

UNITED STATES AIR FORCE
NEGOTIATION
CENTER



at The Air University

COURSE CATALOG

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AFNC Vision

Develop Negotiation Capabilities as a critical Engaged-Leadership Competency across the Department of Defense.

AFNC Mission

Develop Total Force Airmen with adaptive conflict management, negotiation, mediation, and DR skills to succeed in the dynamic, global AF mission.

AFNC Purpose

The AFNC develops Total Force Airmen in the areas of adaptive conflict management, negotiation, mediation, and dispute resolution skills to succeed in the dynamic, global AF mission. The AFNC also explores and researches appropriate methods for understanding domestic and international negotiating styles to equip leaders with the necessary skills to manage conflict in diverse environments. The AFNC develops and delivers individualized training and education to Airmen to foster interest-based negotiation skills. These skills help improve decision making and enhance effective communication which ultimately advances mission effectiveness. The AFNC, located in Bldg. 803, is the Air Force's lead education and training agent for conflict management, negotiation, theoretical and applied research as well as consultation in these areas.

Visit us at: <https://www.airuniversity.af.edu/AFNC/>

Training Requests

In addition, AFNC also provides course delivery to other organizations. Requests submitted on the AFNC website are then evaluated according to impact, student count, and schedules. Some of the training requests delivered this year include the Italian Air Force Institute of Military Aeronautical Science, 673rd CONS Squadron, USAFA, and the Chief Leadership Course.

Course Descriptions

Open Enrollment Courses: Students can register for these instructional events through the AFNC website.

In-Residence Electives: Students must be enrolled in the listed school to register for these courses.

Distance Learning Electives: Students must be enrolled in the listed school to register for these courses.

Supported Curriculum Courses: AFNC curriculum is instructed in portion(s) of the course.

Open Enrollment Courses

Air Force Negotiation Center

Foundations of Negotiation (FoN) Webinar (1 Hour)

The objective of this lesson is for each student to comprehend and apply foundational concepts of negotiations and conflict transformation. Instruction includes pre-assessment tools, negotiation skills, and active listening and asking techniques. When applied appropriately these skills can help manage conflict across military and civilian environments. As engaged leaders, these concepts are supported by Air Force Doctrine Annex 1-1, Force Development, listing Negotiation as a “necessary competency” for all Air Force members.

ADR Awareness (1 Hour)

The lesson is designed to provide comprehensive knowledge of conflict management and dispute resolution (CM/DR) techniques. Both mediation and facilitation are covered to include how interest or issue-based negotiation is relevant to the Air Force Alternative Dispute Resolution (AF/ADR) program. The course also includes exposure to the Air Force mediation/facilitation model and while emphasizing statutory policy and procedures. Standards of conduct such as self-determination, impartiality, and conflict of interests are also covered.

Conflict Management & Dispute Resolution Course (16 Hours)

The purpose of this course is to give leaders (at all levels) a tool to manage and/or resolve conflict at the lowest possible level within their organization. The course will emphasize negotiation, facilitation and dispute resolution techniques. Instruction will include foundational concepts such as Interest-Based Negotiation (IBN) and Air Force Alternative Dispute Resolution (ADR) policy and procedures; to include standards of self-determination, impartiality, and competence. A focus on ADR statutory requirements will explain how these requirements can sometimes be in conflict with military leader duties, such as neutrality, conflicts of interest, and commander’s intent. Although the Air Force mediation/facilitation model is emphasized, the course defines the student’s role not as a mediator, but more of a facilitator who can also promote public confidence in Air Force dispute resolution processes.

In-Residence Electives

Air War College (AWC) Electives in Negotiation

EL 6238 Negotiations for the Military Leader (2 Semester Hours)

Negotiations for the Military Leader is a highly inter-active course developing a critical understanding of and ability to apply essential military negotiation and conflict management/transformation tools. You will also develop your negotiation/mediation skills and improve your ability to think creatively and critically about the processes people use to resolve conflict. Students will practice negotiations in exercises and case studies relevant to military topics at all levels of military engagement. Students will be exposed to current and historic complex negotiation challenges by recurring looks at negotiations in the news. Online discussions and lesson study questions will supplement in class learning. Students will also present independent thoughts, ideas, and concepts on relevant negotiation situations. Topics include critical thinking, active listening, questioning, bias, inter-cultural factors, negotiating theory, negotiation strategies, and assessment of the negotiating environment. This course is built around faculty and guest presentations, mini-lectures, research, application and assessment exercises, and seminar discussions.

