

U.S. AIR FORCE ACADEMY  
**MANAGEMENT**

Annual Report 2006



## **Our Vision**

*To become the renowned center of Management education  
and expertise for the Air Force.*

## **Our Mission**

*Through a culture of learning, research, and service, we develop and inspire  
Air Force leaders capable of managing complex systems that involve  
people, resources, and technology.*





## Col Rita A. Jordan

Greetings! Please allow me to introduce the inaugural edition of the Department of Management's (DFM) Annual Report. The goal of this report is for DFM to better consolidate and communicate the tremendous accomplishments of our students and faculty to our network of stakeholders.

The 2005-06 academic year was another great year for the department. We had two teams of cadets receive recognition in national business plan competitions, we sent several cadets to graduate school, and the faculty continues to excel in research and consulting.

This annual report also outlines highlights of our strategic planning, assessment, and accreditation efforts. Our capability to serve cadets and the Air Force is dependent on our ability to stay connected with developments in business and management, both in the military and private sector. We hope you find this information useful and we welcome your comments.

Sincerely,

A handwritten signature in cursive script that reads "Rita A. Jordan". The signature is written in black ink and is positioned above the printed name.

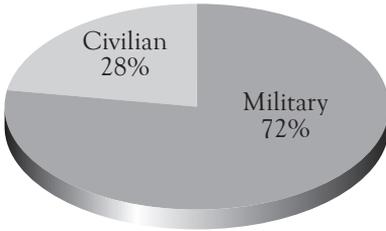
RITA A. JORDAN, Col, USAF  
Professor and Head



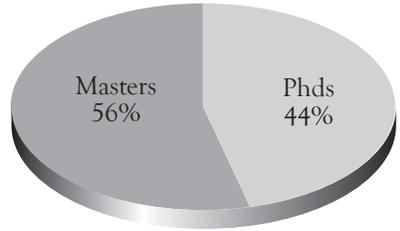
# DFM Annual Report 2006

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## Faculty Mix



## Faculty Degrees



DFM had 36 teaching faculty during 2005-06. Forty-four percent of the staff held terminal degrees, and approximately 70 percent are active duty military. Following the spring semester we said goodbye to our Distinguished Visiting Professor, Marshall Grayson, who returned to the Defense Acquisition University. For the upcoming 2006-07 AY, we welcome Dr. Gary Klein from the University of Colorado-Colorado Springs (UCCS) to the DFM Team. Gary is the Cougar Professor of Information Systems and will be with us through the 06-07 academic year. We continue to experience high turnover—a trend we expect to continue. We had 10 faculty members depart this year and we welcomed four new members to the staff. As the Air Force continues to downsize, we see attracting and retaining qualified faculty as our number one challenge.

## Profile of Majors

DFM continues to support over 25% of the Cadet Wing across four distinct majors: Management (MGT), Systems Engineering Management (SEM), Operations Research (OR), and Social Sciences (SocSci). The Management major prepares cadets for management and leadership roles in today's technologically complex global Air Force. In 2006, we graduated 112 MGT majors. The Systems Engineering Management major was created in 2003 under the direction of the Secretary of the Air Force to address critical Air Force needs. It focuses on designing and managing systems to meet cost, schedule, and performance objectives for all stakeholders, while accounting for all areas of risk. In 2006, we graduated 68 cadets in our first class of SEM majors. The Operations Research major focuses on applying advanced analytical methods to help decision makers. In 2006, we graduated 39 cadets with the OR degree. The Social Sciences major reaches across Management, Political Science, Law, Economics, and Behavioral Science. We graduated 69 SocSci majors in 2006.

| <b>Majors Count</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|---------------------|-------------|-------------|-------------|
| Management          | 112         | 128         | 111         |
| Ops Research        | 39          | 9           | 37          |
| Social Sciences     | 69          | 103         | 98          |
| Sys Eng Mgt         | 68          | 92          | 108         |
| <i>Total</i>        | 288         | 332         | 354         |

## Performance

Each year a sample of our Management majors takes a comprehensive Major Field Test. Over the last three years, we have seen improvement in the performance of our students as depicted below. Results indicate the percentile that USAF Academy cadets scored compared to those of other institutions.

