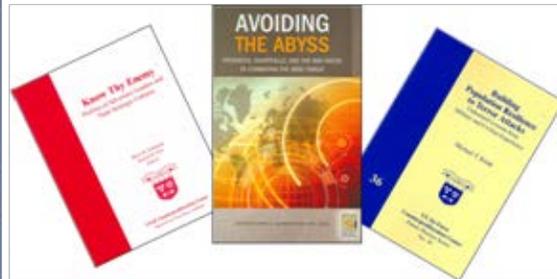




UNITED STATES AIR FORCE CENTER FOR
**UNCONVENTIONAL
WEAPONS STUDIES**

at The Air University

Strategic Plan for 2014-2020



June 2013

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This document has undergone security and policy content review and has been approved for public release IAW AFI 35-101.

Message from the Director

I am pleased to present this Strategic Plan for FY2014-2020 to our stakeholders and partners. This Strategic Plan provides the basis for how the Center plans to support the Air University's commitment to providing transformative education for enlisted, officers, and civilians across the Defense Department. In particular, our sponsors, Headquarters Air Force A5X, U.S. Air Force Global Strike Command, and the Defense Threat Reduction Agency, have tasked us to provide professional military and continuing education and research on countering weapons of mass destruction (WMD) and the U.S. nuclear enterprise. These are very complex, strategic-level defense issues that often resist easy integration into contemporary military operations and plans.



The 2012 Defense Strategic Guidance identifies countering WMD and maintaining a safe, secure, and effective nuclear deterrent as two of the top ten national security priorities. In addition, the Air Force has identified strengthening the nuclear enterprise as its top priority. As a result, the Center develops educational courses, promotes critical research, and advocates for the continued development of these topics as a necessary part of developing future Air Force and other U.S. government leaders. This education and research is relevant to national security enterprise as well as to the development of those Air Force leaders who will go on to lead at the strategic level across the range of military operations.

This Strategic Plan offers clear direction to accomplish this mission of educating, researching and collaborating on the challenges of unconventional weapons, to include countering WMD and the U.S. nuclear enterprise. Unconventional weapons are defined as nuclear, biological, and chemical weapons, and any weapons developed in the future which have characteristics comparable to nuclear, biological, or chemical weapons in destructive effect. I am committed to operating the Center as an effective, efficient, and focused government agency, oriented toward the right priorities. This document will guide our faculty and staff in the performance of their duties as well as providing me with measures as to whether we are on track to meeting the expectations of our sponsors and the Air University.

As of next year, the Center will have been providing education, research, and outreach on unconventional weapons for 15 years. I believe that the Center will continue to serve as a valuable catalyst for developing Air Force and other U.S. government leaders for the next 15 years as well. I look forward to working these challenging issues with the broader national security community.

A handwritten signature in black ink that reads "Albert J. Mauroni". The signature is written in a cursive, flowing style.

Albert J. Mauroni
Director

Vision: To become the recognized DoD leader in integrating education, research, and critical thinking on unconventional weapons policies and operational practices

Mission: Develop Air Force, DoD, and other USG leaders to advance the state of knowledge, policy, and practices within strategic defense issues involving nuclear, biological, and chemical weapons

Values:

Our Center practices the U.S. Air Force values. We believe that these core values provide the basis for all of the work that we do. As a learning organization, our ability to successfully communicate with and educate Airmen requires that we act with integrity in all of our actions, that we put our professional duty to provide the best education possible over our own personal desires, and that we focus on providing excellent services and generating products that fully respond to our customers' needs and desires.

- **Integrity First.** We must have the moral courage and honesty to stand up for what is right and to express our points of view based on professional experience, critical thinking, and sound judgment. We expect to be held accountable for what we do, and we expect behavior that brings credit to the Center and U.S. Air Force.
- **Service before Self.** We serve at the pleasure of the Air Force and Department of Defense. Our primary motivation is to provide the best possible education and research to current and future leaders and to improve the state of policy and strategy within the national security enterprise. We have a moral obligation to take care of our wingmen and to demonstrate discipline and control over our personal feelings.
- **Excellence in All We Do.** We strive to provide the best possible services and products that fully meet our students and sponsors' needs. We encourage the continued professional development of our staff as well as the improvement of their physical and mental well-being. By working as a team with other Air Force, DoD, and USG agencies, we can better meet our personal and professional goals within the larger national security enterprise.

Guiding Principles

As professional educators, we must provide an environment that supports and nurtures students at the Air University. Every student has a right to expect the best possible education and tools to develop their thinking and research. As our staff develops their own personal and professional skills, they are expected to adhere to these basic principles of conduct.