Requirement: Student must be enrolled in Air War College.

EL 6239 Value Negotiation and Conflict in the Context of Cultural Property (2 Semester Hours)

Students will explore practical applications of negotiation concepts and understanding of conflict transformation. We will move rapidly beyond theory to look at realistic military challenges and complex problems. The instruction team will use cultural property protection as a historic and current vehicle to focus the need for negotiations within military conflicts and problem solving. Students will practice negotiations through the use of improvisation and hands on exercises.

Requirement: Student must be enrolled in Air War College.

EL 6239 Cross-Cultural Perspectives in Adaptive Negotiations (2 Semester Hours)

This course develops the understanding and skills needed to better negotiate conflict resolution between parties with cultural and/or organizational differences in their approach to negotiations and conflict management. Emphasis is placed on cross-cultural factors and their impact on the negotiating styles and strategies of the involved parties. Topics in the course include how different cultures view and use the concepts, processes, and intended results of a negotiation. This course is built around faculty and guest presentations, mini-lectures, application and assessment exercises, and seminar discussions.

Requirement: Student must be enrolled in Air War College.

In-Residence Electives

Air Command and Staff College (ACSC)

Electives in Negotiation

RE 5339 Leadership Theory: OK, Now How Do I Apply It? (3 Semester Hours)

The course reviews the popular leadership types and theories of the past 150 years; will look at Kouzes and Posner's Five Practices for dealing with the leadership challenge; Warren Bennis's four strategies for taking charge; John Maxwell's 360° Leadership; Peter Senge's learning organizations; and, Gaski & Yukl's power and followership. The central focus of the course will be on application to realistic leadership scenarios.

Requirement: Student must be enrolled in Air Command and Staff College .

RE 5315 Negotiations for the Military Leader (3 Semester Hours)

Negotiations for the Military Leader is a highly inter-active course developing a critical understanding of and ability to apply essential military negotiation and conflict management/transformation tools. You will also develop your negotiation/mediation skills and improve your ability to think creatively and critically about the processes people use to resolve conflict. Students will practice negotiations in exercises and case studies relevant to military topics at all levels of military engagement. Students will be exposed to current and historic complex negotiation challenges by recurring looks at negotiations in the news. Online discussions and lesson study questions will supplement in class learning. Students will also present independent thoughts, ideas, and concepts on relevant negotiation situations. Topics include critical thinking, active listening, questioning, bias, inter-cultural factors, negotiating theory, negotiation strategies, and assessment of the negotiating environment. This course is built around faculty and guest presentations, mini-lectures, research, application and assessment exercises, and seminar discussions.

Requirement: Student must be enrolled in Air Command and Staff College .

RE 5337 Value Negotiation and Conflict in the Context of Cultural Property (2 Semester Hours)

Students will explore practical applications of negotiation concepts and understanding of conflict transformation. We will move rapidly beyond theory to look at realistic military challenges and complex problems. The instruction team will use cultural property protection as a historic and current vehicle to focus the need for negotiations within military conflicts and problem solving. Students will practice negotiations through the use of improvisation and hands on exercises.

Requirement: Student must be enrolled in Air Command and Staff College.

In-Residence Electives

Air Command and Staff College (ACSC)

Electives in Negotiation

RE 5309 Cross-Cultural Perspectives in Adaptive Negotiations (2 Semester Hours)

This course develops the understanding and skills needed to better negotiate conflict resolution between parties with cultural and/or organizational differences in their approach to negotiations and conflict management. Emphasis is placed on cross-cultural factors and their impact on the negotiating styles and strategies of the involved parties.

Topics in the course include how different culture's view and use the concepts, processes, and intended results of a negotiation. This course is built around faculty and guest presentations, mini-lectures, application and assessment exercises, and seminar discussions.

Requirement: Student must be enrolled in Air Command and Staff College .

