AIR FORCE CULTURE AND LANGUAGE CENTER (AFCLC)
CHARTER

PREAMBLE

In January 2007, the Chief of Staff of the Air Force (CSAF) issued the Air Force Cultural, Regional and Linguistic Competency Framework outlining a structure for developing Airmen who could communicate, build relations, negotiate and influence across cultural boundaries in support of global expeditionary operations. He charged Air University to take the lead in incorporating appropriate regional and cross-cultural education as well as language training into the Air Force officer and enlisted professional military education (PME) programs; and in providing funding and manpower authorizations to establish an Air Force Culture and Language Center at Maxwell Air Force Base. In addition, the Office of the Secretary of Defense (OSD), through the Defense Language Transformation Roadmap, February 2006, established goals for each of the services to provide cultural and regional education and language training to provide for a foundational and surge capability within the Department of Defense (DoD). This Charter establishes an agreement between HAF/A1 and Air University outlining how the cultural, regional and language objectives of both OSD and the CSAF will be satisfied and, specifically, the responsibilities of the new Air Force Culture and Language Center.

VISION

Airmen competent in cultural, regional and foreign language expertise
to positively influence Air Force expeditionary operations worldwide.

MISSION

The Air Force Culture and Language Center is responsible for defining, coordinating, and implementing cultural, regional and foreign language education and training programs to satisfy Air Force requirements. The Center will provide synchronized cultural and regional education for Air Force officers, enlisted, and civilian personnel within Air University programs, both resident and non-resident.

OVERVIEW:

This charter documents an agreement entered into between the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) and the Air University Commander (AU/CC) to provide the guidelines for the Air Force Culture and Language Center (AFCLC) operations. The AFCLC will execute the Air Force Cultural, Regional, and Language Program, to develop Airmen who can influence the outcomes of US, allied and coalition operations anywhere in the world during contingency, steady-state and peacetime operations.

The Director, Airmen Development and Sustainment, Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1D) is the Air Force Senior Language Authority (AF SLA). The AF SLA is the focal point for defining and synchronizing programming requirements and developing strategy and policy for cultural, regional and language capabilities within the Air Force. The AFCLC will function in the operational spectrum, serving as a centralized point for enabling cross-cultural competence, which includes cultural expertise, regional familiarity and

foreign language skills (CRL). The AFCLC will reach full operational capability through a phased approach, as outlined in this charter.

This charter will be reviewed annually and updated as required based on new or changed requirements, or due to significant funding or manpower actions.

BACKGROUND:

The Air Force has embarked on a bold, long-term initiative to elevate the regional, cross-cultural and foreign language competency of all Airmen through Air University Professional Military Education (PME) and Professional Continuing Education (PCE) programs. Airmen will also be exposed to negotiation techniques, and behavioral influence and analysis methods in their PME programs. Air University was selected to lead this initiative for several reasons: 1) it already has skilled faculty and accredited regional studies curricula in some PME programs; 2) it offers existing efficiencies in the sense that Air University already hosts over 30,000 officers and enlisted personnel each year for PME and PCE programs at Maxwell-Gunter. 3) the new AFCLC can mostly fall onto a mission support structure that already supports other AU Centers; 4) cultural, regional and language studies at Maxwell-Gunter can be significantly enhanced by the nearly 300 foreign students from 70-75 countries who already attend AU colleges/schools and who interact daily with Airmen in both officer and enlisted classrooms, 5) progress in achieving CRL objectives across officer and enlisted personnel at all ranks can be more effectively measured and assessed, and 6) AU already has in place established Distance Learning capabilities which can facilitate the CRL program. By centralizing regional and cross-cultural education and language training efforts at AU, the Air Force can ensure that Airmen will continue to receive recurring CRL education and training as they advance through Basic Developmental Education (BDE), Intermediate Developmental Education (IDE) and Senior Developmental Education (SDE) throughout their careers. A secondary objective of this initiative – assuming sufficient funding and manpower support – is to provide just-in-time CRL education to Airmen participating in selected joint exercises or deploying to contingency environments..

