



Quality Enhancement Plan 2009:
***Cross-Culturally
Competent Airmen***

We Produce the Future

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Agenda



Develop America's Airmen Today ... for Tomorrow

- 1. The Focus of AU's QEP**
- 2. AU's Capability to Carry Out the QEP**
- 3. How AU Will Assess the QEP**
- 4. AU Community Involvement in the QEP**



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Student-Centered Education Airmen: Who? What? Where?



Develop America's Airmen Today ... for Tomorrow

Air Force
Report

Air Force News Agency



Conditions: cultural complexity USAF identified the need ...



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**AU determined
how to respond
through education**





Precisely what do we want to develop in our students?



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Conceptual Cacophony

- | | |
|------------------------------|-------------------------------|
| i. Cultural acuity | xii. Cultural flexibility |
| ii. Cultural adaptability | xiii. Cultural fluency |
| iii. Cultural agility | xiv. Cultural intelligence |
| iv. Cultural appreciation | xv. Cultural knowledge |
| v. Cultural astuteness | xvi. Cultural literacy |
| vi. Cultural awareness | xvii. Cultural performance |
| vii. Cultural behaviors | xviii. Cultural proficiency |
| viii. Cultural communication | xix. Cultural savvy |
| ix. Cultural competencies | xx. Cultural sensitivity |
| x. Cultural capabilities | xxi. Cultural skills |
| xi. Cultural expertise | xxii. Cultural terrain nav. |
| | xxiii. Cultural understanding |

How about ...



Cross-Cultural Competence (3C)



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– *culture-general* –

“The ability to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex environment to achieve the desired effect – *without necessarily having prior exposure to a particular group, region or its language.*”

This approach is more transferable (anywhere), durable (anytime) and sustainable!



Learning Focus Areas Defined



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Culture

The creation, maintenance, and transformation across generations of semi-shared patterns of meaning, sense-making, affiliation, action and organization by groups.

Region

Information about particular places or parts of the world. In military education, usually focused on:

- State-level phenomena
- Geographic areas
- Int'l organizations

Language

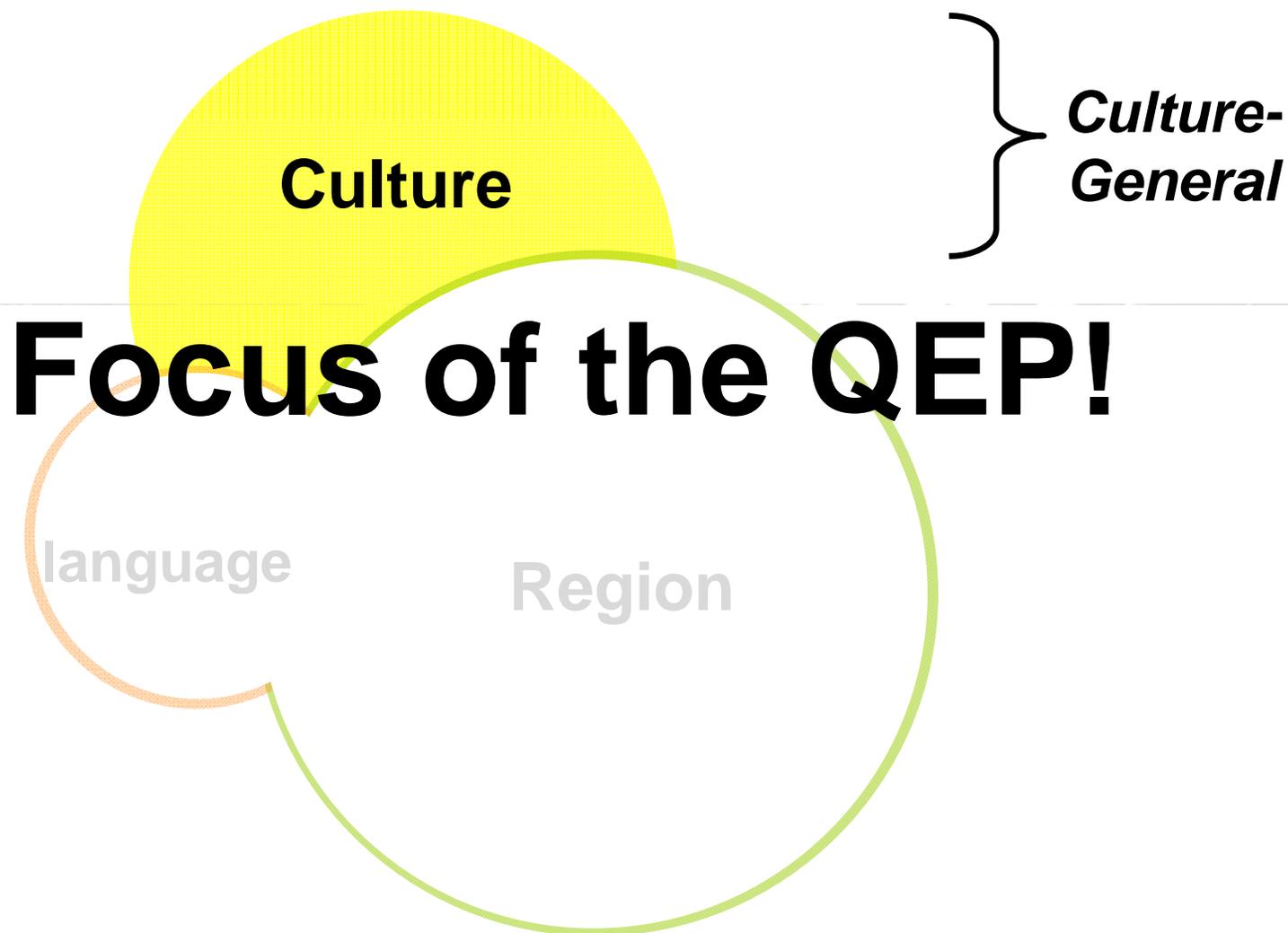
A means of communicating through conventionalized signs, sounds, gestures or marks that have meanings in a particular cultural context.