Squadron Officer School (SOS)

Electives in Negotiation

The Challenges of Interest-Based Negotiation for the Military Leader (1.5 Hours)

Air Force Captains face problem solving challenges every day. Our Air Force Senior Leaders have directed us to become good negotiators and recommend the Interest Based Negotiation (IBN) process. It is a classic and older approach from the 1980s. This lesson will give you a quick review of a few IBN principles, discuss the impact of bias on the process, look at the challenge of negotiating up the chain-of-command from a low power position, and discuss how to move past impasse. We will also tackle a fun, virtual exercise. The instruction is provided in a virtual format by the Air Force Negotiation Center which is part of your Air University Team - <https://www.airuniversity.af.edu/AFNC/> .

Requirement: Student must be enrolled in Squadron Officer School.

Conflict Management & Dispute Resolution (Why negotiations fail) (1.5 Hours)

This course is designed to help the Air Force Leader understand alternatives when traditional methods of conflict management fail. Unresolved conflict can have a devastating effect on mission accomplishment and personal readiness. You'll learn about a federally mandated, DoD directed, and Air Force instructed program that could change how you handle future conflicts.

Requirement: Must be an enrolled student at Squadron Officer School.

Distance Learning Electives

Air War College Distance Learning (SDE) *Global College of PME*

LDR-952S Negotiations in the Military Environment (15 Contact Hours)

The Negotiations in the Military Environment course offers students an opportunity to learn how to apply negotiation theory in a military context. Course topics include an introduction to negotiation fundamentals, practical models and tools that enhance negotiation processes, and examples and interactive exercises that demonstrate negotiating in action.

Requirement: Student must be enrolled in Air War College Distance Learning.

Air Command and Staff College Distance Learning (IDE)

LDR-952S Negotiations in the Military Environment (15 Contact Hours)

The Negotiations in the Military Environment course offers students an opportunity to learn how to apply negotiation theory in a military context. Course topics include an introduction to negotiation fundamentals, practical models and tools that enhance negotiation processes, and examples and interactive exercises that demonstrate negotiating in action.

Requirement: Student must be enrolled in Air War College Distance Learning.

Squadron Officer School Distance Learning (PDE)

LDR 802S Negotiations in the Military Environment (15 Contact Hours)

The Negotiations in the Military Environment course offers students an opportunity to learn how to apply negotiation theory in a military context. Course topics include an introduction to negotiation fundamentals, practical models and tools that enhance negotiation processes, and examples and interactive exercises that demonstrate negotiating in action.

Requirement: Student must be enrolled in Air War College Distance Learning.

Supported Curriculum Courses

Airman Leadership School

Module: Problem Solving

AFNC supports this module within the ALS curriculum. This course enables students to understand how to approach problem solving situations, how to apply a solution framework and how to apply cognitive strategies to solve Air Force problems. Broad categories in this area include critical thinking, decision making, change management, continuous improvement and negotiating.

Requirement: Student must be enrolled in Airman Leadership School.

Noncommissioned Officer Academy (NCOA)

Module: Problem Solving

AFNC supports this module within the NCOA curriculum. This module offers a look into solving problems in a collaborative environment to accomplish the mission. This module begins with an overview of the entire lesson and orients the student with the lessons and learning outcome in addition to providing information about the graded assignments they will be required to complete. Lessons discussed are types of thinking, types of problems, negotiations, and problem solving. The learning outcome is for students to Apply strategies to solve problems in a collaborative environment.

Requirement: Student must be enrolled in Noncommissioned Officer Academy.

Chaplain Corps College

MAFCSI 114 Deputy Wing Chaplain Course (DWCC)

AFNC supports this course within the Chaplain Corps College curriculum. This resident course prepares selected chaplains for supervisory responsibilities in the vital disciplines of leadership and followership. Specific instructional emphasis is placed on managing effective short and long term supervision competencies. Additionally, the deputy wing chaplain must demonstrate the ability to embrace the wing chaplain's leadership vision, and should the wing chaplain deploy, follow the wing commander's leadership vector and MAJCOM chaplain guidance.

Requirement: Must be an enrolled student at the Chaplain Corps College.

Supported Curriculum Courses

MAFCSI 115 Wing Chaplain Course (WCC)

AFNC supports this course within the Chaplain Corps College curriculum. This resident course trains selected chaplains to function in senior wing leadership positions with their superintendent/NCOIC senior RST partner in leading a dynamic chapel team. Topics include structure, mission, and vision of the Air Force chaplaincy; dynamics of leadership in the multifaceted role of the senior chaplain; personnel and resource management; and other issues identified by the functional manager. Provided through Chaplain Corps College.

