



UNITED STATES AIR FORCE *center for*
STRATEGIC LEADERSHIP
COMMUNICATION



2014
ANNUAL REPORT

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AFCSL



MISSION

Develop communicators who understand and engage in the global information environment.

Provide educational, doctrinal and research support to the Air University, the Air Force and leaders worldwide.

Develop and/or present communication education and training curriculum to Professional Military and Continuing Education courses.

Create synthetic news media environments for student wargames, such as the multi-service school's Joint Land, Air and Sea Strategic Exercise.

Provide leadership communication and training to up to 4,000 students annually.

MESSAGE FROM THE DIRECTOR



The Defense Department recognizes its obligation to provide information to the public in support of a free and open society. DoD Directive 5122.05, *DoD Principles of Information*, requires the department, through its public affairs programs, to provide accurate and timely information to facilitate public understanding about national security and defense strategy. In committing to this standard, DoD seeks to maintain its credibility with the public it serves. There is more to this effort, though, than standing in front of reporters when something goes wrong.

Leaders at all levels need to seek opportunities to communicate the importance of their missions, and how they provide for the defense of the nation. Building understanding, confidence, and trust requires time and consistent effort.

We live in a global information environment. Technology allows leaders to communicate with vast audiences instantly, whether through traditional press outlets or the ever-growing number of Internet-based channels. This dynamic carries many risks, but also unprecedented opportunities for those who hone their communication skills. Leaders who can articulate their organization's mission are valuable assets.

Leadership communication provides purpose and context to the activities that individuals, groups, organizations or communities experience. It includes the full range of communication skills and resources to make meaningful and lasting connections.

The Air Force Center for Strategic Leadership Communication is dedicated to providing leaders at all levels the training and education to become effective communicators.

Aaron J. Henninger
December 2014

AFCSLC YEAR IN REVIEW

HIGHLIGHTED MOMENTS

In 2014, the Air Force Center for Strategic Leadership Communication taught and educated **3,477** students.

We totaled **589.5** curriculum development hours.

We supported **12** Air University courses and **1** Secretary of the Air Force Public Affairs workshop.

