

# Air Force Negotiation Center Roundtable

Military Education in Conflict Analysis and Transformation: Identifying the Needs of Today's Airmen

**2019 Report**

# UNITED STATES AIR FORCE NEGOTIATION CENTER

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The Air University





*Presented by the Academic Division of the Air Force Negotiation Center  
at The Air University*  
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## **The Air Force Negotiation Center**

The Air Force Negotiation Center (AFNC) is a leader in training and education focused on negotiation in a military context. Founded in 2005, the center has since expanded from delivering basic models and principals of negotiation, to distributing high quality, contextualized, classes and seminars that challenge students to go beyond the foundational knowledge of negotiation tactics and fixed strategies. AFNC is focused on ensuring today's military understands conflict transformation as an Engaged-Leadership activity that occurs on multiple levels, from the tactical to the strategic, and in varying spaces, from the workplace to the battlefield.

### **Program Goal**

To establish the organization as a recognizable name in education and training, theories and practice, outreach, and research as it pertains to conflict transformation as an Engaged-Leadership activity, while also continuing to provide high quality, contextualized, and relevant courses and seminars.

### **Core Functions of AFNC**

- Education and Training
- Curriculum Development
- Conflict Transformation Publishing
- Research

### **AFNC Competencies**

- Leaders in military education and training in conflict analysis and transformation (METCAT) at tactical, operational, and strategic/political levels.
- Teaching and research focus on military negotiation as a unique sub-set of conflict transformation.

### **Professional Military Education (PME)**

PME courses are offered in the Airman Leadership Schools, Noncommissioned Officer Academy, Senior Noncommissioned Officer Academy, First Sergeant's Academy, Chief Master Sergeant Leadership Course, Squadron Officer School, Air Command and Staff College, and Air War College.

### **Professional Continuing Education (PCE)**

PCE and technical training are critical components for preparing tomorrow's Airmen and DoD personnel to meet the challenges of a volatile and dynamic world. PCE courses are mainly taught in the Eaker Center for Leadership Development. It is composed of four primary schools: Commanders' Professional Development School, USAF Chaplain Corps College, Defense Financial Management and Comptroller School, and the Air Force Personnel Professional Development School.

### **Conflict Transformation (CT)**

CT encompasses many different means to resolving conflict including conflict management, negotiation, mediation, and facilitation. The AFNC provides training and education regarding how these skills may be used in the workplace and the battlefield.

### **Training**

As the AFNC mission has evolved in the last decade, and as additional resources have been made available, the center has been able to respond to the many requests for application-level training beyond the walls of Air University. The training provides full spectrum curriculum documentation, faculty development, and guest speaker guided discussions with practical exercises.

## Professional Roundtable Series

Dr. Thomas Matyók and Dr. Michelle Osborne implemented the Professional Roundtable Series as a part of the Negotiation Center's innovative approach to its Institutional Effectiveness Plan. The program's overall goals are to seek recommendations for enhancing education and training in conflict transformation, build awareness, collect data, and apply findings as a theory informed practice. Through these strategically aligned events (Figure 1), the center will expand targeted programs and services, as well as develop a larger network of professional resources.