Requirement: Must be an enrolled student at the Chaplain Corps College.

MAFCSI 137 Superintendent/NCOIC Religious Affairs Airmen Course (SNRAC)

AFNC supports this course within the Chaplain Corps College curriculum. This resident Superintendent/NCOIC/Chapel Operations Course addresses concepts, techniques, and processes involved in leading and managing chapel operations. This course draws on the subject matter expertise of AFCCC faculty, diverse field experiences of students, Air Force Chaplain Corps strategic-level leaders, as well as the knowledge of guest presenters in order to maximize learning. Provided through Chaplain Corps College.

Requirement: Must be an enrolled student at the Chaplain Corps College.

Civilian Leadership Development School

MAFHRMS 428 Developing Team Leader Course

AFNC supports this course within the CLDS curriculum. This on-line course is designed to enable civilian personnel to acquire the competencies needed to transition into team leaders. Students graduating will comprehend the core team leader skills and competencies required for future responsibilities, including strategic direction, problem solving, leadership communication, conflict management and team leader principles. Students will be assessed as to their understanding of the stated learning objectives using practical exercises, reflection papers, discussion board posts, self-assessments, traditional assessments, and completion of a capstone project. This elective course targets Department of the Air Force civilian employees. Enrollment for FY2021 was selective and managed through the annual Civilian Developmental Education process. However, beginning in FY2022 the course will be transitioning to a different method which will be announced later in the summer of 2021. The course satisfies the requirement for systematic development of emerging leaders to become supervisors as prescribed in 5 CFR, Section 412.202.

Requirement: Must be an enrolled student at the Civilian Leadership Development School.

Supported Curriculum Courses

Defense Financial Management and Comptroller School

MLMDC 503 Defense Financial Management Course

AFNC supports this course within the DFMCS curriculum. This blended learning curriculum focuses on developing skill sets for students who will eventually be placed in senior leader FM roles. Those enrolled in the course will become graduate students while in attendance. As such, they will complete various homework readings and assignments. They must actively participate in seminar discussions and complete various writing and speaking requirements to enhance their communication skills, including a decision brief to a senior leader on an issue with recommended course of action. The course combines seminar discussions, faculty lectures, distinguished guest speakers, and experiential learning to allow students to sharpen their skills for leading teams, leading change, managing conflict, critical thinking, strategic orientation, networking, communication, and advising senior leaders. Successful completion of this course and all pre-requisites fulfills all educational requirements for DoD FM Level 3 certification.

Requirement: Must be an enrolled student at the Defense Financial Management and Comptroller School.

MLMDC 505 Professional Financial Management Course: Conflict Resolution

AFNC supports this course within the DFMCS curriculum. This blended learning curriculum focuses on developing skill sets for students who will make our workforce more valuable to commanders and senior leaders. As such, they will complete various homework readings and assignments. They must actively participate in seminar discussions, complete a group Business Case Analysis (BCA) project, accomplish two individual oral presentations, and a group presentation on their BCA project. The course combines small group discussions, faculty lectures, workforce guest speakers, and experiential learning to allow students to sharpen their skills on FM operations and processes, leadership, acquisitions, force development, contingency operations, and decision support to their senior leader. Successful completion of this course and all pre-requisites fulfills all educational requirements for DoD FM Level 2 certification.

Requirement: Must be an enrolled student at the Defense Financial Management and Comptroller School.

Supported Curriculum Courses

First Sergeant Academy

Negotiation & Dispute Resolution Course

The course is designed to emphasize negotiation, facilitation, and dispute resolution techniques. Instruction includes foundational concepts such as interest-based negotiation, Air Force Alternative Dispute Resolution (ADR) policy/ procedures, to include standards of self-determination, impartiality, and competence. A focus on ADR statutory requirements includes how these requirements can be in conflict with a military leader, such as neutrality, conflicts of interest, and commander's intent. Although the Air Force mediation/facilitation model is emphasized, the course defines the student's role, not as a mediator, but as more of a facilitator who can also promote public confidence in the Air Force dispute resolution processes.

Requirement: Must be an enrolled student at the First Sergeant Academy.

Force Support Professional Development School

MAFHRMS119 Labor Management Relations Course

AFNC supports this course within the FSPDS curriculum. This course is designed to prepare negotiating team members to effectively represent management at base-level in working with and negotiating written agreements between labor organizations and the installation commander.

