29679	25714	25751	28509	23102	22982	2503.7	29484
AU DISTANCE LEARNING	0	26750	10205	0	53303	16271	0	0
<b>GRAND TOTALS</b>	<b>29679</b>	<b>52464</b>	<b>35956</b>	<b>28509</b>	<b>76405</b>	<b>39253</b>	<b>2503.7</b>	<b>29484</b>

Grand Totals Officer & Enlisted Dev Education	FY14			FY15				FY16
	Prog	Entered	Grad	Prog	Entered	Grad	ADSL	Prog
AU RESIDENT	34064	30108	30123	33616	28100	27966	3411.9	34472
AU DISTANCE LEARNING	NA	41982	16790	NA	71147	20549	0.00	NA
<b>GRAND TOTAL, ALL PROGRAMS</b>	<b>34064</b>	<b>72090</b>	<b>46913</b>	<b>33616</b>	<b>99247</b>	<b>48515</b>	<b>3411.9</b>	<b>34472</b>

## AIR UNIVERSITY PROFESSIONAL MILITARY EDUCATION HISTORICAL CLASS COMPOSITION – SUMMARIZED BY SCHOOL

### AIR WAR COLLEGE:

STUDENT TYPE	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	05AY06	06AY07 & 05AY06 A	07AY08 & 06AY07A	08AY09 & 07AY08A	09AY10	10AY11	11AY12	12AY13	13AY14	13AY14
Air Force Officer	118	133	131	128	114	117	111	106	106	106
Air Force Civilian	6	8	7	10	6	5	2	8	7	12
Air Force Reserve	8	7	7	7	8	7	9	11	8	8
Air National Guard	12	11	11	7	8	10	11	12	9	8
Army	28	27	26	25	23	24	34	34	40	30
Navy	15	10	10	8	10	10	10	9	10	10
Marine	7	10	9	10	9	10	10	9	10	9
DoD Civ	5	4	2	6	8	5	4	7	6	9
Non-DoD Civ	0	3	3	5	3	5	3	4	5	8
Non-US	46	44	42	45	45	44	46	44	43	45
Other	1	1	1	1	1	3	1	1	1	1
<b>TOTALS:</b>	<b>246</b>	<b>258</b>	<b>249</b>	<b>252</b>	<b>235</b>	<b>240</b>	<b>241</b>	<b>245</b>	<b>245</b>	<b>246</b>

### AIR COMMAND AND STAFF COLLEGE:

STUDENT TYPE	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	05AY06	06AY07 & 05AY06A	07AY08 & 06AY07A	08AY09	09AY10	10AY11	11AY12	12AY13	13AY14	13AY14
Air Force Officer	365	370	295	273	313	308	315	273	300	312
Air Force Civilian	13	4	16	10	11	13	15	20	17	15
Air Force Reserve	12	12	13	13	15	15	15	15	15	15
Air National Guard	11	9	10	12	7	12	10	10	10	10
Army	44	45	45	43	41	42	43	43	47	45
Navy	36	36	32	31	32	30	30	29	30	29
Marine	9	10	8	11	11	8	10	12	13	12
DoD Civilian	0	9	1	0	0	3	0	0	0	2
Non-DoD Civilian	2	1	2	3	0	0	0	2	1	1
Non-US	77	74	74	77	76	79	75	76	73	66
Other	0	0	0	0	0	0	0	0	0	0
<b>TOTALS:</b>	<b>569</b>	<b>570</b>	<b>496</b>	<b>473</b>	<b>506</b>	<b>510</b>	<b>513</b>	<b>480</b>	<b>506</b>	<b>507</b>

### SQUADRON OFFICER COLLEGE

STUDENT TYPE	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Air Force Officer	3138	2824	2891	2616	2550	2497	3039	3308	3296	3828
Air Force Civilian	101	85	79	63	90	84	74	55	77	88
Air Force Reserve	92	95	91	107	94	91	62	92	79	92
Air National Guard	84	24	91	98	97	97	94	103	103	145
DoD Civilian	0	0	0	0	0	0	0	0	0	0
Non-US	69	64	69	73	67	64	31	56	69	67
Other	0	0	0	0	0	0	0	0	0	0
<b>TOTALS:</b>	<b>3484</b>	<b>3092</b>	<b>3221</b>	<b>2957</b>	<b>2898</b>	<b>2833</b>	<b>3300</b>	<b>3614</b>	<b>3624</b>	<b>4220</b>

### AIR AND SPACE BASIC COURSE<sup>1</sup>

STUDENT TYPE	FY06	FY07	FY08	FY09	FY10	FY11
Air Force Officer	3147	2620	2481	2403	2773	1900
Air Force Civilian	64	54	42	37	0	0
Air Force Reserve	12	12	129	347	303	45
Air National Guard	27	15	55	24	53	37
<b>TOTALS:</b>	<b>3250</b>	<b>2701</b>	<b>2707</b>	<b>2811</b>	<b>3129</b>	<b>1982</b>

**CHIEF MASTER SERGEANT LEADERSHIP COURSE:**

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Air Force Enlisted	599	689	439	455	578	514	535			
Air Force Civilian	0	0	0	0	0	0	0			
Air Force Reserve	19	49	25	46	26	35	30			
Air National Guard	57	61	50	57	73	85	77			
Army	0	1	0	0	0	1	0			
Navy	0	1	0	0	0	0	0			
Non-US	1	0	0	0	0	0	1			
Other										
<b>TOTALS:</b>	<b>676</b>	<b>801</b>	<b>514</b>	<b>558</b>	<b>677</b>	<b>635</b>	<b>643</b>			

1. Chief Masters Sergeant Leadership Course was discontinued as a residence course in Nov 2011, and scheduled to return in FY16.

**USAF SENIOR NCO ACADEMY:**

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Air Force Enlisted	1801	1210	1177	1437	1733	1757	1622	1130	1151	1050
Air Force Civilian	0	0	0	0	0	0	0	0	0	0
Air Force Reserve	101	121	118	106	93	127	120	119	133	103
Air National Guard	149	146	139	125	146	175	180	177	179	239
Army	48	72	56	34	24	14	0	0	0	0
Navy	22	15	6	26	28	30	27	17	8	13
Marine	0	0	0	0	0	0	1	3	5	9
DoD Civilian	0	0	0	0	0	0	0	0	0	0
Non-US	6	17	13	21	23	16	21	29	24	31
Other	13	19	31	42	34	36	22	12	9	7
<b>TOTALS:</b>	<b>2140</b>	<b>1600</b>	<b>1540</b>	<b>1791</b>	<b>2081</b>	<b>2155</b>	<b>1993</b>	<b>1487</b>	<b>1509</b>	<b>1452</b>

**USAF CONUS NCO ACADEMIES<sup>1</sup>:**

STUDENT TYPE	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Air Force Enlisted	7550	4863	5107	4949	5196	5671	6729	5623	5437	4320
Air Force Civilian	18	15	7	4	1	47	162	0	1	0
Air Force Reserve	228	205	201	196	161	150	255	201	327	111
Air National Guard	276	144	203	239	227	174	891	893	932	124
Army	0	0	1	0	0	0	3	0	0	0
Navy	0	0	0	0	0	0	0	1	0	0
DoD Civilian	0	0	0	0	0	0	0	0	0	0
Non-US	2	3	5	3	0	0	2	6	6	0
Other	0	0	4	0	0	0	13	17	18	0
<b>TOTALS:</b>	<b>8074</b>	<b>5230</b>	<b>5528</b>	<b>5391</b>	<b>5585</b>	<b>6042</b>	<b>8055</b>	<b>6741</b>	<b>6721</b>	<b>4555</b>

1. Numbers reflect number of students that completed the program in the FY and Class indicated.

## PROFESSIONAL CONTINUING EDUCATION (PCE)

### THE BARNES CENTER

<b>Enlisted PCE (Barnes Center)</b>									
RESIDENT CLASSES		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MESC003	Enlisted Professional Military Education Instructor Course	165	174	173	172	171	170	9.3	164
<b>Total Resident</b>		<b>165</b>	<b>174</b>	<b>173</b>	<b>172</b>	<b>171</b>	<b>170</b>	<b>9.3</b>	<b>164</b>

<b>Air Force Career Development Academy PCE (Barnes Center)</b>									
RESIDENT PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MEC1100	AFCDA Course for Authors	0	0	0	57	33	33	0.5	51
<b>Total LeMay Resident PCE</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>57</b>	<b>33</b>	<b>33</b>	<b>0.5</b>	<b>51</b>
On-Site PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MEC1100	AFCDA Course for Authors	0	33	33	0	0	0	0	0
<b>Total LeMay On-Site PCE</b>		<b>0</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Distance Learning PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
	Specialized Distance Learning Courses	NA	262	233	N/A	157	241	NA	NA
<b>Total Specialized DL Courses</b>		<b>NA</b>	<b>262</b>	<b>233</b>	<b>N/A</b>	<b>157</b>	<b>241</b>	<b>NA</b>	<b>NA</b>
<b>Total AFCDA PCE</b>		<b>0</b>	<b>295</b>	<b>266</b>	<b>57</b>	<b>190</b>	<b>274</b>	<b>0.5</b>	<b>51</b>

	2014			2015				2016
	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
Barnes Center- Resident PCE	165	174	173	229	204	203	9.8	215
Barnes Center-On-Site PCE	0	33	33	0	0	0	0	0
Barnes Center- Distance Learning PCE	NA	262	233	0	157	241	0	0
<b>Total Barnes Center PCE</b>	<b>165</b>	<b>469</b>	<b>439</b>	<b>229</b>	<b>361</b>	<b>444</b>	<b>9.8</b>	<b>215</b>

**THE EAKER CENTER**

<b>COMMANDERS PROFESSIONAL DEVELOPMENT SCHOOL (Eaker Center)</b>									
RESIDENT CLASSES		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MLMDC800	USAF Wing Commanders Seminar	106	98	97	112	112	112	1.5	113
MLMDC810	USAF Mission Support Group Commanders Course	61	58	58	71	71	70	1.5	63
MLMDC813	USAF Incident Management Course	112	172	172	226	243	226	2.6	140
MLMDC871	USAF Maintenance Group Commanders Course	50	23	23	21	21	21	0.5	35
MLMDC872	USAF Medical Group Commanders Course	34	30	30	33	33	33	0.9	44
MLMDC874	USAF Senior Materiel Leader Course	32	15	15	34	34	34	0.8	33
MLMDC875	USAF Operations Group Commanders Course	87	85	85	107	107	107	2.1	97
MLMDC877	USAF Senior Leaders Mission Generation Course	0	177	177	228	228	228	1.3	363
MLMDC901	Wing Commander Executive Level Response Course (WERC)	0	0	0	104	104	104	2.1	110
Total Resident		482	658	657	936	953	935	13.2	998
ON-SITE CLASSES		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MLMDC800	USAF Wing Commanders Seminar	16	18	18	0	0	0	0	0
MLMDC810	USAF Mission Support Group Commanders Course	16	14	14	0	0	0	0	0
MLMDC813	USAF Incident Management Course	14	166	166	24	24	24	0.3	90
MLMDC874	USAF Senior Material Leader Course	8	21	21	0	0	0	0	0
MLMDC875	USAF Operations Course for Group Commanders	23	14	14	0	0	0	0	0
MLMDC877	USAF Senior Leaders Mission Generation Course	0	39	39	0	0	0	0	0
Total On-Site		77	272	272	24	24	24	0.3	90
<b>Total CPDS</b>		<b>559</b>	<b>930</b>	<b>929</b>	<b>960</b>	<b>977</b>	<b>959</b>	<b>13.5</b>	<b>1088</b>

<b>CHAPLAIN CORPS COLLEGE (Eaker Center)</b>									
RESIDENT CLASSES		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFCSI101	Basic Chaplain Course	15	77	76	66	64	64	5.3	45
MAFCSI114	Deputy Wing Chaplain Course	36	21	21	23	23	23	0.6	40
MAFCSI115	Wing Chaplain Course	31	35	35	39	38	38	1.0	46
MAFCSI116	Readiness Chaplain Course	10	0	0	0	0	0	0	0
MAFCSI117	Chaplain Candidate Course	0	20	20	0	0	0	0	0
MAFCSI124	Redeployment, Reintegration & Reunion Issues	14	0	0	0	0	0	0	0
MAFCSI125	Chaplain Spiritual Leadership Course	15	50	50	55	54	54	0.7	56
MAFCSI129	Senior Chaplain Course	15	16	16	20	11	11	0.1	15
MAFCSI130	Chaplain Corps Current Education Issues	0	0	0	33	33	33	0.3	0
MAFCSI131	Chaplain Assistant Senior Leadership Issues	15	16	16	18	11	11	0.1	21
MAFCSI132	Spiritual Care For Wounded Warriors	15	45	45	85	81	81	0.7	41
MAFCSI137	Superintendent-NCOIC, Chapel Operations Course	32	43	43	54	51	51	1.4	46
Total Resident		198	323	322	393	366	366	10.2	310



<b>HUMAN RESOURCE MANAGEMENT SCHOOL (Eaker Center)</b>									
<b>RESIDENT CLASSES</b>		<b>2014</b>			<b>2015</b>				<b>2016</b>
<b>Course #</b>	<b>Course Title</b>	<b>Prog</b>	<b>Enter</b>	<b>Grad</b>	<b>Prog</b>	<b>Enter</b>	<b>Grad</b>	<b>ADSL</b>	<b>Prog</b>
MAFHRMS112	Advanced Employee-Management Relations Course	26	19	19	30	30	30	0.4	31
MAFHRMS117	Resource Management Course	27	21	21	52	49	49	0.5	53
MAFHRMS118	Equal Opportunity (EO) Directors Course	35	15	15	0	0	0	0	35
MAFHRMS119	Labor Management Relations Course	28	29	29	32	32	32	0.8	31
MAFHRMS126	Basic Mediation Course	48	0	0	0	0	0	0	60
MAFHRMS127	Advanced Mediation Course	10	0	0	0	0	0	0	12
MAFHRMS140	Air Force Sexual Assault Response Coordinators Course	0	116	116	100	97	97	2.1	100
MAFHRMS405	Manpower Staff Officer Course	0	19	19	42	42	42	1.6	60
MAFHRMS408	Airman and Family Readiness Basic Course	85	136	136	135	136	136	1.9	150
MAFHRMS415	Civilian Personnel Advisor Course	13	20	20	0	0	0	0	34
MFSS200	Protocol Fundamentals	48	115	115	171	156	156	3.0	173
MFSS250	Mortuary Officers Course	58	94	94	90	90	89	1.2	90
MFSS255	Mortuary Technicians Seminar	0	57	57	60	58	58	0.8	60
MFSS275	Force Support Contingency Course	43	72	72	113	113	113	1.6	128
MFSS305	FSS Community Services Flight Leadership Course	20	0	0	0	0	0	0	0
MFSS307	FSS Airman and Family Services Flight Leadership Course	20	0	0	0	0	0	0	0
MFSS308	FSS Sustainment Services Flight Leadership Course	18	0	0	0	0	0	0	0
MFSS309	FSS Manpower and Personnel Flight Leadership	25	0	0	0	0	0	0	0
MFSS315	FSS Community Services Flight Leadership Course	0	0	0	0	0	0	0	0
MFSS317	FSS Airman and Family Services Flight Leadership Course	0	13	13	0	0	0	0	22
MFSS318	FSS Sustainment Services Flight Leadership Course	0	11	11	17	17	17	0.2	31
MFSS319	FSS Manpower and Personnel Flight Leadership	0	0	0	16	16	16	0.2	18
MFSS375	Force Support Deputy/Ops Officer Course	0	0	0	30	26	16	0.3	0
MFSS400	Force Support Squadron Leadership Course	39	30	30	62	61	61	1.7	40
<b>Total Resident</b>		<b>543</b>	<b>767</b>	<b>767</b>	<b>950</b>	<b>923</b>	<b>912</b>	<b>16.2</b>	<b>1128</b>

<b>ON-SITE CLASSES</b>		<b>2014</b>			<b>2015</b>				<b>2016</b>
<b>Course #</b>	<b>Course Title</b>	<b>Prog</b>	<b>Enter</b>	<b>Grad</b>	<b>Prog</b>	<b>Enter</b>	<b>Grad</b>	<b>ADSL</b>	<b>Prog</b>
MAFHRMS117	Civilian Workyear Management Course	0	22	22	0	0	0	0	0
MFSS200	Protocol Fundamentals	0	55	55	0	0	0	0	0
<b>Total On-Site</b>		<b>0</b>	<b>77</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

DISTANCE LEARNING CLASSES		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFHRMS108	Basic Civilian Training Force Development Specialist Course	0	41	38	80	26	25	0.3	80
MAFHRMS109	Employee Development Advanced Course	0	13	12	38	29	24	0.4	20
MAFHRMS110	Employee-Management Relations Course	0	44	38	135	74	66	0.5	90
MAFHRMS121	Civilian Personnel Management Course	0	3543	3085	4000	3874	3366	34.7	4200
MAFHRMS416	Military Personnel Management Course	0	624	565	600	683	606	3.5	600
MAFHRMS417	USAF Supervisor Course	0	1492	1266	1800	1479	1266	18.8	2100
MAFHRMS418	Advanced USAF Supervisor Course	0	485	442	1200	553	505	3.6	800
MAFHRMS419	New Employee Orientation Course	0	8917	7013	12000	18944	16737	48.9	12000
MAFHRMS420	USAF Supervisory Refresher Course	0	2678	2355	7650	4636	4325	30.7	4200
MFSS300	FSS Flight Leadership Course	0	105	97	1200	553	505	3.6	120
MFSS316	FSS Force Development Flight Leadership Course	0	12	12	20	8	7	0.1	20
MFSS375	Force Support Operations Officer Course	0	60	54	0	0	0		60
Total Distance Learning		0	18014	14977	28723	30859	27432	145.2	24290
<b>Total (Human Resource Management School)</b>		828	18858	15821	29673	31782	28344	161.4	25418

<b>MISSION SUPPORT (Eaker Center)</b>									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MCPD001	Eaker College Academic Instructor Course	7	34	34	24	19	19	0.5	48
Total Resident		7	34	34	24	19	19	0.5	48
ON-SITE CLASSES		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MCPD001	Eaker College Academic Instructor Course	0	17	17	0	0	0	0.0	0
Total On-Site		0	17	17	0	0	0	0.0	0
<b>Total MS</b>		<b>7</b>	<b>51</b>	<b>51</b>	<b>24</b>	<b>19</b>	<b>19</b>	<b>0.5</b>	<b>48</b>

<b>DEFENSE FINANCIAL MANAGEMENT &amp; COMPTROLLER SCHOOL (Eaker Center)</b>									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MLMDC503	Defense Financial Management Course	75	94	94	148	145	145	5.6	115
MLMDC504	Defense Decision Support Course	0	64	64	200	169	169	1.8	0
Total Resident		75	158	158	348	314	314	7.4	115
ON-SITE CLASSES		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MLMDC504	Defense Decision Support Course	0	286	277	200	92	91	1	240
Total On-Site		0	286	277	200	92	91	1	240
<b>Total DFMCS</b>		<b>75</b>	<b>444</b>	<b>435</b>	<b>548</b>	<b>406</b>	<b>405</b>	<b>8.4</b>	<b>355</b>

<b>CONTINUOUS PROCESS IMPROVEMENT (Eaker Center)</b>									
RESIDENT CLASSES		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFSO2101	AFSO21 Black belt Course	0	58	58	100	93	93	2.5	117
Total Resident		0	58	58	100	93	93	2.5	117

<b>NATIONAL SECURITY SPACE INSTITUTE (NSSI)</b>									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MSPACE200	Space 200	477	512	512	469	537	537	26.5	481
MSPACE300	Space 300	241	250	250	258	263	263	10.8	271
Total NSSI (2 courses)		718	762	762	727	800	800	37.3	752

	2014			2015				2016
	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
Eaker Center- Resident PCE (50 courses)	2023	2760	2758	3478	3468	3439	87.4	3468
Eaker Center-On-Site PCE (10 courses)	77	652	643	224	116	115	1.3	330
Eaker Center: Distance Learning PCE (12 courses)	0	18014	14977	28723	30859	27432	145.2	24290
<b>Total Eaker Center PCE</b>	<b>2100</b>	<b>21426</b>	<b>18378</b>	<b>32425</b>	<b>34443</b>	<b>30986</b>	<b>233.8</b>	<b>28088</b>

**THE HOLM CENTER**

AFJROTC									
RESIDENT PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFJROTC003	AFJROTC Academic Instructor Course	185	222	222	0	0	0	0	0
Total AFJROTC Resident PCE		185	222	222	0	0	0	0	0
DISTANCE LEARNING PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFJROTC003	AFJROTC Academic Instructor Course	0	0	0	332	307	307	7.6	300
Total AFJROTC Distance Learning PCE		0	0	0	332	307	307	7.6	300
<b>Total AFJROTC PCE</b>		<b>185</b>	<b>222</b>	<b>222</b>	<b>332</b>	<b>307</b>	<b>307</b>	<b>7.6</b>	<b>300</b>

AFSROTC									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFROTC001	AFROTC NCO Orientation Course	90	83	83	94	86	86	1.9	174
MAFROTC002	AFROTC Assistant Professor Of Aerospace Studies Instructor & Orientation Course	140	0	0	44	44	44	1.0	70
MAFROTC005	AFROTC Detachment Commander Instructor And Orientation Course	55	58	58	208	177	177	4.8	182
MOTS009	Civilian Acculturation & Leadership Training	0	183	183	94	86	86	1.9	174
Total AFSROTC Resident PCE		285	324	324	456	401	401	10.0	516
DISTANCE LEARNING PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFROTC002	AFROTC Assistance Professor of Aerospace Studies Instructor & Orientation Course	0	0	0	90	72	42	1.3	0
Total AFSROTC Distance Learning PCE		0	0	0	90	72	42	1.3	0
<b>Total AFSROTC PCE</b>		<b>285</b>	<b>324</b>	<b>324</b>	<b>546</b>	<b>473</b>	<b>443</b>	<b>11.3</b>	<b>516</b>

Officer Training School									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MOTS004	OTS Academic Instructor Course	NA	41	41	0	48	48	1.6	0
Total OTS PCE		NA	41	41	0	48	48	1.6	0

	2014			2015				2016
Holm Center- Resident PCE (6 courses)	470	594	594	516	435	435	10.8	566
Holm Center-On-Site PCE (0 course)	0	0	0	0	0	0	0	0
Holm Center- Distance Learning PCE (2 courses)	0	0	0	422	379	349	8.8	300
<b>Total Holm Center PCE</b>	<b>470</b>	<b>594</b>	<b>594</b>	<b>938</b>	<b>814</b>	<b>784</b>	<b>19.6</b>	<b>866</b>

**THE LEMAY CENTER**

RESIDENT PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAAFNJ007	Joint Flag Officer Warfighting Course	37	32	34	42	35	35	1.0	38
MCADRE002	Contingency Wartime Planning Course	650	759	756	870	867	864	21.3	782
MCADRE003	Joint Air Operations Planning Course	209	215	214	181	166	163	4.0	219
MCADRE004	Joint Force Air Component Commander Course	18	16	16	18	15	15	0.3	18
MCADRE005	Information Operations Fundamentals Application Course (IOFAC)	103	61	61	124	134	134	1.5	67
MCADRE006	Senior Joint Information Operations Applications Course	37	21	21	35	34	34	0.4	81
MCADRE007	Combined Forces Air Component Commander Course (CFACC)	18	18	18	19	19	19	0.4	18
MCOEC001	Cyber Space Operations Executive Course	0	22	22	26	24	24	0.2	8
<b>Total LeMay Resident PCE</b>		<b>1072</b>	<b>1144</b>	<b>1142</b>	<b>1315</b>	<b>1294</b>	<b>1288</b>	<b>29.1</b>	<b>1231</b>