Learning Focus Areas Related



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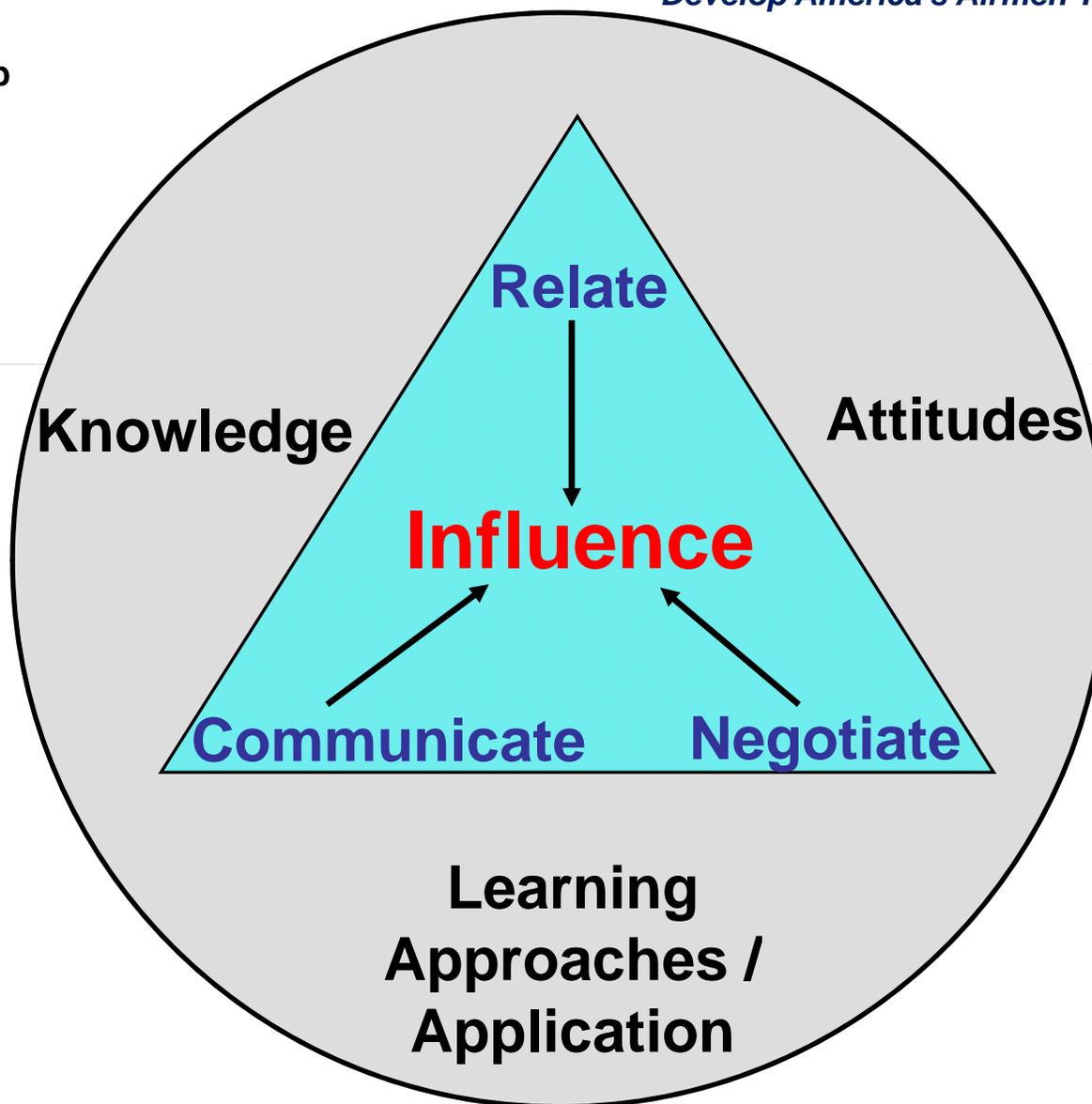