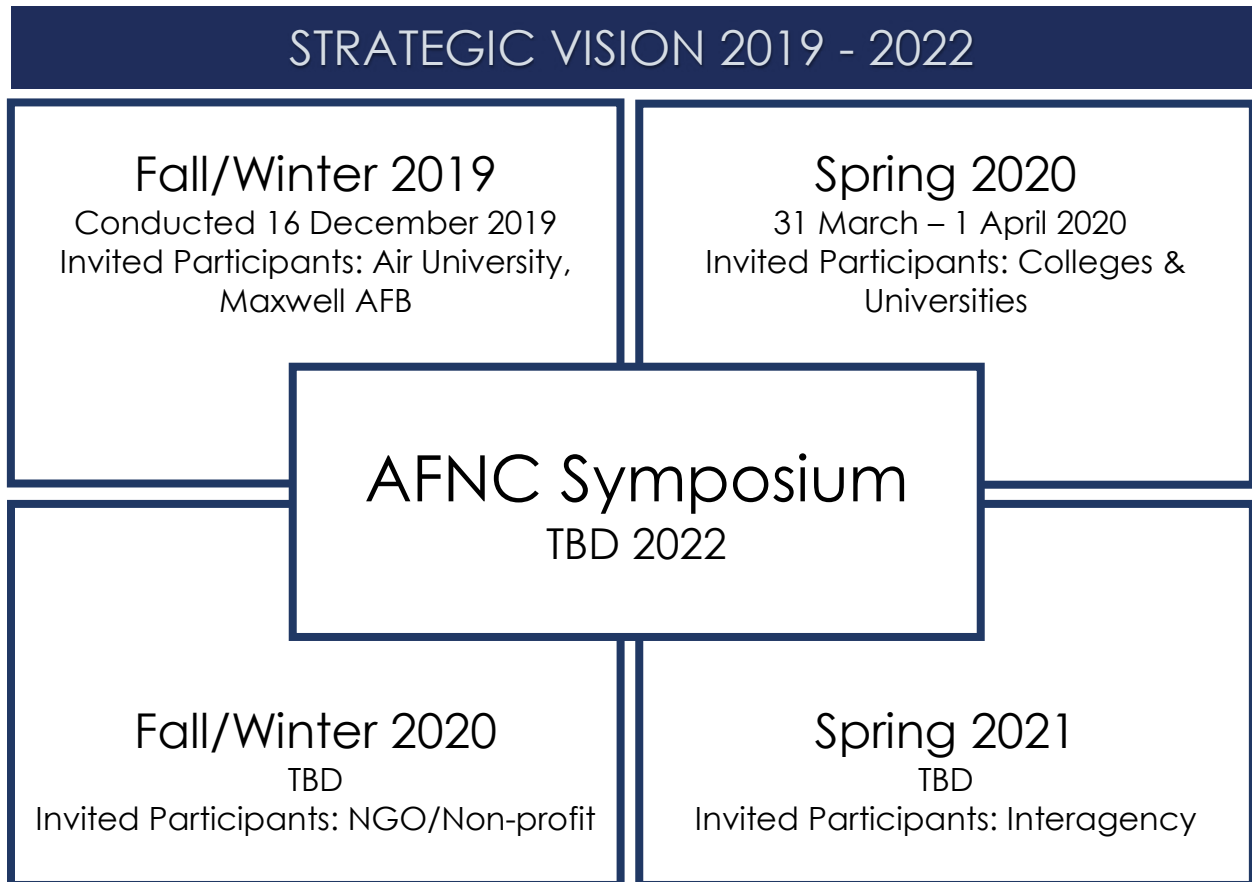


Figure 1. AFNC's Professional Roundtable Series Strategic Vision 2019 - 2022

### Specific Questions/Points of Interest:

**Conflict Transformation** – *Military members often face barriers to cooperative efforts when interacting with internal and external individuals/groups. How do military members address/eliminate those barriers in the given environment, at various levels?*

**Education and Training** – *What are the barriers our military faces in today's learning environment, and what can we do to eliminate those barriers, or foster better practice and retention of skills and knowledge?*

**Research and Assessments** – *Concepts such as leadership, communication, and effectiveness are often hard to measure, particularly on a large scale. How do we assess student success, and how do we quantify that measure so that it accurately captures conflict transformation skills?*

## Defining Military Negotiation

The Air Force Negotiation Center defines military negotiation as:

*An ongoing, joint-problem solving, decision-making activity using critical and creative thinking as strategically minded Engaged Leadership.*



Figure 2. The Military Negotiation Domain

The following graphic (Figure 2) was developed to create a common understanding of conflict transformation and the environment. The **military negotiation domain** is the space under which the organization operates, with conflict transformation being the foundation for which we apply specific tools and techniques, each classified into three distinct areas: conflict management, military negotiation, and mediation/alternative dispute resolution (ADR).

“Military negotiations occur in four domains [Figure 3]:

1. Civil Military (civ-mil)
2. Military-Military (mil-mil)
3. Interagency
4. Host Nation/Partner Nation

No universal negotiation template applies to each of these domains... Negotiations in a military context often occur in each of these areas simultaneously. This unique operational environment speaks to the complexity of military negotiations vis-à-vis business and legal approaches.”