On-Site PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MCADRE002	Contingency Wartime Planning Course	0	127	126	0	0	0	0	NA
MCADRE003	Joint Air Operations Planning Course	19	53	52	0	0	0	0	NA
<b>Total LeMay On-Site PCE</b>		<b>NA</b>	<b>180</b>	<b>178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>NA</b>

	2014			2015				2016
LeMay Center- Resident PCE (8 courses)	1072	1144	1142	1315	1294	1288	29.1	1231
LeMay Center-On-Site PCE (2 courses)	NA	180	178	0	0	0	0	NA
LeMay Center- Distance Learning PCE (0 courses)	0	0	0	0	0	0	0	0
<b>Total LeMay Center PCE</b>	<b>1072</b>	<b>1324</b>	<b>1320</b>	<b>1315</b>	<b>1294</b>	<b>1288</b>	<b>29.1</b>	<b>1231</b>

**SPAATZ CENTER FOR OFFICER EDUCATION**

INTERNATIONAL OFFICER SCHOOL									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MIOS001	SOC International Officer School Course	96	63	63	96	69	69	6.6	96
MIOS002	ACSC International Officer School Course	80	67	66	80	75	75	7.2	80
MIOS003	AWC International Officer School Course	45	45	45	45	45	45	4.3	45
Total IOS PCE		221	175	174	221	189	189	18.1	221

SQUADRON OFFICER COLLEGE									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MSOC001	Theories & Principles of Adult Education	65	52	52	41	41	41	1.1	56
MSOC002	Advanced Principles Of Instructional Des	18	14	12	28	12	12	0.3	0
Total SOC Resident PCE		83	66	64	69	53	53	1.5	56
DISTANT LEARNING		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MLDP01	Officer Development	NA	19	19	N/A	42	42		NA
MLDP02	Expeditionary Leadership	NA	18	18	N/A	34	34		NA
MLDP03	Flight Commander	NA	15	15	N/A	50	50		NA
MLDP04	Organizational Leadership	NA	13	13	N/A	42	42		NA
Total SOC Distance Learning PCE		0	65	65	0	168	168	0.0	0
Total SOC PCE		83	131	129	69	221	221	1.5	56

Counter Proliferation Center									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MNUC200	Nuclear Fundamentals Course	250	250	250	240	229	229	2.82	270
MNUC300	Advanced Nuclear Concepts	250	250	250	120	110	110	1.51	150
MNUC400	Senior Leader Nuclear Management	250	250	250	49	39	39	0.21	84
On-Site		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MNUC300	Advanced Nuclear Concepts	0	28	28	0	0	0	0	0
Total CPC PCE		0	0	0	460	487	487	8.5	0

	2014			2015				2016
Spaatz Center- Resident PCE (8 courses)	764	700	697	699	620	620	24.1	781
Spaatz Center-On-Site PCE (1 course)	0	28	28	0	0	0	0	0
Spaatz Center- Distance Learning PCE (4 courses)	0	65	65	0	168	168	0	0
<b>Total Spaatz Center PCE</b>	<b>764</b>	<b>793</b>	<b>790</b>	<b>699</b>	<b>788</b>	<b>788</b>	<b>24.1</b>	<b>781</b>

	2014			2015				2016
Maxwell/Gunter Resident PCE (74 courses)	4494	5372	5364	6237	6021	5985	161.1	6261
Maxwell/Gunter On-Site PCE (14 courses)	77	893	882	224	116	115	1.3	330
Maxwell/Gunter Distance Learning PCE (18 courses)	0	18341	15275	29145	31563	28190	154	24590
<b>Total Maxwell/Gunter PCE (106 courses)</b>	<b>4571</b>	<b>24606</b>	<b>21521</b>	<b>35606</b>	<b>37700</b>	<b>34290</b>	<b>316.3</b>	<b>31181</b>

**AIR FORCE INSTITUTE OF TECHNOLOGY (AFIT) PCE**

CIVIL ENGINEERING SCHOOL									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WENG466	Energy Management Policy	0	0	0	30	30	30	0.4	0
WENG481	Simplified Facility Design	30	44	44	72	72	72	2.0	52
WENG520	Comprehensive Planning Development	13	15	15	13	13	13	0.2	16
WENG550	Airfield Pavement Rehabilitative Design And Maintenance	18	22	22	34	34	34	0.9	21
WENG561	Heating, Ventilating & Air-Cond Design	7	7	7	0	0	0	0	0
WENG563	HVAC Control Systems	5	0	0	0	0	0	0	0
WENG571	Electrical Power Systems Design	31	5	5	0	0	0	0	0
WENV021	Intro To Installation Restoration Program	0	0	0	11	11	11	0.2	0
WENV101	Intro To Environmental Mgt Flight	20	21	21	41	41	41	0.6	0
WENV160	Qualified Recycling Program Management	0	71	71	84	84	84	1.2	0
WENV222	Hazardous Materials Mgt Process	90	67	67	82	82	77	1.1	26
WENV350	Environmental Mgt Systems Auditing	52	45	45	66	66	66	0.6	19
WENV418	Environmental Contracting	0	0	0	22	30	30	0.8	10
WENV450	Environmental Impact Assessment Program	40	44	44	33	33	33	0.5	25
WENV521	Hazardous Waste Management	40	29	29	0	0	0	0	0
WENV531	Air Quality Management	40	55	55	60	60	60	0.8	15
WENV532	Advanced Air Quality Management	20	14	14	12	12	12	0.2	0
WENV541	Water Quality Management Course	20	42	42	88	61	61	0.8	0
WMGT101	Air Force Civil Engineer Basic Course	0	121	121	120	115	62	8.7	0
WMGT400	Civil Engineering Commander Deputy	37	37	35	43	43	42	1.2	32
WMGT410	Readiness Flight Commanders Course	0	0	0	38	40	39	0.5	19
WMGT411	Resources Flight Commanders Course	17	0	0	0	0	0	0	0
WMGT412	Financial Management Course	22	11	11	47	46	46	1.3	24
WMGT416	Asset Mgt Flight Commanders Course	39	0	0	0	0	0	0	0
WMGT420	Programs Flight Commanders	14	13	13	16	16	16	0.2	0
WMGT427	Fire Protection Flight Commanders Course	46	44	44	60	60	60	0.8	31
WMGT430	Operations Flight Commanders Course	23	43	43	46	46	46	0.6	13
WMGT433	Explosive Ordnance Disposal Flight Commanders Course	27	32	32	41	44	44	0.6	31
WMGT513	Advanced Ce Financial Mgt Course	0	14	14	8	8	8	0.1	0
WMGT531	Installation Management Flight Commander Course	0	30	30	17	17	17	0.2	24
WMGT570	Civil Engineer Superintendent Course	0	0	0	94	124	124	3.4	32
WMGT580	Civil Engineer Advanced Topics Course	18	30	30	0	0	0	0	0
WMGT585	Contingency Engineer Command Course	59	42	42	31	30	30	0.4	30
WMGT590	Joint Engineer Operations Course	31	21	21	0	0	0	0	3
Total Resident (34 Courses)		759	919	917	1209	1218	1158	28.3	423

On-Site PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WENV220	Unit Environmental Coordinators Course	0	0	0	194	235	235	2.6	0
WENV417	Environmental Restoration Project Mgt	20	20	20	0	0	0	0	0
WMGT412	Financial Management Course	0	0	0	30	30	30	0.8	0
WMGT590	Joint Engineer Operations Course	0	31	31	0	0	0	0	0
Total AFIT CE On-Site PCE (5 courses)		20	51	51	224	265	265	3.4	0

DISTANCE LEARNING		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WENG440	Roofing Management	5	49	48	92	92	92	1.3	0
WENG460	Introduction To Mechanical Systems	0	48	33	56	56	56	0.8	0
WENG470	Electrical Systems For Managers	5	19	19	18	30	30	0.4	0
WENG520	Comprehensive Planning Development	0	22	22	0	0	0	0	0
WENG555	Airfield Pavement Construction Inspection	0	106	105	102	102	102	1.4	59
WENG561	Heating, Ventilating And Air-Conditioning (HVAC) Design	0	14	9	0	0	0	0	0
WENG571	Electrical Power Systems Design	0	18	4	0	0	0	0	0
WENG590	Corrosion Control	5	0	0	0	0	0	0	0
WENV021	Intro To Installation Restoration Program	20	15	15	0	0	0	0	0
WENV175	Environmental Mg In Deployed Locations	0	3	3	17	45	45	0.1	0
WENV220	Unit Environmental Coordinators Course	0	237	237	0	0	0	0	34
WMGT417	Asset Management Optimization Course	0	0	0	138	138	122	1.6	38
WMGT421	Contracting For Civil Engineering	5	46	46	100	100	95	2.7	36
WMGT422	Project Management	231	20	12	46	46	44	0.6	0
WMGT423	Project Programming	10	85	85	116	116	114	3.2	90
WMGT424	Real Property Management	0	78	77	52	52	52	0.7	0
WMGT426	Saber Management	10	48	39	24	44	31	0.3	30
WMGT436	Operations Support Course	0	35	32	165	231	224	3.1	25
WMGT590	Joint Engineer Operations Course	0	0	0	63	63	63	0.9	0
Total DL (19 courses)		291	843	786	989	1115	1070	17.01	312

TOTAL AFIT/CE	1070	1813	1754	2422	2598	2493	48.7	735
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SCHOOL OF SYSTEMS AND LOGISTICS									
RESIDENT CLASSES		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
AFIT001	AFIT Academic Instructor Course	0	17	17	0	24	24	1.0	0
WFAM103	AF Fundamentals Of Acquisition Mgt	668	582	569	386	486	479	27.5	0
WIPM301	Intermediate Project Mgt Skills Course	165	231	223	0	187	186	6.8	0
WLAB202	Adv Science And Tech Prog Mgt Course	0	134	132	0	160	156	1.3	0
WLOG132	Contracting For Prod Maint Mgt Specialist	0	0	0	0	20	20	0.5	0
WLOG199	Introduction To Logistics	0	36	35	0	70	70	1.3	0
WLOG238	Critical Chain Proj Mgt Foundational Cpts	0	16	15	0	42	41	0.3	0
WLOG309	Applied Concepts Of Industrial Op Mgt	0	0	0	0	2	2	0.0	0
WMRC102	Mission Ready Contracting Officer Course	180	178	171	0	157	157	9.9	0
WQMT290	Integrated Cost Analysis Course	0	0	0	0	0	0	0	0
WREL210	Intro To Reliability And Reliability Growth	0	9	8	0	29	28	0.2	0
WREL310	Reliability Growth Foundations I	0	10	10	0	0	0	0	0
WREQ111	AF Capability Based Operational Rqmts	1	31	31	0	0	0	0	0
WSOT210	Introduction To Science Of Test: Experimental Design And Analysis	0	20	20	0	0	0	0	0
WSOT310	Science Of Test: Experimental Design And Analysis I	0	38	37	0	46	43	0.6	0
WSOT410	Science Of Test: Experimental Design And Analysis Ii	0	5	4	0	11	10	0.1	0
WSYS105	Introduction To Development Planning	0	26	26	0	0	0	0	0
WSYS120	Teaming With DCMA	0	55	55	0	22	22	0.1	0
WSYS208	Life Cycle Risk Management Course	0	37	36	0	72	67	0.6	0
WSYS209	Technology Readiness Assessment	0	44	43	0	0	0	0	0
WSYS213	Mgt of Manufacturing Readiness Process	0	27	26	0	66	65	0.5	0
WSYS229	Integrated Test And Evaluation	4	0	0	0	0	0	0	0
WSYS252	Developmental Test & Evaluation High Performance Team Member Course	0	0	0	0	14	14	0.1	0
WSYS253	Early Test And Evaluation Influence In Acquisition	0	6	6	0	12	12	0.1	0
WSYS269	Intermediate Human Systems Integration	2	25	25	0	0	0	0	0
WSYS279	Logistics Assessment	0	31	29	0	0	0	0	0
WSYS281	AF Acquisition And Sustainment Course	0	47	45	0	92	91	0.6	0
WSYS282	Mgt of The Systems Engineering Process	0	40	40	0	88	82	0.7	0
WSYS316	Adv Air Worthiness Certification Course	0	0	0	0	74	74	4.1	0
WSYS383	Architecting In The Air Force Course	0	25	21	0	17	17	0.1	0
WSYS400	Current Topics In Acquisition And Support	80	54	52	0	0	0	0	0
Total (31 courses)		1100	1724	1676	386	1691	1660	56.5	0

ON-SITE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WLAB202	Advanced Science And Technology Program Management Course	0	102	101	0	70	70	0.6	0
WLOG132	Contracting For Production Maintenance Management Specialists	0	57	55	0	27	27	0.7	0
WLOG199	Introduction To Logistics	0	218	213	0	194	192	3.7	0
WLOG238	Critical Chain Project Management Foundational Concepts	0	265	251	0	311	291	2.5	0
WLOG262	Applied Maintenance Management Concepts	0	21	20	16	131	130	3.6	0
WLOG299	Combat Logistics	0	362	359	0	363	362	5.0	0
WLOG399	Strategic Logistics Management	0	123	118	0	99	99	1.4	0
WLOG499	Logistics Executive Deployment Seminar (Af)	0	0	0	0	0	0	0	0
WQMT290	Integrated Cost Analysis Course	12	13	13	0	13	13	0	0
WREL210	Introduction To Reliability And Reliability Growth	0	0	0	0	49	46	0	0
WREL310	Reliability And Reliability Growth Foundations I	0	42	36	0	0	0	0	0
WREQ111	Air Force Capability Based Operational Requirements Course	8	265	261	0	228	224	1.9	0
WSOT210	Introduction To Science Of Test: Experimental Design And Analysis	0	225	218	0	80	79	0.4	0
WSOT310	Science Of Test: Experimental Design And Analysis I	0	162	153	0	95	93	1.3	0
WSOT410	Science Of Test: Experimental Design And Analysis Ii	0	68	65	0	38	66	0.9	0
WSYS105	Introduction To Development Planning	0	158	157	0	0	0	0	0
WSYS108	Teaming Environment For Acquisition Managers	0	216	214	0	167	164	1.4	0
WSYS120	Teaming With Dcma	0	186	185	0	217	217	1.2	0
WSYS150	Engineering Data Management	0	68	65	0	63	63	0.7	0
WSYS166	Interest Based Negotiations Course	0	137	136	0	114	114	0.6	0
WSYS208	Life Cycle Risk Management Course	5	203	195	0	221	215	1.8	0
WSYS209	Technology Readiness Assessment	0	108	105	0	91	89	0.5	0
WSYS213	Management Of The Manufacturing Readiness Process	0	242	226	0	195	186	1.6	0
WSYS229	Integrated Test And Evaluation	16	26	26	0	0	0	0	0
WSYS252	Developmental Test & Evaluation (Dt&E) Ghigh Performance Team Member Course	30	44	44	0	0	0	0	0
WSYS253	Early Test And Evaluation Influence In Acquisition	3	57	54	0	36	36	0.3	0
WSYS269	Intermediate Human Systems Integration	7	67	67	0	53	52	0.4	0
WSYS279	Logistics Assessment (La) Assessors Course	0	68	67	0	97	97	0.4	0
WSYS281	Air Force Acquisition And Sustainment Course	0	325	316	0	269	267	1.8	0
WSYS282	Management Of The Systems Engineering Process	20	247	242	0	142	139	1.2	0
WSYS283	Introduction To Architecture	0	0	0	0	0	0	0	0
WSYS383	Architecting In The Air Force	0	292	275	0	179	175	1.5	0
WSYS400	Current Topics In Acquisition And Support	40	92	89	0	0	0	0	0
Total (33 courses)		141	4459	4326	16	3542	3506	35.1	0

DISTANCE LEARNING		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WFIN150	Current Topics In Financial Management	0	540	390	0	454	349	2.2	0
WFPM101	Fundamentals Of Project Management	0	521	275	0	469	242	3.9	0
WLAB102	Intro To Science & Tech Program Mgt	0	76	57	0	203	163	0.5	0
WLAB150	AFRL R&D Case File Mgt Course	0	32	28	0	0	0	0	0
WLOG040	Intro To Supply Chain Management	0	0	0	0	0	0	0	0
WLOG041	Introduction To Continuous Process Improvement: Lean Management Basics	0	0	0	0	0	0	0	0
WLOG042	Enterprise Resource Planning Basics	0	0	0	0	0	0	0	0
WLOG043	Forecasting Basics	0	0	0	0	0	0	0	0
WLOG044	Collaborative Inventory Planning	0	0	0	0	0	0	0	0
WLOG045	Strategic Sourcing Basics	0	0	0	0	0	0	0	0
WLOG047	Asset Marking And Tracking	0	0	0	0	0	0	0	0
WLOG049	Logistics Enterprise Architecture And Scor(R) Model-Af Application	0	0	0	0	0	0	0	0
WLOG050	AF Transformation: AFSO21 & ELOG21	0	0	0	0	0	0	0	0
WLOG099	Fundamentals Of Logistics	0	1941	1423	0	1749	1199	4.0	0
WLOG103	Centralized Asset Management Process For Weapon System Sustainment	0	564	327	0	374	192	1.6	0
WLOG109	Fundamentals Of Industrial Maintenance	0	224	175	0	312	248	1.3	0
WLOG117	Process Improvement Team Member	0	878	645	0	895	656	2.1	0
WLOG135	Systems Life Cycle Integrity Management	0	119	45	0	0	0	0	0
WLOG140	Logistics Readiness Officer Contingency Operations Course	0	266	117	0	157	84	0.3	0
WLOG141	Logistics Readiness Officer Distribution Course	0	256	141	0	140	86	2.3	0
WLOG142	Logistics Readiness Officer Material Management Course	0	275	123	0	172	97	0.4	0
WLOG143	Logistics Readiness Squadron Quality Assurance Evaluator Course	0	1029	906	0	880	792	2.3	0
WLOG209	Concepts Of Industrial Maintenance Mgt	0	23	18	0	73	52	0.4	0
WLOG210	Applied Concepts Of Industrial Maintenance Management	0	0	0	0	0	0	0	0
WLOG309	Applied Concepts Of Industrial Operations Management Course	0	4	2	0	18	8	0.1	0
WLOG409	Applied Concepts Of Organizational Design	0	6	5	0	26	17	1.9	0
WQMT110	Pricing Analysis Methods (Pam)	0	75	53	0	0	0	0	0
WSWE201	Introduction To Software Engineering	0	161	94	0	118	69	3.8	0
WSWE301	Software Project Management	0	14	10	0	33	20	1.1	0
WSWE310	Software Requirements Management	0	8	8	0	12	11	0.5	0
WSWE320	Software Architecture And Design Mgt	0	14	13	0	17	13	0.6	0
WSWE330	Software Implementation Management	0	12	11	0	15	12	0.5	0
WSWE340	Software Test Management	0	13	11	0	12	10	0.5	0
WSWE350	Managing Software Deployment And Sustainment	0	10	10	0	0	0	0	0
WSWE399	Current Software Acquisition & Mgt Topics	0	0	0	0	0	0	0	0
WSWE410	Software Requirements Engineering	0	10	9	0	16	13	0.6	0
WSWE420	Software Architecture & Design Methods	0	9	9	0	11	10	0.4	0
WSWE430	Software Implementation Techniques	0	12	8	0	0	0	0	0
WSWE440	Software Test Engineering	0	7	7	0	12	12	0.5	0

DISTANCE LEARNING (Continued)		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WSWE450	Software Deployment And Sustainment Techniques	0	4	4	0	0	0	0	0
WSWE499	Current Software Technology Topics	0	0	0	0	0	0	0	0
WSYS028	Introduction To Configuration Mgt	0	276	215	0	225	192	0.6	0
WSYS031	Intelligence In Acquisition Lifecycle Mgt	0	200	150	0	123	92	0.3	0
WSYS110	Fundamentals Of Data Management	0	224	147	0	214	149	0.6	0
WSYS112	Systems Requirements Document Dev	0	42	25	0	41	31	0.1	0
WSYS113	Intro To Manufacturing Readiness Assessment	0	46	35	0	21	12	0.0	0
WSYS116	Intro To Air Force Airworthiness Cert	0	130	79	0	84	49	0.2	0
WSYS118	Introduction To Life Cycle Risk Mgt	0	235	129	0	188	96	0.4	0
WSYS121	Institutionalize Standardized Processes	0	45	26	0	20	0	0	0
WSYS125	Logistics Health Assessments	0	0	0	0	0	0	0	0
WSYS126	Integrated Product Support Course	0	0	0	0	0	0	0	0
WSYS133	Source Selection Overview	0	0	0	0	0	0	0	0
WSYS138	System Of Systems	0	55	41	0	46	34	0.1	0
WSYS153	Early Tester Involvement Course	0	152	144	0	114	106	0.6	0
WSYS154	Test Planning, Execution, And Reporting	0	0	0	0	20	19	0.1	0
WSYS155	Operational Safety, Suitability And Effectiveness	0	64	52	0	0	0	0	0
WSYS163	Product Lifecycle Management (Course	0	54	35	0	43	34	0.1	0
WSYS169	Intro To Human Systems Integration	0	154	109	0	176	130	0.4	0
WSYS175	Contract Depot Maint Repair Process	0	147	100	0	88	58	0.2	0
WSYS182	Introduction To Systems Engineering	0	60	43	0	114	90	0.3	0
WSYS183	Basics Of Architecture	0	451	320	0	219	161	0.5	0
WSYS186	Critical Safety Item Orientation Course	0	106	74	0	42	28	0.2	0
WSYS195	Commercial Business Approach	0	0	0	0	0	0	0	0
WSYS196	Integration Of ESOH Into Systems Engineering For Weapon Sys Acquisition	0	21	16	0	22	19	0.1	0
WSYS197	Integrating Environment, Safety, And Occupational Health (ESOH) Into Systems Engineering A Practitioner's Guide	0	24	13	0	23	18	0.1	0
WSYS198	Integrating ESOH Into Systems Engineering, A Practitioner's Guide Part II	0	13	10	0	17	15	0.0	0
WSYS400	Current Topics In Acquisition And Support	10	84	81	0	0	0	0	0
Total (67 courses)		10	9686	6768	0	8008	5688	36.5	0
TOTAL AFIT/LS		1251	15869	12770	402	13241	10854	128.0	0

CENTER FOR CYBERSPACE RESEARCH									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WCYBER200	Cyberspace 200	401	345	344	358	331	329	13.6	600
WCYBER300	Cyberspace 300	277	266	266	273	295	290	8	372
Total CCR		678	611	610	631	626	619	21.6	972

CIVILIAN INSTITUTIONS - NON-MEDICAL PCE									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WCIP059	Mishap Investigation Non Aviation Course	0	96	95	120	115	115	3.15	120
WCIP05A	Aircraft Mishap Investigation Course	486	393	389	307	277	277	11.38	271
WCIP05B	Chief Of Safety Course	113	112	112	156	116	116	1.27	180
WCIP05D	Safety Manager Course	44	68	68	60	62	59	0.82	60
WCIP05E	Risk Management Application And Integration (RM A&I) Course	0	242	241	151	133	133	0.91	120
WCIP05G	Essentials Of Supply Chain Management	0	0	0	0	0	0	0	0
WCIP05U	Security Assistance Training Program, Flight Safety Officer Course	0	56	56	60	56	56	5.37	60
WCIP05X	Designing And Leading Competitive Supply Chains	0	0	0	0	0	0	0	0
WCIP05Y	Achieving Supply Chain Transformation	0	0	0	0	0	0	0	0
WCIP07A	Resource Protection Crime Prevention Theory, Practice And Mgt Course	40	30	30	0	0	0	0	0
WCIP07Q	Mental Health Substance Abuse Control	55	46	46	0	0	0	0	0
WCIP09A	Executive Certificate In Integrated Supply Chain Management	0	0	0	23	0	0	0	0
WCIP09B	Aviation Safety Program Mgt Course	210	140	140	125	31	31	0.63	180
Total Resident CI (13 courses)		863	950	921	1002	790	787	23.53	991