USAF Model of 3C



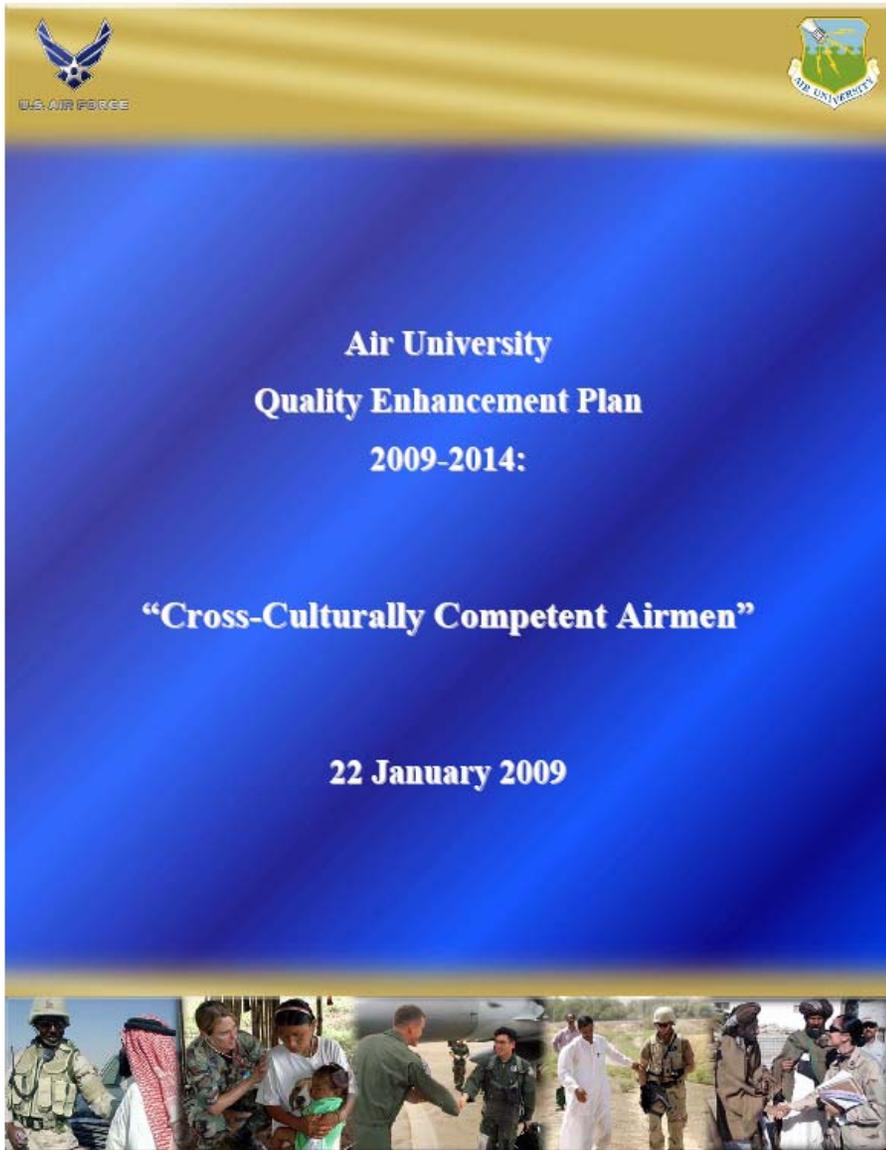
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1. Family & Kinship
2. Religion & Spirituality
3. Sex & Gender
4. Politics & Social Relations
5. Economics & Resources
6. Time & Space
7. Language & Communication
8. Technology & Material
9. History & Myth
10. Sustenance & Health
11. Aesthetics & Recreation
12. Learning & Knowledge