-Thomas Matyok (2019)

*Military Negotiations as Meta-Leadership: Engage and Align for Mission Success*, METCAT No. 1.

## Military Operational Environment



Figure 3. Military Mission Environment Chart

# Professional Roundtable Series: Air University Cohort

Conducted 16 December 2019

## Roundtable Discussion Overview

Participants gathered at MGMWERX in Montgomery, Alabama to discuss topics of interest related to education and training in conflict transformation. Specific topics addressed during the roundtable were perceptions of the Air Force Negotiation Center, defining characteristics of military negotiation, access barriers to education and training, and finally, recommendations on how the center could tackle the obstacles discussed.

## Discussion Topic Outcomes

Appendix A: Perceptions of the Air Force Negotiation Center

Appendix B: Characteristics of Military Negotiation

Appendix C: Barriers

Appendix D: Recommendations

## Program Recommendations

Many recommendations were made (Appendix D) regarding barriers identified during the various roundtable discussions (Appendix C). Taking into account the Air Force Negotiation Center's current mission, operating structure, and resources, each recommendation was placed into one of three categories (Figure 4):

- **Current** – Recommendations AFNC is currently (or has been) working on.
- **Short Term** – Recommendations that can be implemented within the next (6-12 months) with no changes to mission, operating structure, or resources.
- **Long Term** – Recommendations that would require a change to mission, operating structure, or resources (2-5 years).

### Current

- Increase research efforts
- Build/finish courses – foundational or specialized
- MOOCS
- JKO hosting – no limits
- Increase exposure – a visible marketing plan
- Need to prove worth – competing with too many other requirements
- More creative thinking instruction
- More case studies – expand on experientials
- Define the subject better

### Short Term

- Be more open to faculty/students/others visiting and engaging
- Faculty development and quarterly faculty meetup
- Develop professional communities of interest
- Be more general in approach to teaching negotiation
- Extra roundtable – target active duty enlisted and officer personnel
- Add modalities of learning: videos/podcasts/actives

### Long Term

- Failure management – increase opportunities to fail in training
- Develop holistic leaders/people
- Develop opportunities to achieve competency
- Train the trainer courses
- Be a hub for SMEs - mentors/coaches
- Offer college credit/certificates
- Education should start early and happen often (Start in BMT)
- Senior enlisted courses similar to current General Officer courses
- Achieve application level across training – simple to complex – build on existing and increase application in higher levels - Retention requires practice
- Ensure ethical dimensions of military negotiations are taught and examined
- Change the center's name

Figure 4. Categorized: Current, Short Term, and Long Term



## Conclusions

Based on discussions that occurred during the roundtable event and feedback received, the Air Force Negotiation Center believes it is on the correct path for creating avenues of learning and more targeted training and educational programs. The group provided several recommendations that are currently in the process of being developed, or will begin within the next several months (Figure 4). These include, but are not limited to, increased research efforts, building foundational courses, and making training available as MOOCs (Massive Open Online Courses).

There were also a number of suggestions made which we have the ability to implement within the next 6-12 months with little to no changes to mission, operating structure, or resources (Figure 4). On the top of that list is fostering a more open environment for faculty, staff, and students. Personnel assigned to Maxwell AFB may not be aware of the AFNC's Resource Center, which houses over 300 books, videos, and learning materials related to conflict transformation. These resources are available for check-out and are currently being made available on-line through a partnership with the Air University Library. While the center has had in-person check-out capabilities for several months, it is important that AFNC continue to market these resources and personally invite Air University students and faculty into our facilities. Another short term recommendation was to increase modalities of learning by adding resources such as videos, podcasts, and interactive activities. Currently AFNC is working on developing a video series, but has not yet implemented interactive capabilities. This suggestion is one that has the potential to be applied to an existing project with little changes to resources and/or operating structure.

As seen in Figure 4, several suggestions were made that would require significant changes to mission, operating structure, or resources. While the AFNC is not opposed to these recommendations, they necessitate a more robust discussion on long term strategy planning. As the Roundtable Series continues to collect data, those categorized as *long term* will receive a more thorough examination for potential implementation in the coming fiscal years.





