



AIR FORCE NEGOTIATION CENTER OF EXCELLENCE

MISSION, VISION, AND CHARTER



NCE Mission: Develop Total Force Airmen with adaptive conflict management, negotiating, and mediation skills, succeeding in the dynamic, global AF mission.

NCE Vision: Serve as the Air Force source for the design / delivery of education, training, and research in adaptive conflict management, negotiations and mediation; enabling Airmen to foster collaborative relationships, build partnerships, and find interagency solutions.

NCE Charter: SAF/GCD AU/CC MOA (11 Aug 2005). The SAF/GCD, working with the AU/CC, has been charged with making "...negotiation and conflict management as an Air Force corporate capability." The SAF/GCD and AU/CC created the NCE to execute this specific mission. Currently, both agencies are updating the MOA to reflect the NCE's evolution as it meets emerging requirements (adaptive negotiations and conflict management).

Authoritative Documents:

1. *DOD Strategic Plan for Next Generation of Training* (23 Sep 10). A directive plan whose top-level guidance states "Priority should be given to training and experimentation capabilities that are forward looking, address integrated operations and irregular warfare, and focus on key learning capabilities which improve skills in adaptability, agility, anticipation of the adversary, foreign language, cultural insights, empathy, social skills and negotiation."
2. Air Force Doctrine Document 1-1 *Leadership and Force Development* (18 Feb 04 and 8 Nov 11) lists negotiation as a key leadership competency
3. CSAF: *AF Culture and Language Flight Plan* (May 09) states: "The CRL Flight Plan will produce Airmen who are better able to negotiate, communicate and relate to members of our joint and interagency teams as well as coalition partners and potential adversaries."
4. AFI 36-4001 *Personnel* (draft) implements AFD 36-40 *Air Force Language, Region, & Culture Program* (draft) and the *AF Culture and Language Flight Plan*. AFI 36-4001 states in the overview: "The roles detailed in this AFI enable the Air Force to ensure Total Force Airmen and civilians have the requisite LRC capabilities to successfully lead, manage and execute globally at the tactical, operational and strategic levels in any culturally-complex, operational environment. These skills will improve negotiations, communications and relations with members of our joint and interagency teams, coalition partners and potential adversaries." The AFI charges AETC, as the LC to provide PME, PCE, and pre-deployment training as appropriate to achieve this competency.
5. The Air Force Institutional Competency list (as cited in AFDD 1-1 (23 Sep 11), Appendix C and AFD 36-26 *Total Force Development* (27 Sep 11) makes negotiations a required leadership competency of all Airmen.
6. *Air University Catalog* 2011-2012 requires Spaatz Academic Centers to: "...create professional military and continuing education curriculums and focused research on a subject of particular educational importance. The centers also enhance the prestige of Air University through their research and outreach programs within the larger military and academic communities."
7. PME education directive (core curricula) is contained in the *AU Continuum of Officer and Enlisted Professional Military Education Strategic Guidance* (CESG: Apr 09). Negotiations competency is required at all levels of PME both officer and enlisted.
8. The Air University Quality Enhancement Plan (2009-2014) *Cross-Culturally Competent Airmen* (22 Jan 09) defines Cross-cultural skills as: "Communicating, negotiating and relating effectively with culturally distinct individuals is essential to Airmen's success on operations."
9. AU-10 *AU Catalog Academic Year 2011-2012* states: "The academic research centers located within the Spaatz Center provide a focused capability that meets the requirements of Air University and an external sponsoring agency. Centers create professional military and continuing education curriculums and focused research on a subject of particular educational importance."
10. PME education directive (electives): The AWC Handbook 36-04 *Air War College Resident Faculty Handbook* (2011) states: "The introduction of new electives may be based on a new educational requirement and a determination that the proper expertise exists within the AWC faculty or among adjunct faculty to develop and teach the elective."



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Direct Tasks:

1. As directed by Air University CESG and QEP, the NCE develops and delivers adaptive conflict management, negotiations, and mediation curricula tailored to the needs of AU colleges, schools and programs and fulfill the Force Development requirements established in AFDD 1-1, AFPD 36-26, the AF Culture and Language Flight Plan, AFPD 36-40 (draft) and AFI 36-4001(draft). NCE programs will adhere to each school's curriculum plans and policies.
2. As directed by AETC, develop USAF pre-deployment training products regarding adaptive conflict management, negotiations and mediation to fulfill the requirements set forth in AFDD 1-1, the AF Culture and Language Flight Plan, AFPD 36-40 (draft) and AFI 36-4001(draft).
3. IAW the AU-10 AU Catalog Academic Year 2011-2012 and as directed by the Spatz Academic Center Director, maintain relevant academic expertise in the domain of adaptive conflict management, negotiations, and mediation to serve both internal and sponsoring agencies, Air Force, and Department of Defense research objectives.

Implied Tasks:

1. Support the Joint and Interagency community. IAW doctrine, US military operations will be inherently Joint, Interagency, and Combined. These entities, while culturally different, must synergize in order to meet the US strategic objectives. Adaptive conflict management and negotiations are critical tools to succeed in synchronizing these operations.
2. Outreach/research within the academic community. Much of the NCE's adaptive conflict management, negotiation and mediation models and theory gains its validity from user feedback. Frequent interaction with a broad range of experienced DOD personnel is vital to keeping the materials current and relevant to the warfighter.

Current NCE Operations

Teach

1. The primary mission of the NCE is to teach. The NCE provides direct support to AU colleges, schools, and programs with curricula, programs, and coursework design, and if requested, execution. Priority goes to AU schools involved in the QEP.
2. Direct support to AETC and AF-managed training programs to support the warfighter. Currently, the focus is on pre-deployment training (AETC A3Q directives) and outreach to professional development programs at the HHQ as well as Wing level (HAF, 17th AF, Wing Professional Development programs). The NCE out-year vision is to serve the Total Force with appropriate courseware to meet user's professional development needs.

Research

1. Independently and in collaboration with other institutions, the NCE develops coursework, primers, application exercises and articles to support NCE teaching and outreach activities, specifically addressing the issues related with adaptive conflict management, negotiations, and mediation in the military context
2. The Air Force is committed to a cost saving, blended learning concept. The NCE is leaning forward to develop products to support this effort including revision of the *Practical Guide* and appropriate distance learning products.

Outreach and Support

1. NCE develops all of its products as copyright free, DOD resources. This allows all users to have full access to our academic products.
2. As resources permit, design and deliver appropriate coursework to non-AETC Air Force, as well as other DOD and international military agencies.



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3. Maintain, update, and constantly improve the NCE website at <http://culture.af.mil/NCE/>.