Requirement: Must be an enrolled student at the Force Support Professional Development School.

MFSS375 Force Support Operational Leadership Course

AFNC supports this course within the FSPDS curriculum. This resident course focuses on and provides specific skillsets to Force Support leaders that define, shape, develop, sustain and deliver properly developed Airmen and Space Professionals across the force. The Force Support Deputy Director, Operations Officer and Squadron Superintendents course is a job-specific course that seeks to build upon professional career and leadership development, while enhancing key competencies and skills to assist them with being innovative, critical, and creative thinkers and leaders at the operational level.

Requirement: Must be an enrolled student at the Force Support Professional Development School.

Supported Curriculum Courses

MFSS 400 Force Support Squadron Leadership Course

AFNC supports this course within the FSPDS curriculum. This resident course provides Force Support Squadron (FSS) commanders and civilian directors with a familiarization of force support enduring principles, A1 capabilities, key KSAs, FSS organization and mission, how to organize for success, resource management, current issues/trends in the FSS flights, readiness responsibilities, and other pertinent topics necessary to fulfill roles as an FSS commander or director and the base strategic advisor for A1 issues. During the course, students receive instruction from senior A1 leaders (e.g., AF/A1, AFPC/CC, AFSVA/CC) and functional experts. Students also participate in seminars with current and graduated squadron commanders and a wing and/or group commander where they have discussions and receive insight on subordinate, peer and senior command experiences.

Requirement: Must be an enrolled student at the Force Support Professional Development School.

MFSS400 FSS Commanders/Directors Leadership Course

AFNC supports this course within the FSPDS curriculum. This resident course provides Force Support Squadron (FSS) commanders and civilian directors with a familiarization of force support enduring principles, A1 capabilities, key KSAs, FSS organization and mission, how to organize for success, resource management, current issues/trends in the FSS flights, readiness responsibilities, and other pertinent topics necessary to fulfill roles as an FSS commander or director and the base strategic advisor for A1 issues. During the course, students receive instruction from senior A1 leaders (e.g., AF/A1, AFPC/CC, AFSVA/CC) and functional experts. Students also participate in seminars with current and graduated squadron commanders and a wing and/or group commander where they have discussions and receive insight on subordinate, peer and senior command experiences.

Requirement: Must be an enrolled student at the Force Support Professional Development School

Supported Curriculum Courses

Officer Training School

Workplace Negotiation: How to Manage Conflict

AFNC supports this course within the OTS curriculum. The objective of this lesson is for each student to comprehend and apply foundational concepts of negotiations and conflict transformation. Instruction includes pre-assessment tools, knowledge level negotiation skills, and active listening and asking techniques. When applied appropriately these skills can help manage conflict across military and civilian environments. Engaged leadership is a core concept and is supported by Air Force Doctrine Annex 1-1, Force Development, listing Negotiation as a “necessary competency” for all Air Force members.

Requirement: Must be an enrolled student at the Officer Training School.

AF Civilian Leader Course

Negotiation for Military Leaders

AFNC supports this module within the AF CLC curriculum. The Air Force Civilian Leadership Course provides Air Force civilians the tools necessary to develop their leadership skills and improve organizational performance. The course prepares GS-14 and GS-15 employees for the potential challenges they will face as strategic leaders, supervisors, and team-builders. The course introduces the various aspects of leadership, critical components of continuous process improvement, barriers to innovation and an immersive look at emerging technologies, and strategic messaging, all enhanced through the Air Force Enterprise Perspective. AFCLC also helps participants expand their understanding of themselves, their peers, and team collaboration through asynchronous psychometric assessments: The Dark Side of the Hogan Development Survey (HDS) which focuses on those qualities that emerge in times of increased strain, and vertical development through the Leadership Circle Profile (LCP).

Requirement: Must be an enrolled student at the AF Civilian leader course.

Supported Curriculum Courses

Air Force Jag School (AFJAGS)

Negotiation and Dispute Resolution Course (NADRC) (40 Contact Hours)

This course is designed to emphasize negotiation, facilitation, and dispute resolution techniques. Instruction includes foundational concepts such as interest-based negotiation and Air Force Alternative Dispute Resolution (ADR) policy/procedures, to include ethics, standards of self-determination, impartiality, and competence. Although the Air Force mediation/facilitation model is emphasized, the course defines the student's role; not as a mediator, but fosters in each attorney and paralegal a willingness to voluntarily use alternative dispute resolution methods to maximize extent practicable and at the earliest stage feasible.