### **Content Exam Results**

| <i>Content Area</i> | <i>2004</i> | <i>2005</i> | <i>2006</i> |
|---------------------|-------------|-------------|-------------|
| Accounting          | Top 30%     | Top 10%     | Top 10%     |
| Economics           | 25%         | 10%         | 5%          |
| Gen Mgt             | 10%         | 5%          | 5%          |
| Quant Analysis      | 10%         | 5%          | 5%          |
| Finance             | 15%         | 10%         | 5%          |
| Marketing           | 50%         | 15%         | 5%          |
| Legal & Social      | 15%         | 10%         | 10%         |
| International       | 15%         | 5%          | 5%          |

We continue to receive positive feedback from our graduating seniors. Each year graduating students complete an exit survey measuring their satisfaction in such areas as quality of instruction, availability of instructors, and the quality of facilities. This year we ranked number 1 in 12 of 16 categories across 164 institutions.

## Students

Two teams of cadets competed and placed in Business Plan Competitions.

- Nate Carden, Denny Poland, and Dominic DiOrio placed 4<sup>th</sup> in the Venture Business Plan Competition at Colorado State University.
- Craig Lieb, Ashley Housley, and Brian Pedroza placed 1<sup>st</sup> in the Nonprofit category, of the Bard Center Business Plan Competition at the University of Colorado-Denver.

Two teams of cadets also presented research at the 3<sup>rd</sup> Annual Colorado Springs Undergraduate Research Form—an annual event for students from Front Range schools (USAFA, Colorado College, and UCCS).

Cadets continued to compete well for graduate school opportunities. Each year DFM selects a cadet to attend graduate school as part of the Graduate Studies Program. This year our candidate was OR major Melanie Thomasson. Several additional cadets received competitive scholarships to include:

| <i>Scholarship Cadets</i> | Major | School       |
|---------------------------|-------|--------------|
| Nate Carden               | MGT   | Sciences Po  |
| Brady Cillo               | SEM   | Pittsburgh   |
| Jonathan Ferro            | OR    | Rand         |
| Bryan Flietstra           | OR    | MIT          |
| Will Graff                | MGT   | Maryland     |
| Tony Illig                | OR    | AFIT         |
| Matt Kayser               | OR    | MIT          |
| Clay Noyes                | OR    | MIT          |
| Anthony Stinton           | MGT   | Harvard      |
| Melanie Thomasson         | OR    | Pittsburgh   |
| Heidi Vermillion          | OR    | George Mason |

Faculty continue to add knowledge to the management disciplines through research. Highlights of publications include:

Armacost, A. and Lowe, J. Grouping personnel panels via integer programming. *Military Operations Research*. (forthcoming).

Blass, F. and Levy, D. 2005. Where am I and who are you? The interplay of organizational socialization and national culture. *Insights to a Changing World Journal*, 3:1-17.

Blass, F. and Levy, D. 2005. The case for management expertise. *Ethics and Critical Thinking Journal*, 3:27-37

Cycyota, C.S. and Harrison, D.A. 2006. What (not) to expect when surveying executives: A meta-analysis of top manager response rates and techniques over time. *Organizational Research Methods*, 9(2):133-160.

Ferrante, C.J. 2006. Innovative sharing: Shared accounting information as a facilitator of trust and performance. *Journal of Engineering and Technology Management*, 23:54-63.

Garratt, R., Parco, J.E., Qin, C-Z. and Rapoport, A. 2005. Potential Maximization and Coalition Government Formation. *International Game Theory Review*, 7(4): 407-429.

Green, S. G., Ferrante, C.J., and Forster, W. Getting the most from group projects: Incentivizing leadership to enhance performance. *Journal of Management Education*. (forthcoming).

Green, S. G., Heppard, K.A., and Hornyak, M. Implementing experiential learning: It's not rocket science. *Experimental Learning and Management Education*. (forthcoming).

Green, S.G. and Heppard, K.A. 2006. The evolving role of the department of defense in Homeland and transportation security. In, *Transportation handbook: Terrorism and Transportation*.

Hudgens, B., Petit, C., Jordan, R., Mable, L. 2006. Development of measures of success for corporate level Air Force acquisition initiatives. *Proceedings of the Third Annual Acquisition Research Symposium*.

Jennings, W. Disaggregated TIPS: The case for disaggregating inflation-linked bonds into bonds linked to narrower CPI components. *Journal of Pension Economics and Finance*. (forthcoming).

