



AIR UNIVERSITY

**Academic Year 2011
Quality Enhancement Plan
Educational Program Review
25 October 2011**

We Produce the Future



Why We Have QEP EPRs



Develop America's Airmen Today ... for Tomorrow

“The scope of this QEP is broad, touching ... on six academic units of Air University. ... While ambitious, [it] is not trying to do too much at any one point.

The cautionary note from this committee is that the QEP is complex and still has many things going on at any given point in time.

In order to keep track of activities, we have recommended [mechanisms] that will keep the various pieces of the program in place.”

– SACS, “Report of the Reaffirmation Committee,” 4 Mar 09



Bottom Line Up Front



Develop America's Airmen Today ... for Tomorrow

All key educational and support efforts are in place and on track

- We are meeting most of the targets we set
 - Some have been adjusted, others will be
- We are touching most of the continuum of education
 - A few pieces still elude us, not taking credit for all
- We are moving from the “artisan” model to “industrial”
 - Mass production of 3C is a new frontier, esp. assessment
- We almost have our core group of AU SMEs
 - Searches for the last three specialized faculty are ongoing
- We can further improve the sequence across COE
 - One size doesn't fit all, AFRL will help with new study



Briefing Agenda



Develop America's Airmen Today ... for Tomorrow

1. Brief review of the QEP

2. Review of Academic Year 2011

- Phase 1 curriculum/assessment/professional development
- Phase 2 curriculum/assessment/PD (as appropriate)
- AU-wide PD/Hires/Research/Learning Materials

3. Plans and recommendations for Academic Year 2012

- General plans
- Phase 1 curriculum/assessment/PD
- Phase 2 curriculum/assessment/PD
- AU-wide PD/Hires/Research/Learning Materials

4. Way ahead



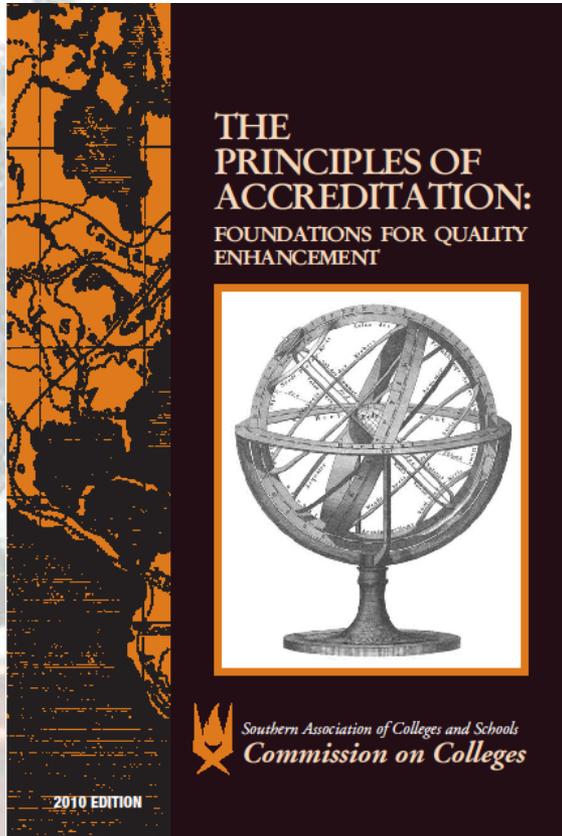
1. Brief Review of the Quality Enhancement Plan (QEP)

We Produce the Future



What is a QEP?

Develop America's Airmen Today ... for Tomorrow



“The Quality Enhancement Plan (QEP) is a component of the accreditation process....

The QEP describes a carefully designed and focused course of action that addresses a well-defined topic or issue(s) directly related to **enhancing student learning.**”

Evaluation criteria:

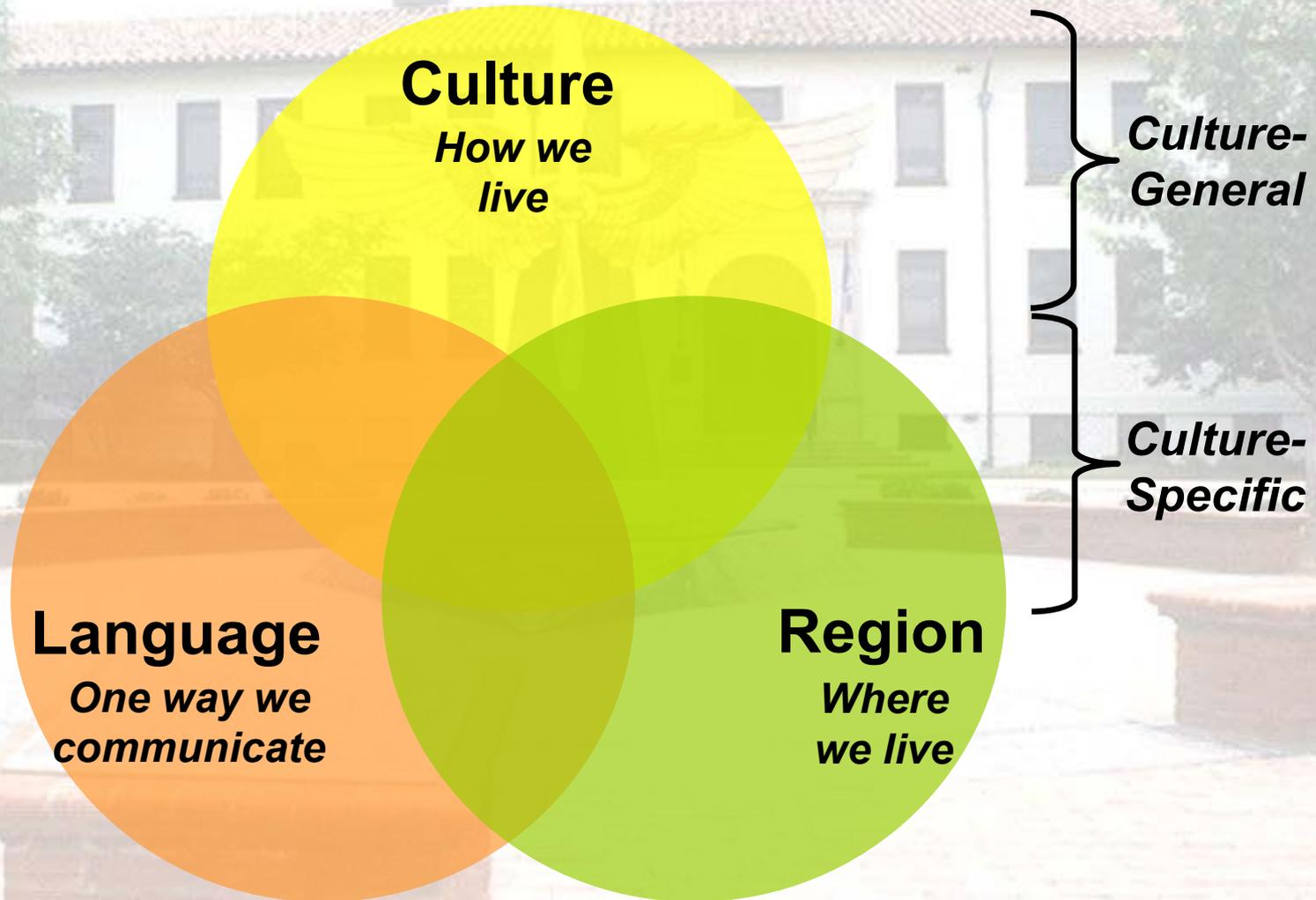
1. focused & relevant topic
2. clear goals
3. adequate resources
4. evaluation strategies
5. community support