## Future Development

The roundtable conducted on 16 December was the first in a series of strategically aligned events, which are meant to serve as opportunities to seek recommendations for enhancing education and training in conflict transformation, build awareness, collect data, and apply findings as a theory informed practice. It is clear to the AFNC that events like these are needed to help guide the center in developing institutionally effective programming, building relationships, and fostering a creative space for innovation.

Upon successful completion of the December Roundtable, the AFNC knew that we, as a center, must continue these efforts beyond the original design. What we believe the overall strategic plan is missing is a larger voice from our Enlisted and Officer Community. Because of this, the AFNC is pursuing an additional 2-3 roundtable events to seek recommendations from uniformed service members on conflict transformation training and education delivery and content. These events will not alter the overall goal of the Roundtable Series, but rather, will enhance both current instruction and courses, as well as provide findings to develop a more holistic view of the balance between the learner and instructors.

## Next Steps

The next event in the Roundtable Series will take place March 31st and April 1st, 2020. Participants invited to join the AFNC include individuals representing colleges and universities, including the uniformed services' academies. Topics will include those covered during this event, with an additional focus on data collection and assessments in conflict transformation.

# APPENDIX

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# Perceptions

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- The AFNC teaches a lot
- It is a large subject
- AFNC travels places to teach
- Participants are aware that we teach, but not where or what specifically
- A resource for people to use
- Limited audience – only teaches to a small group (no online learning)
- Only know what they see (training and education specific) – Knowledge of AFNC is surface level deep
- Not clear on what is provided by center – not enough outreach
- Teach communication skills
- There is no cross talk among other centers
- No common language for negotiation
- It is located on Maxwell AFB
- The center helps write curriculum
- Teach negotiation as a soft skill
- Engage in complex situations (in curriculum)
- Come in and act as negotiators/consultants on negotiation issues
- Believe that AFNC is some kind of certification authority
- Work at the knowledge level in training and education

# Characteristics of Military Negotiation

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- Negotiations occur with the chain of command in mind
- Situational within varying military environments
- BATNA is limited (Best alternative to negotiated agreement)
- WATNA may be more appropriate (Worst alternative to negotiated agreement)
- Conducted at the tactical level - all the way up the chain
- Scope: tactical to the operational (all intertwined)
- Lower ranking individuals may be negotiating with limited knowledge of the larger picture
- General lack of follow-up in military negotiation
- Short term – iterative form
- Single actions can have long term effects
- Ethically/legally bound (personally and military guidelines)
- Relay negotiation happens often
- Work within a bureaucratic structure
- Military context is not an individual event
- Long term relationships depend on successful negotiations; however, military operates within a system of short term interactions
- Operate within the human domain
- Trust/influence/power – different in the military environment
- Power and resources can be limited – information can be a resource in deployed locations
- Competing for influence in some military environments
- Constrained by the level/rank of the individual (power/influence/options)
- Internal and external pressures – within the AF and outside actors
- Requires preparation and lots of practice
- Not a skillset – it is a mindset

# Barriers

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- Time – controlling factor at all levels (short and long term)
- Cannot always practice
- PME is not adaptable to current/future needs
- Hard to measure success as part of a leader's tool kit
- No individualized training/courses
- Lack of life-long learners
- Not enough outreach by the center
- Different cultures
- Canvas user issues – limits/licensure
- Education cuts
- Challenges setting standards across AU
- Lack of textbooks and research on the subject
- Outcomes based
- Lack of incentive as an Airman to learn about subject – lack of incentive to work cooperatively at the lower levels
- People often negotiate as an individual even when part of a team – or with individuals that are not worried about a “team”
- Military culture that is individually incentivized – fighting the culture of “the individual”
- Negotiation has its own language – not standardized across the field
- Negotiation happens within the human domain
- Constrained by level/rank of knowledge when tackling negotiation
- PME – Lack of elevation of learning in Enlisted education
- PME is a dumping ground for everything Airmen “need” to know
- Saturation in learning environment
- Stove-piping in PME/EPME/PCE
- Business/legal practices do not fit military negotiation
- Only reaching application level
- Car/house buying does not equal military negotiation