Jennings, W. and Martin, G. Socially enhanced indexing: Applying enhanced indexing techniques to socially responsible investment. *Journal of Investing*. (forthcoming)

Knapp, K.J. and Boulton, W.R. 2006. Cyber-warfare threatens corporations: Expansion into commercial environments. *Information Security Management*, 23(2): 76-87.

Knapp, K.J. and Boulton, W.R. Ten information warfare trends. In, *Encyclopedia of Cyber Security and Cyber Terrorism*, (forthcoming).

Knapp, K.J. and Marshall, T.E. Top management support essential for effective information security. In, 2007 *Information Security Management Handbook*, edited by Tipton & Krause. (forthcoming).

Knapp, K.J., Marshall, T.E., Rainer, R.K., and Ford, F.N. 2006. Information security: management's effect on culture and policy. *Information Management & Computer Security*, 14(1): 24-36.

Knapp, K. J., Marshall, T.E., Rainer, R.K., and Morrow, D.W. The top information security issues facing organizations: What can government do to help? *Information Systems Security*, (forthcoming).

Levy, D. and Blass, F. Can we over socialize? Applying the Systems Socialization Model to U.S. military accession programs. *Global Education Journal*, (forthcoming).

Koepke, C.G., Armacost, A.P., and Kolitz, S. An integer programming approach to support the US Air Force's air mobility network. *Computers and Operations Research*. (forthcoming).

Lowe, J.K., Armacost, A.P., Dulin, J.P., Nielsen, C.A., and Baker, S.F. Tales from the Core: Teaching Innovation in an "OR-For-All" Course. *INFORMS Transactions on Education*. (forthcoming).

Murphy, R.O., Rapoport, A. and Parco, J.E. 2006. Breakdown of Cooperation in Real-Time Trust Dilemmas. *Experimental Economics*, 9: 147-166.

Parco, J.E. Price-setting power and information asymmetry in sealed bidding, *Managerial and Decision Economics*, (forthcoming).

Parco, J.E., Amaldoss W. and Rapoport, A. 2005. Two-stage contests with budget constraints: An experimental study. *Journal of Mathematical Psychology*, 49:320-338.

Welbourne, T.M., Cycyota, C.S., and Ferrante, C.J. Wall Street reaction to Women in IPOs: An examination of gender diversity in top management teams. *Groups and Organization Management*, (forthcoming).

# Consultations and Cadet Summer Research

Faculty and cadets also serve the Air Force and local community with various consultations. Some highlights of 2005-06:

- Staff worked with the SAF/FM Transformation Task Force reviewing educational requirements for the Air Force's Financial Management workforce.
- Staff worked with the CIA upgrading the organization's internal cost estimating capabilities.
- Staff and cadets worked with several organizations facilitating conflict resolution and team building activities as part of one-day off sites. Organizations included the SAF/FM Center of Excellence, the USAF Academy Prep School, and the financial services firm T. Rowe Price.
- Staff supported the Joint Staff developing a capabilities-based planning methodology to evaluate major weapons system acquisitions.
- Staff again this year led the data processing effort of data for the annual Chief of Staff of Air Force Climate Survey.
- Staff continues to provide investment expertise for the Air Force MWR Pension Board, the Association of Graduates (AOG), and the Falcon Foundation.

## *Cadet Summer Research Program (CSRP)*

Each year DFM sends cadets into the field over the summer to participate in research and management projects. We would like to thank the individuals and organizations who hosted cadets this past year:

Air Force Agency for Modeling and Simulation  
Air Force Personnel Center  
Air Mobility Command  
Aeronautical Systems Center  
Air & Space Operations Center  
Arnold Engineering Development Center  
Global Air Traffic Systems Group  
Headquarters AF (Acquisition)  
Headquarters AF (Analysis, Assessment, & Lessons Learned)  
Headquarters AF (Financial Management)  
Headquarters 16<sup>th</sup> Special Operations  
Honeywell Aerospace  
Natick Soldier Center (US Army)  
National Security Agency  
Space & Missile Center  
Quadrennial Defense Review  
Raytheon

Each year DFM and the USAF Academy recognize faculty for their contributions. In addition to the well known Company Grade Officer of the Quarter (CGOQ)/Year (CGOY) awards, significant awards include the Academy Outstanding Educator (OAE), the Robert L. Taylor award for outstanding research, the Dr. Quay C. Snyder Memorial Mentorship Award, the James R. Woody award for outstanding teaching in upper-division courses, the F. Theodore Helmer award for outstanding teaching in core classes, and the Carl Janssen award for outstanding contributor.