The Problem Set



Develop America's Airmen Today ... for Tomorrow

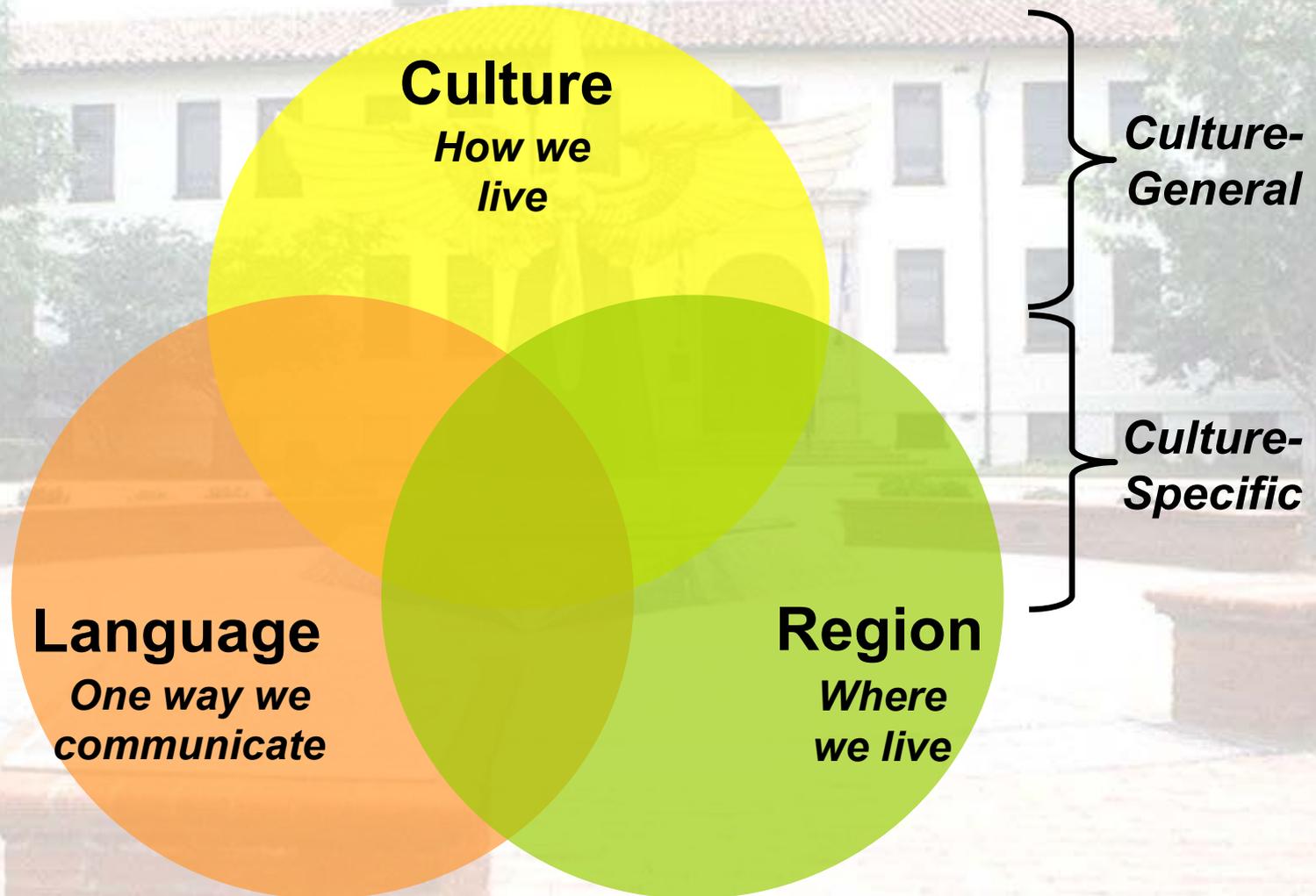




The Focus of AU's QEP



Develop America's Airmen Today ... for Tomorrow





The Output of AU's QEP



Develop America's Airmen Today ... for Tomorrow

Cross-Cultural Competence (3C)

“The ability to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex environment to achieve the desired effect –

– culture-general –

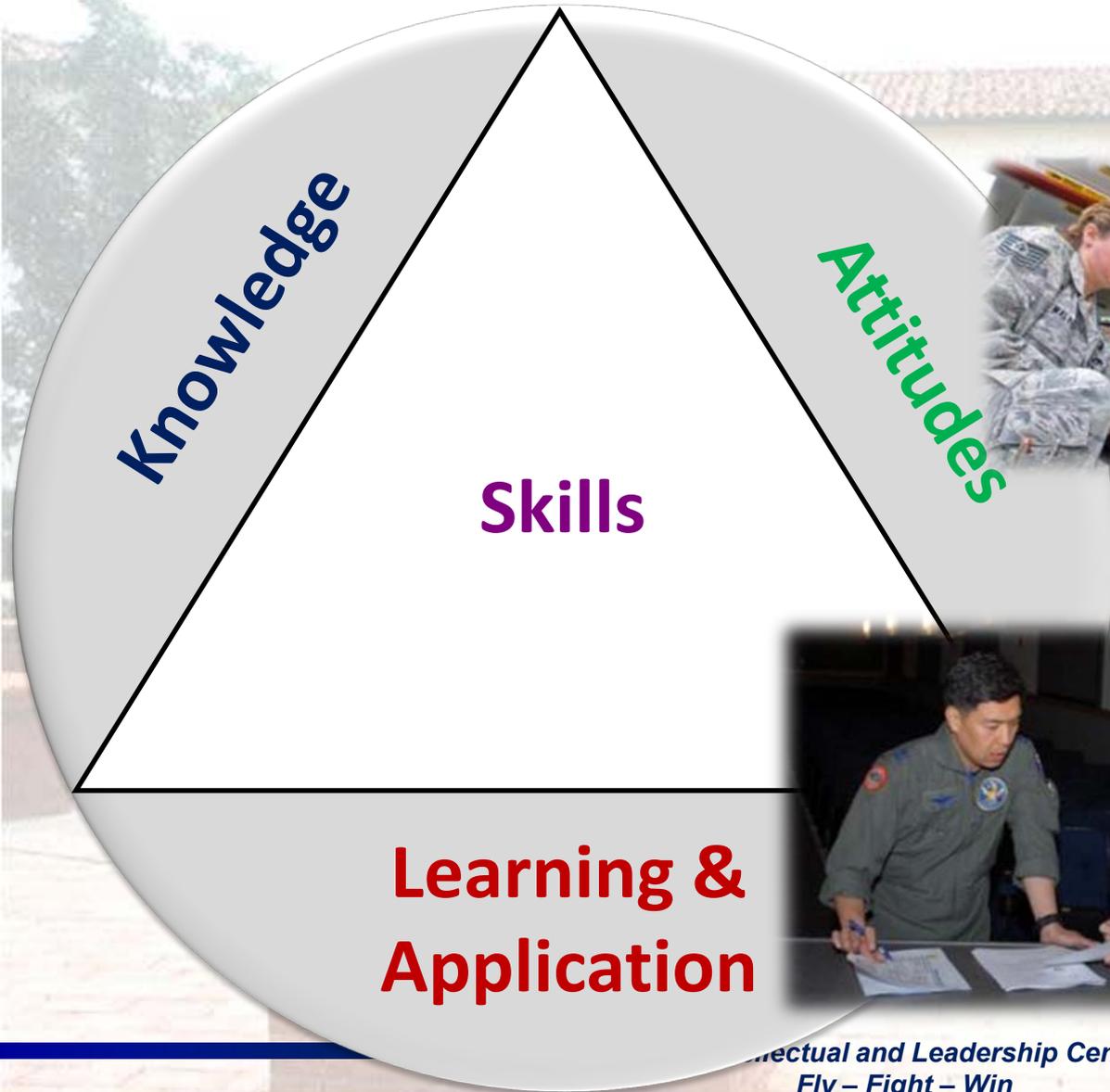
without necessarily having prior exposure to a particular group, region or its language.”



