

CHARTER:
U.S. AIR FORCE CULTURE AND LANGUAGE CENTER

1. Background

- 1.1. In January 2006, the Chief of Staff of the Air Force (CSAF) directed that Air University (AU) incorporate cultural and foreign language instruction into professional military education programs. This initiative was supported through a Special Interest Item, which accelerated efforts to obtain the human and financial resources necessary to establish an AU Culture and Language Center. The existing Negotiation Center of Excellence (NCE) was embedded in the new organization. In January 2007, the CSAF issued the *Global Cultural, Regional and Linguistic Competency Framework*, outlining a structure for developing Airmen who could communicate, build relations and negotiate effectively across cultural differences in support of global expeditionary operations. In April 2007, AU selected cross-cultural competence as the topic of its Quality Enhancement Plan (QEP), a key component of academic re-affirmation of accreditation.
- 1.2. In December 2007, the AU Commander and the Air Force Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) expanded the Culture and Language Center's responsibilities to include coordinating Service-wide language/culture Expeditionary Skills Training (EST). The newly named Air Force Culture and Language Center (AFCLC) then received additional resources to execute its expanded roles of language, region and culture training, education, research and policy support. AU was selected to lead these initiatives due to its faculty expertise, strong curriculum, span of influence, international students, prior initiatives, assessment and distance learning capabilities.
- 1.3. In May 2009, the CSAF issued the *Culture, Region and Language Flight Plan*, providing definitive guidance for AF efforts to develop cross-culturally competent (3C) Airmen. This clarified the AF's desired outcome, necessary 3C skills (communication, negotiation and relations) and responsibilities of AFCLC.
- 1.4. In October 2009, the AF Senior Language Authority (SLA) directed AFCLC to initiate the Language Enabled Airman Program (LEAP), a career-spanning program to develop a cadre of Airmen across all specialties with working level foreign language proficiency. This reflected the AF's tiered system, with a middle level of force development between LRC Professionals (a small number of communities whose members require advanced abilities) and all Airmen (who are Familiarized with LRC basics). After three years of resourcing LEAP through internal AFCLC and unfunded requirements, the program was integrated to the FY13 Air Force Program Objective Memorandum (POM) and subsequently the FY13 Presidents Budget.
- 1.5. In March 2012, AFCLC initiated a rigorous review of current guidance, efforts and organization, resulting in this document. This Charter is the Air University chain of command's official statement of AFCLC's major organizational elements. This document is consistent with pending guidance detailed in AFPD 36-40 and AFI 36-4001, and supersedes the December 2007 Memorandum of Agreement (MOA) between AF/A1 and AU/CC.

2. Vision

The Air Force Culture and Language Center, as the acknowledged experts, will lead the U.S. Air Force in building a cross-culturally competent Total Force to meet the demands of the Service's dynamic global mission.

3. Mission

The Air Force Culture and Language Center creates and executes language, region and cultural learning programs for Total Force Airmen, and provides the Service with the subject matter expertise required to institutionalize these efforts.

4. Tasks

AFCLC accomplishes its mission by conducting three core tasks and seven enabling tasks, each described below with examples of current programs.

4.1. Core tasks:

4.1.1. Familiarized Level LRC education:

- Design, develop, deliver and support curricula at AU officer and enlisted PME and accessions programs.
 - *AU Quality Enhancement Plan (AWC, ACSC, SNCOA, NCOA, OTS, etc.)*
 - *AU Language Program*
 - *CCAF Courses*
- Advise, assist and conduct the design, development and delivery of culture/region learning at AU and AF professional continuing education venues.
 - *Eaker Center*
 - *AF Special Operations School*
 - *Judge Advocate General's School*

4.1.2. USAF Enabled and Professional Level LRC learning: Direct and assist key programs.

- *Language Enabled Airman Program*
- *General Officer Pre-deployment Acculturation Program*
- *International Health Specialist Program*
- *Regional Area Strategist Program*

4.1.3. USAF Familiarized and Enabled Level LRC training: Develop, deliver and support curricula and products.

- *Tier 2 Expeditionary Skills Training (e.g., ADLS)*
- *Special Missions (e.g., Air Advisor Academy)*
- *Expeditionary Culture Field Guides*