## 2005-06 Award Winners

|                     |                          |
|---------------------|--------------------------|
| OAE                 | Dr. Claudia Ferrante     |
| Taylor              | Major Jim Parco, Ph.D.   |
| Snyder              | Captain Rob Mishev       |
| Woody (Fall 05)     | Captain Rob Mishev       |
| Woody (Spring 06)   | Major Melissa Cunningham |
| Helmer (Fall 05)    | Major Mike Haynie, Ph.D. |
| Helmer (Spring 06)  | Captain Chris Nielsen    |
| Janssen (Fall 05)   | Major Kristal Alfonso    |
| Janssen (Spring 06) | Captain Carla Sizer      |
| CGOQ-3Q05           | Captain Rob Mishev       |
| CGOQ-4Q05           | Captain Wendy Volkland   |
| CGOY – 2005         | Captain Wendy Volkland   |
| CGOQ-1Q06           | Captain Chris Nielsen    |
| CGOQ-2Q06           | Captain Matt Palmer      |

During the 2004-05 academic year, DFM conducted a comprehensive review of our strategic plan and the strategic review process. The result was a new strategic plan, a modified mission statement, a few new initiatives, and reinforcement of selected existing goals and objectives that will guide the department as we approach our maintenance of accreditation visit in 2011. In this section, we will highlight our progress in meeting those initiatives and objectives. Specific detail and rationale for the initiatives and objectives can be found in the Strategic Plan.

Earned excellence.



The best business schools  
in the world.

## *Learning Initiatives (New)*

### *1. Leverage, sustain, and enhance existing capabilities*

Actions: *Develop Course Succession & update Faculty Dev. plans*

Status: *In Development – see Research & Service Initiatives (New) No. 1 below.*

### *2. Provide an integrated curriculum whereby cadets understand complex systems*

Actions: *Conduct Curriculum Reviews*

Status: *Completed – the curriculum staff completed a comprehensive review of the MGT and SEM curriculums to include comparisons to peer institutions. The review highlighted several points of interest for us to monitor:*

Within the curriculum:

- Current lack of stability of USAFA core
- Current requirement of 25% of MGT course load directed in foreign languages
- Limited flexibility in scheduling SEM courses

With the faculty:

- Continued lag in personnel model
- Downward trend in numbers of PhD faculty
- Small applicant pool
- High-turnover of faculty

The final conclusion of the report is to not make any substantial changes to the DFM curriculum at this time in light of these ongoing concerns. The report closes this specific initiative, although the points of interest will continued to be monitored.

## ***Learning Objectives (Ongoing)***

3. *Maintain Student Satisfaction Survey in top 10%*

Status: On target – we again ranked in the top echelon of the 164 institutions that participated this year.

4. *Maintain content proficiency measured by MFAT in top 10%*

Status: On target – 2005-06 results show we are achieving our goal as well as showing improvement year-to-year.

5. *Maintain Audit-teach-course direct model for faculty development*

Status: On target – we were able to maintain the model although as staffing shortfalls take their toll, we are increasing the need for people to audit and teach for the first time in the same semester.

6. *Maintain high-level student critiques*

Status: On target – we continue to have the average DFM instructor critique results exceed that of the entire faculty average.

## ***Research & Service Initiatives (New)***

1. *Provide faculty personnel with improved guidance on prioritization and balance of teaching, research & service requirements.*

Actions: *Develop Course Success Plan & update Faculty Development Plan*

Status: In Development – A comprehensive faculty development plan is still required. We conducted informational sessions regarding the assignment of faculty to courses in conjunction with meetings examining the balance of workload and responsibilities between AQ and PQ personnel. Due to the extremely high turnover of personnel (10 faculty members departed summer '06) and the continued likelihood of this situation for the upcoming year, this faculty development effort remains a challenge and a priority for 2006-07.

## ***Research & Service Objectives (Ongoing)***

1. *Provide 1.5 scholarly contributions per faculty member per year.*

Status: We continue to active in this area. With the research highlighted above together with more than 25 conference presentations, we clearly exceed our objective in this area.