The Inputs of 3C (and AU's QEP)



Develop America's A



Intellectual and Leadership Center of the Air Force
Fly - Fight - Win



What are 3C Skills ?



Develop America's Airmen Today ... for Tomorrow



A clear understanding of our own culturally-based values and assumptions



The ability to communicate across cultural boundaries



The ability to manage cross-cultural conflict...



The ability to see other peoples' "reality"



The ability to build productive working relationships



including negotiating across profound cultural differences

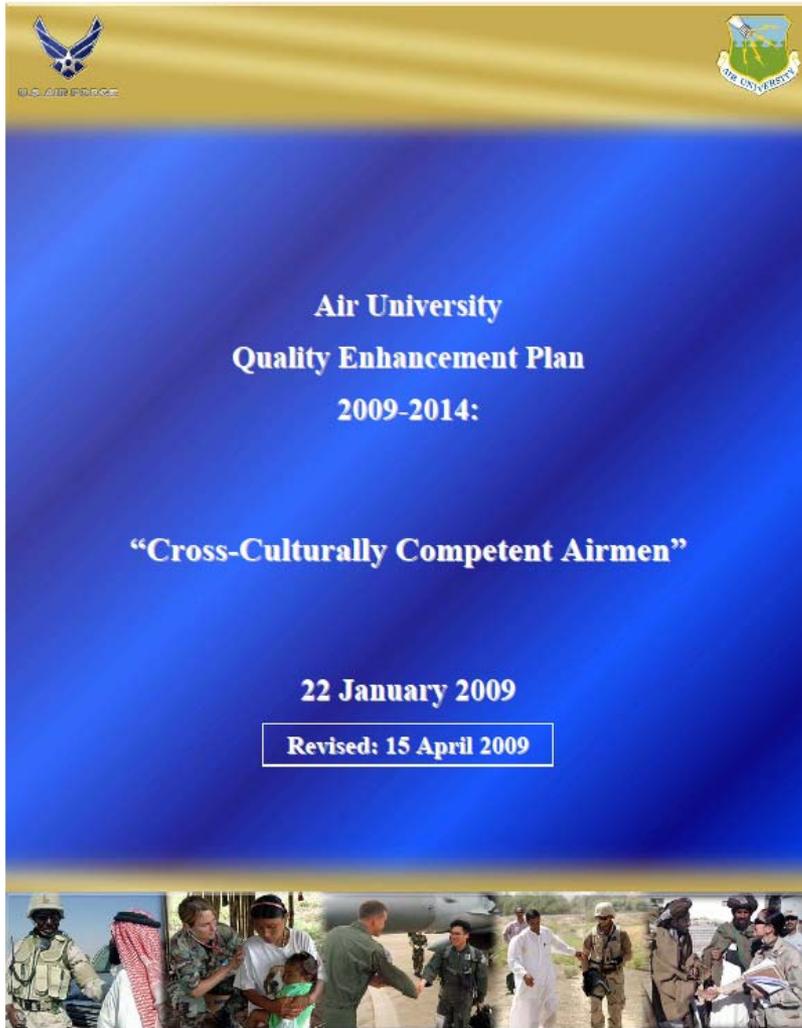
Communicate, relate & negotiate across cultures



Broad Guidance of 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.

How – in 4 parts...



How – 1: Lines of Activity



Develop America's Airmen Today ... for Tomorrow

1. Curriculum design, development & delivery
2. Assessment of student learning outcomes
3. Faculty/staff development & recruitment
4. Research & publication/
acquisition of learning resources and outreach

Reported

**School
-by-
school**

**AU-
wide**



How – 2:



Phased Curriculum Roll-Out

Develop America's Airmen Today ... for Tomorrow

International Officer School



Officer Training School

Squadron Officer School

Air Command & Staff College

Air War College



0 4 6 8 10 12 14 16 18 20 22 24 26

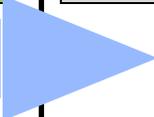


Community College of the Air Force

NCO Academy

Senior NCO Academy

Phase I (AY 10 & 11)



Phase II (AY 12 & 13)



How – 3 (new): Staging Curriculum Roll-Out



Develop America's Airmen Today ... for Tomorrow

Stage 0: No action required

Stage 1: Needs assessment or
Infusion/modification of
curriculum & assessment

Stage 2: Expansion/revision of
curriculum & assessment

Stage 3: Sustainment of curriculum
& assessment



How – 4: Assessment of Student Learning Outcomes (SLOs)