On-Site		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WCIP05D	Safety Manager Course	0	0	0	0	0	0	0	30
WCIP05E	Risk Management Application And Integration Course	0	0	0	0	0	0	0	60
WCIP09C	Financial Management Course	0	0	0	0	0	0	0	180
Total AFIT CE On-Site PCE (3 courses)		0	0	0	0	0	0	0	270

CIVILIAN INSTITUTIONS - RESIDENT MEDICAL									
RESIDENT MEDICAL PCE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
WBMC	Bio Medical Corps	0	0	0	0	0	0	0	0
WDC	Dental Corps	0	0	0	0	0	0	0	0
WMC	Medical Corps	0	0	0	0	0	0	0	0
WMSC	Medical Service Corps	0	0	0	0	0	0	0	0
WNC	Nurse Corps	0	0	0	0	0	0	0	0
Total Resident Medical CI (5 courses)		0	0	0	0	0	0	0	0

TOTALCI	948	1183	1177	1002	790	787	23.5	1261
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**AU PCE PROGRAMS SUMMARY**

<b>MAXWELL/GUNTER PCE</b>	2014			2015				2016
	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
RESIDENT (74urses)	4494	5372	5364	6237	6021	5985	161.1	6261
ON-SITE (14 courses)	77	893	882	224	116	115	1.3	330
DISTANCE LEARNING (18 courses)	0	18341	15275	29145	31563	28190	154	24590
<b>TOTAL AFIT PCE (106 courses)</b>	<b>4571</b>	<b>24606</b>	<b>21521</b>	<b>35606</b>	<b>37700</b>	<b>34290</b>	<b>316.3</b>	<b>31181</b>

<b>AFIT PCE</b>	2014			2015				2016
	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
RESIDENT (125 courses)	4433	5620	5557	4230	5115	5011	153.4	3377
ON-SITE (40 courses)	161	4510	4377	240	3807	3771	38.5	270
DISTANCE LEARNING (86 courses)	301	10529	7554	989	9123	6758	53.5	312
<b>TOTAL AFIT PCE (251 courses)</b>	<b>4895</b>	<b>20659</b>	<b>17488</b>	<b>5459</b>	<b>18045</b>	<b>15540</b>	<b>245.3</b>	<b>3959</b>

<b>AU PCE TOTALS</b>	2014			2015				2016
	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
RESIDENT PCE (199 courses)	8927	10992	10921	10467	11136	10996	314.4	9638
ON-SITE PCE (54 courses)	238	5403	5259	464	3923	3886	39.7	600
DISTANCE LEARNING PCE (104 courses)	301	28870	22829	30134	40686	34948	207.5	24902
<b>TOTAL AU PCE (357 courses)</b>	<b>9466</b>	<b>45265</b>	<b>39009</b>	<b>41065</b>	<b>55745</b>	<b>49830</b>	<b>561.6</b>	<b>35140</b>

**NON-AU (MAXWELL-GUNTER) PCE COURSE SUMMARY**

AIR FORCE SAFETY CENTER									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
AFSC810	Safety & Accident Investigation Board President Course	280	227	226	470	324	322	2.7	90
Total (1 course)		280	227	226	470	324	322	2.7	90

ON-SITE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
AFSC810	Safety & Accident Investigation Board President Course	0	0	0	199	208	208	1.7	236
Total (1 Course)		0	0	0	199	208	208	1.7	236

AIR FORCE SAFETY CENTER TOTALS	2014			2015				2016
	Prog	Ent	Grad	Prog	Ent	Grad	ADSL	Prog
Total for 1 Resident course	280	227	226	470	324	322	2.7	90
Total for 1 On-Site course	0	0	0	199	208	208	1.7	236
<b>Total Air Force Safety Center</b>	280	227	226	669	532	530	4.4	326

AIR FORCE LEGAL OPERATIONS AGENCY									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFJAG600	Judge Advocate Staff Officer Course	123	126	121	150	136	136	22.4	151
MAFJAG610	Staff Judge Advocate	65	65	60	60	60	60	1.6	61
MAFJAG621	ARC Annual Survey Of The Law	160	465	465	0	0	0	0.0	0
MAFJAG623	Reserve Forces Paralegal Course	0	0	0	80	20	20	0.6	0
MAFJAG630	Inter-service Military Judges Course	119	108	108	0	0	0	0.0	128
MAFJAG640	Law Office Managers Course	56	66	50	50	105	17	1.7	46
MAFJAG651	Legal And Admin Investigations Course	0	0	0	0	0	0	0.0	0
MAFJAG660	Federal Employee Labor Law	0	0	0	59	75	50	0.9	58
MAFJAG661	Adv Labor & Employment Law Course	0	0	0	70	120	51	0.7	0
MAFJAG670	Environmental Law	65	48	48	40	0	0	0.0	42
MAFJAG680	Trial And Defense Advocacy	71	61	61	84	64	64	1.8	35
MAFJAG690	Advanced Trial Advocacy Course	33	24	24	25	22	0	0.2	24
MAFJAG700	Operations Law Course	0	0	0	45	30	30	0.8	34
MAFJAG715	Cyber Law Course	51	45	45	0	0	0	0.0	0
MAFJAG731	Dep. Fiscal Law & Contingency Contracting	23	21	18	0	0	0	0.0	0
MAFJAG740	Advanced Environmental Law Course	0	0	0	0	0	0	0.0	0
MAFJAG760	Homeland Defense Course	30	26	26	40	33	33	0.5	34
MAFJAG780	Negot. & Appropriate Dispute Resolution	65	51	51	50	59	42	0.7	72
MAFJAG790	Accident Investigation Course	42	72	72	40	0	0	0.0	60
MAFJAG800	Military Justice Administration Course	130	147	147	180	56	56	0.8	110
MAFJAG840	Gateway Course	80	63	63	50	32	32	1.3	36
MAFJAG850	Civilian Attorney Orientation Course	0	0	0	25	17	17	0.1	20
MAFJAG860	Defense Orientation Course	100	83	83	90	88	88	1.2	50
MAFJAG870	Article 32 Investigating Officers Course	0	0	0	0	0	0	0.0	0
MAFJAG880	Medical Law Mini Course	60	45	45	45	0	0	0.0	0
MAFJAG890	Will Preparation For Paralegals	0	0	0	0	0	0	0.0	0
MAFJAG900	Paralegal Contract Course	30	19	19	25	0	0	0.0	20
MAFJAG950	Colonels Course	0	0	0	20	0	0	0.0	0
MAFJAG970	Victims Council Course	257	117	117	90	26	26	0.4	59
MAFJAG980	Advanced Sexual Assault Litigation	15	12	12	50	20	20	0.3	0
MAFJAG993	Trials Course	0	0	0	0	0	0	0.0	0
MAFJAG990	Sexual Assault Prev. & Response Summit	271	231	231	0	0	0	0.0	0
Total Resident (32 courses)		1846	1895	1866	1368	963	742	35.7	1040

DISTANCE LEARNING		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFJAG715	Cyber Law Course	0	0	0	106	120	120	1.0	0
Total (1 course)		0	0	0	106	120	120	1.0	0

ON-SITE		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAFJAG995	Intermediate Sexual Assault Litigation	0	0	0	199	208	208	1.7	236
Total (1 Course)		0	0	0	199	208	208	1.7	236

AIR FORCE LEGAL OPERATIONS AGENCY		2014			2015				2016
		Prog	Ent	Grad	Prog	Ent	Grad	ADSL	Prog
Total for 32 Resident courses		1846	1895	1866	1368	963	742	35.7	1040
Total for 1 Distance Learning course		0	0	0	50	43	30	0.3	0
Total for 1 On-Site course		0	0	0	106	120	120	1.0	0
<b>Total for 32 Resident courses</b>		<b>1846</b>	<b>1895</b>	<b>1866</b>	<b>1524</b>	<b>1126</b>	<b>892</b>	<b>37.0</b>	<b>1040</b>

NON-AU PCE TOTALS		2014			2015				2016
		Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
<b>TOTALS (36 Courses)</b>		<b>2126</b>	<b>2122</b>	<b>2092</b>	<b>2193</b>	<b>1658</b>	<b>1422</b>	<b>41.4</b>	<b>1366</b>

Note: These courses are tracked by AU/CFR for purposes of lodging at Maxwell-Gunter



## TECHNICAL TRAINING

### THOMAS N. BARNES CENTER FOR ENLISTED EDUCATION

FIRST SERGEANT'S ACADEMY									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MANG8F000	ANG First Sergeant Academy	198	150	150	175	152	152	4.2	200
MFSA8F000	USAF First Sergeant Academy	351	282	282	397	294	294	8.1	40
RES10090	USAFR First Sergeant Course	94	76	76	94	77	77	2.1	96
<b>Total Resident</b>		<b>643</b>	<b>508</b>	<b>508</b>	<b>666</b>	<b>523</b>	<b>523</b>	<b>14.3</b>	<b>336</b>
DISTANCE LEARNING									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MANG8F000DL	ANG First Sergeant Academy	151	151	151	200	151	151	11.6	0
MFSA8F000DL	USAF First Sergeant Academy	280	281	281	320	291	291	22.3	181
RES10090DL	USAFR First Sergeant Course	77	77	77	96	68	68	5.2	0
<b>Total OFF-SITE</b>		<b>508</b>	<b>509</b>	<b>509</b>	<b>616</b>	<b>510</b>	<b>510</b>	<b>39.1</b>	<b>181</b>
<b>TOTAL FSA (6 courses)</b>		<b>1151</b>	<b>1017</b>	<b>1017</b>	<b>1282</b>	<b>1033</b>	<b>1033</b>	<b>53.4</b>	<b>517</b>

AIR FORCE CAREER DEVELOPMENT AGENCY <sup>1</sup>									
DISTANCE LEARNING (Correspondence Course)		2014			2015				2016
		Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
Career Development Courses		NA	39584	68955	NA	21462	65364	NA	NA
<b>Total Resident</b>		<b>NA</b>	<b>39584</b>	<b>68955</b>	<b>NA</b>	<b>21462</b>	<b>65364</b>	<b>NA</b>	<b>NA</b>

1. Formerly the Air Force Institute for Advanced Distributed Learning (AFIADL), and AU/A3/6

### IRA C. EAKER CENTER FOR PROFESSIONAL DEVELOPMENT

CHAPLAIN SERVICE INSTITUTE									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MCALP5R0310C3B	Chaplain Asst Apprentice Course	82	48	47	77	66	53	4.9	95
<b>Total Resident</b>		<b>82</b>	<b>48</b>	<b>47</b>	<b>77</b>	<b>66</b>	<b>53</b>	<b>4.9</b>	<b>95</b>

AU Technical Training Totals	2014			2015				2016
	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
AU Resident Technical Training	725	556	555	743	589	576	19.2	431
AU On-Site Technical Training	0	0	0	0	0	0	0	0
AU Distance Learning Technical Training	508	40093	69464	616	21972	65874	39.1	181
<b>TOTAL AU Technical Training (8 Courses)</b>	<b>1233</b>	<b>40649</b>	<b>70019</b>	<b>1359</b>	<b>22561</b>	<b>66450</b>	<b>58.3</b>	<b>612</b>

### NON-AU TECHNICAL TRAINING

AIR FORCE LEGAL OPERATIONS AGENCY									
RESIDENT		2014			2015				2016
Course #	Course Title	Prog	Enter	Grad	Prog	Enter	Grad	ADSL	Prog
MAF5J031PAC	Paralegal Apprentice Course	170	104	103	76	82	77	6.7	39
MAF5J071PCC	Paralegal Craftsman Course	68	65	65	106	93	85	7.1	96
<b>Total Resident</b>		<b>238</b>	<b>169</b>	<b>168</b>	<b>182</b>	<b>175</b>	<b>162</b>	<b>13.8</b>	<b>135</b>

For FY15, Maxwell / Gunter hosted a total of 10 offerings of 2 Technical Training programs for the Air Force Legal Operations Agency (AFLOA). These programs are coordinated between the Air University Central Scheduling Office, Maxwell Lodging, Maxwell-Gunter organizations and tenant units and Montgomery area agencies. Lodging arrangements were coordinated for 166 originally scheduled participants

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## OTHER EDUCATIONAL ACTIVITIES

<b>EAKER CENTER</b>			
		2014	2015
Event #	Event Title	Participants	Participants
MLMDC876	Wing Commander Spouses Seminar	55	59
MLMDC901	Wing Commander Executive Level Response Workshop (WERC)	44	0
<b>TOTAL (Eaker Center)</b>		99	59

<b>HOLM CENTER</b>			
		2014	2015
Event #	Event Title	Participants	Participants
MCOT001	Summer OTS Instructors	0	20
<b>TOTAL (Holm Center)</b>		0	20

<b>LEMAY CENTER</b>			
		2014	2015
Event #	Event Title	Participants	Participants
MCAD05	JLASS Wargame	140	135
MDDC001	Doctrine Development Course	0	70
SECAD10	AF Senior Executive Warfighter Perspective Seminar	14	0
<b>TOTAL LEMAY CENTER</b>		154	205

<b>SPAATZ CENTER</b>			
		2014	2015
Event #	Event Title	Participants	Participants
MACSC005	Air Reserve Component Seminar (ACSC)	0	49
MACSC01	Gathering Of Eagles (ACSC)	35	39
MAWC02	National Security Forum (AWC)	156	156
MAWC04	Air Reserve Component Seminar (AWC)	75	43
MAWC06	AWC/ACSC ANG-Res-Civ Orientation	59	0
<b>TOTAL SPAATZ CENTER</b>		325	287

		2014	2015
		Participants	Participants
<b>Total Maxwell-Gunter OEA</b>		<b>534</b>	<b>571</b>

In addition, AU Supported 16 Non-AU events with approximately 4310 participants for AFLOA, AFHRA, 908th AW, 187th TFW, CAP and SAF

<b>AFIT SCHOOL OF SYSTEMS AND LOGISTICS</b>			
<b>RESIDENT</b>		<b>2014</b>	<b>2015</b>
<b>Event #</b>	<b>Course Title</b>	<b>Participants</b>	<b>Participants</b>
WKSP0620	Current Topics In Acquisition Management	340	0
WKSP0627	Life Cycle Risk Management (What Is It And Why Should I Care)	0	77
WKSP0642	Industry Standards Project Management	0	49
WKSP0647	PEO Staff Life Cycle Logistics (LCL) Workshop	35	96
WKSP0649	Project Management Education And Consultation	53	110
<b>TOTAL LS RESIDENT (15 courses)</b>		<b>428</b>	<b>332</b>
<b>ON-SITE</b>		<b>2014</b>	<b>2015</b>
WKSP0641	Opportunities Within A Multi-Generational Workplace	142	132
WKSP0642	Industry Standards Project Management	52	161
WKSP0649	Project Management Education And Consultation	85	110
WKSPQMT490	Current Topics In Cost Estimating	24	19
WKSP0655	Air Force Should Cost Fundamentals	0	33
<b>TOTAL DL</b>		<b>303</b>	<b>455</b>
<b>DISTANCE LEARNING</b>		<b>2014</b>	<b>2015</b>
WKSP0639	Concepts of Industrial Operations Management	47	0
<b>TOTAL DL</b>		<b>47</b>	<b>0</b>
<b>Total AFIT/LS</b>		<b>778</b>	<b>787</b>

<b>TOTAL AFIT</b>		<b>2014</b>	<b>2015</b>
		<b>Participants</b>	<b>Participants</b>
	RESIDENT (5 courses)	428	883
	ON-SITE (5 courses)	303	455
	DISTANCE LEARNING (1 course)	47	0
<b>Grand Total (AFIT OEA Events)</b>		<b>778</b>	<b>787</b>

<b>TOTAL AU OEA EVENTS</b>		<b>2014</b>	<b>2015</b>
		<b>Participants</b>	<b>Participants</b>
	RESIDENT (15 courses)	962	883
	ON-SITE (5 courses)	303	455
	DISTANCE LEARNING (1 course)	47	0
<b>Grand Total (AU OEA Events, 21 seminars/workshops)</b>		<b>1312</b>	<b>1338</b>

**NON-AU EDUCATIONAL EVENTS**

<b>AF/HO (AFHRA)</b>			
		2014	2015
Event #	Event Title	Participants	Participants
AFHRA101	Historian Basic Course	9	0
AFHRA201	Historian Contingency Course	9	0
<b>TOTAL AF/HO</b>		<b>18</b>	<b>0</b>

<b>CAP (CAPUSAF)</b>			
		2014	2015
Event #	Event Title	Participants	Participants
MCAP05	Region Wing Commanders Course	28	28
MCAP08	CAP National Staff College	130	127
MCAP13	CAP Cadet Officer School	162	160
MCAP24	CAP Region FM Conference	0	40
<b>TOTAL CAP</b>		<b>320</b>	<b>355</b>

<b>AFRC (908AW)</b>			
		2014	2015
Event #	Event Title	Participants	Participants
M908AW01	908 AW Unit Training Assembly	5338	6260
M908AW02	Development And Training Flight	160	0
<b>TOTAL AFRC</b>		<b>5498</b>	<b>6260</b>

<b>ANG (187TFG)</b>			
		2014	2015
Event #	Event Title	Participants	Participants
SEABW187	187th UTA/Other Training	1800	1750
<b>TOTAL ANG</b>		<b>1800</b>	<b>1750</b>

<b>Total NON-AU</b>		<b>7636</b>	<b>8365</b>
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These events are coordinated between the AU Central Scheduling Office, Maxwell Lodging, Maxwell-Gunter organizations and tenant units and Montgomery area agencies, including lodging arrangements for approximately 6316 participants.

Source of Data: AU/CFR

## SPECIAL EVENTS

AIR UNIVERSITY CENTERS <sup>1</sup>		FY14 Participants	FY15 Participants
<b>Barnes Center</b>			
	Community College of the Air Force	129	32
	NCO Academy	16	0
<b>TOTAL Barnes Center</b>		<b>145</b>	<b>32</b>
<b>Eaker Center</b>			
	Human Resources Management School	0	0
<b>TOTAL Eaker Center</b>		<b>0</b>	<b>0</b>
<b>Holm Center</b>			
	Junior ROTC	18	0
	Senior ROTC	386	22
	OTS	0	20
<b>TOTAL Holm Center</b>		<b>404</b>	<b>42</b>
<b>LeMay Center</b>			
		75	50
<b>TOTAL Eaker Center</b>		<b>75</b>	<b>50</b>
<b>School of Advanced Air and Space Studies</b>			
	SAASS	3	0
<b>TOTAL SAASS</b>		<b>3</b>	<b>0</b>
<b>Spatz Center</b>			
	Air Command and Staff College	0	19
	Air War College	15	38
	Squadron Officer College	0	0
	International Officer School	0	0
<b>TOTAL Spatz Center (4 Events)</b>		<b>15</b>	<b>57</b>
<b>Other AU</b>			
	Various (Cyber Workshop, BOV, etc)	35	17
	AFRI	11	0
	CLC	11	20
<b>TOTAL Other AU</b>		<b>46</b>	<b>37</b>
<b>Total (AU)</b>		<b>741</b>	<b>161</b>

1. For FY15, Maxwell / Gunter hosted a total of 16 Special Events that were hosted or coordinated by the Air University schools. Special Events are non-educational activities such as conferences, inspections or site visits, some conferences, graduation ceremonies, etc. In addition, Air University coordinated lodging for 10 events for the 42ABW and other Maxwell-Gunter tenant units and TDY events. These events are coordinated between the Air University Central Scheduling Office, Maxwell Lodging, Maxwell-Gunter organizations and tenant units and Montgomery area agencies. Special Event participants are not programmed for future years. There were approximately 1307 scheduled participants, and billeting arrangements were coordinated for both Military and Civilian personnel.

MAXWELL-GUNTER UNITS	FY14 Participants	FY15 Participants
42d Air Base Wing <sup>1</sup>	169	643
Air Force Doctrine Center (AFDC)	0	0
Air Force Historical Research Agency (AFHRA)	0	0
Air Force Legal Operations Agency (AFLOA)	305	0
908th Airlift Wing <sup>2</sup>	13	40
Civil Air Patrol (CAP)	81	20
<b>Total (Maxwell-Gunter)</b>	<b>568</b>	<b>703</b>

OTHER UNITS <sup>2</sup>	FY14 Participants	FY15 Participants
Air Force	6	249
Air National Guard	0	0
Army	245	0
Army National Guard	0	0
Army Reserve	0	0
Navy	0	194
Marines	66	0
<b>Total (Other Units)</b>	<b>317</b>	<b>443</b>

<b>TOTAL (Special Event Participants)</b>	<b>1626</b>	<b>1307</b>
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2. 908AW and 187FW monthly training assembly are not Special Events, but are listed as Other Educational Activities (OEA) in the AU Digest

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## TOTAL FOR ALL PROGRAMS (FY15 STUDENT PRODUCTION SUMMARY)

RESIDENT/ON-SITE PROGRAMS	FY15 PROGRAMMED ENTRY or PRODUCTION	FY15 GRADUATES / COMPLETIONS	FY16 PROGRAMMED
Accessions	14,125	3,531	4,851
Academic-Graduate Education	655	943	761
Academic-Medical Graduate Education	624	636	583
Officer Professional Military Education	5,107	4,984	4,988
Enlisted Professional Military Education	28,509	22,982	29,484
Professional Continuing Education	4,470	8,782	3,647
Medical Professional Continuing Education	0	0	0
Technical Training	743	576	431
Other Educational Activities	NA	1,338	NA
Junior Reserve Officer Training Corps	NA	18,574	115,268
Special Events	NA	161	NA
<b>Total (Resident/On-Site)</b>	<b>54,233</b>	<b>62,507</b>	<b>160,013</b>

- Resident "Accessions" includes BOT, COT, RCOT, AECP, NECP, SROTC
- Resident "Academic" programs include AFIT resident, Civilian institutions, Naval Post Graduate School, and the Advanced Studies Group.
- Resident "PROFESSIONAL MILITARY EDUCATION" includes AWC, ACSC, SOC, SNCOA, the CLC, all resident NCOAs (including OCONUS and McGhee-Tyson NCOA), and ALS
- Resident "Professional Continuing Education" includes AFIT and Maxwell-Gunter schools
- Resident "Medical Professional Continuing Education" includes programs administered by AFIT Civilian Institutions
- Resident "Technical Training" includes Chaplain courses (Eaker Center) and First Sergeant's Academy (Barnes Center)
- Resident "Other Educational Activities" include AFIT & Maxwell-Gunter school seminar and workshop completions
- Resident "Special Events" include non-educational events hosted by AU Maxwell/Gunter schools

DISTANCE LEARNING PROGRAMS	FY15 PROGRAMMED ENTRY or PRODUCTION	FY15 GRADUATES / COMPLETIONS	FY16 PROGRAMMED
Academic Under-Graduate Education	0	27,459	0
Officer Professional Military Education	NA	4,278	NA
Enlisted Professional Military Education	NA	16,271	NA
Professional Continuing Education	30,134	34,948	24,902
Technical Training	616	65,874	181
Other Educational Activities	NA	0	NA
<b>Total (Non-Resident)</b>	<b>20,059</b>	<b>134,863</b>	<b>19,941</b>

- Academic Undergraduate: CCAF numbers are included here because the students are not resident through CCAF. CCAF numbers reflect projected CCAF Degrees plus Culture and Language
- Non-resident "Professional Military Education" includes AWC, ACSC, SOC, NCOA, SNCOA correspondence courses through ACDA
- Non-resident "Professional Continuing Education" includes AFIT and Maxwell-Gunter schools off-sites, satellite, on-line, other types of non-AFCDA distance learning and correspondence courses through AFCDA
- Non-resident "Technical Training" includes Career Development Courses through AFCDA