# Strategic Planning, Assessment & Accreditation

2. *Perform at least 6 consultations/per year (w/cadet involvement if possible)*

Status: On target – we continue to provide consultation services. While cadets were involved in some consults this year, we need to continue to make an effort to involve cadets where possible.

3. *Culminate 50% of consultations and independent studies with publications.*

Status: Identified for further assessment. At this time we continue to be challenged by how to measure this particular objective. Some consultations lead to publications, however, there is not a direct relation at times between the specific consult and follow on publication. Further, with the high turnover of faculty, we are not sure we are capturing the intent of this objective with a percentage measure. We will review this over the upcoming academic year.

4. *Ensure 90% academic promotion within five years*

Status: On target – this academic year all faculty personnel that submitted academic promotion packages were approved.

## Assessment

The department is also moving forward consistent with our accrediting body to create a culture of *assurance of learning*. Specifically, this means that it is not enough to simply collect data—we need to answer the question: “How do we know our students are learning?” For DFM, this suggests we need 1) to know what are the educational outcomes we want from our students, 2) measures in place to capture student learning, and 3) a feedback process that incorporates assurance of learning back to our curriculum mission. Within this area, we identified three projects we wanted to pursue:

1. *Utilization of the Watson-Glaser Critical Thinking Assessment*

Status: On target – we completed a pilot study with the class of 2006 with promising results. Critical thinking, as measured by the Watson-Glaser instrument, improved significantly from the fall semester of the cadets’ junior year through graduation. We are moving forward with a broader study with the Class of 2008.

2. *Development of Student Portfolios.*

Status: On hold – we conducted a preliminary evaluation into what might be included in a student portfolio as well as the mechanics of how portfolios might be maintained. At this point, DFM has not moved forward as there is a larger ongoing DF dialogue as to whether portfolios will be utilized across all of the USAF Academy. DFM will continue to monitor developments in the use of portfolios both at the USAF Academy as well as with other accredited business schools.

### 3. *Development of a Stakeholder Network.*

Status: On target – we are moving forward forming a database of DFM supporters to vital input to DFM and to cadets in the classroom. (See Alumni Support section later in this annual report.)

All of these assessment and assurance of learning efforts are used to help DFM develop students who can achieve the Dean of Faculty educational outcomes. These outcomes intend to produce officers who:

- *Possess breadth of integrated, fundamental knowledge*
- *Can work effectively with others*
- *Are intellectually curious*
- *Are independent learners*
- *Can apply their knowledge and skills to the military profession*
- *Can communicate effectively*
- *Can frame and resolve ill-defined problems*



USAFA Management Faculty and Staff

This year marks the midpoint of our maintenance of accreditation effort. The department was initially accredited in 2001 and we are actively pursuing all efforts required for a successful maintenance of accreditation visit in 2010-11. Key dates on the road to 2011:

|                  |  |
|------------------|--|
| <i>June 2006</i> | <i>Finalize Strategic Plan/<br/>Transition to new accreditation standards</i>                                  |
| <i>June 2007</i> | <i>1<sup>st</sup> Maintenance Report</i>   |
| <i>June 2008</i> | <i>2<sup>nd</sup> Maintenance Report</i>   |
| <i>July 2008</i> | <i>3<sup>rd</sup> Maintenance Report</i>   |
| <i>June 2009</i> | <i>Identification of Comparable, Competitive,<br/>and Aspirant institutions</i>                                |
| <i>June 2010</i> | <i>4<sup>th</sup> Maintenance Report</i>   |
| <i>AY2010-11</i> | <i>5<sup>th</sup> Maintenance Report/<br/>Faculty Mgt &amp; Executive Summary<br/>Accreditation Team Visit</i> |

## **A look ahead to Academic Year 2006-07**

As DFM moves forward we face some critical challenges.

- Staffing levels – Maintaining a qualified faculty remains our most pressing challenge. We are often unable to acquire faculty with the necessary skills, and if we have them, we do not have the necessary tools to retain them. We currently cannot keep military faculty with PhDs longer than one tour after completing their advanced degree programs. This rotation limits the availability of military personnel to lead the department. This issue could be offset if we are allowed to hire more civilian faculty. Current policies, however, negate this option. We will continue to aggressively pursue options to retain a qualified faculty.
- Faculty composition – Another challenge in the staffing area involves diversity—of academic backgrounds, experiences, and demographics. This a problem shared across the entire academy faculty. We are working with DF to improve inclusive excellence.
- Assessment versus Assurance of Learning – As described in the Assessment section of this report, we continue to seek alternative methods to assure our students are achieving our educational outcomes.