Develop America's Airmen Today ... for Tomorrow

SLOs	CONSTRUCT	ASSESSMENT METHODS
1. Declarative Knowledge	<ul style="list-style-type: none"> ➤ Cultural Concepts ➤ Domains of Culture 	<ul style="list-style-type: none"> ➤ Multiple choice tests ➤ Case studies
2. Skills / Procedural Knowledge	<ul style="list-style-type: none"> ➤ Communicating ➤ Negotiating ➤ Relating 	<ul style="list-style-type: none"> ➤ Simulations ➤ Situational Judgment Tests ➤ Self-Report Measures ➤ Case Study Responses
3. Attitude	<ul style="list-style-type: none"> ➤ Openness to Learning ➤ Cultural Relativism ➤ Empathy ➤ Acceptance of Lack of Closure ➤ Motivation ➤ <i>3C Predispositions</i> 	<ul style="list-style-type: none"> ➤ Pre-Post Tests ➤ Self-Report Measures ➤ Posting Participation ➤ Dispositional Survey
4. Application in Novel Contexts	<ul style="list-style-type: none"> ➤ Ability to Apply ➤ Opportunity to Apply ➤ Willingness to Apply 	<ul style="list-style-type: none"> ➤ Pre-Post Tests ➤ Situational Judgment Tests ➤ Longitudinal Self & Supervisor Evaluations



**2. Academic Year 2011 of the
Quality Enhancement Plan (QEP)**

We Produce the Future



AY 11 – Overview: Schools' Curriculum Roll-Out



Develop America's Airmen Today ... for Tomorrow

	Stage 0 (prepare)	Stage 1 (infuse)	Stage 2 (expand/revise)	Stage 3 (sustain)
Phase I Schools (Enter Stage 1 NLT AY 10)		<ul style="list-style-type: none"> •SOS 	<ul style="list-style-type: none"> •CCAF •OTS 	
Phase II Schools (Enter Stage 1 NLT AY 12)	<ul style="list-style-type: none"> •AWC 	<ul style="list-style-type: none"> •ACSC •IOS •SNCOA •NCOA 		



AY 11 – Phase I:

SLO-based Curriculum Status



Develop America's Airmen Today ... for Tomorrow

SLO	Community College of the Air Force (ITC)	Officer Training School (BOT)	Squadron Officer School
1 Declarative Knowledge (Concepts)	<ul style="list-style-type: none"> • Domains of Culture • Definitions • Principles of XC Communication, Relating 	<ul style="list-style-type: none"> • Domains of Culture • Definitions • Principles of XC Communication, Relating 	<ul style="list-style-type: none"> • Negotiation Models • World view • Patience-Respect-Interest-Openness (PRIO)
2 Skills/ Procedural Knowledge	<ul style="list-style-type: none"> • Cultural Decision Making (OODA Loop), Scenario based learning exercises 	<ul style="list-style-type: none"> • Overcoming Culture Shock 	<ul style="list-style-type: none"> • XC Communication – Tisouro Exercise • XC Negotiation – ICS-DEAD model
3 Attitudes	<ul style="list-style-type: none"> • Willingness to Engage • Behavioral Flexibility 	<ul style="list-style-type: none"> • Willingness to Engage • Perspective Taking • Adaptability 	<ul style="list-style-type: none"> • Role Play for Frame Switching/Perspective Taking
4 Application in Novel Contexts	<ul style="list-style-type: none"> • Scenario based learning exercises: Moldova Capstone 	<ul style="list-style-type: none"> • Case Studies 	<ul style="list-style-type: none"> • Cultural Leadership Exercise



AY 11 – Phase I: SLO Assessment Status



Develop America's Airmen Today ... for Tomorrow

SLO	Community College of the Air Force - ITC (Stage 2)	Officer Training School - BOT (Stage 2)	Squadron Officer School - Res (Stage 1)
1 Declarative Knowledge	Pre/post tests – 30% average improvement	Pre/post tests – 30% average improvement	Not Applicable (SOS course objectives are written at the application level of learning.)
2 Skills/ Procedural Knowledge	Student reaction -- 90% agreement or better <i>"In my opinion, this course developed the skills necessary for me to work effectively in cross-cultural contexts."</i>	Not Applicable (BOT objectives written at the declarative knowledge level of learning.)	Flight commander evaluations and debriefing rubrics for the Cultural Leadership Exercise.
3 Attitudes	Pre/post Dispositional Assessment – statistically significant increase	Pre/post Dispositional Assessment – statistically significant increase	Not Applicable (SOS does not currently assess change in student attitude.)
4 Application in Novel Contexts	Situational Judgment Tests – statistically significant increase from pre to post	Not Applicable (BOT objectives written at the declarative knowledge level of learning.)	Flight commander evaluations and debriefing rubrics for the Cultural Leadership Exercise.



AY 11 – Phase 1: CCAF (ITC)



Develop America's Airmen Today ... for Tomorrow

Closed loop feedback

- Per AY 10 QEP EPR, ITC was taken off-line for a total rebuild in Fall 10 to address:
 1. Length, difficulty and time required *70 hrs → 50 hrs*
 2. Shift to instructors-less format *only 1 prof + spt staff*
 3. Adjust assessment methods *no BARS, pilot SJTs*
 4. Increase retention *26% → 68% (nat'l avg is 69%)*
 5. Automate registration/transcripting *now using AUSRIS*
- ITC was brought back on-line in May 11, having successfully overcome all five challenges



AY 11 – Phase 1: CCAF (ITC)



Develop America's Airmen Today ... for Tomorrow

Curriculum: 50 contact hours; 12 lessons; “Instructor-less”;
Distance Learning

Assessment:

SLO 1 (knowledge)	SLO 2 (skills)	SLO 3 (attitudes)	SLO 4 (application)
30% increase	92% agree M = 3.1 of 4	<ul style="list-style-type: none">• Intercultural self-efficacy• Perceived 3C• Cultural flexibility/ adaptability• Behavioral control	Situational Judgment Test – Lesson 12 (no data)