The CSAF made the CRL initiative a Special Interest Item (SII) and provided Air University with $21.2M over the FYDP, and fourteen new civilian authorizations, to create and support the initiative from FY07 to FY11. Attachments 1 and 2 respectively show the manpower positions and the funding profile. The AFCLC initiative has three focus areas: 1) funds for scholarships to enable language skills development through ROTC programs; 2) funds to support officers participating in embassy immersion programs, and; 3) resources to support the various other CRL programs as determined by AF/A1 and AU. The AFCLC initiative is complementary to other existing programs that prepare selected officers and enlisted personnel for specific duties, such as attachés, international affairs specialists (IAS), regional affairs specialists (RAS), overseas security assistance positions, or foreign exchange assignments, rather then replace them.

REFERENCES:

A. Defense Language Transformation Roadmap, Feb 2005
B. DoD Irregular Warfare Roadmap, Jan 2006
C. DODD 5160.41E, Defense Language Program, 21 October 2005
D. DODI 5160.70, Management of DoD Language & Regional Proficiency Capabilities, 12 June 2007
E. DODD 3000.5, Military Support for Stability, Security, Transition and Reconstruction (SSTR) Operations, 28 November 2005
F. AFPD 10-4, Operations Planning: Air & Space Expeditionary Force Presence Policy (AEFPP), 16 June 2004
G. AFDD 2-3.1, Foreign Internal Defense, 10 May 2004
H. AFDD 2-5, Information Operations, 11 January 2005
I. AFI 16-109, International Affairs Specialist Program, 23 June 2006
J. CSAF Global Cultural, Regional and Linguistic Framework, January 2007

I. MISSION FOCUS AREAS:

A. Support the CSAF's goals of enabling Airmen to:

1. Develop cross-cultural relationships with people around the globe.

2. Understand key cultural factors and regional issues, e.g. identity groups, beliefs and values, and relevant economical, historical, and political processes.

3. Understand how people from other cultures and regions perceive the United States.

4. Understand and apply the key tenets of effective cross-cultural communication, including those involved in negotiating across cultures.

5. Understand forces that motivate people in and from cultures and regions outside of the United States.

6. Influence the behavior of members of other cultures using the above skills to support AF mission needs.

B. Research and identify the cultural, regional and linguistic competencies needed to meet current and future tactical, operational, and strategic requirements.

C. Implement and sustain references A - J, as appropriate.

D. Continuously refine the AF Culture and Language Program to meet emerging and changing requirements.

II. PARTNERSHIPS

AF/A1 and Air University (AU) will share responsibilities in ensuring the goals of the Air Force program are achieved. AFCLC will partner with other AF, DoD Services and agencies as well as government and private organizations, universities and research institutes to study and incorporate best practices into the AF CRL program. AF/A1 and AU will also ensure the AF CRL program supports AF, Joint and OSD requirements.

III. GENERAL ROLES AND RESPONSIBILITIES

AF/A1 is responsible to the CSAF for developing policy, establishing educational and training requirements, coordinating AF-level initiatives and for advocating resources for CRL education and training. The AFCLC is responsible for enabling cultural and regional education and foreign language training to meet Air Force competency requirements. The AFCLC and AF/A1D will work together and synchronize all CRL efforts. A detailed accounting of roles and responsibilities is contained in Appendix A.

IV. FULL OPERATIONAL CAPABILITY

Full operational capability (FOC) is based on the following three-phased plan:

PHASE I: IOC achieved by the end of calendar year 2010:
Initial operational capability is defined as having CRL programs incorporated into officer, enlisted, and civilian PME and PCE programs, as appropriate, such that:

A. Cultural expertise, and regional familiarity education along with language familiarization is available to all Airmen participating in AU resident and distance learning PME programs;
B. CRL competency can be assessed for Airmen who complete education in AU PME programs;
C. CRL programs meet mission requirements;
D. AU can provide Development Teams advice on educational results and opportunities relevant to developmental vectors;
E. AU will transfer one (1) authorization to AF/A1DL to provide increased capacity for program/resource management as soon as possible. A second position may be transferred at a later date pending analysis of workload and validation of the requirement.