4.2. Enabling tasks:

4.2.1. Provide the subject matter expertise necessary to synchronize/coordinate USAF LRC force development processes.

- *Air Force LRC Executive Steering Committee*
- *Air Force Language and Region/Culture Action Panels*

4.2.2. Support the development of LRC strategy, policy, doctrine and plans.

- *Partnerships with Sister Services/OSD counterparts*
- *Official coordination/Subject Matter Expert consultations*
- *Participation in Working Groups/Task Forces*

4.2.3. Define USAF LRC competencies, needs and force development strategies.

- *Cultural Studies Project*
- *Assessment*
- *Research*

4.2.4. Maintain academic expertise in LRC.

- *Research*

- *Professional Development*
- 4.2.5. Integrate cross-cultural (adaptive) elements of NCE operations.
 - *Education*
 - *Training*
 - *Research*
- 4.2.6. Coordinate with other DoD force development organizations to avoid unnecessary duplication, fragmentation and overlap.

5. Requirements

AFCLC exists to meet the force development requirements of the Air Force and Department of Defense. These are informed by numerous guidance documents, including the following:

5.1. Department of Defense

- 5.1.1. *DoD Language, Region and Culture Strategic/Implementation Plan, 2011-2016*
- 5.1.2. *DoD Strategic Plan for the Next Generation of Training, 2010*
- 5.1.3. *Defense Language Transformation Roadmap, 2005*
- 5.1.4. *DoDD 5160.41E, Defense Language Program, 2010**
- 5.1.5. *DoDI 5160.70, Management of Language, Regional and Cultural Capabilities, 2007**
- 5.1.6. *CJCSI 1800.01D, Officer Professional Military Education Policy, 2011*
- 5.1.7. *CJCSI 1805.01A, Enlisted Professional Military Education Policy, 2010*
- 5.1.8. *CJCSI 3126.01, Language and Regional Expertise Planning, 2013*

5.2. U.S. Air Force

- 5.2.1. *CSAF Culture, Region and Language Flight Plan, 2009*
- 5.2.2. *CSAF Global Cultural, Regional and Linguistic Competency Framework, 2007*
- 5.2.3. *AFPD 36-40, Language, Region and Culture Program, 2012*
- 5.2.4. *AFPD 36-26, Total Force Development – Institutional Competency List, 2011*
- 5.2.5. *AFI 36-2201, Air Force Training Program, 2011*
- 5.2.6. *AFI 36-4001, Language, Region and Culture Program, Draft†*
- 5.2.7. *Air Force Strategic Language List, 2011*
- 5.2.8. *Program Objective Memorandum, 2013*
- 5.2.9. *FY 13-15 Enlisted Recruit Classification Language Targets, Cadet Language Program Production Targets and Officer Accessions Language Targets (FY 13-15 PGL)*
- 5.2.10. *Corona Top Tasker #18: Language Proficient Airmen Next Steps, 2010*
- 5.2.11. *USAF Language, Region and Culture Executive Steering Committee Charter, 2011*
- 5.2.12. *USAF Language and Region/Culture Action Panel Charters, 2011*
- 5.2.13. *USAF Building Partnership Core Function Master Plan, 2011*

5.3. Air Education and Training Command

- 5.3.1. *USAF Language, Region and Culture Master Plan, Pending#*

5.4. Air University

- 5.4.1. *Air University Strategic Plan, 2009**
- 5.4.2. *Air University Continuum of Education Strategic Guidance, 2009*
- 5.4.3. *Air University Quality Enhancement Plan, 2009-2014*
- 5.4.4. *AU-10, Air University Catalog, Academic Year 2011-2012*

These guidance documents establish clear requirements for AFCLC's tasks, as follows:

* Under revision

† In coordination

Directed by AFPD 36-40 and AFI 36-4001 (in coordination)