AY 11 – Phase 1: OTS (BOT)



Develop America's Airmen Today ... for Tomorrow

Closed loop feedback:

- Pretest Score fixed: AY 10 63%, AY 11 45%
- Realign questions to content
- Fixed inconsistent scores across classes





AY 11 – Phase 1: OTS (BOT)



Develop America's Airmen Today ... for Tomorrow

Curriculum: 6 contact hours; 3 lessons; In Residence

Assessment:

SLO 1 (knowledge)	SLO 2 (skills)	SLO 3 (attitudes)	SLO 4 (application)
42% increase	Not Assessed	<ul style="list-style-type: none">• Willingness to Engage• Cultural flexibility/ adaptability• Perspective Taking	Not Assessed



AY 11 – Phase 1: SOS (Res)



Develop America's Airmen Today ... for Tomorrow

Closed loop feedback:

- Per the last QEP EPR, SOS' QEP efforts began to shift from Distance to the Residential program in AY 11
- This postured SOS' QEP-related efforts well for AY 12 and beyond considering subsequent CORONA decisions
- However, the shift kept SOS in Stage 1 for AY 11



AY 11 – Phase 1: SOS (Res)



Develop America's Airmen Today ... for Tomorrow

Curriculum: 4 contact hours (2,948 Captains annually);
3 Lessons

Assessment:

SLO 1 (knowledge)	SLO 2 (skills)	SLO 3 (attitudes)	SLO 4 (application)
Not Assessed	Piloted CLX Rubrics (No Data)	Not Assessed	Piloted CLX Rubrics (No Data)



AY 11 – Phase 2: SNCOA



Develop America's Airmen Today ... for Tomorrow

Curriculum:

3 periods of classroom instruction (7 hrs) by platform instructors and SMEs for approx 2,250 E-7s & E-8s

Joint Warfighting 02 – Cross-Cultural Competence

- Key terms, definitions, concepts
- Applying 3C to simulated conditions

Assessment:

Leaning forward...

- Piloted pre-post knowledge items
- Conducted curriculum validation focus groups



AY 11 – Phase 2: NCOA



Develop America's Airmen Today ... for Tomorrow

Curriculum:

NCOA piloted 3C curriculum, including 2 hrs of platform instruction, to 530 E-5s & E-6s

NCOA OA03 Cross-Cultural Awareness

- Definitions of Culture, AF 3C Model, 12 Domains (SLO1)
- Identify, Differentiate, Determine, Predict model for culture (SLO2 and 4)

Assessment:

Leaning forward:

- Piloted pre-post knowledge items
- American culture essay and student briefing



AY 11 – Phase 2: IOS



Develop America's Airmen Today ... for Tomorrow

Note: *Per last year's QEP EPR, IOS's role is to serve as an "on ramp" for international officers attending SOS, ACSC & AWC. As such, its curriculum does not receive assessment above/beyond that already conducted by the School.*

Curriculum:

3 hrs of instruction by SMEs 3 x yr as part of orientation courses for 71 Capts, 76 MajS & 46 Lt ColS



AY 11 – Phase 2: ACSC



Develop America's Airmen Today ... for Tomorrow

Curriculum:

Core *Regional & Cultural Studies* course (45 hrs) for 509 Majors
(with associated faculty preparation/development)

4 electives (30 hrs ea) for 43 students (total)

Assessment:

Leaning forward

- SLO 1 (knowledge): rubric developed/piloted for exercise
- SLO 4 (application): rubric developed/piloted for exercise



AY 11 – Phase 2: AWC



Develop America's Airmen Today ... for Tomorrow

Curriculum:

Joint Strategic Leadership (JSL):

- 2 IPs (6 hrs) on Negotiation
(with associated faculty preparation/development)
- 2 IPs (6 hrs) on Culture
(with associated faculty preparation/development)

Elective on *Cultural Tools for Senior Leaders*
(to pilot curriculum for JSL & Strategy)

Assessment:

Leaning forward...

- VEST included in Distance Learning



AY11 – AU-Wide Activities



Develop America's Airmen Today ... for Tomorrow

Learning Resources:

- MSFRIC: Now the largest & best 3C library collection in DoD
- Culture Field Guides: Kenya & Ethiopia published w/ 17AF \$ (in addition to 60K Iraq & 100K Afghanistan; 4 countries total)
- Cultural Visual-EST: 3 hours released on Iraq & Afghanistan (available on AFCLC's CAC-website)

Outreach:

- Conferences: academic & military (K)
- PA: media coverage
- DVs: briefings
- BOV: updates





AY11 – AU-Wide Activities (cont.)