ALL AU PROGRAMS	FY15 PROGRAMMED ENTRY or PRODUCTION	FY15 GRADUATES / COMPLETIONS	FY16 PROGRAMMED
Accessions	14,125	3,531	4,851
Academic Programs	1,279	29,038	1,344
Officer Professional Military Education	5,107	9,262	4,988
Enlisted Professional Military Education	28,509	39,253	29,484
Professional Continuing Education	34,604	43,730	28,549
Medical Professional Continuing Education	0	0	0
Technical Training	1,359	66,450	612
Other Educational Activities	0	1,338	0
Junior Reserve Officer Training Corps	NA	18,574	115,268
Special Events	NA	161	NA
<b>TOTAL STUDENT PRODUCTION SUPPORTED BY AU</b>	<b>84,983</b>	<b>211,337</b>	<b>185,096</b>

ALL NON-AU PROGRAMS	FY14 Participants	FY15 Participants
Air National Guard Academy of Military Science	511	494
Advanced Studies Group (AFERB AETC Graduate Education)	21	21
Non-AU Special Events	885	1,146
Non-AU OEAs	7,636	8,365
Non-AU PCE	2,092	1,422
Non-AU PME (OCONUS NCOA, IAAFA SOS)	168	162
<b>TOTAL Non-AU Programs</b>	<b>11,145</b>	<b>11,448</b>

<b>GRAND TOTAL ALL FY14 PROGRAMS</b>	<b>210,723</b>	<b>222,785</b>
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Source of Data: AU/CFR

### **TOTAL AU PROGRAM GRADUATES/PARTICIPANTS (FY15 SUMMARY NARRATIVE)**

Total all AU Tracked graduates, all programs	211,691	<i>(Includes formal programs, seminars, ASG and the ANG AMS)</i>
Total AU Graduates from formal, approved Programs:	211,176	
Total participants, all tracked programs	222,785	<i>(Includes formal programs, seminars, ASG and the ANG AMS, AU and Non-AU Special Events, and Non-AU Programs on Maxwell)</i>

#### RESIDENT PROGRAMS:

Total AU Resident Maxwell-Gunter Graduates	11,255	
Total AU Resident not at Maxwell-Gunter	23,272	<i>(Chaplain, NSSI, etc)</i>
Total AFIT Resident at Wright-Patterson	2,818	
Total AFIT Resident not at Wright-Patterson	787	<i>(Civilian Institutions)</i>

## AU INTERNATIONAL STUDENT STATISTICS

### Graduates Over the Last Four Years

COUNTRY	2012	2013	2014	2015
Afghanistan	2	4	1	0
Albania	1	0	0	0
Algeria	3	2	4	3
Armenia	1	0	0	0
Australia	3	5	3	5
Austria	2	2	2	2
Azerbaijan	1	0	0	1
Bahrain	3	2	2	4
Bangladesh	3	2	2	3
Belgium	0	0	0	2
Bosnia-Herzegovina	1	0	1	1
Botswana	2	2	2	2
Brazil	2	1	2	3
Bulgaria	5	10	8	2
Burundi	1	0	0	1
Canada	5	9	6	7
Chile	2	2	2	2
Colombia	7	6	3	2
Croatia	3	3	4	5
Czech Republic	5	5	4	4
Denmark	0	2	0	1
Dominican Republic	2	1	1	2
Egypt	3	0	3	4
El Salvador	2	1	1	1
Estonia	2	2	1	2
Ethiopia	0	0	0	1
Finland	0	1	0	0
France	2	3	2	3
Georgia	1	0	1	1
Germany	6	7	5	5
Ghana	2	2	3	2
Greece	0	0	1	1
Hungary	0	0	0	2
India	2	3	2	3
Indonesia	5	4	8	5
Iraq	3	0	0	2
Israel	2	2	2	1
Italy	7	7	8	3
Jamaica	0	0	0	2

<b>COUNTRY</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Japan	3	3	4	4
Jordan	3	2	5	4
Kenya	2	0	2	2
Korea	6	8	9	13
Kuwait	2	2	2	2
Latvia	3	1	0	0
Lebanon	2	0	2	6
Libya	1	0	1	0
Lithuania	3	3	1	2
Macedonia	3	0	1	1
Malaysia	4	3	4	3
Mauritius	1	0	0	0
Mali	0	0	0	0
Mexico	1	2	2	2
Moldova	1	0	1	2
Mongolia	1	1	0	0
Montenegro	1	1	1	0
Morocco	5	5	7	3
Netherlands	13	2	3	33
New Zealand	2	3	2	3
Niger	0	1	0	0
Nigeria	5	2	2	6
Norway	2	2	2	2
Oman	9	10	8	3
Pakistan	4	3	4	3
Panama	2	1	1	0
Papua New Guinea	0	0	1	0
Paraguay	0	1	0	0
Philippines	4	6	7	5
Poland	6	4	6	5
Qatar	2	1	1	0
Romania	4	2	2	2
Rwanda	1	0	0	0
Saudi Arabia	14	16	14	11
Senegal	0	1	1	1
Serbia	1	1	1	1
Sierra Leone	1	0	0	0
Singapore	4	5	2	3
Slovakia	2	2	3	2
Slovenia	5	3	1	1
South Africa	1	0	0	1
South Sudan	0	0	1	0
Spain	2	1	2	2
Sri Lanka	1	1	0	0

<b>COUNTRY</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Sweden	0	2	0	1
Switzerland	2	1	0	0
Taiwan	4	4	2	4
Tanzania	1	0	0	0
Thailand	3	2	4	0
Trinidad and Tobago	1	0	0	2
Tunisia	3	3	4	3
Turkey	11	6	11	12
Uganda	2	2	4	2
Ukraine	3	0	2	2
United Arab Emirates	3	2	1	2
United Kingdom	2	6	2	5
<b><i>Vietnam</i></b>	0	0	0	1
Yemen	1	1	2	2
Zambia	1	2	1	2
<b>TOTAL COUNTRIES</b>	<b>83</b>	<b>69</b>	<b>72</b>	<b>76</b>
<b>TOTAL STUDENTS</b>	<b>255</b>	<b>220</b>	<b>223</b>	<b>256</b>

Source of Data: IOS

### Top Ten Countries in Student Graduations

	<b>FY46-FY15</b>	<b>Graduates</b>
1	Saudi Arabia	825
2	Korea	477
3	Thailand	476
5	Philippines	463
4	Turkey	451
6	Iran	430
7	Greece	352
8	Jordan	339
9	Morocco	302
10	Germany	262

### International Students Completing AU Schools

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>1946-2015</b>
AWC	44	43	45	44	1,631
ACSC	76	72	66	75	1,612
SOS	66	42	58	69	4,580
SNCOA	28	28	18	22	210
OTHER	42	36	36	46	1,069
<b>TOTALS</b>	<b>256</b>	<b>221</b>	<b>223</b>	<b>256</b>	<b>9,102</b>

Source of Data: IOS

**FY15 ADVANCED DISTRIBUTED LEARNING STATISTICS**

<b>Program Activity</b>	<b>CDC</b>	<b>Special</b>	<b>Total</b>
New Enrollments	73,898	358	74,256
Voluntary	6,782		
Mandatory	67,116		
Course Completions	65,513	241	65,754
Course Failures	422	27	449
Attrition	6,257	156	6,413

<b>Enrollments by Service Category</b>	<b>CDC</b>	<b>Special</b>	<b>Total</b>
Active Duty	41,888	225	42,113
Air Force Reserve	8,446	22	8,468
Air National Guard	15,830	62	15,892
Other Services	2,065	1	2,066
Other (Allied, CAP)	974	9	983
DoD Civilians	4,679	55	4,734
<b>TOTALS</b>	<b>73,882</b>	<b>374</b>	<b>74,256</b>

<b>New Enrollments by Rank</b>	<b>Officer</b>	<b>Enlisted</b>	<b>Other</b>	<b>Total</b>
Air Force Active Duty	24	42,091	0	42,115
Air Force Reserve	9	8,462	0	8,471
Air National Guard	10	15,886	0	15,896
Civil Air Patrol	0	0	0	0
Other Services	0	2,066	0	2,066
Allied	0	0	974	974
DoD Civilians	0	0	4,734	4,734
<b>TOTALS</b>	<b>43</b>	<b>68,503</b>	<b>5,710</b>	<b>74,256</b>

<b>Courses Available</b>	
CDC	402
Specialized	2
<b>TOTAL</b>	<b>404</b>

Source: AU/A4/6

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## FY15 CIVIL AIR PATROL STATISTICS

<b>MEMBERSHIP</b>	
Cadets	24,093
Senior	31,896
Aerospace Education Members	1,672
<b>TOTAL</b>	<b>57,661</b>
<b>ORGANIZATIONAL UNITS</b>	
Regions	8
Wings	52
Groups	127
Senior Squadrons	223
Cadet Squadrons	226
Composite Squad	769
Flights	49
<b>SEARCH AND RESCUE</b>	
Missions	913
Sorties	1,117
Hours Flown	1,825
Lives Saved	69
<b>COUNTER DRUG OPERATIONS</b>	
Hours Flown	9,210
Arrests Made	753
Currency Seized	\$2,374,280
Street Value	\$1,195,122,500
<b>EDUCATION AND TRAINING</b>	
Aerospace Workshops	296
Professional Development	57,517
<b>ROTC/JROTC FLIGHTS</b>	
Sorties Flown	549
Hours Flown	371

<b>AIRCRAFT</b>		
Airplanes - Corporate Owned	552	
Airplanes - Member Owned	44	
Gliders	46	
Balloons	2	
<b>TOTAL</b>	<b>644</b>	
<b>RADIO STATIONS</b>		
HF ALE Base	411	
HF Base	761	
HF ALE Mobile	261	
HF Mobile	25	
HF Tactical Base	138	
VHF/FM Base	965	
VHF/FM Mobile	5,231	
VHF/FM Portable	3,552	
VHF/AM Base	51	
VHF/AM Mobile	238	
VHF/AM Portable	159	
Fixed Repeater	561	
Airborne Repeater	144	
<b>TOTAL STATIONS</b>	<b>12,497</b>	
<b>CADET FLIGHTS</b>		
Activities	# of Events	# Attending
Glider Orientation Flights	10	116
Orientation Flights	15,491	29,896
Powered Aircraft Training	8	1441
<b>CADET PROGRAM</b>		
Activities	# of Events	# Attending
Encampments	42	6,450
Cadet Competition	0	0
International Exchange	1	46
National Special Activities	45	2,194
Regional Leadership School	13	313

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**FY15 COMMUNITY COLLEGE OF THE AIR FORCE STATISTICS**

<b>CCAF Registrants</b>					
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
Air Force	194,072	192,028	187,205	179,282	163,581
Air Force Reserve	45,724	45,724	44,303	43,074	39,987
Air National Guard	77,887	75,928	74,796	74,028	71,880
Army	217	169	171	169	153
Navy	170	182	181	169	177
Marine Corps	31	24	28	24	34
Coast Guard	1	2	1	2	1
International	0	0	0	0	0
<b>TOTAL</b>	<b>318,012</b>	<b>313,905</b>	<b>306,685</b>	<b>296,748</b>	<b>275,813</b>

<b>Degree Summary</b>					
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
AAS Degrees Awarded	18,494	20,150	20,661	23,157	23,206
Cumulative CCAF Graduates	312,120	325,929	342,968	360,096	381,874

<b>Percent of Force with CCAF Degree</b>					
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
Air Force	25.5%	26.7%	28.6%	30.5%	32.58%
Air Force Reserve	20.9%	21.7%	22.9%	24.3%	26.76%
Air National Guard	15.3%	16.3%	17.5%	18.5%	20.44%

<b>Number of CCAF Graduates Currently Serving</b>					
	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>
Air Force	65,606	69,063	74,045	77,769	79,790
Air Force Reserve	11,863	12,430	12,966	13,579	15,146
Air National Guard	13,906	14,572	15,650	16,618	19,097
<b>TOTALS</b>	<b>91,375</b>	<b>96,065</b>	<b>102,661</b>	<b>107,966</b>	<b>114,033</b>

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## FY15 HOLM CENTER STATISTICS

<b>OFFICER PRODUCTION</b>					
<b>Career Field</b>	<b>AFROTC</b>	<b>OTS TFOT</b>			<b>OTS COT</b>
		<b>AD</b>	<b>AFRES</b>	<b>ANG</b>	
Acquisitions & Developmental Engineering <sup>1</sup>	217	65	2	10	0
Air Battle Manager	29	26	0	11	0
Air Liaison, Special Tactics, & Combat Rescue	27	10	0	8	0
Base Support & Civil Engineering <sup>2</sup>	115	13	14	67	0
Chaplain	0	0	0	0	39
Cyberspace and Network Operations	148	6	2	33	0
Intelligence	148	3	18	68	0
Lawyer	7	0	0	0	110
Logistics & Maintenance	112	4	20	49	0
Medical	74	0	0	0	1117
Combat Systems (Navigator) Operations <sup>3</sup>	146	98	6	18	0
Pilot	197	73	3	8	0
RPA Pilot	370	93	67	158	0
<b>TOTAL</b>	<b>1,652</b>	<b>444</b>	<b>132</b>	<b>436</b>	<b>1,266</b>

1 Includes Scientist, Developmental Engineering, Contracting, and Financial Management career fields

2 Includes Security Forces, OSI, Force Support, Public Affairs, Band, and Civil Engineering career fields

3 Includes Airfield, Missile, Nuclear, Space, and Weather Operations career fields

<b>Enrollment</b>	<b>Grand Total</b>	<b>Scholarship</b>	<b>Female</b>	<b>Male</b>
AFROTC*	12,176	3,896	2,868	9,308

\* FY15 enrollments as of 2 Nov 15 (AY15-16)

<b>Enrollment</b>	<b>Grand Total</b>	<b>Scholarship</b>	<b>Female</b>	<b>Male</b>
AFJROTC*	124,891	214**	47,084	77,807

\* FY15 enrollments

\*\* AFROTC had 1,233 applicants who indicated JROTC on their applications, 214 were offered High School Scholarship Program (HSSP) scholarships

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## MUIR S. FAIRCHILD RESEARCH INFORMATION CENTER STATISTICS

<b>Item</b>	<b>Count</b>
Books	577,303
Electronic Books	46,861
Audio Books	3,526
Periodicals	1,338
Newspapers	39
Microfilms	959,683
Videos/Wargames	5,070
Tech Reports/Documents	511,013
Maps/Charts	205,036
Webpage Hits	2,425,916
Items Circulated/year	91,697
Reference Inquiries	16,835
Average Daily Attendance	416
<b>INTERLIBRARY LENDING</b>	
Loaned	908
Borrowed	576

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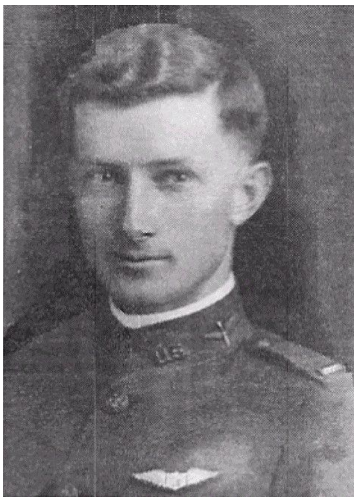


# HISTORY OF MAXWELL AIR FORCE BASE & GUNTER ANNEX

In early 1910, a group of influential businessmen in Montgomery, Alabama, offered Wilbur Wright use of an old cotton plantation for establishing a flying school in the city. Shortly thereafter, the Wrights opened one of the world's earliest flying schools at the site that would subsequently become Maxwell Air Force Base (AFB). Orville Wright recorded the first powered flight in Montgomery on March 26, 1910. The first recorded heavier-than-air night flights in aviation history also occurred at the Alabama field on May 25, 1910. However, the school closed just two days later and nearly eight years passed before flying activities resumed in Montgomery.

During World War I, the US Army established numerous military flying training fields and aviation repair depots around the country. In April 1918, Mr. Frank D. Kohn, a local businessman, leased 302 acres of his land to the US Government for use as an aviation repair depot. Affectionately known as "Wright Field," this was the same site used by the Wright brothers in 1910. The government purchased the site in 1920 for \$34,327.

The field went through five name changes during the next four years. The installation's first official name was the Engine and Repair Depot (April 1918). In September, the name changed to the Engine and



**The young Lt William C. Maxwell**

Plane Repair Depot #3. The depot became the Aviation Repair Depot in March 1919. In January 1921, the depot became the Montgomery Air Intermediate Depot. Further, the War Department re-

designated the depot as Maxwell Field in November 1922, in honor of 2d Lieutenant William C. Maxwell. Lieutenant Maxwell, a native of Atmore, Alabama, died on August 12, 1920, in the Philippines when his DH-4 aircraft struck a flagpole after he had swerved to avoid striking a group of children at play.

In the summer of 1931, the Air Corps Tactical School moved from Langley Field, Virginia, to Maxwell Field. Though its basic mission was to



**Monument to the Wright brothers' biplane shed in Montgomery, AL in 1910**

educate air officers in the strategy, tactics, and techniques of air power, the school also became involved in the development of air doctrine. In fact, brilliant young officers such as Claire Chennault, Muir S. Fairchild, Harold L. George, Haywood Hansell, Lawrence Kuter, Kenneth Walker, Robert Webster, and Donald Wilson developed aerial warfare doctrines, strategies, and tactics used against the enemy during World War II. In addition, the school produced 261 of the 320 Army Air Forces (AAF) general officers who served on V-J Day, including three four-star generals and eleven of

thirteen three-star generals. However, wartime requirements for well-educated and trained officers proved too great to permit the continuation of academic pursuits and the school was discontinued on October 9, 1942.

On July 8, 1940, the War Department created the Southeast Air Corps Training Center, headquartered at Maxwell Field, to manage the growing number of flying schools in the southeastern section of the United States. The War Department re-designated the center as the AAF Eastern Flying Training Command on August 23, 1943. Throughout the war, Maxwell was home to six different schools that trained US military aviators and crews for wartime service. More than 100,000 aviation cadets graduated from these schools during the war.

In preparation for its post-war educational operations, the Army Air Forces transferred the AAF Schools to Maxwell on November 29, 1945, and assigned it as a major command. On March 12, 1946, the school was re-designated as Air University (AU). Throughout its history, the basic mission of AU has been to develop future planners and leaders of the US Air Force. It continues that proud tradition today as a major component of Air Education and Training Command (AETC).



**Recent Photo of the Wing Consolidated Support Complex, Maxwell AFB**

Meanwhile, on October 1, 1994, HQ AETC inactivated the 502d Air Base Wing at Maxwell AFB and replaced it with the 42d Air Base Wing. The wing was further assigned to AU. The 42d Air Base Wing now serves as the host unit for Maxwell AFB and nearby Gunter Annex. Its primary mission is to provide support for Air Force mission requirements, AU, and the Maxwell-Gunter community.

Gunter was activated initially in August 1940 to serve as a basic flying school site. At the peak of training in 1944, aircraft assigned to Gunter had almost reached 400. In January 1946, Gunter's aircraft were transferred to Maxwell. The consolidation of many mission support activities

between Maxwell and Gunter over the years impacted Gunter's identity as a separate, self-sustaining installation. On March 10, 1992, Gunter Air Force Base, which was assigned to Maxwell for Real Property jurisdiction, control, and accountability, was renamed Maxwell Air Force Base-Gunter Annex. Several unique organizations are based at Gunter Annex, among them are the Air Force Institute of Advanced Distributive Learning, the Senior Noncommissioned Officer Academy, and Headquarters Standard Systems Group (HQ SSG).

Headquarters Standard Systems Group (SSG) was activated in January 1995. They are the focal point for planning, establishing, and managing Air Force and Department of Defense contracts for specially developed software and commercial off-the-shelf hardware and software programs for communications and computer systems. SSG manages over 130 standardized computer programs in support of major commands and base requirements.

As AU continued to grow both in size and stature a number of significant changes took place. On 14 February 1997 AU merged AFROTC and OTS. This represented the first in a series of steps designed to restructure Air University so that it would more closely resemble civilian institutions of higher learning. With the activation of the new Air Force Officer Accession and Training Schools (AFOATS), three quarters of the Air Force officer production now resided at Maxwell AFB. By integrating the commissioning programs at Air University, the merger provided maximum flexibility in determining optimum production goals between the two officer accessioning programs.

The next step in the evolution of Air University came with the activation of the Air and Space Basic Course School 12 September 1997. On 20 August 1998, Gen Michael E. Ryan, CSAF, redesignated the Air and Space Basic Course School as the Aerospace Basic Course (ABC). To further enhance its academic standing Air University developed the continuum of education which recognized the need for a core curriculum applicable from Air Force Officer Accession and Training Schools through the Air War College and beyond. The notion was to eliminate gaps in education while avoiding unnecessary duplication.

The driving force behind the reorganization of Air University was the desire to develop the University into a world class institution. Since the academic standards at AU were equal to, if not surpassing, those at top civilian institutions it was decided to pursue degree granting authority from Congress and accreditation by the Southern Association of Colleges

and Schools (SACS). In December of 1999 the School of Advanced

Airpower Studies received its accreditation from the Southern Association of Colleges and Schools. The school initially established as a part of the Air Command and Staff College for specific graduates also became an independent institution on 15 September 1999. In the National Defense Authorization Act for fiscal year 2000, signed on 5 October 1999, Air University was granted authority to confer the Master of Strategic Studies degree to resident graduates of the Air War College and the Master of Military Operational Art and Science degree to resident graduates of the Air Command and Staff College.

Early in the year 2000, several significant events took place at Air University. On 1 February 2000, the Air Force established the Air Force Institute for Advanced Distributed Learning. With the emergence of distance learning, Air University saw the need to unite its former Extension Course Institute programs with the Air Force Distance Learning Office. At the basis of distance learning was the development of interactive courseware and video teltraining. At the same time the increase in Internet access offered another means of delivering courses to students around the world. On 1 February 2000 the Office of Academic Support was inactivated. On the same day the Air University Academic Office was established assuming most of the responsibilities of the Office of Academic Support, in addition to the duties routinely performed by chief Academic Officers at major universities. The Academic Office consisted of four divisions: Academic Affairs, Registrar, Faculty development, and the Academic Instructor School. Then on 8 February 2000 the Aerospace Basic Course and the Squadron Officer School, were merged under the Squadron Officer College (SOC).

In 2003 Academic Instructor School was decentralized. Instructors were reassigned to the various colleges under Air University. AIS, the named activity, and 2 instructors were realigned to CPD on 1 October 2003, where it continued to provide instruction for CPD, CADRE, and external customers. The following year brought the long awaited accreditation of Air University by the Southern Association of Colleges and Schools. The decision rendered on June 24, made accreditation retroactive to 1 January 2004. This was a significant milestone in the continuing evolution of Air University as an institution, because it was now possible to offer graduate degrees on an equal basis with other accredited academic institutions. To Gen Regni's thinking this greatly facilitated efforts to maintain and enhance the traditional role of Air

University as the intellectual center for critical thinking in the Air Force.



**Squadron Officer School Seminar, mid-90's**

In recent years the Southeast region has been affected by a larger than usual number of hurricanes. These weather related developments have had a significant impact on Air University. In 2005 Maxwell AFB began to serve as a regional staging area for FEMA providing personnel to assist with coordinating and assisting in disaster relief efforts. In addition Maxwell hosted evacuees and their families from military bases in affected areas, and served as a bed down facility for equipment from affected AF bases, units operating from Maxwell in support of relief efforts, and those units en route to or from disaster relief operations.