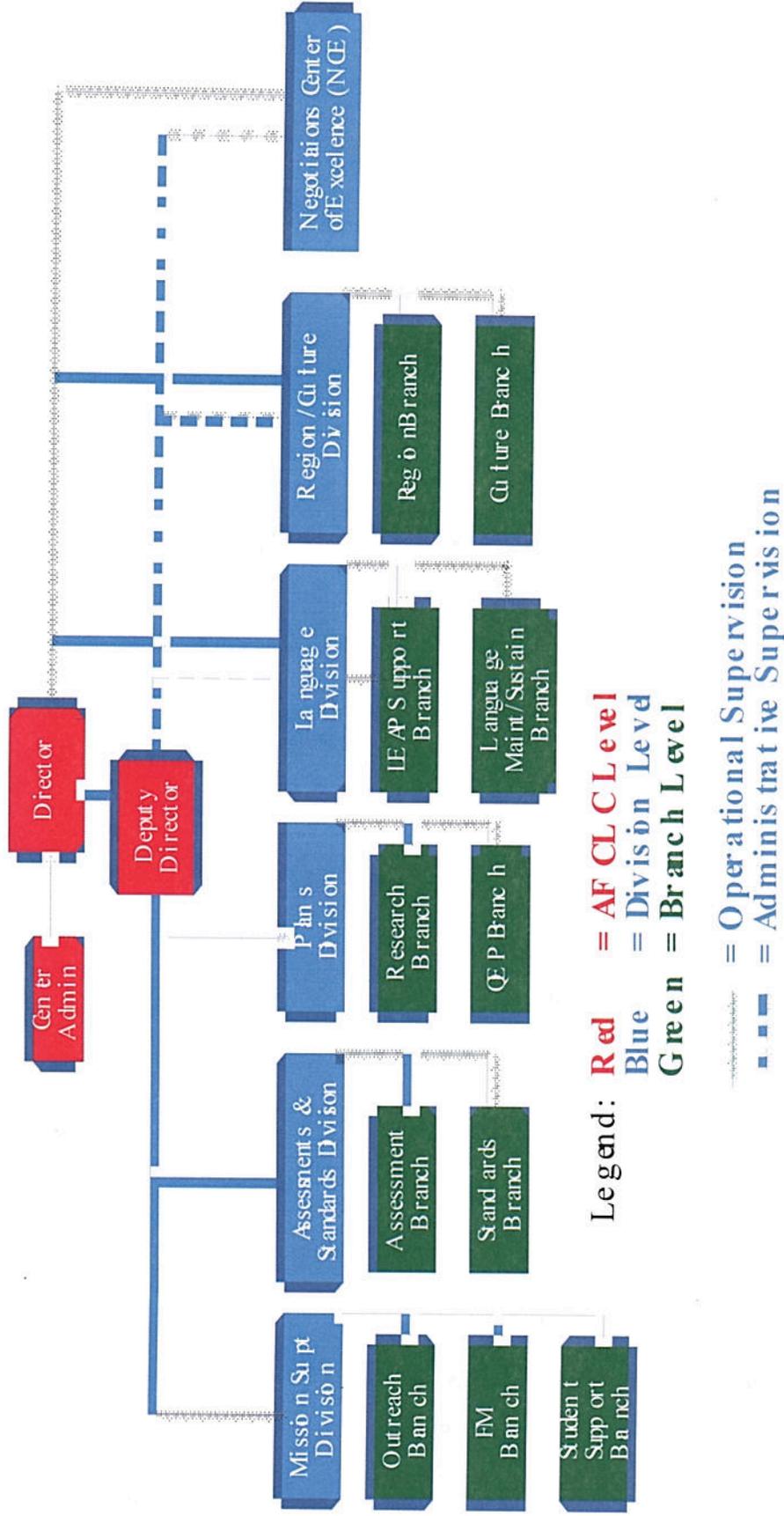
| Requirements | AFCLC Tasks | | | | | | | | | |
|-------------------|--------------------------------------|--|---|---|---|---|--|---|--|--|
| | 4.1.1 AU/USAF CRL Education | 4.1.2 USAF LRC Enabled Programs | 4.1.3 USAF LRC Pre-deployment Training | 4.2.1 Synch/Coord USAF LRC Force Dev | 4.2.2 Support LRC Strategy, Policy, Doctrine & Plans | 4.2.3 Define USAF LRC Competencies | 4.2.4 Maintain LRC Academic Expertise | 4.2.5 Integrate Adaptive Negotiation | 4.2.6 Coordinate w/ other DoD Organizations | |
| DoD LRC Plan | + | + | + | | - | - | - | - | + | |
| DoD Next Gen Trng | | | + | | | | | + | | |
| DLTR | + | + | + | | - | - | | | | |
| DoDD 5160.41E* | + | + | + | | | | | | | |
| DoDI 5160.70* | + | + | + | | + | - | | | | |
| CJCSI 1800.01D | + | | | | | | | | | |
| CJCSI 1805.01A | + | | | | | | | | | |
| CJCSI 3126.01 | - | - | - | | + | + | | | | |
| CRL FP | + | + | + | | + | + | | | + | |
| Global CRL FW | + | + | + | | - | - | | | | |
| AFPD 36-26 | + | + | + | | | | | + | | |
| AFPD 36-40 | + | + | + | | | | | - | | |
| AFI 36-2201 | | | + | | | | | | | |
| AFI 36-4001* | + | + | + | | - | - | | + | | |
| AF SLL | | - | | | - | | | | | |
| POMI 2013 | | + | | | | | | | | |
| FY 13-15 PGL | + | + | | | | | | | | |
| CTT-18 | | + | | | | | | | | |
| ESC Charter | - | - | - | + | + | + | - | | | |
| AP Charters | - | - | - | + | + | + | - | | | |
| BP CFMP | + | + | + | - | - | - | | - | | |
| AU Strat Plan* | + | + | | - | + | - | + | + | | |
| AU C ESG | + | - | | | | - | | + | | |
| AU QEP | + | | | | | + | + | + | | |