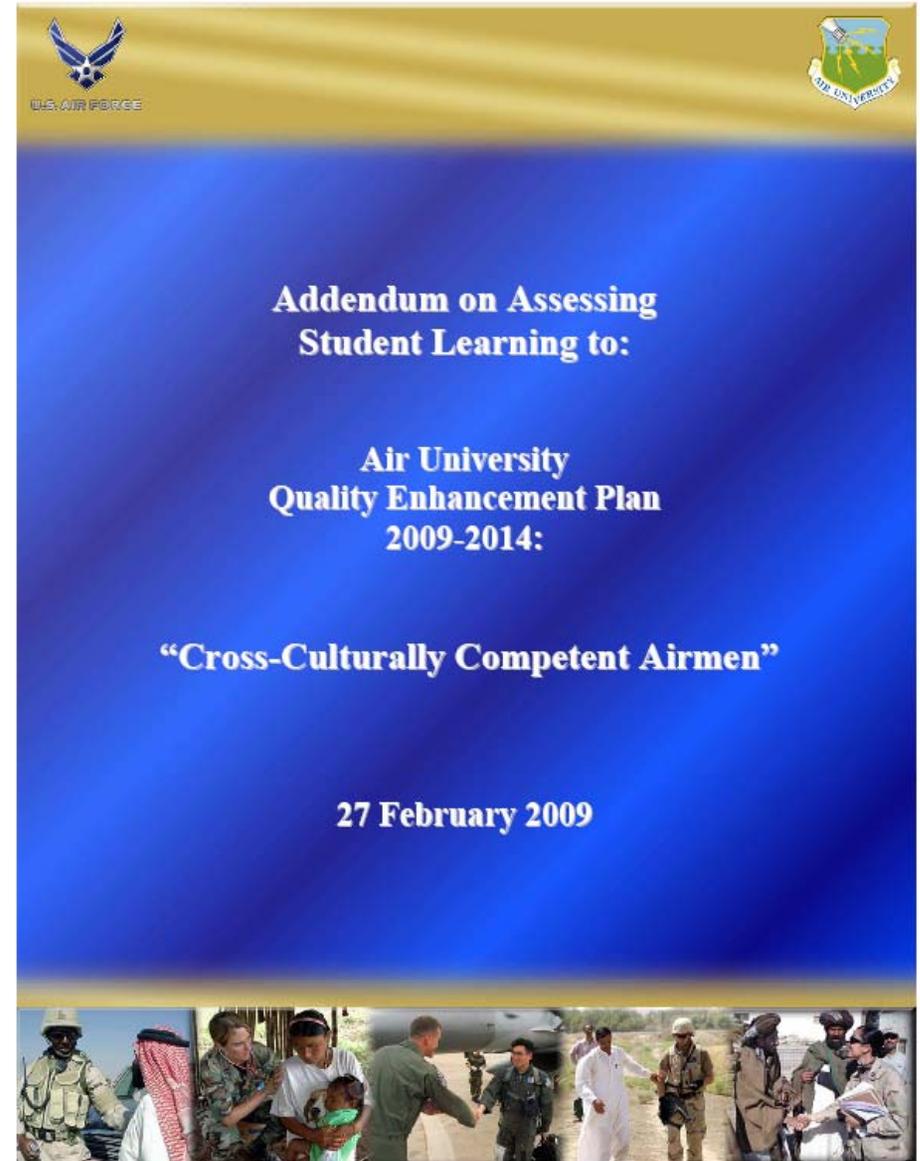


- a. Openness, relativism and empathy.
- b. Belief that change in attitudes is possible.
- c. Acceptance of ambiguity and lack of closure.

Additional details on how we will assess student learning are documented in an addendum:



Constantly being updated, improved, detailed and tweaked.





AU's QEP



Develop America's Airmen Today ... for Tomorrow

Vision:

Cross-culturally competent Airmen of **all ranks and occupational specialties.**

Mission:

Create and implement a **scientifically sound and institutionally sustainable** plan to develop and assess cross-cultural competence across the entire Air Force continuum of education.