**FEMA staging area Maxwell AFB**

In April 2006, USAF officials announced that the Air Force Doctrine Center (AFDC), a Direct Reporting Unit assigned to Headquarters, USAF, would be reassigned to AU later in the year. Advance planning

for the realignment focused on the parallel mission already being performed within AU by the College of Aerospace Doctrine, Research and Education. A merger of the two organizations would capitalize on the strengths of both while producing valuable cost savings, but the complexities of that process were still being considered when AFDC was formally transferred to AU on 1 October.

The growing demands of an expeditionary Air Force affected AU in multiple ways, some with unanticipated but valuable benefits. In August 2006, the Officer Training School (OTS) expanded its curriculum by 20 hours to put further emphasis on expeditionary deployment skills. To provide additional realism for OTS' mass casualty exercises and survival, escape and evasion procedures, helicopters and crews were 'borrowed' for a first-ever joint training effort with Army Aviation units stationed at Ft. Rucker, Alabama.

Responding to a USAF Chief of Staff directive to improve cultural literacy and foreign language skills, AU began to offer on-line tutoring in 28 foreign languages to active duty company grade officers in September. As resources became available, this effort would be expanded to also include reserve and guard company grade officers; eventually, the ability to speak a second language was expected to become a promotion prerequisite throughout the USAF officer corps.

In January 2007, the Air University Library was formally redesignated the Muir S. Fairchild Research Information Center to recognize its greatly expanded role in providing students with multiple means of accessing academic and operational research information.

In March, the AF Institute of Technology began to offer a master's degree in systems engineering as its first distance learning graduate degree program, and in that same month Secretary of the Air Force Michael Wynne gave AU permission to confer honorary degrees.

After a 48-month reevaluation period, in April the Squadron Officer School (SOS) reinstated its Distinguished Graduate (DG) Award program to recognize students for exhibiting special excellence in all facets of the curriculum. SOS's recognition had been changed in March 2004 to replace DG with a Top Third Graduate Award for the best 33 percent of the graduating class; the restoration of DG status for the top ten percent ensured recognition of the 'best of the best' in each class.

At mid-year, the Air Command and Staff College began to offer eligible officers an on-line graduate degree program in the military operational arts and sciences; the program simultaneously fulfilled their requirements for Joint professional military education and AF intermediate development education. The Community College of the Air Force (CCAF) also announced activation of the Associate-to-Baccalaureate Program, an arrangement with civilian colleges and universities by which enlisted personnel could use distance learning and tuition assistance to complete their four-year degrees. To further expand its reach and utility, in October CCAF released a new web-based tool called the Credentialing and Education Research Tool, an on-line means of linking CCAF degree programs with nationally recognized professional certifications relevant to specific Air Force career fields. The process served as a recruiting tool, as it showed prospective enlistees how USAF opportunities were related to civilian career opportunities.

AU also saw other milestones gained and surpassed in 2007. In June, after almost a year of transition, the AF Judge Advocates School was formally reassigned 'in place' from AETC to the AF Legal Operations School. Two months later, the Center for Air Force Doctrine, Research and Education was inactivated, and its assets were absorbed by the newly redesignated AF Doctrine Development and Education Center. The Air and Space Basic Course graduated its 25,000 student, and CCAF awarded a record 17,456 associates degrees during the academic year; one of them was the 300,000<sup>th</sup> Airman to become a CCAF alumnus.

The most significant changes affecting AU in 2008 were structural in nature. In late 2006, facing draconian constraints imposed by the USAF's undeferrable need to recapitalize the force while simultaneously engaging with terrorism around the globe, AU began a serious, 'nothing is sacred' review of all its operations; those in-depth efforts continued on through much of 2007. After due consideration by AETC and USAF Headquarters, the University received authority to undertake a major reorganization in the spring of 2008. The process involved multiple organizational change actions; its goals were to reduce manpower requirements by rationalizing the arrangements for officer and enlisted education needs, and to improve operational effectiveness by reducing the number of officials reporting directly to the AU commander.

As a preliminary step, in April some of AU's Headquarters offices were recast in order to bring them more into line with their equivalents at AETC. Personnel (AU/DP) became A1, Manpower and

Personnel; Plans and Programs (AU/XP) became A5/A8, Plans and Programs; and Communications and Information (AU/SC) became A4/A6, Logistics and Communications. The Fairchild Research Information Center was realigned to report to the director of AU's Academic Office (AU/CF), rather than to the AU commander. And the AF Institute for Advanced Distance Learning was inactivated; its personnel and other assets were largely absorbed by A4/A6.

Later that same month, the Spaatz Center for Officer Education was activated, along with a subordinate unit called the Education Support Squadron. Spaatz Center was tasked with overseeing the full spectrum of AU's professional military education programs for officers; the Air War College, Air Command and Staff College (ACSC), Squadron Officer College and the School for Advanced Air & Space Studies all became Spaatz Center subordinates. This action was accompanied by the inactivation of the 35<sup>th</sup> and 38<sup>th</sup> Student Squadrons; their production quotas were absorbed by the Air & Space Basic Course (ASBC) School's remaining four student squadrons.

In May, the restructuring continued with the redesignation of the AF Doctrine Development and Education Center (AFDDEC) as the LeMay Center for Doctrine. At the same time, the AF Research Institute was activated and assigned to AU Headquarters; its mission was to provide the USAF's senior leaders with independent scholarship focused upon Service effectiveness and national security enhancement. In early June, the AF Officer Accessions and Training Schools were redesignated as the Holm Officer Accession and Citizen Development Center to honor retired Major General Jeanne M. Holm, the first female USAF officer to achieve flag rank.

AU completed its reorganization in July with the redesignation of the College for Enlisted Professional Military Education as the Barnes Center for Enlisted Education. Named for Thomas N. Barnes, the fourth Chief Master Sergeant of the AF, the Center took control of CCAF, the USAF SNCO Academy (along with all of its subordinate NCO academies in the continental U.S.), and the First Sergeants Academy.

As significant as they were, these realignments were not AU's only important accomplishments in 2008. Even as it restructured, the University continued to refine its curricula, and to take advantage of the latest advances in distributed learning technologies. In March, AFDDEC released the first two offerings of a new, web-based Warfighter Development Education program; three more courses followed later in the year. In June, CCAF reported that its Associate-to-

Baccalaureate Cooperative program had exceeded the first year's enrollment projection of 1,000 students by a factor of four; thus far, 32 colleges and universities were engaged in the effort. That same month, the graduates of USAF Test Pilot School Class 07B became the first to receive their Master of Science in Flight Test Engineering degrees under AU's authority. In September, eight active duty AF officers became the first to receive a Master of Arts Degree in the Military Operational Arts and Sciences via ACSC's distance learning program. A month later, the Holm Center inaugurated its Civilian Acculturation and Leadership Training course; the two-week course was intended to help imbue Air Force civil service employees with an airman's culture and ethos. And in November, CCAF finished moving its Airframe and Power plant Certification Program to full on-line accessibility.

Where 2008 had been a time of major restructuring, 2009 was more a time of institutional adjustment and accretion. In June, for example, the Civil Air Patrol-USAF was realigned under the Holm Center for Officer Accessions and Citizen Development. This gave AFROTC and Junior AFROTC members more opportunities to participate in 'real world' aviation-related activities, including CAP-USAF's emergency search and rescue missions.

In August, ECPD was redesignated as the Eaker Center for Professional Development (reverting to the name it had used from December 1987 to October 1993), so as to match AU's four other subordinate centers. Although ECPD would continue to oversee the USAF Chaplain Service Institute, it was transferred to Fort Jackson, South Carolina in September. This move was the result of a Base Realignment and Closure Commission decision to consolidate the Services' chaplaincy training programs at a single location. A month later, ECPD gained the National Space Security Institute. Previously assigned to AF Space Command (and remaining sited at Colorado Springs, Colorado), NSSI operated two schools with a combined annual output of about 1,500 students. In October, AFIT's Civil Engineering and Services School was merged with ECPD's AF Human Resource Management School to form a new ECPD activity called the Force Support Professional Development School. This mirrored the USAF's integration of the manpower, personnel and services career fields into a unified force support structure.

AU's officer training establishment also benefited from another relocation in 2009. After lengthy negotiations, the Air National Guard agreed to shift its Academy of Military Sciences (the ANG's chief source of commissioned officers) from McGee Tyson

ANGB, Tennessee, to Maxwell AFB. This transfer benefited the ANG and the USAF alike, as it gave the ANG's newest officers all the advantages of attending OTS classes while at the same time imbuing the USAF's newest officers with an appreciation of the merits—and the needs—of a Total Force structure. Formally designated as Det. 12, ANG Readiness Center, the ANG officer schoolhouse was co-located with OTS over the summer, and its first class of Maxwell-hosted graduates received their commissions on 13 November.

AU colleges and schools also continued to adapt their course offerings to new web-based technologies. For example, SOS released the first major revision to its distance learning program since 2002, and CCAF began to offer a ground-breaking, on-line cultural awareness course for AF enlisted personnel that emphasized the affects that cultural differences could have upon mission performance.



**Squadron Officer School Seminar, 2011**

In 2009, the Southern Association of Colleges and Schools (SACS) reaffirmed AU's accreditation as a degree-granting institution. AU was initially accredited in 2004 and is subject to renewal every five years. In 2010, SACS provided favorable consideration to accrediting AU as a level V institution, opening the door to offer the Ph.D. in Military Strategy to selected SAASS students. These events cemented AU's status as a center of intellectual and academic excellence.

The US Government began fiscal year (FY) 2011 without an approved budget as President Barack Obama and Congressmen discussed ways to bring federal spending under control and reduce the national debt. The passage of seven Continuing Resolutions (CRs) through early Apr allowed the US Government to function at FY 2010 spending levels. It came closest to shutting down at midnight, 8 Apr, when the seventh CR would have expired. If it had,

among other serious consequences, the government would have furloughed over 800,000 federal civilian employees, including the over 2,300 at Maxwell-Gunter. That evening, the President signed a short term act to continue funding until the formal passage of the permanent appropriations act on 15 Apr, funding the US Government at FY 2010 levels to 30 Sep 2011.

Between Jan and Sep 2011, AU completed the process to obtain approval for the School of Advanced Air and Space Studies to offer the Doctorate of Philosophy (PhD) in Military Strategy. After meetings with the Southern Association of Colleges and Schools and the National Advisory Committee on Institutional Quality and Integrity of the US Department of Education, the AU on 20 Jul received a letter from Secretary of Education Arne Duncan in which he approved AU's PhD degree. Subsequently, the Under Secretary of Defense for Personnel and Readiness officially notified the US Congress of the Department of Education's approval. The AU proceeded to make preparations to award its first PhD in military strategy to Lt Col Tadd Sholtis on 14 Nov in conjunction with the honorary degree ceremony for Mr. Tom Brokaw.

In Dec 2010, President Barack Obama signed legislation that would repeal the Department of Defense's "Don't Ask, Don't Tell" (DADT) policy, concerning the military service of homosexuals. In May, the AU began training its military members and civilian employees in required "Repeal of the DADT policy" training. AU completed all levels of training for nearly 3,200 people by early Jul. To provide ongoing sustainment of training on the new policy, AU schools modified portions of appropriate current courses to eliminate information about the previous policy and replace it with material on the repeal of DADT. On 22 Jul 2011, the President, the Secretary of Defense, and the Chairman of the Joint Chiefs of Staff certified to Congress that the Armed Forces were prepared to implement the repeal of the DADT policy. The repeal became effective on 20 Sep 2011.

During 2011, the Air Force Institute of Technology School of Logistics (AFIT/LS) and its contract partner, Science Applications International Corporation (SAIC), began developing 14 courses for officers and officials of the Iraqi Security Forces (ISF) and Ministry of Defense at the request of US Forces Iraq and its successor, the State Department's Office of Security Cooperation Iraq. These courses included ten on logistics, three on acquisition, and one for academic instructors. In Sep 2011, after developing material for the initial seven courses, a team of six faculty members went to Iraq to accomplish "train-the-trainer" sessions, resulting in

the certification of 27 Iraqi military instructors to teach the courses to others in Iraq. Additionally, in Sep the AFIT/LS awarded a contract to SAIC to develop the remaining seven courses.

During the period 25-28 Apr 2011, northern Mississippi, northern Alabama, central Tennessee, western North Carolina, and Virginia experienced at least 334 tornadoes, the greatest outbreak of tornadoes since 1932. On 27 Apr, an EF4 tornado hit Tuscaloosa, Alabama, and destroyed two sections of Tuscaloosa and left much of the city without power for over a week. This record-breaking outbreak of tornadoes resulted in 321 deaths, including 43 in Tuscaloosa, and an estimated \$9 billion in damages. Another EF4 tornado severely damaged the Air Force recreational facility at Lake Martin but caused no injuries. By 3 May, the Alabama Wing of the Civil Air Patrol (CAP) alone had flown 23 sorties for a total of 33 hours of flight time and took over 1,000 aerial photographs of the areas of Alabama devastated by the tornados. Maxwell AFB served as a staging area for relief supplies from the Federal Emergency Management Agency (FEMA) for tornado victims in Alabama, Mississippi, and Tennessee.

In May 2011, the Jeanne M. Holm Center for Officer Accessions and Citizen Development announced the closure of five AFROTC detachments with no intent to replace them. On 12 Sep, Secretary of the Air Force Michael Donley and president of Yale University Richard Levin signed an agreement at Yale University to reestablish an AFROTC detachment, originally active from 1952 to 1957, at that school. Classes for the new detachment will begin in the fall of 2012.

In Jun, senior Air Force generals, meeting at “Corona Top” at Wright-Patterson AFB, Ohio, formally decided to terminate the Air and Space Basic Course (ASBC) and transition the Evasion Conduct after Capture course to “just in time” training for deployers as cost-saving measures. The AU graduated its last ASBC class on 22 Jun and canceled the remaining FY 2011 and the 2012 classes. In addition, the AU would modify the Squadron Officer Course from a five-week course to eight-week course with 100% opportunity of attendance for company grade officers.

On 14 Jun 2011, the World Peace Corps Mission honored the CAP as its “Roving Ambassador for Peace” at a ceremony at the US Capitol. The World Peace Corps Mission, an international Evangelical missionary organization founded in 1989, awarded the prestigious award to the CAP for its tremendous impact on American communities, saving lives, and

preserving liberty. The Air Force Rescue Coordination Center credited the CAP with performing 90 percent of continental United States inland search and rescue missions which saved the lives of 113 persons in FY 2010.

In early summer 2011, the AETC commander selected Maj Gen (Lt Gen select) David S. Fadok, then commander of the Curtis E. LeMay Center for Doctrine Development and Education, as the new AU Commander to succeed retiring AU Commander Lt Gen Allen G. Peck. On 12 Aug, recently promoted Lt Gen Fadok became the 29th commander of the Air University and, at the same time, the first designated “President of Air University.”

For the second consecutive fiscal year (FY), the US Government began the fiscal year in October 2011 without an approved budget as President Obama and the US Congress debated the depth and extent of tax increases and spending cuts and ways to reduce the national debt. After five Continuing Resolutions, the Congress by 23 December 2011 finally passed the appropriations acts needed to fully fund the US government for FY 2012. However, the President and the Congress continued a more acrimonious debate over the national debt level and overall government spending. The most serious issues were the tax hikes and spending cuts that would go into effect at midnight 31 December 2012, mandated by the Budget Control Act, signed into law on 2 August 2011, unless the President and Congress agreed to long-term deficit reduction legislation by that deadline. As of 30 September 2012, however, there was no such legislation and no serious legislation under consideration. Most economic experts believed that the United States would suffer serious economic problems if these legislated tax increases and spending cuts occurred according to the law.

Because of these budget issues, the Air University (AU), like the rest of the US government, saw no spending authority increases over the FY 2010 and 2011 levels. Also, to meet lower budget levels, the Air Force reduced the overall authorized number of military and civilian positions. The AU lost 93 enlisted positions, 26 officer positions, and 202 civilian positions by the end of FY 2012 as its share of these reductions. Maxwell AFB accomplished the civilian position reduction without a mandatory reduction-in-force through the elimination of 102 vacant positions and the reassignment, separation, or retirement of the incumbents of the remaining 100 positions by 30 September 2012.

As another consequence of these national budget issues, General Edward T. Rice, Jr., the commander of the Air Education and Training Command, began

in December 2011, to emphasize the establishment of a “culture of cost consciousness” that would utilize every “penny” received for its annual budget while maintaining mission effectiveness. He called on everyone to look for ways to use the funds received in the most cost effective way.

As a result, the AU senior leadership began looking for ways to transform AU into a more efficient organization in presenting its professional military, continuing, specialized education programs (PME/PCE/ PSE) without reducing their quality. One result was the transformation of company grade PME with the termination of the Air and Space Basic Course in August 2011 and the incorporation of some of its course material into a revised and expanded (five weeks to eight weeks) in-residence Squadron Officer School (SOS) program. In addition, the SOS added an electives program from which students could choose a number of one-to-two hour presentations on specific topics in five subject areas. The first transformed in-residence SOS class began on 9 January 2012. The revised SOS distance learning program became available in June 2012.

The Air Command and Staff College also transformed its non-master’s distance learning program. In addition to the more traditional printed lesson narratives and reading materials, the new program included videos, computer-based interactive learning activities, game-like exercises, and collaborative on-line seminars, all of which would be available via the internet, to increase faculty and student interactions. The new program became available in early September 2012.

On 14 November 2011, Lieutenant General (Lt Gen) David S. Fadok, the AU commander and president, awarded an honorary Doctorate of Letters, *Honoris Causa*, to Mr Thomas J. Brokaw, well renowned, award-winning broadcast journalist and author. At the same ceremony, General Fadok awarded AU’s first Doctorate of Philosophy in Military Strategy to Lieutenant Colonel Tadd Sholtis, currently the Deputy Director of Public Affairs, Headquarters Air Combat Command, Langley AFB, Virginia.

On 1 December 2011, the Civil Air Patrol (CAP), the civilian auxiliary of the Air Force, celebrated its 70th anniversary of vigilant service to the American people. Originally established to conduct antisubmarine warfare patrols off the coasts of the United States right before the official entry of the United States into World War II, the CAP became a private corporation, chartered by the US Congress, in 1946 to provide emergency services, including search-and-rescue and disaster relief operations; aerospace education; citizen development for

teenagers; and specified non-auxiliary assistance to governmental and private agencies. On 10 May 2012, the US Senate unanimously passed Senate Bill 418, introduced by Senator Tom Harkin, D-Iowa, to award the Congressional Gold Medal to the Civil Air Patrol for the service of CAP members during World War II. House of Representatives Bill 719 was still pending at the end of the fiscal year.

By February 2012, the Air Force Career Development Academy, Barnes Center for Enlisted Professional Education, began offering Career Development Course (CDC) volumes for about 60 Air Force specialty codes on-line for use as study material for the Weighted Airman Promotion System testing. Airmen could now download their most current respective study material to a computer or a smart phone, making the appropriate study material easier to access. For the time being, airmen will also still continue to receive hard copies of their CDCs.

In March, the Air and Space Power Journal, published by the Air Force Research Institute, ceased publication of its printed edition. Since 1947, the AU had published the journal under several titles, using Air Staff funding. However, because of rising printing costs and Air Force budget reductions, the Air Staff could no longer provide the funding, and the journal went to on-line publication only.

In March, the Community College of the Air Force (CCAF), the largest community college in the world, celebrated its 40th anniversary. The CCAF provided college credit for hundreds of Air Force enlisted professional military education and training courses toward the award of an associate degree in applied science. Since its establishment in March 1972, the CCAF had awarded over 343,000 degrees.

The Enlisted Heritage Hall (EHH) at Gunter Annex added several new exhibits and modified a number of existing exhibits. The most significant modification was to the exhibit on Chief Master Sergeant Richard Etchberger. In September 2010, President Obama approved the upgrade of the chief’s posthumous Air Force Cross for heroism in Laos during the Southeast Asia conflict to the Congressional Medal of Honor (MOH). In October 2011, the EHH began modifying the current display to reflect the upgrade of the original medal. On 26 March 2012, Chief Etchberger’s family donated his MOH for permanent display in the Chief’s EHH exhibit. On the same day, the Air University Foundation unveiled a bust of Chief Etchberger in the nearby Senior Noncommissioned Officer Academy.

On May 2012, AU Commander and President, Lt Gen David S. Fadok conducted an appointment of



leadership ceremony at the Air Force Institute of Technology (AFIT), Wright-Patterson AFB, Ohio, at which Dr. Todd Stewart became the first civilian chancellor and director of the AFIT. Dr. Stewart retired in 2002 at the rank of major general after serving 34 years for the US Air Force in response to a Secretary of the Air Force initiative.

On June 28, Colonel (Col) Brian Killough, the commander of the 42nd Air Base Wing since 12 July 2010, relinquished command to Col Trent H. Edwards. Col Killough went to New York City as an Air Force Fellow with the prestigious Council of Foreign Affairs. Col Edwards came from Ellsworth AFB, South Dakota, where he had served as the commander of the 28th Mission Support Group.

In July, nine members of the 42nd Medical Group deployed to an ongoing joint humanitarian training exercise, New Horizons, sponsored by the US Southern Command, in Peru. The team joined over 500 other US and Peruvian doctors who provided a variety of general and specialized medical and dental services to more than 7,000 people over a 10-day period.

On 5 August, when the Maxwell Elementary School opened for the school year, it included seventh and eighth graders for the first time. This addition allowed former sixth graders from the base school to continue at the same school, instead of Southlawn Middle School, an off-base school that was further away than the middle school that Maxwell students had previously attended.

In anticipation of tropical storm Isaac making landfall along the Gulf coast in late August, the Federal Emergency Management Agency (FEMA) staged more than 120 semi-trailer trucks with relief supplies at Maxwell AFB on 25 August. On 27 August, Isaac crossed the Florida peninsula and entered the Gulf of Mexico, where it increased in strength to a hurricane. That day, President Obama authorized federal aid for Louisiana and the surrounding Gulf coast. Isaac made landfall near the mouth of the Mississippi River on 28 August 2012 at 6:45 p.m., Central Time Zone. After a week of operations, the FEMA closed its operations at Maxwell AFB.

The completion of the required training by the Department of Defense for the repeal of the “Don’t Tell, Don’t tell” policy in Sep 2011 cleared the way for the AU to open discussions with Yale University, New Haven, Connecticut, to reestablish an Air Force Reserve Officer Training Corps (AFROTC) detachment at that school. The Air Force had previously established Detachment 120 at Yale University on 1 August 1952 but closed it on 1 July

1957. The new unit, Detachment 9, officially opened on 21 September 2012 with 38 cadets.

The US Government began fiscal year (FY) 2013 without an approved budget for the third year in a row as President Barack Obama and the US Congress continued to debate the depth and extent of tax increases, spending cuts, and other ways to reduce the national debt. To keep the federal government operating, the President signed a Continuing Resolution on 28 September 2012 that funded the government to March 2013. In March 2013, the Congress finally passed the appropriations acts, which the President signed on 26 March 2013, needed to fully fund the US government for FY 2013.

The President and the Congress, however, continued a more acrimonious debate over the national debt level, overall government spending, and the Affordable Health Care Act, popularly called “Obamacare.” According to the 2011 Budget Control Act, mandatory debt-reducing actions, known as sequestration, amounting to more than \$2 trillion with about a \$500 billion coming from the Department of Defense and other national security agencies, would go into effect midnight 31 December 2012 unless the President and the Congress agreed to a long-term budget reduction program. In December 2012, Congressional action delayed the enactment of sequestration until 1 March 2013 to provide additional time for the President and the Congress to provide a debt reduction agreement without the trauma of across-the-board spending cuts. However, since there was no debt-reduction legislation by the end of February, the budget reductions went into effect on 1 March 2013.