Total # of Instructors 2012



Total # of Students Taught & Educated in 2012



4,054

Total # of Instructors 2013



Total # of Students Taught & Educated in 2013



4,117

Total # of Instructors 2014

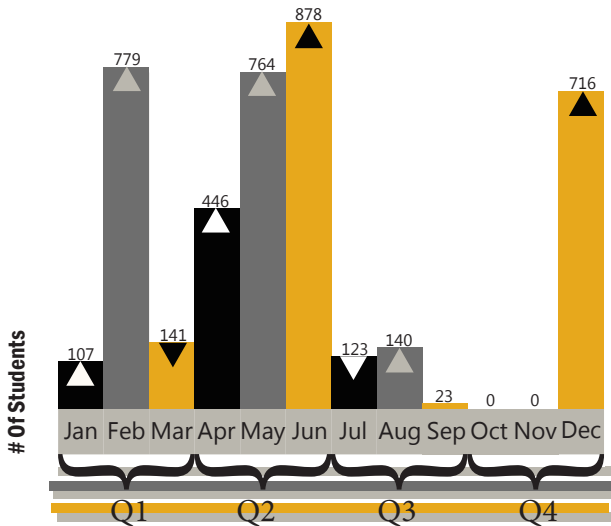


Total # of Students Taught & Educated in 2014

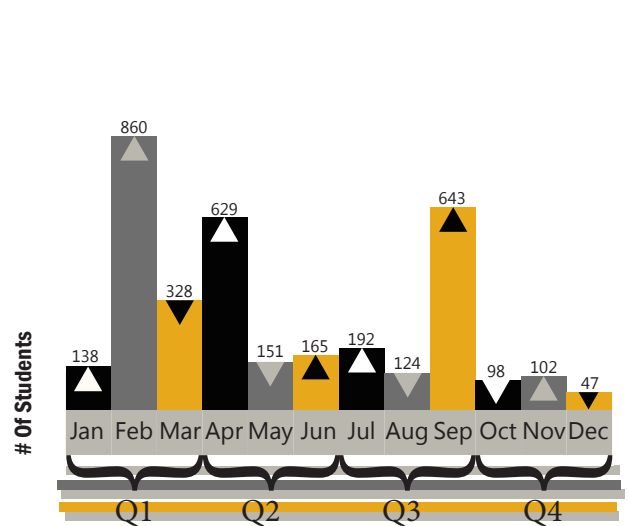


3,477

2013 Total Student Count



2014 Total Student Count



AWARDS



Air Education and Training Command Air Force Media Contest
Awarded 1st Place: Website

Air Education and Training Command Best Integrated Communication
Award: Organizational Refocusing & Rebranding



CENTER'S BACKGROUND

The Public Affairs Center of Excellence (PACE) has roots in a 1995 Secretary of the Air Force PA study. A panel of military PA officers and Pentagon correspondents from the national media conducted the study and proposed strengthening PA's training & media awareness at all levels, as well as including it in pre-commissioning and commissioning programs.

The Air University initiated curriculum development and imbedded PA & media awareness into the various curricula. Due to the importance of this tasking, AU initiated a proposal to consolidate PA's functions and use the manpower savings that resulted to greatly strengthen PA's presence in AU's teaching, research, and doctrinal development mission.

In July, PACE's initial cadre consisted of two people. They attended formal training to learn how to lead seminars, instruct, and develop curricula. The initial operating capability date was Oct. 1, 1998.

1995

1996

1997

1998

1998

1999

The Secretary and Chief of Staff of the Air Force wrote a letter giving their support to the development of a PACE-like mission at Air University (AU) and tasked the Air Education and Training Command commander to have AU curriculum planners review the recommendations from the 1995 study to ensure core courses were in place that taught people the right lessons at the right time in their careers.

In January, per the AU commander, the AU PA director reorganized all AU PA offices. This created efficiencies to stand up PACE.

Fully mission capable, July 1999.

TRANSFORMATION: PACE TO AFCSLC

Since the inception of the Public Affairs Center of Excellence (PACE) and with the abundance of media outlets and internet resources throughout the world greatly expanding the opportunities for today's Airmen to engage, the need to **educate Airmen about communication** in an ever-evolving information environment has only increased.

The Air Force recognized PACE's ability to deliver public affairs-based education to leaders across Air University (AU): A **2005 Secretary of the Air Force** (SAF) memorandum **directed PACE to expand its role** of developing future generations of Air Force communication leaders. A **2006 AU/SAF PA** memorandum of agreement **outlined media-military relations core courses** at all levels of Professional Military Education (PME) **and PA educational, doctrinal and research support** to AU, the Air Force and joint/combined services.

Two assessments in 2007 and 2008 found deficiencies in communication education; a **2009 Strategic Communication Joint Integrating Concept identified** the need for **joint PME**. **A 2010 Air Force Learning Committee** "Culture of Engagement" initiative provided additional direction for the Center.

1998 to 2014

In **2014**, to maintain the original charter, increase support to leadership development across DoD and better meet the Chairman of the Joint Chiefs of Staff's Officer PME Policy (OPMEP) requirement, **PACE transformed to the Air Force Center for Strategic Leadership Communication (AFCSLC)** and expanded its mission focus from public affairs training to **leadership communication education**.

AFCSLC's new mission, to develop communicators who understand and engage in the global information environment, meets not only the OPMEP requirement for communication education, but also the Air Force's Institutional Competencies List, which includes assessable skills, knowledge, and abilities required of all Airmen.

ABOUT AFCSLC



Staff Positions:

- 1 AD-25, Civilian
- 1 O-5, Lieutenant Colonel
- 2 E-7, Master Sergeant

Who We Are

Subject matter experts serving as the primary advocates for education designed to equip leaders at all levels of Professional Military Education and Professional Continuing Education to be effective leader communicators.

As the only organization in the Department of Defense dedicated to providing leadership communication education, the Air Force Center for Strategic Leadership Communication interacts with students from all military services, many federal agencies and a host of international officers attending Air University schools and courses.