- **Develop a culture of intellectual innovation and critical thinking.** Above all, we must provide an environment in which students and researchers develop the skills to examine complex defense issues through critical thinking. This means being able to recognize the basics and nuances of complex defense issues; identify and present one's own and other perspectives and positions; identify key assumptions and assess the quality of supporting data and evidence; consider the influence of context on the issue; and assess conclusions, implications, and consequences in an objective fashion.
- **Show a commitment to open discourse.** To be able to achieve excellence in education and research, we must consider all possible ideas, concepts, and theories. Truly open discourse relies on the willingness to listen to not only what we believe but what others believe as well. We must ensure that access to information is allowed to the fullest possible extent, understanding the boundaries of moral, legal, and security concerns.
- **Demonstrate strong ethics and values.** By practicing strong ethics and values, we build closer personal and professional ties to the national security enterprise. Our currency in providing professional military education and quality research is enhanced by the demonstration of core values and strong ethical behavior.
- **Show dedication to academic excellence and quality.** We will teach students to high degrees of rigor, ensuring that students are not limited to basic comprehension on relevant defense issues, but can evaluate these issues and synthesize their own ideas. Similarly, we will teach students to apply their knowledge across multiple disciplines to address real-world unpredictable situations.
- **Remain relevant to strategic defense policy.** Our mission is to develop leaders who can engage defense leaders in contemporary discussions of strategic defense policy and to develop the tools of power necessary to meet national policy objectives. To accomplish this, we will ensure that our education and research topics are immediately relevant to the discussions currently ongoing within the national security enterprise.

Goal 1: Educate Airmen and other USG leaders on how to think critically about the operational and strategic implications of unconventional weapons within the context of military operations

Objective 1.1: Provide Professional Military Education at Air University on unconventional weapons by integrating theory and practice

Action 1. Conduct two electives on unconventional weapons for Air War College

Action 2. Conduct two electives on unconventional weapons for Air Command and Staff College

Action 3. Provide relevant academic material to other AU centers of education

Performance Measure: Student elective survey reports and formal faculty observations

Objective 1.2: Develop and manage Air Force Nuclear Professional Continuing Education

Action 1. Conduct a Nuclear Fundamentals Course, an Advanced Nuclear Concepts Course, and a Senior Leader Nuclear Management Courses (Nuclear 200-400)

Action 2. Conduct Nuclear Certification Process and Nuclear Certified Equipment Users Courses

Action 3. Support Major Commands with Mobile Training Teams for Nuclear Management Executive Seminars and Nuclear Certification Process-related Courses

Performance Measure: Student feedback forms and formal command observations

Objective 1.3: Organize conferences, workshops, and training courses on unconventional weapon-related topics

Action 1. Host an annual counter-WMD/nuclear enterprise conference

Action 2. Conduct an annual “Johnny Appleseed” course to “educate the educators”

Action 3. Develop distance learning courses on counter-WMD and nuclear enterprise topics

Performance Measure: Increased understanding of unconventional weapons issues by defense policy-makers and practitioners

Objective 1.4: Identify and provide expert speakers to discuss unconventional weapons issues

Action 1. Utilize recognized experts as guest speakers for AU electives and nuclear courses and for professional development of AF counter-WMD/nuclear enterprise community members

Action 2. Host a speaker on unconventional weapons and/or the nuclear enterprise at least once per year for the Distinguished Lecture Series at Air University

Performance Measure: Increased understanding of unconventional weapons issues by AU faculty and students and other AF professionals

Goal 2: Produce quality research on relevant unconventional weapon issues that contributes to policy-making while advancing academic scholarship

Objective 2.1: Generate research projects on unconventional weapon policy issues and related historical analysis

Action 1. Publish at least two monographs within the Future Warfare Series per year

Action 2. Publish at least four Trinity Site occasional papers per year

Action 3. Submit at least one article for publication in defense journals per year

Action 4. Update and maintain an annual professional reading list on contemporary literature addressing unconventional weapons topics

Performance Measure: Increased awareness by defense policy-makers and practitioners

Objective 2.2: Develop and maintain up-to-date information repositories on unconventional weapons to support Air Force-wide research and analysis

Action 1. Develop an unclassified information repository for general research and staff support by the end of FY14 and maintain it with relevant and contemporary information

Action 2. Develop a classified information repository for general research and staff support by the end of FY15 and maintain it with relevant and contemporary information

Performance Measure: Level of usage and satisfaction by Air Force students and other authorized users

Objective 2.3: Collaborate with Air Force and DoD agencies to support contemporary defense policy discussions on unconventional weapons

Action 1. Develop an Air Force counter-WMD Community of Interest with the USAF Institute for National Security Studies, the USAF Institute of Technology, the USAF Nuclear Weapons Center, and Air Staff offices of interest by the end of FY15

Action 2. Develop and sustain active Memorandums of Agreement (MOAs) to support collaboration with specific Air Force and other defense agencies of interest

Performance Measure: Level of active participation on education and research between Air Force counter-WMD centers, as well as Center sponsors and partners