# Recommendations

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- Failure management – increase opportunities to fail in training
- Faculty development and quarterly faculty meetup
- Increase research efforts
- Change the center's name
- Develop holistic leaders/people
- Be more open to faculty/students/others visiting and engaging
- Develop a communities of interest
- Increase exposure – marketing plan
- Build/finish courses – foundational or specialized
- Build MOOCS
- JKO hosting – no limits
- Train the trainer courses
- Need to prove worth – competing with too many other requirements
- Be a hub for SMEs - mentors/coaches
- Be more general in approach to teaching negotiation
- Give college credit/certificates
- More creative thinking in instruction
- Education should start early and happen often
- Add senior enlisted courses similar to General Officer courses (GOPAC)
- More case studies – expand on experientials
- Start in BMT
- Achieve application level across training – simple to complex – build on existing and increase application in higher levels
- Retention requires practice – increase opportunities to practice
- Define the subject better
- Extra roundtable – target active duty enlisted and officer personnel
- Add modalities of learning: videos/podcasts/interactive actives
- Develop opportunities to achieve competency
- Ensure ethical dimensions of military negotiations are taught and examined

# List of Abbreviations

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ADR – Alternative Dispute Resolution

AFNC – Air Force Negotiation Center

AU – Air University

BATNA – Best Alternative to a Negotiated Agreement

BMT – Basic Military Training

CT – Conflict Transformation

EPME – Enlisted Professional Military Education

GOPAC – General Officer Pre-Deployment Acculturation Course

JKO – Joint Knowledge Online

PCE – Professional Continuing Education

PME – Professional Military Education

METCAT – Military Education and Training in Conflict Analysis and Transformation

MOOCS – Massive Open Online Courses

NGO: Non-Governmental Organizations

SMEs – Subject Matter Experts

USAF – United States Air Force

WATNA – Worst Alternative to a Negotiated Agreement

## PARTICIPANT BIOS

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## Air Force Negotiation Center Faculty and Staff Bios



**Dr. Thomas G. Matyók**  
Director, Air Force Negotiation Center

Thomas Matyók is the Director of the United States Air Force Negotiation Center and Associate Professor of Conflict Analysis and Resolution at The Air University. Tom has been professionally involved in conflict resolution as a mediator, negotiator, facilitator, trainer, executive and conflict coach, dispute systems designer, researcher, and professor. He has consulted for private, civic, military, religious, and community organizations. Tom has been interviewed for radio and television regarding international conflicts and national security issues. He has negotiated significant international agreements and has been recognized for his ability by the United States Army and United States Coast Guard, as well as national and international human rights organizations.



**Dr. Michelle A. Osborne**  
Institutional Effectiveness

As the Air Force Negotiation Center (AFNC) Director of Institutional Effectiveness, Dr. Osborne monitors the progress and measures the effectiveness of all education, training, and leadership initiatives. With focus on the Negotiation Academic Division, she is responsible for creation and promotion of avenues for research and outreach in the study of "Conflict Transformation". Michelle also serves as the Editor in Chief for AFNC's publications: *The Journal of Military Conflict Transformation* (JMCT) and *The Military Education and Training in Conflict Analysis and Transformation* (METCAT) Papers.



**Mr. Dave O'Meara**  
Education Consultant

Mr. O'Meara is a sole proprietor and independent education and teaching consultant to The Air University's Air Force Negotiation Center and the Air Force Culture and Language Center. He received his Bachelor of Science degree from the United States Air Force Academy in 1982 and also graduated with honors from the University of Nevada-Las Vegas with a Master of Arts in American History. His areas of expertise include Air Force operations, Middle Eastern issues, platform instruction, international negotiations, curriculum development, negotiation exercise development, and Air Force mediation processes.