What We Do

- Partner with course directors who work hand-in-hand with the Air Force Chief of Staff, providing education and training for Wing Commander, Group Commander, and Wing Commander Spouses courses at Air University.
- Provide core presentations and small group workshops to Air Command and Staff College students attending in residence at Air University.
- Educate and train Special Victims Unit and Senior Trial Counselors, the first line prosecutors in sexual assault prosecutions.
- Develop media engagement training and create synthetic media environments in support of the annual Chairman of the Joint Chiefs of Staff-sponsored Joint Land, Air and Sea Strategic Exercise, attended by officers from each Department of Defense senior service school.

What We Teach

Joint Doctrine
Leadership Communication
Source Credibility & Building Trust
Communication, Persuasion & Audience

Crisis Communication
Organizational Storytelling
Leading during an Era of Social Media
Information Operations & Public Affairs



WHO WE SUPPORT



Air Command and Staff College

ACSC is the Air Force's intermediate level Professional Military Education. Each year it welcomes more than 600 majors and major-equivalent civilians from the Air Force, other U.S. services, U.S. government agencies, and more than 65 other nations.



Air Force Judge Advocate General School

The JAG School goes well beyond the basics and offers timely, relevant courses for all legal professionals including military and civilian attorneys and paralegals.



Lemay Center for Doctrine Development and Education

The Lemay Center develops and publishes Air Force doctrine, teaches doctrine through resident and online courses, and advocates airpower through visionary wargaming.



Eaker Center for Professional Development

This school supports the Air Force mission by providing world-class, multidiscipline technical training and professional continuing education to Air Force and other Department of Defense personnel, as well as international students.

Road Shows

Wing Commanders Course, Washington, D.C.
Group Commanders Course, Washington, D.C.
PA Management Workshop, Lackland AFB, TX

SPECIFIC COURSES WE SUPPORT

Air Command and Staff College

Media Engagement Workshops
ACSC Elective
International Officer School

Judge Advocate General School

Senior Trial Counsel
Gateway Course & Exercise

Lemay Center / Wargaming Institute

Information Operations Fundamentals Application Course
Joint Land, Air and Sea Strategic Exercise

Eaker Center for Professional Development

Wing Commanders Course
Group Commanders Course
Wing Commander Spouses Course
Force Support Squadron Leadership Course
AF Incident Management Course (Exercise & Seminar)

QUARTERLY SUMMARY

Quarter 1

- ACSC core presentation **1**
- ACSC Elective **10**
- ACSC Media Engagement Workshop **15**
- Information Operations Fundamentals Application Course **2**
- Incident Management Course Seminar & Exercise **3**
- Wing Commanders Course **1**
- Group Commanders Course **1**
- Wing Commander Spouses Course **1**
- Judge Advocate General School Seminar & Exercise **1**

Quarter 2

- ACSC Elective **2**
- ACSC Media Engagement Workshop **2**
- Information Operations Fundamentals Application Course **1**
- Force Support Squadron Leadership Course **2**
- Incident Management Course Seminar & Exercise **2**
- Wing Commanders Course **3**
- Group Commanders Course **3**
- Wing Commander Spouses Course **3**
- Joint Land, Air and Sea Strategic Exercise & Seminar **1**

Quarter 1

PACE educated **1,326** officers, enlisted personnel and civilians. The Center introduced 506 field grade officers to communication tactics and techniques during an Air Command and Staff College core presentation.

Quarter 2

PACE educated **945** officers, enlisted personnel and civilians. The PACE team provided media engagement education and training to 140 students during the Joint Land, Air and Sea Strategic Exercise.

Quarter 3

AFCSLC educated **959** officers, enlisted personnel and civilians. AFCSLC completed production of "The Guide to Communication: Tools, Techniques, and Best Practices for Media Engagement."

Quarter 4

AFCSLC educated **247** officers, enlisted personnel and civilians. AFCSLC launched its new website, Communicate.af.mil, that provides leaders at all levels the resources to communicate effectively.