Since its inception as a separate academic department, DFM has maintained relationships with former students, faculty, and many “friends of the department.” Many of these individuals have attained leadership positions both in and out of the military, and have proved to be invaluable resources for both faculty and students alike. For example, many come back to speak in our classrooms, foster opportunities for cadet research, collaborate on research with faculty, review DFM’s strategic planning efforts, and comment on curriculum.

In the timeframe prior to DFM’s initial accreditation (1995-2000), this collective group became identified as an Advisory Board. Many completed stakeholder interviews that aided DFM’s strategic planning activities. Although there was no formal charter or meeting schedule for the group, collectively they continued to provide support to DFM. A group of these individuals met with the AACSB representatives during the accreditation visit (2001). This extended group of professionals provides an avenue for DFM to remain current on issues facing both military and civilian leaders.

We would like to more formally recognize this group as DFM’s Stakeholder Network, or StakeNet. We will send participants of StakeNet our annual reports and extend an open invitation to continue to contribute to the DFM mission in any way they can. One avenue is returning to USAFA with a presence in the classroom. This year we would like to thank the following for their participation:

- |                        |                       |
|------------------------|-----------------------|
| Mr. Paul Berberian     | Mr. Sean Roche        |
| Mr. Chuck Bush         | Mr. Michael J.C. Roth |
| Mr. Joel Daly          | Dr. Ron Schillereff   |
| MGen (ret) Felix Dupre | Mr. Eric Shuster      |
| Mr. Bobby Farina       | Mr. Scott Sonnenberg  |
| Mr. Eric Holt          | Mr. Brett Smith       |
| Dr. Chris Howard       | BGen Tanker Snyder    |
| LtCol Randy Howard     | Mr. Glenn Stebe       |
| Mr. Jim Lejeal         | Mr. Jeffrey Strossner |
| Mr. Greg Meidt         | BGen (ret) Jim Woody  |
| Mr. Tommy Moreno       | Mr. Art Zeile         |

Another source of support comes from the Association of Graduates (AOG) who administer the Michael J. C. Roth Management Excellence Fund. We would like to thank those who continue to make this fund possible through their contributions. This year funds were used to support the following activities:

- The Distinguished Management Major Ceremony
- Hosting the FM/COE Consult
- Providing a token of appreciation for the University of Pittsburgh for its long-standing support to DFM Graduate Scholarship recipients.
- Support for DFM guest speakers

The USAF Academy is an undergraduate institution located just north of Colorado Springs, Colorado. The institution graduated its first class in 1959 and currently has just over 4000 students selectively recruited nationwide. Students (cadets) are commissioned upon graduation into the Air Force as Second Lieutenants.

The USAF Academy is comprised of nineteen departments, each headed by a USAFA Professor, an active-duty Air Force officer with the rank of Colonel. USAFA Professors generally fill their positions for extended periods, providing decades of stability to departments. Civilian faculty has renewable contract status. Other assigned military officers rotate every three or four years. At present, the Department of Management faculty consists of 34 members. The faculty includes both military and civilian professors who hold either terminal or masters-level degrees.

The Department of Management (DFM) came into existence in 1981. DFM offers courses sought by students completing four different degree programs. First, and administered solely by the DFM, is the Management (MGT) major. Currently, this undergraduate program requires approximately 39 semester hours of course work beyond a cadet's required core courses. In recent years, approximately 80 to 100 students per year have entered the Management major and graduated with this distinction. Second, and taught with the departments of Economics, Mathematical Sciences, and Computer Science, the department administers the Operations Research (OR) degree. This interdisciplinary group also offers a core option class taken by approximately 25% of all cadets. Similarly, the department is in the preliminary stages of standing up another interdisciplinary major, the Systems Engineering Management (SEM) major administered with several of USAFA's engineering departments. Finally, the department offers courses and administratively supports the divisional Social Science major. Cadets in this program take courses across all departments that comprise the Social Science Division (Behavioral Sciences, Economics & Geography, Law, Management, and Political Science).





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