**Mr. Bill McClurg**  
Training, Professional Military Education

Mr. Bill McClurg currently oversees the Air Force Negotiation Center's training. He is responsible for designing, developing, implementing, and managing education and training programs for negotiation and mediation related curricula writ large. Manages and administers instructional systems design (ISD) programs and quality control process for total force alternative dispute resolution tools, including, but not limited to adaptive conflict management, negotiation, and mediation skills as a core leadership competency, as well as the development of negotiation as a corporate capability for the Air Force. Conducts research, analyzes, and synthesizes information to develop executive and institutional level briefings and training products.

## Expert Working Group Member Bios



**Ms. Megan Allison**

Deputy Director, Leadership Development

Lieutenant Colonel Megan Allison, USAF (Ret), serves as the Deputy Director of Leadership Development in the Ira C. Eaker Center for Leadership Development, Maxwell AFB, Alabama. A command pilot with more than 3,000 hours, she served in various squadron, group and wing positions, flying the C-21A, C-17, MQ-1, MQ-9, and C-146. She commanded the 27th Special Operations Support Squadron at Cannon Air Force Base and served on the Strategic Command Staff. She is a 1998 graduate of the Reserve Officer Training corps program at the University of Virginia, holds two master's degrees (Master of Business Administration and Master of Science in National Security & Strategic Studies), and is a graduate of the USN's College of Naval Command & Staff.



**Mr. Rishi Batra, J.D.**

Director, Leadership and Appropriate Dispute Resolution Program  
US Air Force Academy

Professor Batra is a nationally recognized speaker and scholar in the field of Alternative Dispute Resolution. He regularly offers training across the country on legal negotiation and mediation strategy, alternative dispute resolution pedagogy, and dispute resolution scholarship. He is currently a Professor of Law and the Director of the Leadership and Appropriate Dispute Resolution (LADR) program for the US Air Force Academy. Professor Batra's scholarship focuses on Alternative Dispute Resolution, and in particular, applying dispute resolution perspectives to diverse fields such as criminal procedure and election law. His work has appeared in the *George Mason Law Review*, the *Ohio State Law Review*, and the *Harvard Negotiation Law Review*, among others.



**Dr. Karen Guttieri**

Dean, US Air Force Cyber College

Dr. Karen Guttieri is the Dean and a Professor of Cyber Warfare at the United States Air Force Cyber College. She completed a doctorate in Political Science at the University of British Columbia and conducted post-doctoral work on the civil dimension of the revolution in military affairs at Stanford. Dr. Guttieri has led multinational, multi-agency, and multi-disciplinary research teams in sponsored research. Her publication portfolio in the field of international peace and security includes studies of military doctrine, technological innovation, psychological operations and civil affairs, metrics for evaluation, and how organizations learn. Her work explores interstitial spaces such as that between peace and war and in the connection of technology and society. Ongoing work with the Peace Innovation Institute includes work on peace tech and influence. Longstanding work with humanitarian and international agencies has included educational program leadership, policy planning, participation in United Nations doctrinal development, and multinational military exercises.



**Dr. John M. Hinck**

Assistant Professor of Leadership, Air University

Dr. John M. Hinck, serves as the Assistant Professor of Leadership for the USAF's Air University. John, a former Army Colonel and Apache Longbow pilot, earned his PhD in leadership studies from the University of San Diego, and is a speaker, a board certified executive/leadership coach, and a consultant specializing in leadership development, organizational leadership, coaching, and communication/conflict resolution. His current areas of research include designing leadership development programs, leadership coaching, increasing shared authority in eldercare, and improving organizational commitment. He teaches classes on leadership, coaching, leading change, command, and research methods. He works with the USAF's Eaker Center for Leadership Development in designing and delivering the Leader Development Course for Squadron Command.



**Dr. Kristin Hissong**

Assistant Professor, Regional and Cultural Studies (MENA)  
Air Force Cultural and Language Center

Dr. Kristin Hissong is Assistant Professor of Regional and Cultural Studies, Middle East North Africa (MENA) at the AFCLC. She holds a PhD in Middle Eastern Studies from the Institute for Middle East Studies at King's College London with teaching experience at both the undergraduate and postgraduate level in the fields of political science, international studies, theology and religious studies, and ethnicity and nationalism studies. Dr. Hissong's current research interests and teaching repertoire include religious and national identities of MENA region communities with attention to inter-faith relations, cultures, nationalisms, gender, belonging, and memory and peacekeeping.