Quarter 3

- ACSC core presentation **1**
- ACSC Media Engagement Workshop **3**
- Incident Management Course Seminar & Exercise **1**
- Wing Commanders Course **1**
- Group Commanders Course **1**
- International Officers School **1**
- Senior Trial Counsel **1**
- Public Affairs Management Workshop **1**
- Judge Advocate General School Seminar & Exercise **1**

Quarter 4

- ACSC Media Engagement Workshop **7**
- Information Operations Fundamentals Application Course **1**
- Incident Management Course Seminar & Exercise **1**

HOW WE SUPPORT

MEDIA ENGAGEMENT PRESENTATION & EXERCISE

Air Command and Staff College, Judge Advocate General School, Lemay Center for Doctrine Development and Education, Eaker Center for Professional Development

103.5 hours -- curriculum/product development

The Air Force Center for Strategic Leadership Communication (AFCSLC) provides an overview of audience expectations, spokesperson considerations, Public Affairs operations and the media-military relationship. Students learn how to effectively respond to questions using answers and messages, as well as hook, bridge and flag techniques. Student spokespersons conduct mock press conferences to practice this skill set, and AFCSLC instructors provide immediate feedback.

MEDIA ENGAGEMENT WORKSHOP

Air Command and Staff College

148.5 hours -- curriculum/product development

Following core presentations, AFCSLC hosts media engagement workshops. Throughout the academic year, two student flights at a time meet to review media tactics and techniques, and one spokesperson per flight conducts a mock press conference. The Center assesses if students understood and applied various techniques and provides feedback on each student's delivery. AFCSLC also asks students if the course content was valuable and adjusts the workshops accordingly.

COMMUNICATION RESEARCH ELECTIVE

Air Command and Staff College

135 hours -- curriculum/product development

AFCSLC developed an ACSC elective allowing students to research military communication efforts. Students complete research papers that identify and assess strengths and weaknesses of military communication efforts and offer recommendations for institutional improvement. Students learn about communication synchronization, crisis communication and message development, propaganda and its effect on public opinion, public affairs and the military-media relationship, impact of technology on the information element of power, and source credibility. Students also take a trip to CNN Headquarters in Atlanta to meet with senior representatives.



HOW WE SUPPORT

U.S. MEDIA RELATIONS

International Officer School (Air Command and Staff College)

3 hours -- curriculum/product development

In this block of instruction, international officers learn about how the U.S. military and media work together in a free and open society and that it is in the public's interest to ensure appropriate information flows from the military to the press. Students also learn what constitutes a journalist as the term expands beyond an employee of a media corporation. This lesson is meant to spur conversation between international and U.S. students to build better appreciation for how different nations approach this issue.

CRISIS COMMUNICATION & EXERCISE

Eaker Center for Professional Development

82.5 hours -- curriculum/product development

During a tabletop crisis response exercise, AFCSLC provides injects in the form of social media posts, calls from public affairs support staff, and mock reporters filming on-scene activities. AFCSLC then provides the Emergency Support Function 15 (ESF-15), External Affairs, presentation covering the role of ESF-15 to provide information to the public and garner public support and assistance during crisis or emergency situations. The instructor also provides tactics and techniques and a response development exercise to help students practice and increase self-confidence in their ability to take part in communication engagements.

LEADERSHIP COMMUNICATION

Eaker Center for Professional Development

75 hours -- curriculum/product development

AFCSLC uses doctrine and regulations to explain why leaders have a responsibility to communicate and how to use communication synchronization to nest their narratives under higher level narratives. Students learn military operations are nearly transparent due to today's information environment, and news media and personal communication devices make it possible to connect average people with military operations around the world. Commanders can use these same capabilities and various communication techniques to help the public understand what the military is doing and why it's doing it.