The QEP is consistent with & contributes to AU's mission!



QEP & AU Planning/Curriculum



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Integrated to AU Strategic Plan Links AF Competencies to areas & topics:

<i>Core Areas of Study</i>	<i>Topics related to Culture Comp.</i>	<i>Topics related to Negotiation Comp.</i>	Totals
Profession of Arms	5	2	7
Warfare Studies	5	3	8
Leadership Studies	5	7	12
International Security Studies	3	2	5
Communication Studies	5	3	8
Totals	23	17	40

59%

**Culture washes across the curriculum ...
Schools (administration & faculty) decide how!**

Air University: The Intellectual and Leadership Center of the Air Force

Fly – Fight – Win



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People



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- **New, specialized faculty:**
2 at outset → 6 today → 9 by Fall
- **Many are clustered in AU's Dept. of 3C**
- **School reps: AU Culture Council**
- **Enable others to integrate to the core curriculum through faculty development:**
 - ✓ **Internal workshops**
 - ✓ **Sponsorship of advanced studies**
 - ✓ **One-on-one coaching**
 - ✓ **Monthly brown bag series**

Air University: The Intellectual and Leadership Center of the Air Force

Fly – Fight – Win



Funding



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- **Important to the Air Force**
 - **Funded by HQ ... generous support**
 - **In FY 2009-2013 baseline budget (“POM”)**

	AY 2010	AY 2011	AY 2012	AY 2013	AY 2014	TOTALS
Administration & Overhead	\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413	\$ 398,185
Curriculum Development	\$ 205,000	\$ 215,000	\$ 205,000	\$ 200,000	\$ 200,000	\$ 1,025,000
Faculty & Staff Development	\$ 198,000	\$ 186,000	\$ 186,000	\$ 149,000	\$ 149,000	\$ 868,000
Learning Resources	\$ 67,000	\$ 76,000	\$ 85,000	\$ 95,000	\$ 105,000	\$ 428,000
Research & Assessment	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
Specialized Faculty	\$ 722,500	\$ 998,250	\$ 1,071,500	\$ 1,099,750	\$ 1,128,000	\$ 5,020,000
Technology	\$ 170,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 265,000
TOTALS	\$ 1,587,500	\$ 1,722,500	\$ 1,802,068	\$ 1,800,705	\$ 1,841,413	\$ 8,754,185

Air University: The Intellectual and Leadership Center of the Air Force

Fly – Fight – Win



Time:

Tiered Curricular Revisions



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Phase I (2009-2011)

- 1. Community College of the Air Force**
Junior enlisted, 'Intro to Culture,' 45 hours, DL
- 2. Commissioning Programs**
Officer Training School
- 3. Squadron Officer College**
'Expeditionary Leadership,' DL

Phase II (2011-2013)

- 1. Senior NCO Academy**
- 2. Air Command and Staff College**
- 3. Air War College**

Guidance:

- *Get them young*
- *Get as many as you can*
- *Build on what you have*
- *Institutionalize as you go*



Depicted Visually



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			<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
			Academic Year 2010	Academic Year 2011	Academic Year 2012	Academic Year 2013	Academic Year 2014
			<i>2009-2010</i>	<i>2010-2011</i>	<i>2011-2012</i>	<i>2012-2013</i>	<i>2013-2014</i>
Junior Students	<i>Junior Enlisted</i>	Community College of the Air Force	Phase I				
	<i>Future Officers</i>	Officer Training School					
	<i>Junior Officers</i>	Squadron Officer College					
Senior Students	<i>Senior Enlisted</i>	Senior NCO Academy	Phase II				
	<i>Intermediate Officers</i>	Air Command & Staff College					
	<i>Senior Officers</i>	Air War College					



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Assessment: Guided by Common Student Learning Outcomes



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1. **Foundational knowledge of culture-general ideas and principles**
 - a. Key definitions & concepts
 - b. The Air Force model of 3C
 - c. Broad domains of culture
2. **Skills necessary to work effectively in cross-cultural contexts**
 - a. Establish, build and maintain inter-personal relations
 - b. Communicate to avoid misunderstandings
 - c. Negotiate to overcome disagreements
3. **Positive attitudes toward cultural differences that predispose learners to effective learning and action**
 - a. Openness, relativism and empathy
 - b. Belief that change in attitudes is possible
 - c. Acceptance of ambiguity and lack of closure
4. **The ability to apply culture-general learning effectively in specific cultural contexts**



Assessing Student Learning: The QEP's Approach



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- **Schools decide how to implement assessment**
- **Start with the first two programs in Phase I, learn and apply lessons to others**
- **Develop comprehensive plans (Kirkpatrick 1-3) with specific components (precision)**
- **Integrate to existing assessment practices**
- **Feedback ensures constant improvement**
- **Focus on cohorts over time → trends**



Assessing Student Learning: Data Driven ...