Note: Explicit requirements are indicated by a '+,' implicit requirements are indicated by a '-.'

6. Organization

To fulfill these requirements, AFCLC is structured as follows:

AFCLC ORGANIZATIONAL CHART



Organizationally, AFCLC is part of the Air University Spaatz Center's AR Directorate.

7. Manpower

7.1. AFCLC's organizational structure is manned with the following billets:*

| Available | Location | Position # | Type | Organizational Position | Source/Comments |
|-----------|----------|------------|------|--|--|
| FY08 | AFCLC | 009560560J | AD | Director, AFCLC | FY08 POM (AFCLC) |
| FY08 | AFCLC | 009560540J | AD | Deputy Director, AFCLC | FY08 POM (AFCLC) |
| FY08 | AFCLC | 009560550J | AD | Chief, Plans Division | FY08 POM (AFCLC) |
| FY08 | AFCLC | 009560580J | AD | Culture Professor, R/C Team 2 | FY08 POM (AFCLC) |
| FY08 | AFCLC | 009560620J | AD | Chief, Assessment/ Standards Division | FY08 POM (AFCLC) |
| FY08 | AFCLC | 009560590J | AD | Culture Professor, R/C Team 2 | FY08 POM (AFCLC) |
| FY08 | AFCLC | 009560570J | AD | Director, Negotiation Center of Excellence | FY08 POM (AFCLC) |
| FY08 | AWC | 009560600J | AD | N/A | FY08 POM (AFCLC) |
| FY08 | AFCLC | 003380810J | 0-5 | Chief, Mission Support Division | FY08 POM (AFCLC) Swap w/ 009560610J |
| FY08 | ACSC | 009560500J | AD | Instructor | FY08 POM (AFCLC) |
| FY08 | ACSC | 009560510J | AD | Instructor | FY08 POM (AFCLC) |
| FY08 | ACSC | 009560530J | AD | Instructor | FY08 POM (AFCLC) |
| FY08 | AFCLC | 009560490J | AD | Region Professor, R/C Team 1 | FY08 POM (AFCLC) Originally SOC |
| FY08 | AF/A1D | N/A | N/A | N/A | FY08 POM (AFCLC) AU-A1D agreement |
| FY09 | AFCLC | 009600530J | GS | Deputy Director, NCE | FY09 POM (AFCLC) |
| FY09 | AFCLC | 002557910J | 0-5 | Chief, Region and Culture Division | FY09 POM (AFCLC) Swap w/ 009600540J |
| FY09 | AFCLC | 009600610J | GS | Budget Analyst, FM Branch | FY09 POM (AFCLC) |
| FY09 | AFCLC | 009600600J | GS | Edu/Train Technologist, Mission Support Branch | FY09 POM (AFCLC) |
| FY09 | AF/A1D | N/A | N/A | N/A | FY09 POM (AFCLC) AU-A1D agreement |
| FY09 | AFSOS | N/A | N/A | N/A | FY09 POM (AFCLC) AU-A1D agreement |
| FY09 | AFSOS | N/A | N/A | N/A | FY09 POM (AFCLC) AU-A1D agreement |