**Ms. Kimberly (Kim) Mlinaz, J.D.**

Director, Air Force Negotiation & Dispute Resolution Program  
Associate General Counsel  
Contractor Responsibility and Conflict Resolution (SAF/GCR)

Kimberly "Kim" Mlinaz serves as the Director of the Air Force Negotiation & Dispute Resolution Program, and as Associate General Counsel for Contractor Responsibility and Conflict Resolution (SAF/GCR). Under the oversight of the Deputy General Counsel, Ms. Mlinaz is responsible for directing Air Force conflict resolution policy, programs, and education. She provides advice and guidance regarding best practices in dispute resolution and negotiation principles. After ten years of leadership experience in manufacturing, Ms. Mlinaz earned a Juris Doctor in 2010, and served as a law clerk for the Michigan Senate Majority Policy Office. With the Air Force, Ms. Mlinaz's primary area of expertise is labor and employment law.



**COL Dewey Mosley**

Chair, Department of International Security Studies  
Air War College

COL Mosley currently serves as the Chair of the Air War College's Department of International Security Studies and the Senior Army Advisor to Air University. COL Mosley holds a Bachelor's Degree in Computer Science Engineering from The United States Military Academy and a Master of Strategic Studies from the Air War College. His military education includes the Air War College, the Command and General Staff Officer's Course, the Field Artillery Officer's Basic and Advanced Courses, the Combined Arms and Services Staff School, and the Joint Air Operations Course. After completing War College, COL Mosley served as the CJTF-Horn of Africa (HOA) Liaison Officer to The United States Embassy, Djibouti, and then deployed as the Chief of the Military Coordination Cell (MCC) in Mogadishu, Somalia. He then returned to the Pentagon to serve as an Army Planner in the Office of Joint and Defense Affairs for the Chief of Staff, Army. COL Mosley's awards and decorations include the Bronze Star Medal.



**Lt Col Klifford (Kliff) W. Mosley, PhD**

Director, Design and Development  
eSchool of Graduate Professional Military Education

Lieutenant Colonel (Dr.) Kliff Mosley is the Director, Department of Design and Development, eSchool of Graduate Professional Military Education (PME), Maxwell AFB, AL. At the eSchool, Colonel Mosley leads 10 educators who guide 40 subject matter experts in the design, development, and sustainment of four education programs and curricula for 105 online courses across the spectrum of officer PME. He ensures the distant-learning programs adhere to instructional-design best practices and online and adult-learning theories and strategies. Prior to his assignment to the eSchool, Colonel Mosley served as the Department Deputy Director of Instruction, Department of International Security, Air Command and Staff College (ACSC), Maxwell AFB, AL. There, Colonel Mosley was responsible for developing graduate-level curriculum for the International Security and Warfare Studies courses, training new ACSC faculty, leading seminar discussions, and evaluating student academic progress in resident intermediate developmental education.



**Dr. Deonna Neal**

Department Chair, Leadership, Ethics  
and Profession of Arms Faculty  
eSchool of Graduate Professional Military Education

Dr. Deonna Neal is the Department Chair for the Leadership, Ethics and Profession of Arms Faculty at the eSchool of Graduate PME, Air University, Maxwell AFB. She lectures on ethics and the just war tradition around Air University to include Squadron Officer College, Air Command and Staff College, Air War College, the Chaplain's Corps College, and the Senior NCO Academy. She is also responsible for designing the leadership and ethics distance learning curriculum for AF officer professional military education. Her writing and research interests include military ethics, political theology, church-state relations, religion and the military, and the role of religion in moral development. Dr. Neal is also an ordained priest in the Episcopal Church and works as a part-time priest associate at St. John's Episcopal Church in Montgomery, Alabama.