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- **Quantitative**

- ✓ **Intercultural Development Inventory: baseline + pre/post-course administration**

- ✓ **Examinations: pre/post-class tests of cognitive learning**

- ✓ **Surveys: students & supervisors using 'Inquisite'**

- **Qualitative**

- ✓ **Faculty: guided by common rubrics**

- ✓ **Text from surveys: analyzed for trends using 'NVivo'**



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Proposal & Selection



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• Proposals

✓ Faculty-driven

✓ Three finalists

• Selection

✓ By leadership / administration

✓ According to 7 SACS criteria from "P of A"

QEP Characteristics	Warfighter Developmental Education	Critical Thinking Leaders	Culturally Competent Airmen
Nature and scope can be clearly understood	Red	Green	Green
Directly related to student learning	Green	Yellow	Green
Goals can be clearly and succinctly stated	Yellow	Green	Green
Student Learning Outcomes can be measured	Orange	Yellow	Yellow
Sufficient resources available (Institutional commitment)	Green	Orange	Green
Benefit to wide-based student population	Orange	Yellow	Green
Demonstration of progress toward goals likely	Orange	Green	Green

✓ Accepted by Commander

✓ Endorsed by BoV



Development & Implementation



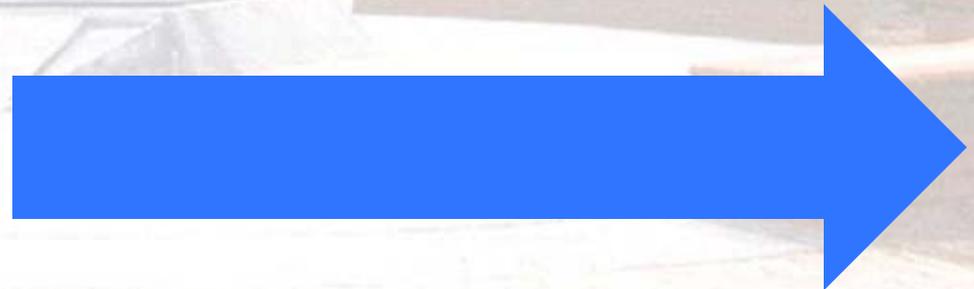
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- **Development**

- ✓ **Core faculty & staff: Specialists**
- ✓ **All schools' reps: Culture Council**
- ✓ **Senior leadership**

- **Implementation**

- ✓ **All faculty**
- ✓ **All staff**
- ✓ **Future students**





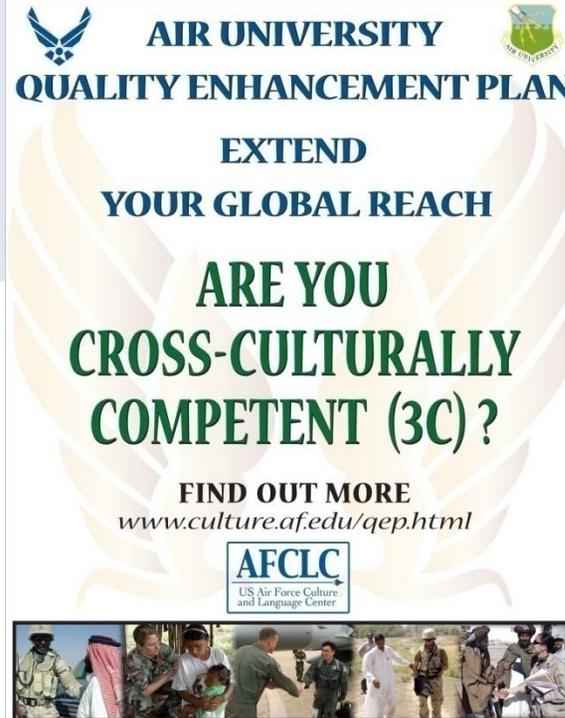
Broad-Based Awareness



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- Web site:
culture.af.edu/qep.html
- Commander's Call briefings: CAO
- Faculty & Staff briefings: 7 total
- Posters/flyers/cards
- Base newspaper
- 3-minute info-video ...