Over the spring and summer, these budget reductions had significant adverse impact on AU’s education programs. For example, in late May, AU reduced or cancelled most of its continuing education classes for the remainder of the fiscal year. Additionally, Headquarters (HQ) Air Force eliminated attendance at virtually all non-DOD conferences, adversely affecting the professional development of AU’s faculty, and instituted stringent controls on duty-related temporary duty (TDY). Even the purchase of routine office supplies became minimized to “mission essential” supplies only. The fiscal year again ended without an appropriations act or a continuing resolution and with a threatened government shutdown as conservative Republicans refused to consider a budget agreement without the repeal or defunding of the Obamacare act.

The budget problems also adversely affected AU manning during FY 2013. AU had a net loss of 107 civilian positions, mostly from the FY 2012 Resource

Management Decision 703 and 20 officer positions and gained one enlisted position. Maxwell AFB accomplished the civilian position reduction without a mandatory reduction-in-force through the elimination of vacant positions and the reassignment, separation, or retirement of the incumbents of the remaining positions by 30 September 2013. The only real manpower growth occurred in the Spaatz Center's Counterproliferation Center which gained three civilian positions to manage the new Nuclear 300 and 400 courses and at the Air Force Institute of Technology which gained two positions for its nuclear certification program. Finally, at the start of the sequester period it appeared that appropriated funds civilian employees would lose 12 days to mandated furloughs. However, through reprogramming of funds allowed by law, they lost only six noncontiguous days of work to mandated furloughs, taken mostly in July and August. AU employees lost an aggregate total of approximately \$2.9 million in pay, and AU, an aggregate loss of productivity equivalent to 30.2 full time employees for the fiscal year. The civilian furloughs also resulted in reduced hours for some organizations, workarounds that utilized military personnel only on furlough days, and the termination of some courses for lack of civilian instructors in July and August 2013.

The continuing budget issues led the AU leadership to continue to look for ways to transform AU into a more efficient organization in presenting its professional military, continuing, specialized education programs (PME/PCE/ PSE) for delivery at less cost but without a reduction in quality. The FY 2012 transformation effort produced a concept, based on the establishment of a College of Leadership Development (CLP) that would group leadership courses from current officer and enlisted PME programs into one organization as the first step toward more extensive changes. However, in March 2013 AU leaders determined that this concept entailed additional manning than current officer PME (OPME) programs and terminated the development of the CLD concept. For the remainder of the fiscal year, AU leaders developed a new approach which would replace the current distant learning (DL) OPME programs with a menu of courses that officers could tailor to better align with their particular experience, training, education and timing throughout their careers. In addition, the new program would provide PME credit for resident developmental education, non-PME masters, and other courses that cover PME-related subjects. In general, in-residence OPME would remain unaffected by these changes.

In addition, AU officials continued to refined a concept, called Enlisted PME (EPME) Next,

developed in late FY 2012, to transform EPME from the current program, consisting of episodic in-residence school attendance for most active duty noncommissioned officers (NCO) and enrollment in DL versions for those unable to attend in-residence at various stages in their enlisted careers to an EPME program that would consist of three segments: a one-year enrollment in a self-paced DL course, a facilitated online learning program, and a shortened in-residence portion. Airmen would enroll in a specific course, based on time-in service and not the current time-in-grade. AU officials hoped to implement the EPME Next program in January 2015.

The Air Force's decision to terminate the Air and Space Basic Course (ASBC) in July 2011 resulted in significant changes to the first level of officer PME. AU incorporated some of the ASBC course objectives into a revised and expanded (five weeks to eight weeks) in-residence Squadron Officer School (SOS) program, first presented in January 2012. AU also initiated a request to reorganize the Squadron Officer College which resulted in the inactivation of the 34th and 37th School Squadrons, the ASBC School, and Squadron Officer School and the reassignment of the remaining school squadrons to the Squadron Officer College on 1 July 2013.

HQ AU also underwent a number of significant staff changes. In early 2013, AU requested that the Air Force allow it to reorganize the Directorate of Education Logistics and Communications (AU/A4/6) into the Directorate of Education Operations and Communications (AU/A3/6) as AU had previously reassigned the Education Logistics branch (AU/A4L) to the Barnes Center as the Air Force Career Development Academy, effective 1 January 2012. HQ Air Education and Training Command approved the request in late July 2013. Also, in July 2013, to meet a higher headquarters directive to reduce the number of positions assigned to the headquarters staff, HQ AU realigned the Directorate of Public Affairs (AU/PA) to the 42nd Air Base Wing (ABW) and began the process to transfer two-thirds of the positions, assigned to the Directorate of Financial Management (AU/FM), to a reactivated 42nd Comptroller Squadron, assigned to the 42 ABW.

On 5 November 2012, Lieutenant General (Lt Gen) David S. Fadok, the AU commander and president, awarded a Doctorate of Law Honoris Causa, to former US Representative and Chairman of the House Armed Services Committee Isaac N. Skelton, IV (Dem-MO). Mr. Skelton, among many accomplishments, was instrumental in the enactment of the 1986 Goldwater-Nichols Act, which produced the most significant reorganization of the US national

defense structure since 1947. Mr. Skelton died on 28 October 2013.

In Oct 2012, the Air Force senior leaders unanimously approved a new structure for Air Force doctrine documents, called Doctrine Next. Instead of 30 stand-alone doctrine documents, each of which required over a year, if not longer, to revise, coordinate, and receive approval before formal publication, Air Force doctrine would be arrayed in five basic volumes with 29 annexes, constructed from 893 building blocks, called "Doctrine Topic Modules (DTM)." The breakout into DTMs will enable revision in detail without broader disruption, provide consistent definition of terms and concepts throughout Air Force doctrine documents, and reduce the word count by about 30 percent. During FY 2013, the Lemay Center worked on deploying Air Force doctrine documents into digital formats for finalization and online availability by November 2013.

The US Government began fiscal year (FY) 2014 without an approved budget for the fourth year in a row as President Barack Obama and the US Congress continued their acrimonious debate over the national debt level, overall government spending, and the Affordable Health Care Act, popularly called "Obamacare." Since the President refused to agree to any budget deal that included defunding or delaying the implementation of the Affordable Care Act by midnight, 30 September 2013, the federal government shut down for 21 days until the President and Congress agreed to another continuing resolution to provide time to resolve the budget impasse. At the last minute, the President signed into law the Pay Our Military Act, which provided funding to pay military personnel and, after six days of furlough, most civilian employees of the Department of Defense. As a result, the impact on Air University was minimal, mostly missed lessons by furloughed civilian students and increased use of military personnel to cover functions normally conducted by civilians in the first week of the fiscal year. Some schools canceled their early October courses which normally had a majority of civilian students, creating a backlog for some schools.

During FY 2014, the Air Force instituted several force management programs, such selective early retirement and separation boards, for both officers and enlisted members which reduced the Air Force's authorized strength as one of many means to reduce overall Air Force personnel costs. By the end of the fiscal year, these programs had identified a number of officer and enlisted PME faculty members, base-support personnel, and AFROTC detachment personnel. These manning reductions increased the

workload of remaining assigned personnel. More specifically, several AFROTC detachments were reduced to one officer because of the loss of officers to the force management programs, rejection of some candidates because of quality of force factors, and other reasons. Also, in July, the Air Force mandated the reduction of headquarters staff positions by 20 percent with the manpower positions to fall off unit manning documents by 30 September 2014. As a result, the Headquarters Air University staff lost 29 manning positions.

The Air Force Research Institute worked on several significant research projects for the Chief of Staff of the Air Force (CSAF) and the Air Staff. Its researchers continued their work on his Cyberspace Force Development Study and visited several cyberspace-related organizations throughout the year and completed the final report in September. In addition, AFRI worked toward its second Cyber Power Symposium planned for summer 2014. However, by April the concept of a symposium had transformed into a Cyber Advisory Group, scheduled for 15-17 July, to support the cyber force development study. In addition, the Institute reviewed the draft Air Force Cyber Strategy which Headquarters Air Force A2 presented at the Air Force Council in spring 2014. The Air University Press published four books, *Strategy for Intelligence, Surveillance, and Reconnaissance* by Colonel Jason Brown, *The Evolution of a New Paradigm: The Changing Nature of Geo Warfare 1900-2000* by Dr. Tal Tovoy, *Airpower and the Environment and Resourcing* by Joel Howard, and *General McChrystal's Counterinsurgency Campaign* by Colonel Matthew Brand.

The Air Force Reserve Officer Training Corps (AFROTC) continued to have significant problems that resulted from sequestration and the October government shutdown. For example, it had to catch up on delayed pay, tuition, stipends, and detachment inspections and evaluations. In addition, it developed a voluntary release program to allow cadets projected for commissioning in calendar 2014 and classified into an overage career field to leave the program without any commitment or recoupment of scholarship funds. This early release program resulted in the release of 27 cadets out of an original target of 300. The Holm Center also had to delay the start dates of several FY 2014 Officer Training School classes. AFROTC reinstated the Gold Bar recruiter program, suspended in FY 2013, which allowed new second lieutenants to visit high schools with a significant percentage of minority students to inform them about Air Force careers through the AFROTC program. In April, the Air Force released an updated Program Guidance Letter that reduced the

AFROTC accession quota for FY 2016 from 1,600 to 1,400 officers which reduced the selection rate for the FY 2014 summer field training from an average of 88 percent in the previous two years to 60 percent.

As a result of budget reductions by the Army National Guard, the Guard in early 2014 began drawing down its mission at Camp Shelby, Mississippi, which AFROTC used for its summer field training program. This drawdown led Headquarters AFROTC to search for a new location to conduct its summer field training. AFROTC decided to use the Vigilant Warrior Officer Training School expeditionary training area near Maxwell AFB, starting summer 2015. As a result, it needed to renovate portions of the site to accommodate the AFROTC field training program requirements. In August, the Air Force Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer (RED HORSE), Air Combat Command, agreed to renovate the training area to meet AFROTC field training needs and projected the start of construction in late summer 2015.

In January 2014, Squadron Officer College (SOC) finalized the curriculum for the 5-week Squadron Officer School (SOS) course, based on the CSAF's guidance to provide in-residence SOS opportunity to all line active duty Air Force captains. In April, the CSAF approved the new SOS course, and the SOC scheduled the first class for the revised course to start in 12 November 2014.

In October 2013, the Barnes Center began initial testing of its transformed Air Force Senior Noncommissioned Officer Academy program with the first offering of the Advanced Leadership Experience, the program's in-residence portion, with graduation on 13 December 2013. The Air Force First Sergeant Academy completed the facilitated distance learning portion of its course and began the in-residence portion with graduation on 8 November 2013. The Barnes Center also began the validation of the transformed Chief Leadership Course.

In November 2013, the AU commander, Lt Gen David S. Fadok, approved the termination of the Headquarters Directorate of Plans and Programs. The former directorate's functions that dealt with financial issues, such as the development of AU's inputs to the Program Objective Memorandum, went to the Directorate of Financial Management and the functions that dealt with plans became a part of the Directorate of Academic Affairs.

In fiscal year 2012, the Holm Center had initiated a proposal to reassign the Civil Air Patrol (CAP) to the Air Force Reserve Command, but, after discussions

in FY 2013, the command turned down the proposal. In FY 2014, the Center initiated a proposal to reassign CAP to First Air Force (Air Forces North), Air Combat Command, since CAP was an operational flying organization which flew about 80 percent of the Continental United States search and rescue missions. Reaction from First Air Force and Air Combat Command were positive to the proposal, but the fiscal year ended without a decision.

In November 2013, the 42 ABW held a groundbreaking ceremony that began construction of Freedom Park, a \$400,000 Public-Public Public-Private (P4) project among Maxwell AFB, the cities of Montgomery and Prattville, the River Region Chamber of commerce, local builders, and Hunt Properties. The park featured multiple child and youth play areas, adult fitness areas, several pavilions, and restroom facilities adjacent to the Hunt Community Center and soccer field. Representatives of the contributing organizations, area city leaders, and Maxwell AFB formally opened the park on 28 May 2014.

In January 2013, STARBASE Maxwell, serving fifth grade students in 50 schools in Central Alabama, reopened for students after it had closed in FY 2011 for a major renovation of the building and a threatened permanent closure in FY 2013 because of lack of funding. The Department of Defense sponsored the program to peak interest in science, technology, engineering, and mathematics among elementary age school children. In August 2013, the governor of Alabama Robert Bentley committed \$250,000 of state funds to maintain the STARBASE program. In FY 2014, the Montgomery Education Foundation and the Air University Foundation provided additional support to garner financial support from the state.

In Jan 2014, the CSAF's Strategic Studies Group asked the School for Advanced Air and Space Studies (SAAAS) to assist in the development of an airpower strategy for 2030. The school established a five-person team of faculty members who, in turn, engaged SAASS students to participate in the project.

On 10 January 2014, the LeMay Center for Doctrine Development and Education received approval for Annex 3-60, Counterland, the first doctrine revised using the Doctrine Next process, in about 13 months versus 30 month, using the previous process.

In February, representatives of the Eaker Center's Defense Financial Management (FM) and Comptroller School (DFM&CS) met with representatives of the Secretary of the Air Force for Financial Management, Headquarters Air Education

and Training Command Manpower and Personnel and Financial Management School at Keesler AFB, Mississippi, to discuss the transfer of the Financial Management Staff Officer Course (FMSOC), to include funding and manpower, from Keesler AFB to DFM&CS, Maxwell AFB that would standardize financial management education and training as the result of the FY 2012 National Defense Authorization Act which authorized an FM credentialing program. In July, the Secretary of the Air Force for Financial Management notified the Eaker Center that he had approved the movement with funding, faculty, and staff of the FMSOC to the Eaker Center, Maxwell AFB in FY 2016.

In April, the Air University commander, Lt Gen Fadok, approved a 47-day common Basic Officer Training (BOT) program for active duty and Air Force Reserve officer trainees that would run simultaneously with the 40-day Air National Guard Academy of Military Studies (AMS) officer training course. Trainees for the BOT program would arrive seven days before the start of the AMS program for basic military training, and the cadets for both programs would graduate on the same day. The first offering for the simultaneous programs started on 14 August.

On 25 April, the 42 ABW Chaplain's Office officially opened the installation Airmen Resiliency Center that would provide for a holistic approach that integrated the mental, physical, social, and spiritual aspects of a Airman's military life. Activities included indoor theater and games inside the theater and soccer and flag football in Freedom Park next to theater. Resiliency skill sets helped Airmen to cope with life both inside and outside of the Air Force.

On 30 May 2014, President Obama signed into law the bill to award the Congressional Gold Medal to World War II members of the Civil Air Patrol. The Senate had passed its bill in May 2013, and the House of Representatives passed its bill in mid-May 2014. Founded on 1 December 1941, CAP flew over 86,500 missions and 24 million miles along the Atlantic and Gulf of Mexico coasts of the United States, searching for German submarines ravaging American coastal shipping by 31 August 1943. During that time, CAP members discovered 173 German submarines, attacked 57 of them, possibly sank two, discovered 325 survivors of sinkings, and lost 67 aircraft and 26 members. During the war CAP members also conducted a variety of noncombatant functions in the Continental United States.

On 25 September, Air University hosted its first learning symposium that shared information about

university faculty and staff research and provided a professional development experience for university civilian and military faculty. With the theme "The Essential Weapon of the Warfighter," the symposium had speakers who presented topics that pointed to critical thinking as a fundamental requirement for the warfighter.

During FY 2015, AU leaders, led by the new AU commander, Lt Gen Steven L. Kwast, continued the transformation of AU's education programs, started under the leadership of Lt Gen Fadok. The objective was to produce Air Force leaders, capable of coping with the changing nature of war and increasingly scarce resources today and the near-term and ethical leaders who think creatively and strategically to overcome the nation's current and near-term security challenges. Senior Air Force leaders called for new approaches for preparing today's and tomorrow's Airmen for the next war, and the current AU leadership responded to that charge throughout the year. To do so, Air University leveraged new teaching methods and technology to deliver quality education to more Airmen that addressed both their personal and professional developmental needs.

Air University also began transforming its faculty and students into an Air Force "think-tank" which would develop and test new and innovative ideas and would develop, test and disseminate current and relevant doctrine. For example, in Jun Lt Gen Kwast announced plans to develop a Cyber College at Air University where students from all Air Force components, other US military services, and international partners could study together and develop innovative solutions to the cyber challenges of today's world. In September 2015, Air University published a new Strategic Plan that incorporated these objectives and higher headquarters directions. To assist him in achieving this transformation program, the AU commander established the positions of Provost and Chief, Information Officer to oversee this process.

In FY 2015, AU schools modified numerous courses which were once presented only in a traditional classroom with the addition of a distance learning module. This module at the start of a course allowed students to complete basic course content for the course at their leisure before attending the in-residence portion at an AU school. As a result, AU could shorten the in-residence portion of these courses, reducing temporary duty costs, and allow students to focus on applying the information learned in the distance learning module during the in-residence portion. In general, students provided very favorable feedback about the modified courses. By August 2015, the Air Force had officially implemented these changes to AU education

programs, especially its professional military education courses.

During FY 2015, the Holm Center completed the modifications needed to transform the separate Basic Officer Training (BOT) course for active duty Air Force and Air Force Reserve line officer candidate and the Air National Guard officer training course into one total force line officer course for officer trainees of all three components. The combined course was 40 days long with a one-week preliminary program before the start of the modified course for active duty and Reserve trainees with no prior military experience. The first total force Officer Training School class, using the same curriculum began in early Jan 2015 and graduated on 13 Mar 2015.

Budget issues continued to adversely affect the Air Force Reserve Officer Training Corps (AFROTC). The Air Force reduced the annual number of officers to receive commissions through this program, which resulted in the release of AFROTC seniors from the program and produced some turmoil and uncertainty in the program. Manpower reduction programs caused a significant percentage of AFROTC detachments to lose instructors and place many of these into a position in which they could not adequately conduct their programs. At the same time, the Secretary of Defense would not allow the Air Force to inactivate detachments with few cadets in their programs, thus, providing personnel for the undermanned detachments.

## CHRONOLOGY FOR MAXWELL AFB & GUNTER ANNEX

- 19 Mar 1910 The Wright brothers opened their school on a site, which later became Maxwell AFB. The school closed 28 May 1910.
- 4 Apr 1918 The War Department leased 302 acres of the Frank D. Kohn plantation for use as an aviation repair depot. This was the same area where the Wrights had operated their flying school.
- 7 Jul 1918 Workers completed construction of 52 buildings and three miles of road at a cost of \$819,000.
- 20 Sep 1918 The first airplane made at the depot went on exhibition.
- 19 Mar 1919 The depot underwent a name change, becoming the Aviation Repair Depot.
- 11 Jan 1920 The government purchased the land the depot occupied for \$34,327.
- 25 Jan 1921 The depot underwent another name change becoming the Montgomery Air Intermediate Depot.
- 30 Nov 1921 The 22d Observation Squadron and the 4th Photographic Section moved to Montgomery.
- 8 Nov 1922 The War Department re-designated the Montgomery Air Intermediate Depot as Maxwell Field.
- 17 Apr 1925 Maxwell Field's Lt Robert D. Knapp and Sgt J.A. Liner delivered the first official airmail to the city of Montgomery.
- 31 Jul 1930 The War Department approved opening a federal prison camp at Maxwell Field.
- 15 Sep 1930 An expansion program began with the construction of the Air Corps Tactical School followed by barracks, hangars, warehouses, and additional NCO quarters.
- Jan 1932 Work began on 99 senior officers' quarters to accommodate the transfer of the Air Corps Tactical School. They were finished in 1935.
- Sep 1932 Captain Claire L. Chennault founded an aerial acrobatic team called the Flying Trapezers. The team disbanded in 1936.
- 1935 A second aerial acrobatic team formed at Maxwell. They were called the Skylarks.
- 8 Jul 1940 The War Department created the Southeast Air Corps Training Center, headquartered at Maxwell.
- 9 Sep 1940 The first basic flying training class of 120 flying cadets arrived at Maxwell. In early November, the school moved to the municipal airport (later Gunter Field).
- Nov 1940 Advanced-flying training began at Maxwell Field. Closed in May 1942.
- 6 Sep 1941 The Air Corps Replacement Center opened.
- 25 May 1942 Maxwell established a Central Instructors School.
- 23 Aug 1943 The War Department re-designated the Southeast Air Corps Training Center as the Army Air Forces Eastern Flying Training Command.
- 17 Sep 1945 The Eastern Flying Training Command established a separation center at Maxwell to facilitate the release of Army Air Forces personnel.
- 29 Nov 1945 The Army Air Forces School transferred from Orlando, Florida, to Maxwell Field.
- 15 Dec 1945 Eastern Flying Training Command inactivated.
- 12 Mar 1946 The Army Air Forces School became Air University (AU).
- 17 Nov 1947 The 502d Air University Wing activated and became the host unit at Maxwell.
- 13 Jan 1948 Maxwell Field became Maxwell Air Force Base.
- 28 Jul 1948 Air University replaced the 502d Air University Wing with the 3800th Air University Wing.

- 12 Sep 1949 The USAF Historical Division moved from Washington, D.C., to Maxwell. Today the division is known as the Air Force Historical Research Agency.
- 5 Feb 1954 A \$5 million construction project began in the Academic Circle to accommodate the many schools assigned to Air University.
- 16 Mar 1963 Officials announced an integrated elementary school would open at Maxwell in September.
- 14 Feb 1973 The Maxwell Regional Hospital was 1 of 31 stateside military hospitals taking part in Operation Homecoming, the return of American service members who had been prisoners of war (POW) in Southeast Asia. By the end of April, 43 former POWs had entered Maxwell's hospital.
- 30 Oct 1990 Building 804, which now serves as the 42d Air Base Wing headquarters, was dedicated.
- 1 Oct 1992 Air University inactivated the 3800th Air Base Wing and replaced it with the newly activated 502d Air Base Wing.
- 1 Jul 1993 Air University became a subordinate component of Air Education and Training Command (AETC), and Maxwell became an AETC base.
- 1 Oct 1994 HQ AETC activated the 42d Air Base Wing and assigned it to Air University, replacing the 502d Air Base Wing.
- 5 Oct 1994 Air University received degree-granting authority by Congress to award the Master of Science in Airpower Art and Science to SAASS graduates.
- 28 Oct 1994 Air University received degree-granting authority by Congress to award the Associate of Science degree to graduates of the Community College of the Air Force.
- 14 Feb 1997 Headquarters Air Force Officer Accession and Training School activated with HQ AFROTC and HQ OTS reassigned from Air University to the new unit.
- 12 Sep 1997 HQ AETC activated the Air and Space Basic Course that was later re-designated the Aerospace Basic Course and assigned it to Air University.
- 15 Sep 1999 The School of Advanced Airpower Studies became a separately accredited unit at AU by the Southern Association of Colleges and Schools.
- 5 Oct 1999 Air University received degree-granting authority by Congress to award the Master of Science in Strategic Studies degree to Air War College graduates, and to award the Master of Science in Operational Art and Science to Air Command and Staff College Graduates.
- 1 Feb 2000 The Air University Library became a separate named unit reporting to the AU Commander.
- 8 Feb 2000 The Squadron Officer College, composed of the Aerospace Basic Course and the Squadron Officer School, was established to oversee the advancement of professional military education for junior officers.
- Nov 2001 Maxwell Exhibit at the Union Station in Montgomery won the Mayor's "Bright Idea" award and later won the AF level award.
- 3 Oct 2002 The School of Advanced Airpower Studies was re-designated the School of Advanced Air and Space Studies.
- 4-8 Aug 2003 "Combined Operations Week" took place at Maxwell during which Air and Space Basic Course and Senior Noncommissioned Officer Academy students merged into flights for the first time in Professional Military Education history to participate in integrated seminar discussions and team leadership exercises.
- 1 Oct 2003 The Academic Instructor School was reassigned from Headquarters, Air University to the Ira C. Eaker College for Professional Development.
- 24 Jun 2004 Air University was accredited by the Southern Association of Colleges and Schools (SACS), retroactive to 1 Jan 2004. This single accreditation included SAASS and CCAF, which were previously accredited separately..