* Some billets have been reallocated by senior leaders; these are indicated by grey shading in this table.

| | | | | | |
|------|-------|------------|-----|---|--|
| FY10 | AFCLC | 009600560J | AD | Culture Professor, R/C Team 2 Culture Branch | FY09 POM (AFCLC) |
| FY10 | AFCLC | 002553730J | O-4 | Instructor | FY09 POM (AFCLC) Swap w/ 009600550J |
| FY10 | AFCLC | 009600570J | GS | Team Chief, R/C Team 2 | FY09 POM (AFCLC) |
| FY10 | AFCLC | 009600580J | AD | Chief, Research Branch | FY09 POM (AFCLC) |
| FY10 | AFCLC | 009600590J | GS | RMD 703 cut | FY09 POM (AFCLC) |
| FY10 | AFSOS | N/A | N/A | N/A | FY09 POM (AFCLC) AU-A1D agreement |
| FY10 | AFSOS | N/A | N/A | N/A | FY09 POM (AFCLC) AU-A1D agreement |
| FY10 | AFCLC | 009627780J | GS | Chief, FM Branch | Ctr to Civ conversion |
| FY10 | AFCLC | 009627700J | GS | Chief, Mission Support Branch | Ctr to Civ conversion |
| FY10 | AFCLC | 009627710J | AD | Professor of Assessment | Ctr to Civ conversion |
| FY10 | AFCLC | 009627720J | AD | Region Professor, R/C Team 1 | Ctr to Civ conversion |
| FY10 | AFCLC | 009627730J | GS | Language Resource Manager | Ctr to Civ conversion |
| FY10 | AFCLC | 009627740J | GS | Director Language Maintenance and Sustainment | Ctr to Civ conversion |
| FY10 | AFCLC | 009627750J | GS | Chief, Standards Branch | Ctr to Civ conversion |
| FY10 | AFCLC | 009627760J | GS | Chief, Outreach Branch, NCE Instructor | Ctr to Civ conversion |
| FY10 | AFCLC | 009627770J | GS | Team Chief, R/C Team 1 | Ctr to Civ conversion |
| FY11 | AFCLC | 002552130J | GS | Administrative Assistant | Previously unallocated |
| FY13 | AFCLC | 009746970J | 0-3 | Chief, LEAP Support Section | FY13 POM (LEAP) |
| FY13 | AFCLC | 009746980J | 0-1 | LEAP Finance Manager | FY13 POM (LEAP) |
| FY13 | AFCLC | 009746990J | E-4 | LEAP Records Manager | FY13 POM (LEAP) |
| FY13 | AFCLC | 009747000J | GS | Chief, Language Division | FY13 POM (LEAP) |

7.2. Personnel in the following billets are/will be attached to AFCLC per agreements described under Paragraph 9 (Partnerships):

| Available | Location | Type | Duty Title | Source/Comments |
|-----------|----------|------|-----------------------------|---|
| FY11 | AFCLC | GS | AU Liaison and Site Manager | DLIFLC Language Training Detachment (LTD) |
| FY13 | AFCLC | AD | Language instructor | DLIFLC LTD |
| FY13 | AFCLC | AD | Language instructor | DLIFLC LTD |

| | | | | |
|------|-------|----|---------------------|------------|
| FY13 | AFCLC | AD | Language instructor | DLIFLC LTD |
| FY13 | AFCLC | AD | Language instructor | DLIFLC LTD |