WHO	Introduction Full Plan Additional Information Media Contact Us
Home	Air University's 2009 Quality Enhancement Plan (QEP) "Cross-Culturally Competent Airmen"
USAF Culture & Language Center	Introduction
USAF Partners	All degree-granting institutions of higher learning must have the approval of their independent, regional accrediting body. In the case of Air University (AU), this is the Southern Association of Colleges and Schools (SACS).
External Partners	Part of the "reaffirmation of accreditation" process that occurs every 10-years, requires a school to identify an issue for self
WHAT	
Culture	
Region	
Language	
HOW	
Education	
Training	
Policy & Doctrine	
Research, Pubs & Events	



AIR UNIVERSITY
QUALITY ENHANCEMENT PLAN

EXTEND YOUR GLOBAL REACH

ARE YOU CROSS-CULTURALLY COMPETENT (3C)?

FIND OUT MORE
www.culture.af.edu/qep.html

AFCLC
US Air Force Culture and Language Center



The Intellectual and Leadership Center of the Air Force

We Make A Difference ...



One Student at a Time

One Faculty Member at a Time

One Idea at a Time



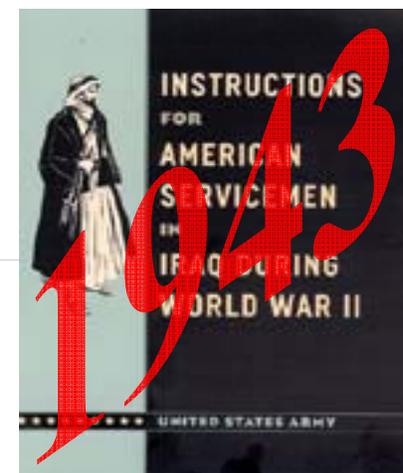


Where we were in 2003



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“re-discovering flight”



“Them gauge”

“Us meter”