Note: 2010 completion is based on integrating results of the Cross Cultural Competency (3C) Project now underway at AU into the program.

PHASE II: Language Program FOC achieved by the end of calendar year 2009:
Contingent on additional funding (e.g., GWOT supplemental or other funding commitments from OSD or Air Staff) to bridge capability pending full AFCLC funding within the FY10 POM, which provides for:

A. Funding for acquisition and administration of an AF-wide language license contract;

PHASE III: FOC achieved by the end of calendar year 2011:

Full operational capability is defined as PHASE I IOC and increased funding in the FY10 POM over the Future Years Defense Plan (FYDP) to additionally provide:

A. Administration of an AF-wide language license contract;
B. AF-wide administration of cultural, regional and foreign language training oversight and development, as appropriate, ensuring Airmen are prepared to meet contingency and surge requirements. This significant expansion is dependent upon anticipated future increases in resources.

V. AUTHORIZATION

WHEREFORE, the parties have indicated their agreement by the signatures of their authorized representatives below.

For Air University:

STEPHEN R. LORENZ
Lieutenant General, USAF
Commander

Date: DEC 21 2007

For AF/A1:

Date: DEC 26 2007

APPENDIX A

I. AF/A1D will:

A. Develop policy as it relates to the Air Force portion of the Defense Language Program, to include cross-cultural expertise, regional familiarity and language education and training policy as well as Foreign Language Proficiency Bonus Policy.

B. Establish and represent the official Air Force position to the OSD, HAF and all external organizations regarding the AF Cultural, Regional and Language Programs.

C. Report to CSAF on the gaps in capability as outlined in the Global Cultural, Regional and Linguistic Framework.

D. Partner with Air University in synchronizing CRL capabilities and programs with DOD initiatives and directives.

E. Partner with AU in executing AF Culture and Language Program Policy

F. Be responsible for the AF Strategic Language List.

G. Advocate Language and Culture Budget issues, to include support for CRL program requirements in the Air Force POM and Corporate Budget Process such that the AFCLC has sufficient financial and manpower resources to effectively execute the objectives outlined in this charter.

H. Manage the Annual Awards programs for language professional and command language program of the year.

I. Prioritize the mission focus areas for cultural and regional education.

II. Air University will:

A. Through existing Air Force corporate programming and budgeting processes, ensure the CRL program has sufficient financial and manpower resources to effectively execute all assigned missions.

B. Oversee appropriate levels of integration of CRL into the AF PME and PCE curricula based on the research, development, and recommendations of the AFCLC.

III. Air Force Culture and Language Center will:

A. Identify, facilitate, and assist AU faculty in developing curriculum and materials for AF PME with regard to cross-cultural expertise, regional knowledge and foreign language familiarization.

B. New mission: Interface with Defense Language Institute, Foreign Language Institute (DLIFLC), Monterey, CA, with regards, at a minimum, to ensuring DLIFLC curriculum, Mobile Training Team curriculum and support, DLPT and OPI development and fielding and deployment products meet Air Force requirements.

C. Conduct and commission research to define competencies and assemble the most relevant information relating to language familiarization, regional familiarity and cross-cultural competencies to inform AU education programs and AF deployment requirements.

D. Program for and budget appropriately for operations and manpower.

E. Support the Air Force Senior Language Authority and the Air Force Language and Culture Program Office, as required.

F. Support all strategic planning, doctrine and tactics, technique and procedures development with regard to cultural awareness, regional knowledge and language proficiency.