**Chaplain, Lt Col Rick Steen**

Instructor and Course Director, Leadership Education and Development Experience  
Department of Leadership, Air Command and Staff College

Chaplain, Lt Col Rick Steen is an instructor and Course Director for the Leadership Education and Development experience (LEDx) in the Department of Leadership at Air Command and Staff College. Prior to ACSC, Lt Col Steen served 14 years as a staff and Wing Chaplain at the 134th Air Refueling Wing, an Air National Guard Wing in Knoxville, Tennessee. Lt Col Steen has also served as a Clinical Pastoral Resident and hospice chaplain at the University of Tennessee Medical Center. He holds a Master of Divinity from The Master's University and Seminary, and a Master of Military Operational Art and Science from Air University.



**Mr. Kenneth "Tot" Tatum**

Director, Leadership Development

Colonel Kenneth "Tot" Tatum, USAF (Ret), serves as the Director of Leadership Development in the Ira C. Eaker Center for Leadership Development, Maxwell AFB, Alabama. A command pilot with more than 3,900 hours, he flew the F-117A, B-1B and A/T-38A/B/C. He commanded the 9th Fighter Squadron, was the vice commander of the 7th Bomb Wing, the vice commandant of the Air War College, and the Commander of the Ira C. Eaker Center for Professional Development. He also served on the U.S. Central Command and Office of the Secretary of Defense staffs. Mr. Tatum is a 1989 distinguished graduate of the Reserve Officer Training Corps program at Samford University, and is a graduate of the USAF Air Command and Staff College, the USAF School of Advanced Air and Space Studies, and the U.S. Army War College.



**Mr. John P. Wilson**

Instructional System Specialist  
Barnes Center for Enlisted Education



**Dr. Elizabeth D. Woodworth**

Director, Research and Electives  
Center for Writing Excellence, Air War College

Dr. Elizabeth D. Woodworth is an Associate Professor of Strategic Communication in at the Air War College. She is the Director of Research and Electives and the Center for Writing Excellence. She was a visiting professor and project director for the Center for Writing Excellence for many years, co-developing the center in 2011. She teaches workshops for individuals and seminars on academic writing and strategic communication. Prior to her appointment at the AWC, she was an Honors Associate Professor of English at Auburn University at Montgomery and held a post-doctoral lectureship in writing at Texas Christian University. She earned her PhD in English at Texas Christian University with specialties in rhetoric and British literature; her MA in English Composition is from California State University at San Bernardino; her BA in English is from Boise State University.



**Ms. Linda Wyckoff**

Chief, School Liaison Branch  
Air University Library

Linda Wyckoff has worked at Air University Library (AUL) for 11 years serving in a few different capacities. She began her career at AUL in 2009 as the assistant editor and then promoted to editor for the Air University Library Index to Military Periodicals. In 2015 Ms. Wyckoff moved over to the branch library on the Gunter Annex serving as the lead librarian for the Senior NCO Academy and other schools associated with the Barnes Center. She was then promoted to chief of the school liaison branch in 2016 bringing her back over on the Maxwell side to lead the school liaison team in efforts of networking, teaching library classes, developing research guides, as well as providing reference assistance and briefings to their assigned schools.

On behalf of the Air Force Negotiation Center, we would like to thank all of the participants in attendance. Their insight and recommendations made for a successful event and will be the foundation on which we continue to build our AFNC Roundtable Series, as well as the expansion of our center, our programs, and our services. We will continue to work with our partners and keep the discussions going as we increase our outreach to external organizations, around Air University, and throughout the military community.

Thank you all, again, for being a part of our network and education family.

-Dr. Thomas Matyók and Dr. Michelle Osborne



Special thanks to MGMERX for hosting our event. Their continued support and gracious hospitality makes events like this possible.



Thank You!



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*Call for Papers!*

PUBLISH WITH THE AIR FORCE NEGOTIATION CENTER

# **JOURNAL OF MILITARY CONFLICT TRANSFORMATION**

The Air Force Negotiation Center (AFNC) is currently accepting submissions for its inaugural publication of *The Journal of Military Conflict Transformation* (JMCT). Articles, book reviews, or op-eds with a focus on conflict management, negotiation, mediation, or facilitation are welcome. For more information, please visit us at [www.airuniversity.af.edu/AFNC/About-JMCT/](http://www.airuniversity.af.edu/AFNC/About-JMCT/)

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**Send submissions to**  
**[jmct@hqau.af.edu](mailto:jmct@hqau.af.edu)**