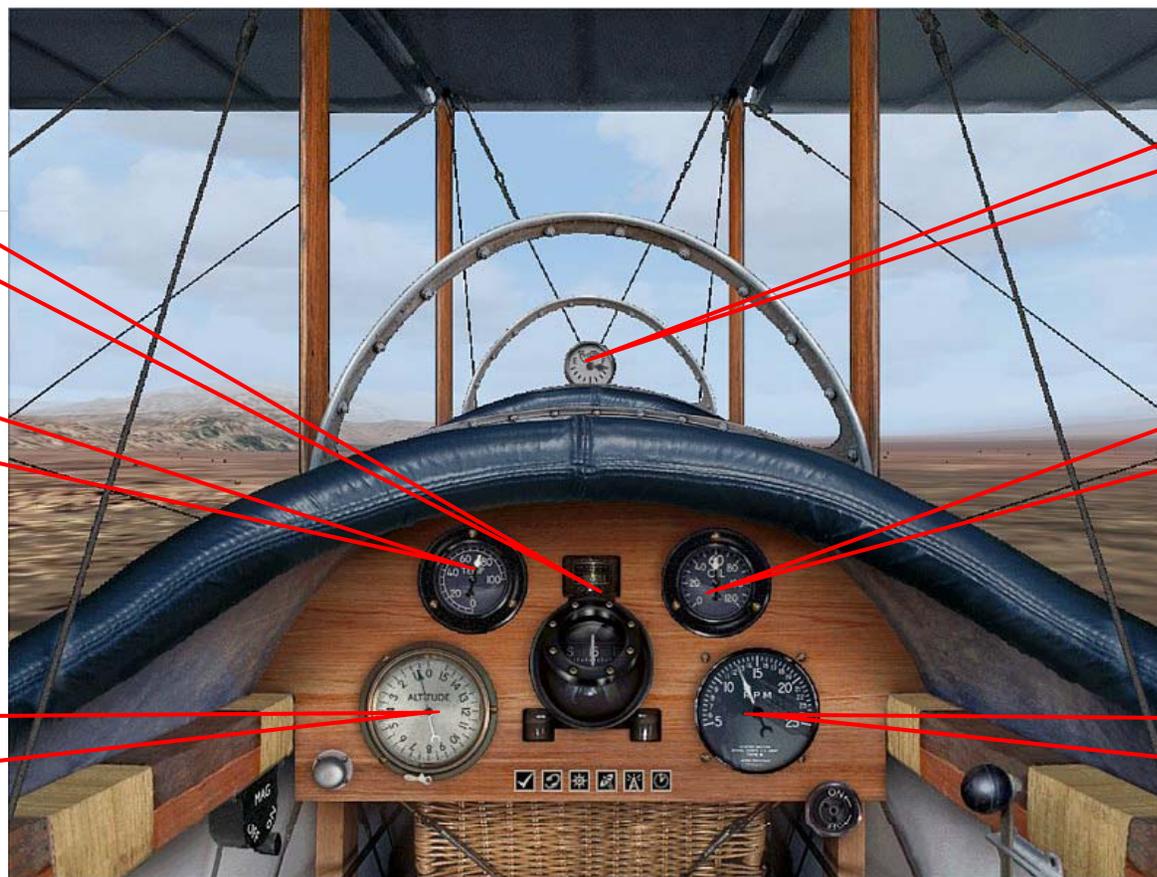


Where we are in March 2009



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“wood & wicker”



“Them meter”

Aimpoint

“Culture” gauge

“Us meter”

Language gauge

Regional gauge



Where we will be by 2014



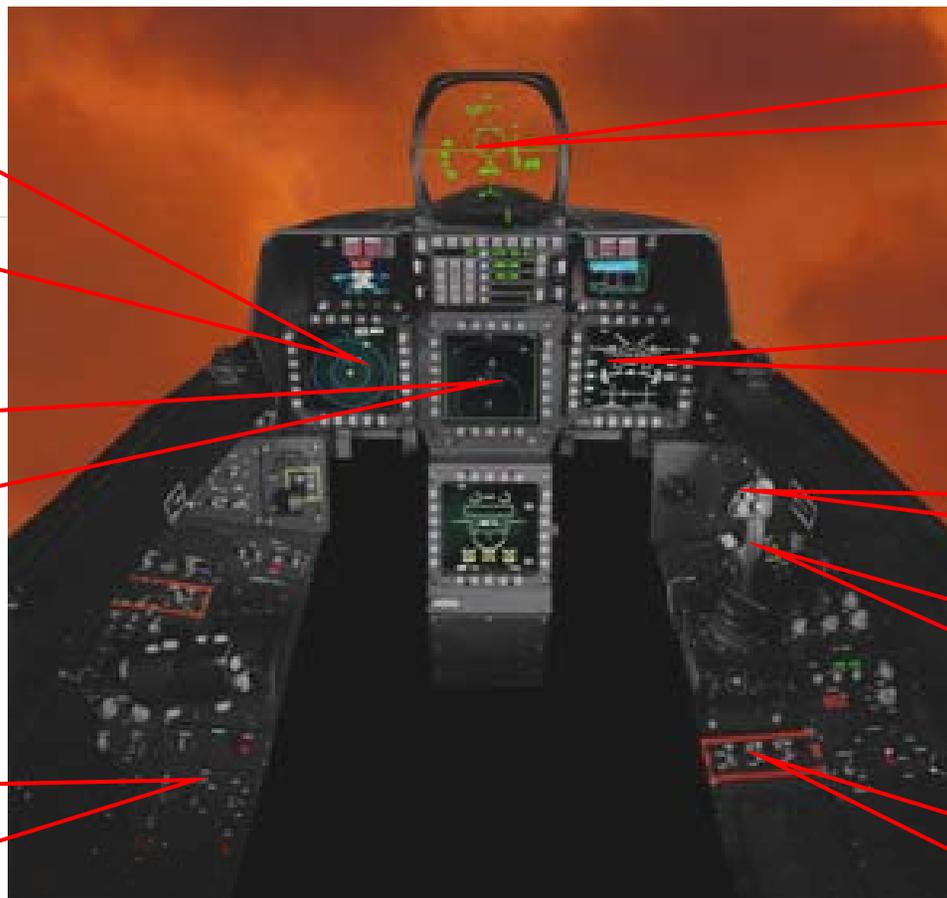
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“the cross-cultural cockpit”

Cultural domain sensor
(kinship, time, gender, race, exchange, myth, politics, religion comms., etc.)

Processes display
(creation, change, maintenance, mobilization, etc.)

Relate, communicate & negotiate toggles



“Them H-U-D”

“Us display 2.0”

Holism button

Relativism switch

Ethnocentrism CMs