8 Jul 2004 Lt Gen John F. Regni assumed command of Air University.

12 Oct 2005 Lt Gen Stephen R. Lorenz assumed command of Air University.

15 Aug 2006 Ft. Rucker-based Army Aviation helicopters were used for the first time to assist in instructing Officer Training School students in mass casualty exercises and survival, escape and evasion procedures. This innovation accompanied a 20-hour expansion of the OTS curriculum to increase emphasis on expeditionary deployment skills.

16 Aug 2006 Montgomery Mayor Bobby Bright signed an agreement deeding the 35-acre Riverside Heights area to Maxwell AFB. In exchange, the Air Force deeded Montgomery Heights to the City of Montgomery.

Sep 2006 In response to the USAF Chief of Staff's direction to improve cultural sensitivity and linguistic skills, AU began to offer on-line tutoring in 28 foreign languages to active duty company grade officers and initiated the Cultural Competency Conference .

Sep 2006 Air University celebrated the 60th anniversary of the first classes to be offered at the Air War College, the Air Command and Staff College, and the forerunner of what later became the Squadron Officer School.

1 Oct 2006 The Air Force Doctrine Center (AFDC) was reassigned to AU. The AFDC commander ('dual-hatted' as the AU vice commander) continued to serve as the USAF's executive agent for all matters regarding operational-level doctrine.

19 Jan 2007 Air University Library was formally renamed the Muir S. Fairchild Research Center.

March 2007 The Air Force Institute of Technology (AFIT) began to offer a Master's degree in systems engineering as its first distance learning (DL) graduate degree program. Support for the offering was facilitated by AFIT's new studio suite for the production of DL courseware.

29 Mar 2007 Secretary of the Air Force Michael W. Wynne granted AU permission to confer honorary degrees upon "other than those students who fulfilled specified degree requirements."

16 Apr 2007 The Squadron Officer School (SOC) reinstated its Distinguished Graduate (DG) Award program to better recognize those students who had exhibited special excellence in all facets of the curriculum. SOC's recognition program had been changed in March 2004 to replace DG with a Top Third Graduate Award for the best 33 percent of the graduating class.

4 May 2007 Air University began regrouping its colleges and schools under newly created centers to manage accessions (the Holm Center), officer education (the Spaatz Center), enlisted education (the Barnes Center), doctrine development (the LeMay Center), and continuing education (the Eaker Center).

Jun 2007 The Air Command and Staff College created an on-line graduate degree program for eligible officers that simultaneously fulfilled requirements for Joint professional military education and AF intermediate-level development education. The 33 semester-hour program conferred a master's degree in the military operational arts and sciences.

15 Jun 2007 CCAF activated the Associate-to-Baccalaureate Program, an arrangement with civilian colleges and universities by which enlisted personnel use distance learning and tuition assistance funding to complete their four-year degrees.

23 Jun 2007 The AF JAG School was formally reassigned 'in place' from AETC to the AF Legal Operations Agency.

2 Aug 2007 The Center for Aerospace Doctrine, Research and Education was inactivated; its personnel and resources were largely absorbed by the AF Doctrine Center, which was renamed the AF Doctrine Development and Education Center on the same day.

14 Sep 2007 The Air and Space Basic Course announced the graduation of its 25,000th student.

25 Sep 2007 CCAF recognized its 300,000th degree recipient during ceremonies held in Washington, DC.

- 15 Oct 2007 CCAF released a new web-based tool called the Credentialing and Educational Research Tool, an on-line means of linking CCAF degree programs with nationally recognized professional certifications relevant to specific AF career fields.
- 28 Jan 2008 Air University received degree-granting authority by Congress to award the Master of Science in Flight Test Engineering to USAF Test Pilot School graduates.
- March 2008 The AF Doctrine Development & Education Center released the first two courses of a new, web-based Warfighter Development Education (WDE) program for on-demand use.
- 24 Apr 2008 To better align AU Headquarters offices with their AETC equivalents, some AU functions were redesignated or reassigned: AU/DP, Personnel became A1, Manpower and Personnel; AU/XP, Plans & Programs, became A5/A8, Plans and Programs; AU/SC, Communications and Information was restructured to form A4/A6, Logistics and Communication; and the Fairchild Research Information Center was realigned to report to the Director of the Air University Academic Office (AU/CF), rather than directly to the AU commander. As a part of the same action, the Air Force Institute for Advanced Distance Learning was inactivated. Its personnel and resources were largely absorbed by AU's new Directorate of Education Logistics and Communications, or A4/A6.
- 8 May 2008 AFROTC's summer training camp syllabus began using a revised program that centralized all such activities at Maxwell AFB. The 2008 offering consisted of six three-week sessions, with the first consisting of 360 students from 144 colleges nationwide.
- 19 May 2008 The AF Doctrine Development and Education Center was redesignated as the Curtis E. LeMay Center for Doctrine Development and Education; on the same day, AETC also activated the AF Research Institute (AFRI) and assigned it to AU Headquarters.
- 2 Jun 2008 AETC redesignated AFOATS as the Jeanne M. Holm Officer Accession and Citizen Development Center. The name change honored the first female USAF officer to achieve flag rank.
- 7 Jun 2008 The 18 students of USAF Test Pilot School Class 07B became the first to earn a Master of Science in Flight Test Engineering from AU. Each student was required to complete more than 2,000 graduate academic hours and about 120 hours of in-flight training in order to earn the degree.
- 16 Jun 2008 Lt Gen Allen G. Peck assumed command of Air University.
- 19 Jun 2008 The USAF named the AF Institute of Technology's Center for Cyberspace Research as the AF Cyberspace Technical Center of Excellence.
- 11 Jul 2008 AU's reorganization was completed with CEPME's re-designation as the Thomas N. Barnes Center for Enlisted Education; its namesake was the fourth Chief Master Sergeant of the Air Force, serving from October 1973 until August 1977. Its subordinate organizations included CCAF, the USAF SNCO Academy, all CONUS-based NCO academies, and the First Sergeants Academy.
- 12 Sep 2008 The first eight officers to be awarded their Master of Arts Degree in Military Operational Art and Science via the Air Command and Staff College's distance-learning program received their diplomas at a ceremony held at Scott AFB, Illinois.
- 27 Oct 2008 The Holm Center inaugurated its Civilian Acculturation and Leadership Training (CALT) course. During their two-week syllabus, the first class of 25 CALT students made use of the OTS' dormitories, dining facilities and classrooms.
- Nov 2008 CCAF completed its migration of three courses required to complete the FAA-approved Airframe and Power plant Certification Program from 'paper-only' to fully accessible on-line availability.
- 6 Apr 2009 CCAF began offering "Introduction to Culture," the first distance learning course specifically designed to increase cultural awareness among USAF enlisted personnel. Put together by the AF Culture and Language Center, the three-level, 15 module syllabus addressed the effects of cultural differences upon mission accomplishment. The pilot class included 52 students.

- 22 Apr 2009 AU honored the first cohort of enlisted students to graduate from CCAF's Associate-to-Baccalaureate Cooperative program. In the program's first year of operation, CCAF awarded bachelors degrees to 97 graduates.
- 11 Jun 2009 CAP-USAF was formally reassigned to Headquarters, Holm Center for Officer Accessions and Citizen Development. It had previously answered directly to Headquarters, AU. The transfer was seen as a mutually beneficial change, given CAP-USAF's role in citizen development; the change also created more opportunities for ROTC and Junior ROTC members to participate in CAP-USAF's emergency search and rescue mission.
- 23 Jul 2009 A reoriented version of the AFROTC Gold Bar Recruiter Program graduated its first class of 18 second lieutenants following their completion of a ten-day "Gold Bar" training syllabus; these officers were to be assigned to an AFROTC detachment for up to twelve months to assist recruiting efforts. The Gold Bar Program had been in operation from 1991 until 2002, when it was converted to a contract effort. The redirection of the program—originally a minority-oriented effort—to a more generalized recruiting focus was intended to bring it into better alignment with the USAF's overall diversity goals.
- 10 Aug 2009 The Ira C. Eaker College for Professional Education was formally redesignated as the Ira C. Eaker Center for Professional Education.
- 14 Sep 2009 The USAF Chaplain Service Institute conducted its last formal training course prior to completing its transfer to Fort Jackson, South Carolina. Although the Institute would continue to be assigned to ECPD, the relocation met the BRAC Commission's cost-cutting goals by consolidating all of the Services' chaplain training activity at one location.
- 1 Oct 2009 AFIT's Civil Engineering and Services School and ECPD's Air Force Human Resource Management School were consolidated to form the Force Support Professional Development School at ECPD; 14 courses were involved. Formation of the new school had been prompted by the integration of the manpower, personnel and services career fields and the resulting activation of new Force Support Squadrons, including Maxwell-Gunter's 42nd FSS.
- 1 Oct 2009 Although it would remain stationed in Colorado Springs, Colorado, the National Space Security Institute (NSSI) was reassigned from AF Space Command to the Eaker Center. As a Professional Continuing Education Center of Excellence, NSSI operates two schools (the Space Professional School and the Space Operations School) with a combined annual output of about 1,500 students.
- 2 Oct 2009 The Air National Guard's Academy of Military Sciences, previously sited at McGee Tyson ANG Base, Tennessee, completed its transfer to Maxwell. More formally designated as Detachment 12, ANG Readiness Center, the school was co-located with OTS so that its pre-commissioning training efforts could benefit from the synergies (and cost-savings) that would result. The school's first class consisted of 119 students; they received their diplomas and commissions on 13 November.
- 4 Dec 2009 ACSC expanded the distance learning version of its Master's of Military Operational Arts and Sciences degree to include eligible mid-level captains. Some syllabus changes accompanied the expansion: the curriculum was to be restructured to feature a common core (seven courses totaling 21 credit hours) and multiple areas of electives concentration (each consisting of four courses totaling twelve credit hours).
- 8 Dec 2009 AU accreditation by the Southern Association of Colleges and Schools was reaffirmed for another five years.
- 28 Feb 2010 The Day Street Gate reopened after receiving \$1.3 million of improvements including construction of a canopy over the gate building, the installation of barriers to enhance base security.
- 1 Mar 2010 The Ira C. Eaker Center for Professional Development held the first Wing Commander Spouses Seminar. The Center offered the course to help prepare wing and vice wing commander spouses for the key role as part of the wing leadership team.
- 23 Mar 2010 The Main gate also known as the Bell Street gate was renamed the Maxwell gate subsequent to the City of Montgomery's redesignation of Bell Street to Maxwell Blvd.

- 27-28 Mar 2010 Maxwell AFB opened its gates to the public for the 2010 Air Show. The Theme of the Air show was the celebration of 100 years of flight over Alabama.
- 30 Apr 2010 ECPD graduated the inaugural class of the Advanced Analyst Course. This was the first course for intelligence, surveillance, and reconnaissance individuals.
- 4 May 2010 The new 42nd SFS military working dog kennel was dedicated at the SFS Headquarters.
- 26 May 2010 Maxwell AFB conducted a base wide simulated active shooter exercise. It was the first exercise of what was intended to be a series of three exercises per year in the wake of the Ft. Hood shooting in 2009.
- 3 Jun 2010 SAASS was realigned from the Spaatz Center to Headquarters, Air University.
- 24 Jun 2010 The Commission on Colleges, Southern Association of Colleges and Schools accredited Air University at degree level V, enabling the University to offer the Ph.D. in Military Strategy.
- 29 Jun 2010 The 554th Electronic Systems Wing was redesignated as a directorate called the Program Executive office Enterprise Information Systems. The change was part of the reorganization taking place in the Air Force Materiel Command.
- 22 Oct 2010 Air University marked the 100th Anniversary of the establishment of the Wright Brother's flying school in Montgomery with a Dining out celebration attended by Alabama Governor Bob Riley, Montgomery Mayor Todd Strange, AETC commander General Stephen Lorenz and retired Lt. Generals John Regni, Donald Lamontagne and Joseph Redden .
- 25 Oct 2010 The Officer Training School (OTS) saluted its heritage by dedicating a static display of a T-41 Mescalero aircraft, the Air Force's primary trainer for 30 years, on the OTS campus.
- 28 Oct 2010 The Air Force Cyberspace Technical Center of Excellence, AFIT Wright Patterson AFB, Ohio conducted its first Cyber 200 and 300 course graduation with General C. Robert Kehler, commander of Air Force Space Command as keynote speaker.
- 5 Nov 2010 The 42 Air Base Wing conducted a two day 70th Anniversary heritage celebration of its World War II activation as the 42nd Bomber Group Heavy, flying the B-26 bomber.
- 15 Nov 2010 The AU awarded retired Major General (Maj Gen) Charles F. Bolden, US Marine Corps, the current National Aeronautics and Space Administration (NASA) administrator, an honorary Doctorate of Science degree.
- 3 Jan 2011 The 42nd Security Forces Squadron (SFS) began registering military personnel and civilians who required routine access to Maxwell-Gunter into the Defense Biometric Identification System (DBIDS), mandated by the Department of Homeland Security.
- 10 Jan 2011 The Air Force reactivated the 42nd Civil Engineer Squadron, which it had inactivated on 30 Sep 2002. During the period from 1 Oct 2002 to 9 Jan 2011, a staff agency, the 42 ABW Civil Engineering Directorate, oversaw the civil engineering function for maintenance of base facilities.
- Jan 2011 The City of Montgomery began construction to widen Maxwell Boulevard (formerly Bell Street) from two lanes to four lanes as part of its Riverwalk and downtown development program.
- 10 Mar 2011 The Enlisted Heritage Hall at Gunter Annex reopened its updated exhibit in honor of CMSGT Richard Etchberger to reflect the upgrade of his Air Force Cross to the Congressional Medal of Honor.
- 1 Apr 2011 The 42 SFS opened a new firing range that replaced the former range constructed in 1945.
- 9 Apr 2011 A literal 11th hour agreement between President Barrack Obama and the US Congress to extend the sixth Continuing Resolution of the 2011 budget year to 30 Sep 2011 averted a threatened shutdown of the Federal Government and the furlough of some 800,000 US government civilian employees, including the over 2,800 civilian employees at Maxwell-Gunter.
- 18-21 Apr 2011 The AU Board of Visitors met at the AFIT, Wright-Patterson AFB, Ohio, for its semiannual meeting.

- 28 Apr 2011 Maxwell-Gunter base agencies assisted relief efforts with the Federal Emergency Management Agency, the Alabama Emergency Management Agency, the US Forest Service, and the US Army Corps of Engineers, following tornadoes, numbering over 300, that struck northern Mississippi and Alabama and Tennessee, 25-28 Apr. The tornadoes included an EF-4 that destroyed areas of Tuscaloosa, Alabama, and an EF-4 tornado that damaged Maxwell's recreational facility at Lake Martin. This "Super Outbreak" caused the deaths of 321 people and \$9 billion in damages.
- 14 Jun 2011 The World Peace Corps Mission, an international Evangelical missionary organization founded in 1989, honored the Civil Air Patrol, the civilian auxiliary of the US Air Force, as its "Roving Ambassador for Peace" at a ceremony at the US Capitol, Washington, DC, for its extensive civil action, humanitarian, and disaster relief activities in 2010.
- 15 Jun 2011 The School of Advanced Air and Space Studies (SAASS) marked its 20th anniversary. Secretary of the Air Force Michael Donley gave the commencement address. Nearly 700 Air Force, other service, and international officers have graduated from the SAASS since its establishment in 1991.
- 1 Jul 2011 The Muir S. Fairchild Research and Information Center (MSFRIC) began an \$11.6 million project to renovate the existing facility and add 17,000 square feet to the west side of the building.
- 22 Jul 2011 The AU graduated its last class of the Air and Space Basic Course and transferred a portion of its curriculum to the Squadron Officer's School course, which expanded from five weeks to eight weeks. The AU cancelled all remaining FY 2011 classes and those scheduled for FY 2012.
- 5 Aug 2011 The Maxwell Elementary School began offering the seventh and eighth grades.
- 12 Aug 2011 Lt Gen David S. Fadok assumed command of the AU and became the first officially designated as president of Air University.
- 1 Sep 2011 After developing material for the first seven courses of a total of 14 (ten logistics, three on acquisition, and one for academic instructors) for officers and officials of the Iraqi Security Forces (ISF) and Ministry of Defense, a team of six faculty members from the Air Force Institute of Technology School of Logistics (AFIT/LS) went to Iraq to accomplish "train-the-trainer" sessions, resulting in the certification of 27 Iraqi military instructors to teach the courses to others in Iraq. The AFIT/LS also awarded a contract to the Science Applications International Corporation to develop the remaining seven courses.
- 12-16 Sep 2011 The AETC Inspector General conducted a Compliance Inspection of the AU and the 42 ABW. Both units received an overall "excellent" from the inspection.
- Oct 2011 The Air Force released Air Force Doctrine Document (AFDD) 1, Air Force Basic Doctrine, Organization, and Command that incorporated significant changes since its previous edition, published in 2003.
- 12 Oct 2011 The AU inducted 19 senior international officers, who, earlier in their military careers, had attended at least one of the US Air Force's professional military schools at Maxwell AFB, into the International Honor Roll. The honor roll, begun in 1988, has recognized 413 international senior military officers from 87 countries.
- Nov 2011 The AFCLC launched a new public website to provide information on the Air Force's efforts to increase cross-cultural competence.
- Nov 2011 The Air Force approved AFDD 1-1, Leadership and Force Development, the second of the Air Force's capstone doctrine documents, for expected release on-line in late November.
- 3 Nov 2011 Base officials held a town hall meeting to discuss the loss of 99 civilian positions at Maxwell-Gunter by 1 Apr 2012 as part of an overall 9,000 civilian position reduction for the US Air Force to restructure the Air Force's civilian workforce to fiscal year 2010 levels. The Air Force still needed to reduce its civilian workforce by another 4,500 positions in a second round to occur sometime in 2012.
- 14 Nov 2011 The AU awarded its honorary Doctorate of Letters, Honoris Causa, to Mr Thomas J. Brokaw, well renowned, award-winning broadcast journalist and author.

- 14 Nov The AU awarded its first Doctorate of Philosophy in Military Strategy to Lt Col Tadd Sholtis, currently the Deputy Director of Public Affairs at Headquarters Air Combat Command, Langley AFB, Virginia.
- Nov 2011 The Officer Training School (OTS) commissioned its 20,000th graduate, 1Lt Christopher Hendricks, a flight nurse with the 187th Aeromedical Evacuation Squadron, Wyoming Air National Guard (ANG), at a commissioning ceremony at the OTS auditorium.
- 28 Nov 2011 The Maxwell Community Library reopened its doors in building 910, previously occupied by the Air University Press, following the move from its old location behind the base theater.
- Dec 2011 The Eaker Center introduced five new blended e-learning courses to the internet. These courses used a combination of online webinars and self-paced curriculum to allow student the benefits of the classroom while they completed the course anywhere that there was an internet connection.
- 1 Dec 2011 The Civil Air Patrol celebrated its 70th anniversary of vigilant service to the people of the United States.
- 16 Dec 2011 More than 100 new active duty and ANG officers received their commissions in the first combined Basic Officer Training (BOT) and Academy of Military Sciences (AMS) graduation ceremony.
- 9 Jan 2012 The first class of the revised in-residence Squadron Office School (SOS) program began. The new course was eight weeks long vice five weeks and incorporated some of the learning objectives of the former Air and Space Basic Course. The revised course also included a two-day immersive-learning event, involving students from the SOS class and the Senior Noncommissioned Officer Academy (AFSNCOA), Gunter Annex.
- Mar 2012 The Air and Space Power Journal that began publication in 1947 under several titles went to on-line publication only because of growing print publishing costs.
- 27 Mar 2012 The Air University Foundation unveiled a bust of Chief Master Sergeant Richard L. Etchberger on display in the AFSNCOA. The Enlisted Heritage Research Institute received Chief Etchberger's Medal of Honor, donated by his family, for permanent display in the recently remodeled Etchberger exhibit in the Enlisted Heritage Hall.
- Apr 2012 The Air Force selected Master Sergeants Yared M. Abegaz, Corey J. Perkins, and James D. Rhoades to pursue graduate degrees in management or engineering at AFIT, beginning fall 2012.
- 16-20 Apr 2012 The AU Board of Visitors met at Maxwell AFB for the first time with Mr Norman Augustine as the chairperson. Mr Augustine succeeded Dr Jack Hawkins, current chancellor of Troy University, Troy, Alabama, and will serve for two years.
- 23 Apr 2012 Lt Gen David S. Fadok presented a posthumous Airman's Medal for heroism in a noncombatant situation to the family of Technical Sergeant Steven A. Hollon, killed while protecting his family during the EF-3 tornado that struck Tuscaloosa, Alabama, on 15 Apr 2011.
- 8 May 2012 AU Commander and President, Lt Gen David S. Fadok conducted an appointment of leadership ceremony at AFIT, Wright-Patterson AFB, Ohio, in which Dr. Todd Stewart became the first civilian chancellor and director of the Air Force Institute of Technology.
- 10 May 2012 The US Senate unanimously passed Senate Bill 418, introduced by Senator Tom Harkin, D-Iowa, to award the Congressional Gold Medal to the Civil Air Patrol that would recognize the service of CAP members during World War II. House of Representatives Bill 719 was still pending at this time.
- 11 May 2012 The first of 13 newly assigned Air Force firefighters arrived at Maxwell AFB. The Maxwell AFB fire department had become totally civilianized by 2002 as the Air Force need the military firefighters for overseas contingency operations.
- 25 Jun–3Jul '12 The International Officer School conducted its International Family Orientation Program (IFOP) to help family members of the international officers who came to Maxwell AFB to attend the

- ACSC and AWC professional military education schools become acquainted with the American way of life during their time at Maxwell AFB.
- Mid-Jul 2012 Nine members of the 42nd Medical Group returned from New Horizons, a US Southern Command joint humanitarian training exercise in Peru. During the deployment; they provided a variety of medical services to over 7,000 patients.
- Late Jul 2012 Dr. Cynthia Ferguson arrived as the new principal of the Maxwell Elementary School.
- Aug 2012 A new flexible work schedule went into effect for the civilian employees of AU and the 42 ABW at Maxwell AFB.
- 5 Aug 2012 The Maxwell Elementary School opened its doors to students in the seventh and eighth grades.
- 6-17 Aug 2012 Members of the 823rd [Rapid Engineer Deployable Heavy Operational Repair] RED HORSE Squadron, Hurlburt Field, Florida, spent two weeks renovating the field training sites fort Maxwell AFB.
- 21 Aug 2012 General Shigera Iwasaki, chief of staff, Joint Staff, Japanese Self-Defense Forces, and 1985 graduate of ACSC, was inducted into the IOS International Honor Roll.
- 27 Aug–6 Oct The IOS conducted the International Dependents' English Course (IDEC) for 71 students, primarily spouses of international officers attending ACSC and AWC. The course helped the students improve their English conversation and writing skills and learn about US history and culture.
- Sep 2012 ACSC launched a new version (V6.0) of its non-master's distance learning program.
- 21 Sep 2012 Air Force ROTC Detachment 9 officially opened with 38 cadets at Yale University, New Haven, Connecticut, the first Air Force ROTC detachment at Yale University since Detachment 21 closed in 1957.
- 1 Oct 2012 The Air Force Human Resource Management School, assigned to the Ira C. Eaker Center for Continuing Education (Eaker Center) officially, became the USAF Personnel Professional Development School.
- Oct 2012 Senior Air Force leaders unanimously approved the Doctrine Next structure that will align Air Force doctrine documents from 32 individual print publications into five unifying volumes and 28 supporting annexes.
- 10-11 Oct 2012 The Air Force Research Institute held its second annual cyber conference, "Cyber Power: The Quest toward a Common Ground," that covered a variety of cyberspace issues through 14 workshops that focused on strategic policy.
- 31 Oct 2012 Lt Gen David S. Fadok, the Air University (AU) Commander and President, inducted 18 senior international officers into the International Honor Roll. These officers had attended a US Air Force professional military education school at Maxwell earlier in their careers and have now attained a prominent position in their countries' military forces or government
- Nov 2012 The Community College of the Air Force awarded its 400,000 degree since its establishment on 1 Apr 1972 to Senior Airman Emily Barchenger, an Air Force intelligence analyst assigned to Ellsworth AFB, South Dakota.
- 2 Nov 2012 AU and Maxwell Air Force Base (AFB) leaders reopened STARBASE Maxwell after the facility was closed for renovations. STARBASE Maxwell annually hosted about a thousand students from Montgomery, Autauga, and Elmore County elementary schools to increase their interest in science, technology, engineering, and mathematics.
- 5-6 Nov 2012 The AU Board of Visitors met at Maxwell AFB to advise Lt Gen David S. Fadok, the AU Commander and President, on AU's educational programs, financial resources, faculty qualifications, and other issues and to provide him with recommendations on these issues.
- 5 Nov 2012 The Enlisted Heritage Hall (EHH) dedicated an exhibit to Air Force Staff Sergeant Merle Y. Strang, a chaplain assistant who distinguished himself with exemplary devotion to duty by