Requirement: Must be an enrolled student at the Air Force JAG School.

SJA Gateway

AFNC supports this module within the AFJAGS curriculum. The Gateway curriculum is designed to prepare mid-career JAGS for future leadership roles within the JAG Corps. In that mission, the focus is on developing leadership philosophy, communication skills, mentoring ability, and knowledge of key JAG Corps interest areas.

Requirement: Must be an enrolled student at the Air Force JAG School.

Legal Assistance Course

AFNC supports this module within the AFJAGS curriculum. The Legal Assistance course provides foundational knowledge for practicing military and civilian legal assistance attorneys in a wide spectrum of areas including legal assistance program management and expansive training in our most critical areas of assistance to airman including Family Law, Consumer Law, Landlord-Tenant Issues, and Wills & Estates training.

Requirement: Must be an enrolled student at the Air Force JAG School.

Supported Curriculum Courses

Federal Employee Labor Law Course

AFNC supports this module within the AFJAGS curriculum. This course provides Air Force attorneys, paralegals, personnelists, and EO professionals an understanding of the principles and concepts of civilian personnel law. The curriculum is focused on the role of the base-level advisor and is aimed at practical applications. The course addresses federal-sector labor management relations, employment discrimination, employee discipline and performance management, and other issues such as alternative dispute resolution, reductions-in-force, unemployment compensation, civilian drug testing, and the Fair Labor Standards Act.

Requirement: Must be an enrolled student at the Air Force JAG School.

Senior Officer Legal Orientation

AFNC supports this module within the AFJAGS curriculum. The Senior Officer Legal Orientation focuses on foundational areas of military law and initial legal orientation for in-bound group and wing commanders. SOLO is a part of a larger course for these incoming commanders and provides them the scenario-based training on issues they may encounter in their new position, as well as an understanding of their legal authorities.

Requirement: Must be an enrolled student at the Air Force JAG School.

Supported Curriculum Courses

General Counsel of the Air Force

Alternative Dispute Resolution: Refresher Course (6 – 8 Hours)

The refresher course provides 6 – 8 hours of continuing education to Airmen who mediate and/or facilitate workplace disputes, including EEO complaints, employee grievances, labor-management negotiations, and unfair labor practice. The course focuses on the facilitation model and complies with Air Force Alternative Dispute Resolution (ADR) policy and procedures including the standards of self-determination, impartiality, confidentiality, and competence. The instruction also includes interest-based negotiation concepts and reminds attendees to promote public confidence in Air Force dispute resolution processes.

Requirement: Students must be invited or requested to attend.

Alternative Dispute Resolution: Webinar (1 Contact Hour)

The course is designed to emphasize negotiation, facilitation and dispute resolution techniques. Instruction includes foundational concepts such as interest-based negotiation and Air Force Alternative Dispute Resolution policy and procedures. The monthly ADR webinar program provides non-resident students access to our curriculum.

Requirement: Students must be invited to attend this course.

Basic Mediation Course (32 Hours)

The Basic Mediation Course is the first step in preparing Airmen to mediate and/or facilitate workplace disputes, including EEO complaints, employee grievances, labor management negotiations, and unfair labor practice. The course focuses on the facilitation model and complies with Air Force Alternative Dispute Resolution (ADR) policy and procedures including the standards of self-determination, impartiality, confidentiality, and competence. The instruction also includes interest-based negotiation concepts and prepares attendees to promote public confidence in Air Force dispute resolution processes.

Requirement: This is not an open course; NDR Manager requests seats.

Supported Curriculum Courses

USAF Special Operations School - Hurlburt Field

Cross-Cultural Negotiation Course (6 – 8 Hours)

The purpose of this lesson is to comprehend how cultural differences can affect negotiations. The lesson reviews foundational knowledge of culture and introduces the student to the practical application of negotiation theoretical concepts. Critical Thinking, Active Listening, and Negotiation concepts are applied to cross-cultural situations. Through the use of guided discussion and negotiation exercises, the lesson stimulates the exchange of ideas to equip the Air Force special operator to negotiate and communicate in a cross-culturally competent manner.

Requirement: Must be enrolled at USAFSOS.