8. Financial Resources

8.1. AFCLC's baseline financial history and projections are summarized below:

| Year | Source | Notes |
|-------------------------|---------------------------------------|--|
| FY06 | • CSAF Special Interest Item (SII) | |
| FY07 | • CSAF SII | |
| FY08 | • AU POM (AFCLC) | • ESP Code "CY" of PE 84751F (AF Culture and Language Center: Contracts, Education and Training Development/ Synchronization, USAFSOS Support) |
| FY09 | • AF POM (AFCLC) | |
| FY10 | • Baseline (AFCLC) | |
| FY11 | • Baseline (AFCLC) | |
| FY12 | • Baseline (AFCLC) | |
| FY13 (projected) | • Baseline (AFCLC) • AF POM (LEAP) | • ESP Code "CY" of PE 84751F • ESP Code "MZ" of PE 84751F |

8.2. AFCLC's external funding sources are summarized below:

| Year | Program | Source | Notes |
|-------------|--------------------------------|---------------------------------|---|
| FY06 | • NCE | • SAF/GCD | • Specific project funding |
| FY07 | • NCE | • SAF/GCD | • Specific project funding |
| FY08 | • NCE | • SAF/GCD | • Specific project funding |
| FY09 | • NCE | • SAF/GCD | • Specific project funding |
| FY10 | • NCE • LEAP • ECFG/VEST | • SAF/GCD • AF/A1D • 17AF | • Specific project funding Unfunded requirement filled by OBRC • Per 17 th AF request for products |
| FY11 | • NCE • LEAP • ECFG/VEST | • SAF/GCD • AF/A1D • 17AF | • Specific project funding • Unfunded requirement filled by OCO and OBRC • Per 17 th AF request for products |
| FY12 | • NCE • LEAP • ECFG/VEST | • SAF/GCD • AF/A1D • 17AF | • Specific project funding • Unfunded requirement submitted • Per 17 th AF request for products |

9. Partnerships

AFCLC seeks to maximize efficiencies and avoid fragmentation, overlap or duplication through collaborative relationships with other key stakeholders. To this end, AFCLC has/is coordinating memoranda of agreement/understanding (MOAs/MOUs) with the following organizations:

9.1. U.S. Air Force

- 9.1.1. Air Education and Training Command/A3-Special Missions (AETC/A3Q)[‡]
- 9.1.2. Air Force Language, Region and Culture Program Office (AF/A1DV)^{*}
- 9.1.3. Air Force Research Laboratory/711 Human Performance Wing (AFRL/711HPW)[#]
- 9.1.4. Office of the Air Force General Counsel/Dispute Resolution (SAF/GCD)^{*}
- 9.1.5. Surgeon General/International Health Specialist Program (SG/IHS)^{*}
- 9.1.6. Under Secretary of the Air Force for International Affairs (SAF/IA)[‡]

9.2. Department of Defense:

- 9.2.1. Army Culture and Foreign Language Directorate (TRADOC G-3-5-7/ACFLD)[#]
- 9.2.2. Army Research Institute for the Social and Behavioral Sciences (G1/ARI)[‡]
- 9.2.3. Army TRADOC Culture Center^{*}
- 9.2.4. Defense Language Institute Foreign Language Center (DLIFLC)^{*}
- 9.2.5. Defense Language and National Security Education Office (USD(P&R)/DLNSEO)[#]
- 9.2.6. Navy Maritime Civil Affairs and Security Training Command (USN/MCAST)[‡]
- 9.2.7. Marine Corps Center for Advanced Operational Culture Learning (MCU/CAOCL)[‡]

10. Authorization

Wherefore, the undersigned charters the AFCLC for a period not to exceed two years, at which point this document will be reviewed and updated as necessary:



SCOTT M. HANSON
Major General, USAF
Commander, Spaatz Center for Officer Education

Date: 24 FEB 13

* Existing, under revision
‡ In coordination
Planned