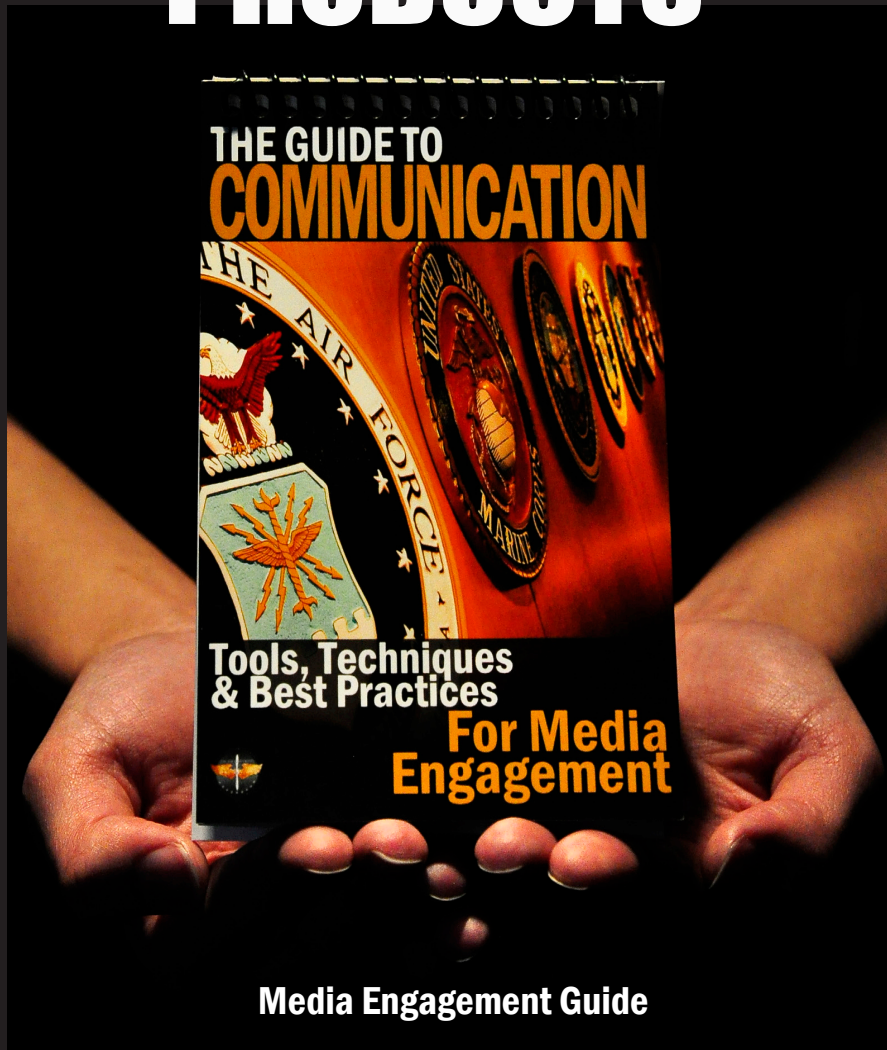
INFORMATION OPERATIONS & PUBLIC AFFAIRS

Lemay Center for Doctrine Development and Education

12 hours -- curriculum/product development

AFCSLC provides students with a definition of Public Affairs (PA) and its mission, tenets, roles and functions to include public information, command information, and community relations activities, and its impact to external and internal audiences. The instructor discusses trust and credibility and explains that today's information environment does not allow for slow information release or response. Students learn the importance of coordinating and deconflicting PA and information operations to include military information support operations, military deception and cyber operations.

PRODUCTS



The Media Engagement Guide provides an **introduction** to effective communication, the information environment, **understanding** the media, **planning** a communication strategy and **executing** that strategy with the use of tactics, techniques and procedures. The Guide contains **resources** such as online tools for success and contact information for the Air Force Center for Strategic Leadership Communication (AFCSLC).

Website

The AFCSLC website enables leaders at all levels to learn how to more effectively communicate. It features the **Guide** for Media Engagement that is compatible on multiple devices. **Storytelling** demonstrates how effective organizations communicate their missions by highlighting their people's successes. The site also includes a **resource center** which provides a video playlist highlighting communication techniques and consolidates Public Affairs regulations and student papers in the area of public communication.





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