Develop America's Airmen Today ... for Tomorrow

Faculty/Staff Professional Development (PD):

- School-specific PD: Varies by demand (e.g., SNCOA)
- AU-wide PD: 3 brown bag workshops run; open to all AU personnel (1 x AFCLC faculty; 2 x visiting SMEs)
- Off-site Advanced PD:
 - ✓ Five AU faculty/staff attended Summer Institute for Intercultural Communication (SIIC) workshops in Summer '11 (fewer than past years due to costs)
 - ✓ One AU faculty member attended a similar course

Specialized Culture Faculty:

- 2 departed AU faculty members were replaced in AY11 (1/2 in assessment & 1/1 in anthropology)



**3. Academic Year 2012 of the
Quality Enhancement Plan (QEP)**

We Produce the Future



AY 12:

Schools' Curriculum Roll-Out



Develop America's Airmen Today ... for Tomorrow

	Stage 0 (prepare)	Stage 1 (infuse)	Stage 2 (expand/revise)	Stage 3 (sustain)
Phase I Schools (Enter Stage 1 NLT AY 10)			•SOS	•CCAF (ITC) •OTS
Phase II Schools (Enter Stage 1 NLT AY 12)		•AWC	•ACSC •IOS •SNCOA •NCOA	



AY 12 – Phase 1: CCAF (ITC)



Develop America's Airmen Today ... for Tomorrow

Curriculum & Assessment:

- Entering Stage 3, no major revisions
- Explore how to regain “instructor-led” change in learning (SLO 1) in “instructor-less” format
- Additional assessment of SLO 4 (application)
- Decision briefing on scope of course ready for staffing

Professional Development:

- N/A



AY 12 – Phase 1: OTS (BOT)



Develop America's Airmen Today ... for Tomorrow

Curriculum & Assessment:

- Entering Stage 3, no major revisions
- Explore spin-off benefits of OTS efforts for measuring AFROTC learning/attitudes
- Would like to pilot the Intercultural Effectiveness Scale with student feedback

Professional Development:

- AFCLC is committed to ramping-up & providing necessary support to Mr Hammonds' replacement



AY 12 – Phase 1: SOS



Develop America's Airmen Today ... for Tomorrow

Curriculum & Assessment:

- Bring residential program firmly into Stage 2
- Develop/pilot enhanced assessments for:
 - ✓ SLO 2 (skills): communicate/negotiate
 - ✓ SLO 4 (application): Cultural Leadership Exercise

Professional Development:

- Collaborated with AFCLC on curriculum development
- Faculty prep conducted internal to school



AY 12 – Phase 2: SNCOA



Develop America's Airmen Today ... for Tomorrow

Curriculum & Assessment:

- Complete validation study of SLOs 1, 3 & 4 in Fall 11
- Revise curriculum as required (Jan 12)
- Begin quantitative assessment of SLOs 1, 3 & 4 in Jan 12 (situational judgment tests)

Professional Development:

- ISTs (sometimes in conjunction with SME lectures)



AY 12 – Phase 2: IOS



Develop America's Airmen Today ... for Tomorrow

Curriculum:

- Continue without major changes
- Integrate US Military Culture Guide (if funded by DLI-ELC)

Professional Development:

- Full-day Faculty/Staff PD in Nov 11
- Prepare faculty-student interaction vignettes



AY 12 – Phase 2: ACSC



Develop America's Airmen Today ... for Tomorrow

Curriculum & Assessment

- Continued *Regional and Cultural Studies* curriculum
- Enhanced assessment of SLOs 1, 2 & 4 based on pilot of rubrics
- Partnership with AFCLC faculty & DLI-FLC instructors to emphasize culture to new foreign language students in support of SLOs 1 & 2

Professional Development:

- RCS faculty development (including guest speakers)
- DLI-FLC instructor prep course



AY 12 – Phase 2: AWC



Develop America's Airmen Today ... for Tomorrow

Curriculum & Assessment:

- JSL re-focused content:
 - ✓ 2 IPs (6 hrs) on Negotiation
 - ✓ 1 IP (3 hrs) on Culture
- Collaborate on AFRL research study to better define 3C competencies required by senior leaders
- Self-assessment of how well the current curriculum achieves and assesses the QEP's SLOs

Professional Development:

- 4-6 hours being offered to Dept Chairs/Course Directors (Nov 11)



AY 12 – AU-Wide: Learning



Resources, Research & Outreach

Develop America's Airmen Today ... for Tomorrow

Learning Resources:

- MSFRIC: Continue supporting growth of QEP collection
- Culture Field Guides: 12 more under development/printing w/ C-NAF \$ (total of 16)
- Cultural Visual EST: additional hours under development in conjunction with Field Guides

Research & Outreach:

- Research: Cultural Studies Project received IRB approval. Other faculty research/publications/outreach.
- Social media:
 - ✓ Experimenting with Twitter in Fall '11, to reach stakeholders
 - ✓ Will launch FaceBook effort in Spring '12, to reach Airmen
- Website: Revised and improved, now a 1-stop-shop ...



AY 12 – AU-Wide: Learning Resources, Research & Outreach



Develop America's Airmen Today ... for Tomorrow

THIS WEBSITE IS CURRENTLY IN THE LATEST ADOBE FLASH VERSION. PLEASE UPDATE YOUR FLASH PLAYER BY [CLICKING HERE](#).



Air Force Culture & Language Center



HOME

CULTURE

LANGUAGE

NEGOTIATION

LIBRARY

ABOUT AFCLC

CONTACT US

Background
Training
Education / QEP



FLIGHT ASSIST

Photo by SSgt. Shawn Weismiller

**Winner of the AFCLC Photo Contest
FIRST PLACE**

1 2 3 4 5 6 7 8 9 10

WELCOME TO THE AFCLC

The Air Force Culture and Language Center began at Air University in April 2006. The Center resulted from the Air Force Chief of Staff's desire to improve Airmen's cross-cultural competence by developing their cultural, regional, foreign language and negotiations abilities.