- assisting in the rescue and care of thousands of orphaned and homeless children in Seoul, South Korea, during the Korean War.
- 5 Nov 2012 Lt Gen Fadok conferred the honoris causa Doctorate of Law degree on retired US Representative and former Chairman of the House Armed Forces Committee Isaac “Ike” Skelton, IV, for his contributions to government and military education. Note: Mr. Skelton died on 28 Oct 2013.
- 8 Nov 2012 An Air Force board, hosted by the Air Force Culture and Language Center, assigned to the Carl A. Spaatz Center for Officer Education (Spaatz Center), released the names of 206 Airmen, selected from more than 500 applicants, for the 2013 Language Enabled Airman Program (LEAP). Those selected received additional language instruction in key foreign languages over 2013 for use in a variety of situations requiring specific foreign language skills.
- Jan 2013 The Officer Training School (OTS) presented its first nine-week class of the Basic Officer Training (BOT) course, which previously had been 12 weeks long. The OTS faculty found efficiencies in the course scheduling and curriculum that allowed them to shorten the course by three weeks.
- 2 Jan 2013 President Barack Obama signed into law a bill that postponed automatic federal budget reductions (sequestration) that would have become effective 1 Jan 2013 in accordance with the August 2011 Budget Control Act until Mar 2013. This act gave the US Congress additional time to reach a budget agreement on the FY 2013 budget and long-term spending reductions to reduce the national debt. He also signed into law the National Defense Authorization Act to fund the Department of Defense for FY 2013.
- 16 Jan 2013 The Air Force announced a freeze on civilian hiring as one way to minimize adverse impacts on core readiness due to the overall budget reductions and the impending automatic budget reductions, known as sequestration.
- Feb 2013 Brig Gen Jocelyn Seng, US Air Force Reserve, arrived at AU as the mobilization assistant to the AU commander and president Lt Gen Fadok.
- 15 Feb 2013 The EHH unveiled an exhibit dedicated to the American Vietnam prisoners of war, told through the story of Captain William Robinson who, as a staff sergeant, served as the flight engineer for a HH-43 “Huskie” rescue helicopter when it was shot down over North Vietnam by enemy ground fire on 20 Sep 1965. He spent the remainder of the war as a prisoner of the Pathet Lao and later North Vietnamese until his release on 12 Feb 1973.
- 13 Mar 2013 The Dickinson Street Gate to Gunter Annex reopened after about 18 months for the construction of a new gate, entrance barriers, and entrance/exit traffic lanes for a total cost of almost \$1.4 million.
- Apr 2013 Contractors began construction on a new 46,000 square foot commissary at Gunter Annex to replace the existing facility, constructed in 1973 inside a hangar originally constructed in 1943.
- 8-12 Apr 2013 Representatives of the accreditation agency Advance Ed and the Department of Defense Education Agency visited the Montgomery Elementary Middle School to evaluate the school’s education program, and relations with Maxwell AFB and community agencies. The evaluation team awarded the school positive accreditation scores.
- 7-9 May 2013 The Air War College (AWC) hosted the Secretary of the Air Force sponsored National Security Forum that brought 100 civic leaders from around the country for a look at current US national security strategy. This year’s forum focused on “Rebalancing towards the Asia-Pacific and Beyond: Implications for US Grand Strategy.”
- Summer 2013 The Jeanne M. Holm Center for Officer Accessions and Citizen Development hosted two periods of field training encampments, 10 May-26 Jun and 21 Jun-7 Aug, for some 2,400 Air Force Reserve Officer Training Corps cadets.
- 4-6 Jun 2013 The Air Command and Staff College (ACSC) hosted 15 aviators for its annual “Gathering of Eagles” event to give ACSC students the opportunity to learn more about air, space, and cyberspace history. This year’s “Eagles” included retired Air Force Lt Colonel Richard E. Cole, Lt Col James Doolittle’s copilot on the famous 18 Apr 1942 Doolittle Raid on Japan; retired Air



Force Col George E. "Bud" Day, a former Vietnam War POW and America's most highly decorated Airman; and Gen Ronald R. Fogelman, the 15th Chief of Staff of the Air Force (Oct 1994-Sep 1997). NOTE: Col Day died on 27 Jul 2013.

- 4 Jun 2013 The 42nd Force Support Squadron hosted an open house for the new Professional Development Center in the base education center complex. The new center now housed the base Airman Leadership School, First-Term Airman Center, and the noncommissioned officer professional enhancement program in one facility, using space vacated by Troy University in 2012.
- 11-13 Jun 2013 The AWC hosted the African Airmen Alumni Symposium, sponsored by US Air Forces Africa, to strengthen key partnerships between the US Air Force and African air forces and enhance regional cooperation.
- 2 Jul 2013 The City of Montgomery formally reopened a renovated park, renamed Wright Park, near Maxwell AFB with the dedication of a full-scale replica of the Wright Brothers' flyer to commemorate the establishment and operation of the first civilian flying school in the United States, located on land that is now part of Maxwell AFB, from March through early Jun 1910.
- 8 Jul 2013 Federal government civilian employees began the period during which they had to take six days of unpaid furlough as one means to meet FY2013 budget reductions that resulted from the implementation of sequestration. They had until 30 Sep 2013 to complete the mandated furlough days.
- 31 Jul 2013 HQ AETC approved AU's request to assign the AU Directorate of Public Affairs (AU/PA) to the 42 ABW to comply with a higher headquarters request to reduce the HQ AU staff.
- 5-30 Sep 2013 The City of Montgomery sponsored an exhibit, "The History of Airpower," utilizing 30 Air Force paintings from Maxwell AFB organizations at the Rosa Parks Museum in downtown Montgomery as part of the celebration of the 66th anniversary of the establishment of the US Air Force as a separate service.
- 9-16 Sep 2013 The AETC Inspector General conducted a consolidated unit inspection of AU and the 42nd Air Base Wing (ABW). The AU earned an overall rating of "excellent," while the 42 received an overall "satisfactory." In addition, the 42 ABW received an overall "outstanding" on the Logistics Compliance Inspection and an "excellent" on the Health Services Inspection and passed the Environmental Compliance Inspection and Accreditation Association for Ambulatory Health Care Inspection with "no major deficiencies.
- 12 Sep 2013 The Commander, AETC, approved AU's request to HQ Air Force to reactivate the 42nd Comptroller Squadron that resulted from an early request to reduce the HQ AU staff by reassigning HQ AU Directorate of Financial Management (AU/FM) personnel whose main function was the daily management of AU financial operations to the 42 ABW.
- Oct 2013 The LeMay Center for Doctrine Development and Education (LeMay Center) launched its Doctrine Next website.
- Oct 2013 Air University received 175 aircraft models, donated by retired Air Force Colonels Robert Ditch, Sr., and his son, Robert Ditch, Jr., for permanent display by various AU organizations.
- Oct 2013 The Air National Guard agreed to lengthen its Academy of Military Science program from 6 to 8 weeks that brought it closer to the 9.5 week Basic Officer Training course for active duty and Air Force Reserve officer trainees at the Officer Training School.
- Oct 2013 The Secretary of the Air Force for Manpower and Readiness approved the request by the Civil Air Patrol to restructure its noncommissioned officer (NCO) corps to align it with the Air Force NCO corps.
- Oct 2013 The Air Force First Sergeant Academy (FSA) completed the facilitated distance learning portion for its new blended learning course.
- Oct 2013 Because President Barack Obama and the US Congress failed to reach an agreement on funding the federal government, most government offices were closed for three weeks. However, because

- of language in the Pay Our Military Act, signed into law on 30 September 2013, the Secretary of Defense authorized the return of most Department of Defense civilians after six furlough days.
- 28 Oct 2013 The Air Force Senior NCO Academy (AFSNCOA) began initial testing of the in-residence portion, called the Advanced Leadership Experience, of its revised enlisted professional military (EPME) concept, known as EPME Next. The first class, Class 14A, graduated 36 students on 13 December.
- 18-19 Nov 2013 The Air University Board of Visitors met at Maxwell AFB to discuss the future of Air University in times of transition and scarce resources.
- Nov 2013 Headquarters Air Force Reserve Officer Training Corps (AFROTC) announced the reinstatement of its Gold Bar Recruiter program, which allowed newly commissioned minority officers to serve as special AFROTC recruiters for underrepresented minorities on selected high school campuses. The AFROTC had suspended the program in FY 2013 because of sequestration.
- Dec 2013 The 42nd Air Base Wing commander, Colonel Trent Edwards, hosted the ground-breaking ceremony for "Freedom Park," a \$400,000 community area near base housing on Maxwell AFB, as part of the Public-Public Public-Private (4P) partnership initiative among Maxwell AFB, the cities of Montgomery and Prattville, the River Region Chamber of Commerce, Montgomery Homebuilder's Association, and Hunt Military Housing.
- 31 Dec 2013 Dr. Bruce T. Murphy retired as the Air University Vice President of Academic Affairs after eight years of service to the Air University.
- 10 Jan 2014 The LeMay Center published Annex 3-60, Counterland, the first doctrine annex revised, using the Doctrine Next process, which reduced revision time from 30 to 13 months.
- Jan 2014 The Process for Accreditation of Joint Education (PAJE) team recommended continued accreditation for the Air Command and Staff College (ACSC) resident and non-resident programs through 31 January 2020
- Jan 2014 The Army National Guard began drawing down its mission at Camp Shelby, Mississippi, used by the AFROTC for its summer field training and would not be able to provide transportation for the summer 2014 field training.
- Jan 2014 The Air Force Institute of Technology began the development of a part-time doctorate of philosophy program, specifically designed for researchers, assigned to the Air Force Research Laboratory, Wright-Patterson Air Force Base.
- Feb 2014 First Air Force (Air Forces North) concurred with the proposal to realign HQ Civil Air Patrol-United States Air Force from Air University to First Air Force and forwarded the proposal to Air Combat Command and Air Education and Training Command for review.
- Mar 2014 The Air Force Research Institute published the inaugural Air University Research Newsletter, a bi-monthly publication to highlight ongoing research around AU.
- 16-17 Apr 2014 The Air University Board of Visitors met in Washington, DC, for presentations on the current state of AU's professional military education transformation progress and resources.
- 1 Apr 2014 The TRICARE service Center in the Maxwell AFB Outpatient Clinic permanently closed as a cost-savings measure.
- Apr 2014 Lt Gen Fadok approved a new 47-day Officer Training School Basic Officer Training program for active duty and Air Force Reserve officer cadets. The program ran at the same time as the Air National Guard's Academy of Military Science course but separately.
- Apr 2014 Headquarters US Air Force Manpower and Personnel (AF/A1) released an updated Program Guidance Letter that reduced AFROTC's fiscal year 2016 accession goal from 1,600 to 1,400 which also reduced the selection rate for the summer 2014 field training class to 60 percent of eligible from the previous year's rate of 88 percent (1,587 cadets from 2,648 eligible cadets).
- 25 Apr 2014 Maxwell Air Force Base opened the Airmen Resiliency Center to provide a holistic approach to comprehensive Airmen fitness, reinforce Air Force core values, and develop leaders.

- 30 Apr 2014 The first Advanced Learning Experience (the in-residence portion that followed the initial distance learning module) under the transformed Air Force Senior NCO Academy program began with Class 14C.
- 5 May 2014 Newly appointed Secretary of the Air Force Deborah James visited Maxwell AFB.
- 6-8 May 2014 The Air War College conducted the 61st National Security Forum, sponsored by the Secretary of the Air Force, for 148 senior civilian leaders, largest number its history, from around the country.
- May 2014 The Army announced its plans to demolish the tactical training area, Camp Shelby, Mississippi, used by AFROTC cadets during summer field training. This action expedited the need to upgrade Maxwell AFB's Vigilant Warrior site for it to be ready for field training in summer 2016.
- 28 May 2014 Colonel Trent Edwards officially opened Freedom Park in a ribbon-cutting ceremony.
- June 2014 The LeMay Center successfully transitioned Doctrine Next to the Defense Information Systems Agency cloud server.
- 2-6 Jun 2014 The Air Command and Staff College hosted the 22nd Gathering of Eagles program which hosted thirteen aviators, including retired Air Force Colonel Clarence "Bud" Anderson, retired Swiss Air Force Captain Yves Rossy, Tuskegee Airman retired Air Force Lieutenant Colonel James C. Warren, and former Women's Airforce Service Pilot Bernice Haydu.
- 2-27 Jun 2014 The USAF Professional Personnel Development School, Eaker Center, conducted the pilot version of a new Emerging Leader Course to bridge the gap between a new civilian hire and supervisory level. Headquarters Air Force Deputy Chief of Staff for Manpower and Personnel, Force Development reported the "Culture of Respect" lesson as a "best practice" in a sexual assault and prevention report to the Secretary of Defense.
- 13 Jun 2014 Lt Gen David S. Fadok presented the 350,000th Community College of the Air Force degree to Senior Airman Kevin R. Duran, assigned to the 421st Combat Training Squadron, Joint Base McGuire-Dix-Lakehurst, New Jersey.
- 19 Jun 2014 The National Research Council completed its year-long study of Department of Defense Science, Technology, Mathematics and Management education programs, focused primarily on the Air Force Institute of Technology and the Naval Postgraduate School.
- 30 Jun 2014 Dr. Matthew C. Stafford assumed the position of Vice President of Academic Affairs for Air University. Dr. Anthony C. Cain served as the interim Vice President for Active Affairs after Dr. Murphy retired on 31 December 2013.
- Jul 2014 The Air Force Research Institute held its first-ever physical gathering of the Cyber-Air Corps Tactical School (C-ACTS) community in conjunction with the Cyber Advisory Group. Previously, the C-ACTS community had met by telephone conferencing.
- 1 Jul 2014 The Air Force Research Institute assumed administrative control of the Air University academic centers (Air Force Culture and Language Center, Center for Strategy and Technology, USAF Public Affairs Center of Excellence, Center for Unconventional Weapons, and the USAF Negotiation Center of Excellence), pending the approval of the organizational change request to officially transfer them from the Spaatz Center to the Research Institute.
- 24 Jul 2014 The Secretary of the Air Force for Financial Management notified that Financial Management Staff Course, currently taught at Keesler AFB, Mississippi, along with associated manpower and funding, would relocate to the Defense Financial and Comptroller School, Eaker Center, after fiscal year 2015.
- 5 Aug 2014 The new commissary at Gunter Annex opened its doors to customers.
- 15 Aug 2014 Civil Air Patrol Maj Gen Joseph R. Vazquez became the National Commander of the Civil Air Patrol.
- 18 Aug 2014 The last five-week Squadron Officer School class, Class 14E, began. Starting in Nov 2014, the new five-week course would add two additional classes and graduate over 1,100 additional students annually.

19 Aug 2014 The Officer Training School graduated its first Total Force class, consisting of active duty, Reserve, and Air National Guard officer cadets.

29 Aug 2014 The 42nd ABW Public Affairs published the last issue of the print base newspaper, the Maxwell-Gunter Dispatch.

Sep 2014 The Air Force Research Institute completed its Cyberspace Force Development Study, directed by the Chief of Staff of the US Air Force (CSAF0, and briefed the report to the Air University commander and vice commander in preparation for a presentation to the Air Education and Training Command commander and submission to the CSAF.

25 Sep 2014 Lt Gen David S. Fadok, Air University commander, opened the first Air University Learning Forum, a new faculty development initiative for AU's faculty and staff. The symposium's theme was the "The Essential Weapon of the Warfighter" with a focus on critical thinking.

1 Oct 2014 The Air Force Lessons Learned Program transferred from HQ US Air Force to the LeMay Center for Doctrine Development and Education.

2 Oct 2014 The Air Force redesignated the 42d Operations Support Flight as the 42d Operations Support Squadron.

10 Oct 2014 The Officer Training School graduates its first simultaneous graduation of active duty, Air Force Reserve, and Air National Guard officer trainees, totaling 193 officer candidates, after the completion of their respective course which used a common eight-week curriculum and featured combined lectures and parade and drill training.

10 Nov 2014 Lt Gen Steven L. Kwast succeeded Lt Gen David S. Fadok as AU commander and president.

16 Nov 2014 Lt Gen David S. Fadok, the AU Commander, awarded an Honorary Doctor of Humane Letters to American historian, narrator, and lecturer David McCullough for his contributions to the furtherance of American history.

3 Dec 2014 Lt Gen Steven L. Kwast, AU commander, inducted 24 international officers into the AU International Honor Roll, which recognized the international graduates of AU's professional military education programs who have achieved the highest positions in their countries' respective military or government service.

Jan 2015 With the start of Officer Training School Class 15-03, all newly commissioned line officers will graduate from "Officer Training School," instead of the Basic Officer Training Course (active duty) or the Academy of Military Science (Air National Guard). (This class graduated on 13 Mar 2015.)

Feb 2015 Lt Gen Steven L. Kwast, AU commander, established the position of Air University Provost with Dr. Grant Hammond as the first provost with complete oversight of AU's schools and programs that constitute Air University and serve as AU's acting research coordinator.

Feb 2015 AU temporarily opened its On-line Master's Program (OLMP), an intermediate development program for select captains and majors, to select Air National Guard lieutenant colonels, normally not eligible for this program, who had not had the opportunity to obtain a master's degree before meeting their colonel's promotion board.

Mar 2015 The Air Force launched the Air Force Credentialing Opportunities On-Line (AF COOL) to allow active duty airmen to apply their Air Force training and education accomplishments toward national, state, and/or industry professional certifications and to receive funding for the application and administrative fees for both testing and the credential and the completion of refresher courses and recertifications in the future.

7 Mar 2015 President of the United States Barack Obama landed at Maxwell AFB for travel to Selma, Alabama, to participate in the commemoration of the 50th anniversary of the Selma-to-Montgomery Civil Rights march.

- 2 Apr 2015 The Center for Strategy and Technology presented the results of its Blue Horizons project, “Understanding Strategic Competition in an Age of Surprise,” to the April AU Board of Visitors’ meeting.
- 13 Apr 2015 HQ Air Education and Training Command Inspector General initiates a unit effectiveness inspection of the 42d Air Base Wing.
- 29 Apr 2015 The Air War College hosted a delegation of Chinese officers from the People’s Liberation Army Air Force Command College. Chinese-speaking participants from the Language Enable Airmen Program provided language and translation support.
- May 2015 HQ Air Force reinstated the Limited Extended Active Duty (LEAD) and allocated additional Air Force Reserve manpower authorization days as part of a multi-pronged approach to mitigate Air Force Reserve Officer Training Corps (AFROTC) manning shortfalls in numerous AFROTC detachment staffs.
- May 2015 Air University received notification that the Enlisted Heritage Hall had received the Air Force Heritage Award for 2014 for its displays “CMSgt McGinnis WWII Prisoner of War,” “Sergeant William C. McDonald Demonstration Team and Flying Tigers,” and “Private First Class Emma Jane Windham Burrows First Women’s Army Corps Crew Chief and Flight Engineer.”
- May 2015 The Air Force Research Institute submitted its draft of the Air Force Chief of Staff’s (CSAF) Study on Cyber Force Development to the CSAF.
- 13 May 2015 Air University submitted the required Fifth Year Interim Review to the Southern Association of Colleges and Schools Commission on Colleges, the accreditation body for AU’s academic and degree-granting programs.
- Jun 2015 The Air Force Personnel Center initiated its phased approach to notify about 83,000 Airmen of their requirement to enroll in the applicable 3enlisted professional military education (EPME) distance learning course under the newly transformed EPME which AU had developed over the previous two years.
- Jun 2015 The Air Force approved changing the name of the Public Affairs Center of Excellence to the Air Force Center for Strategic Leadership Communication.
- 2 Jun 2015 Lt Gen Steven L. Kwast, the AU commander, announced plans to develop a Cyber College at Air University where students from all Air Force components, other US military services, and international partners could study together and develop innovative solutions to the cyber challenges of today’s world.
- 26 Jun 2015 The Air University Education, Operations, and Communications directorate completed phase one of a three-phased commercial Internet service for Maxwell AFB and Gunter Annex. The new service will provide AU schools access to the Internet outside of the Non-secure Internet Protocol Router Network (NIPRNet).
- 9 Jul 2015 Maj Gen Timothy Leahy assumed command of the LeMay Center for Doctrine Development and Education. He also served as AU vice commander.
- 3 Aug 2015 Col Edward Thomas, Jr., assumed command of the Barnes Center for Enlisted Education.
- 25 Aug 2015 The Air Force published Air Force Guidance Memorandum to AFI 36-2301, *Developmental Education*, which implemented the numerous changes to Air Force enlisted and officer professional military education programs which Air University had developed and the Chief of Staff of the Air Force had approved over the last two years.
- 4 Sep 2015 The Commander, Air Forces North (AFNORTH), announced that the Civil Air Patrol’s National Cell Phone Forensics Team, had received AFNORTH’s 2014 Commander’s Award for the use of cell phone technology and analysis which supported 126 search and rescue missions that resulted in saving 76 lives and finding 66 additional lost persons.
- 18 Sep 2015 Air University published a new Strategic Plan that would refocus AU’s efforts to ensure that AU met the intellectual needs of today’s Air Force.

30 Sep 2015

Lt Gen Steven L. Kwast, the AU commander, announced that Mr. Scott Baker would serve as AU's Chief Information Officer to help move AU from an industrial-age teaching model to an information-age model.

**Source of Data: AU/HO**

## AU DIGEST DATA SOURCES

The data contained in this Air University Education Digest is extracted from information provided by the sources indicated below. Please direct inquiries to AU/CFA at 334-953-4151, or contact the appropriate individual or office listed below.

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Ira C. Eaker College for Professional Development	Eaker Center/EA
Jeanne M. Holm Center for Officer Accessions & Cit. Dev.	Holm Center/CCX
LeMay Center for Doctrine Development & Education	LeMayCenter/CCX
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Maxwell-Gunter Air Force Base	<a href="http://www.maxwell.af.mil">http://www.maxwell.af.mil</a>
Air University Home Page	<a href="http://www.au.af.mil/au">http://www.au.af.mil/au</a> <a href="http://www.airuniversity.af.mil">http://www.airuniversity.af.mil</a>
Air Force Institute of Technology (AFIT)	<a href="http://www.afit.edu">http://www.afit.edu</a>
42d Air Base Wing	<a href="http://www.maxwell.af.mil/units/42abw/">http://www.maxwell.af.mil/units/42abw/</a>