G. New mission: Have responsibility for curriculum/learning material oversight and development, as appropriate for deployments, exercises, exchange programs, and overseas permanent change of station regarding cross-cultural expertise, regional knowledge and language proficiency.

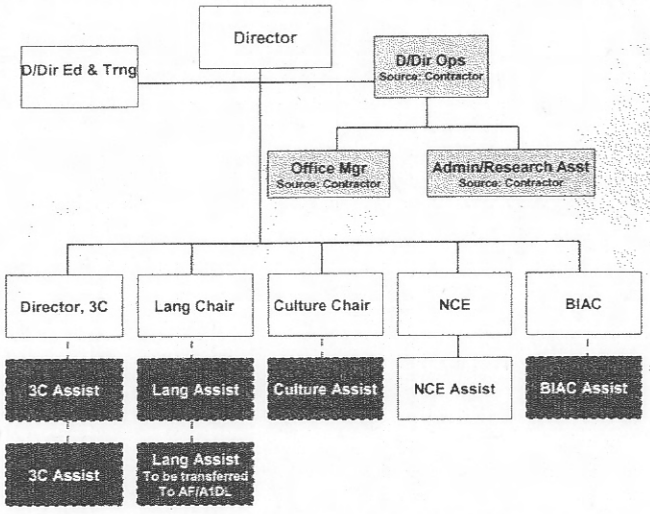
H. New mission: Have oversight of all deployment education regarding cultural awareness, regional knowledge and language familiarity to ensure it meets mission requirements.

I. New mission: Develop and maintain the official AF Cultural and Language web site.

Attachment 1
AFCLC Manning Profile

C&L Center Manning (Oct 07)

Develop America's Airmen Today ... for Tomorrow



Air University: The Intellectual and Leadership Center of the Air Force
Integrity - Service - Excellence

Attachment 2
Funding Profile

Culture & Language Funding Profile ($K)

Develop America's Airmen Today ... for Tomorrow

	FY07	FY08	FY09	FY10	FY11
AFOATS					
ROTC - 100 Foreign Language Scholarships	$ 1,000.0	$ 1,890.8	$ 2,500.0	$ 2,660.0	$ 2,615.0
ROTC - 100 Cadet Foreign Lang/Cult Immersion	$ 600.0	$ 600.0	$ 610.0	$ 620.0	$ 640.0
JROTC - Global & Cultural Studies Training DVDs	$ 183.0				
JROTC - World in Transition books	$ -	$ 92.3	$ 102.0	$ 104.0	$ 106.0
AFOATS Total	$ 1,783.0	$ 2,583.1	$ 3,212.0	$ 3,284.0	$ 3,361.0
ACSC					
Rosetta Stone licenses, eqpt, books	$ 50.0	$ 120.0	$ 124.0	$ 127.0	$ 131.0
Embassy immersion (5 students/5 wks)	$ 100.0	$ 200.0	$ 202.0	$ 206.0	$ 209.0
Civilian pay for overhires/other reqmts	$ 1,055.0				
ACSC Total	$ 1,205.0	$ 320.0	$ 326.0	$ 333.0	$ 340.0
AWC					
Faculty Development	$ 200.0	$ 200.0	$ 205.0	$ 210.0	$ 211.0
Guest Lecturers/Speakers	$ 300.0	$ 300.0	$ 304.0	$ 310.0	$ 314.0
Language Training Equipment	$ -	$ 25.0	$ 26.0	$ 27.0	$ 28.0
Civilian pay for overhires/other reqmts	$ 1,500.0				
AWC Total	$ 2,000.0	$ 525.0	$ 535.0	$ 547.0	$ 553.0
SC & AUL ($163K) / undistributed funds ($147K)	$ 310.0				
Total Culture/Language Funding*	**$5,298.0**	**$3,428.1**	**$4,073.0**	**$4,164.0**	**$4,254.0**

* FY07 funded by SII; FY08 based on expected initial distribution after AF/AETC adjustments; FY09/outyears from ABIDES

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