Goal 3: Advise Air Force, DoD, and other USG policy-makers by offering critical insights and analysis on current and future (4-15 yrs) challenges posed by unconventional weapons

Objective 3.1: Develop social media tools to increase participative feedback and response from the national security community

Action 1. Distribute a periodic outreach journal of relevant, contemporary news articles for public distribution

Action 2. Engage the larger national security enterprise, to include NGOs and the general public, through social media such as Twitter and Facebook

Action 3. Develop and maintain a network of CPC alumni for continued collaboration and support toward continued professional development

Performance Measure: Increased engagement with Center stakeholders, partners, sponsors, and the general public

Objective 3.2: Engage the broader national security enterprise and international community in over-the-horizon discussions on nuclear enterprise and unconventional weapons

Action 1. Provide relevant intellectual expertise on critical future challenges to OSD, the Joint Staff, Defense Threat Reduction Agency, and National Defense University

Action 2. Collaborate with unconventional weapons experts across the interagency, e.g., Department of Energy, Department of State, and the intelligence community

Action 3. Leverage ongoing education and research efforts within academia, e.g., the Sam Nunn School of International Affairs and Monterey Institute of International Studies

Performance Measure: Number and relative quality of research projects with government agencies and academic organizations outside of the Air Force

Objective 3.3: Provide timely and relevant analysis on current topics of interest to Air Force policy-makers and the DoD national security enterprise

Action 1. Identify Air Staff and DTRA topics of interest through the development of an annual Strategic Issues List that will guide student education and research efforts at the Center

Action 2. Actively engage Air Staff, Joint Staff, Combatant Command, DoD, at national and international conferences, workshops, and meetings to develop relevant analysis on unconventional weapons issues

Performance Measure: Number of defense issues engaged outside of the Air University and relative increase in level of understanding of unconventional weapons issues

Our Sponsors and Partners

Defense Threat Reduction Agency

Headquarters Air Force, A5X (Operational Planning, Policy, and Strategy)

Headquarters Air Force, A7C (The Civil Engineer)

Headquarters Air Force, A10 (Strategic Deterrence and Nuclear Integration)

Headquarters Air Force, Office of the Surgeon General

Joint Requirements Office for CBRN Defense

National Defense University Center for the Study of WMD

National Nuclear Security Administration

Sam Nunn School of International Affairs

U.S. Air Force Center for Strategy and Technology

U.S. Air Force Europe

U.S. Air Force Global Strike Command

U.S. Air Force Institute for National Security Studies

U.S. Air Force Institute of Technology

U.S. Air Force Nuclear Weapons Center

U.S. Air Force Research Institute

U.S. Army Nuclear and CWMD Agency

U.S. Strategic Command

About the Center

The USAF Counterproliferation Center was established in 1998 at the direction of the Chief of Staff of the Air Force. Located at Maxwell AFB, this Center capitalizes on the resident expertise of Air University, while extending its reach far beyond – and influences a wide audience of leaders and policy makers. A memorandum of agreement between the Air Staff Director for Nuclear and Counterproliferation (then AF/XON, now AF/A5XP) and Air War College Commandant established the initial manpower and responsibilities of the Center. This included integrating counterproliferation awareness into the curriculum and ongoing research at the Air University; establishing an information repository to promote research on counterproliferation and nonproliferation issues; and directing research on the various topics associated with counterproliferation and nonproliferation.

The Secretary of Defense’s Task Force on Nuclear Weapons Management released a report in 2008 that recommended “Air Force personnel connected to the nuclear mission be required to take a professional military education (PME) course on national, defense, and Air Force concepts for deterrence and defense.” As a result, the Air Force Nuclear Weapons Center, in coordination with the AF/A10 (Directorate for Strategic Deterrence and Nuclear Integration) and U.S. Air Force Global Strike Command, established a series of courses at Kirtland AFB to provide continuing education through the careers of those Air Force personnel working in or supporting the nuclear enterprise. This mission was transferred to the Counterproliferation Center in 2012, broadening its mandate to providing education and research on countering WMD to include nuclear deterrence issues.

In February 2014, the Center’s name was changed to the Center for Unconventional Weapons Studies to reflect its broad coverage of unconventional weapons issues, both offensive and defensive, across the six joint operating concepts (deterrence operations, cooperative security, major combat operations, irregular warfare, stability operations, and homeland security). The term “unconventional weapons,” currently defined as nuclear, biological, and chemical weapons, also includes the improvised use of chemical, biological, and radiological hazards.



The CUWS's military insignia displays the symbols of nuclear, biological, and chemical hazards. The arrows above the hazards represent the four aspects of counterproliferation - counterforce, active defense, passive defense, and consequence management. The Latin inscription "Armis Bella Venenis Geri" stands for "weapons of war involving poisons."

U.S. Air Force Center for Unconventional Weapons Studies

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