In April 2007, the Air Force demonstrated its commitment to culture learning by selecting cross-cultural competence as the centerpiece of Air University's re-accreditation efforts. In December 2007, the Center was made responsible for culture and language training, as well as education, across the entire Air Force.

Our team of highly-qualified military and civilian experts work together to provide the Air Force with a "one-stop shop" for language, region and cultural capabilities. AFCLC is part of Air University's Spaatz Center, located on Maxwell AFB, AL.

IN THE SPOTLIGHT



General Norton Schwartz speech on Strengthening AF Language Skills and Cultural Competencies.

RECENT NEWS AND EVENTS

AFOSI Airman selected Language Professional of the Year.



TRENDING NOW

AFCLC has changed buildings, the new building is located at #836 on 130 W. Maxwell Blvd.



INFORMATION REQUEST

Interested in AFCLC training and education? Request using your official email below



AY 12 – AU-Wide: Professional Development & Specialized Faculty

Develop America's Airmen Today ... for Tomorrow

Faculty/Staff Professional Development (PD):

- Decrease reliance on SIIC (Portland, OR) due to funding
- In-source summer PD through a series of on-site workshops:
 - ✓ Reduced costs
 - ✓ Better tailored instruction
 - ✓ More flexible scheduling
- Continued brownbag workshops and support to schools

Specialized Culture Faculty:

- 3 final AD searches underway
(2/2 assessment, 1/1 org. comm. & 1/1 inter-pers. relations)
 - ✓ Will complete the minimum team of scholars necessary to successfully implement and assess Phase II of the QEP



AY 12 – Proposed Additions: 2nd CCAF Course & AF Fellows



Develop America's Airmen Today ... for Tomorrow

CCAF (Cross-Cultural Communication):

- Similar model to Intro to Culture: instructor-less BlackBoard
- Run 2 x yr: first Spring '11, second now (150 students per)
- Very positive student feedback and learning outcomes
- Directly supports all 4 SLOs of the QEP
- Other than routine updates, entails no additional cost
- Recommend including in Phase II of QEP (AY12 @ Stage 2/3)

AF Fellows (Orientation Program):

- AFRI requested a 3C seminar for AF Fellows orient in Aug 11
- Executed with a skeleton faculty due to hiring challenges
- Positive student feedback, but no assessment
- If resourced/organized by AFRI, AFCLC will support
- Recommend including in Phase II of QEP (AY13 @ Stage 1)

The logo for Air University is a circular emblem. At the top, the words "INTELLECTUAL AND LEADERSHIP" are written in a semi-circle. In the center, a propeller is positioned vertically, with a bright light emanating from its hub. Two large, golden wings are spread horizontally across the propeller. The background of the emblem is a blue circle with several white stars. The words "AIR UNIVERSITY" are written across the center in a white, serif font.

AIR UNIVERSITY

4. Recommendations and Conclusion

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Recommendations



Develop America's Airmen Today ... for Tomorrow

1. Revise/Establish SLO measurement methods & targets for each school for AY 12
2. Incorporate CCAF *Cross-Cultural Communication* course to Phase II of the QEP, taking credit for what we're already doing
3. Include AF Fellows Program in Phase II of the QEP, expanding reach to IDE/SDE students
4. Defer decision to include GOPAC in the QEP until funding and other issues are resolved
5. Defer decision on scope of CCAF *Introduction to Culture* course until briefing is fully staffed
6. Support AFRL study to develop competency map by facilitating access to faculty and students with deployment exp
7. Continue to explore mechanisms to systematically collaborate with senior civilian scholars per discussions with BoV



Proposed Expansion of Curriculum Roll-Out



Develop America's Airmen Today ... for Tomorrow

International Officer School



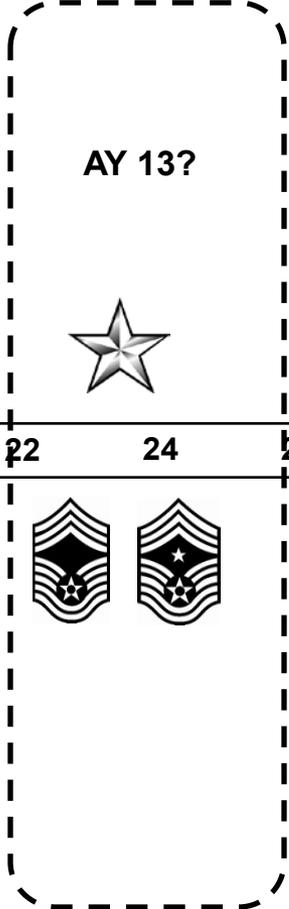
Officer Training School

Squadron Officer School

Air Command & Staff College

Air War College

AF Fellows Program



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Community College of the Air Force - Intro. To Culture - Cross-Cultural Comm.

NCO Academy

Senior NCO Academy

Phase I (AY 10 & 11)

Phase II (AY 12 & 13)



Questions?

We Produce the Future

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

