

Annual Report

Air Force Culture and Language Center



 **AFCLC**

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**“Innovation isn’t a priority,
innovation is a culture. It’s
in our DNA and is always
running in the background.”**

551 E Maxwell Blvd
Montgomery, AL 36112



Connect



Enable



Execute

<http://culture.af.mil>

**Connecting Cultures
Enabling Airmen
Executing Airpower**

Introduction

The Air Force Culture and Language Center is proud to present this annual review, which will share data and content beginning 1 June 2016 and ending 30 June 2017. These dates have been carefully considered in accordance with internal program schedules. All other data is available on our website at culture.af.mil, or by contacting us at afclc.outreach@us.af.mil.

Thank you for your support of our culture and language programs.

AFCLC's incredible staff and partners are unique, not only for their drive and skills, but for the recognition that they have garnered among their peers. Just a few of this year's highlights are:



**NCO
OF THE QTR**
TSgt Alisha
Caton,
2nd Qtr 2017



**CIVILIAN
OF THE YEAR**
Ms. Rebecca
McKenzie



**CIVILIAN
OF THE QTR**
Mr. Chris
Chesser
2nd Qtr, 2017



**AWC
EXCELLENCE
IN ELECTIVES**
Dr. Suzy Steen



**FALCON-
THUNDERBOLT
AWARD**
Booz Allen
Hamilton Team

New Look: Effecting Innovation

Inno-vision

—
Visual impact was at the forefront of our minds when designing the new AFCLC and program logos. Each color, shape and size has been carefully planned out in order to achieve the best rhetorical first impressions, regardless of culture.

Inno-lutions

—
Solution-centered marketing impacts our people. Technology and information are rapidly evolving as imperative pacesetters in tomorrow's universal communicators. Our new brand sets the stage for a global viewfinder and outreach for our Center.

Our Brand

In the past year, AFCLC has adopted a new informational and graphical appearance. The message of a harvest of culturally-capable Airmen is sometimes difficult to carry out. That is why AFCLC has carefully redesigned its logo to streamline the way it has reinvented culture education in the Air Force and beyond. In line with a complete aesthetic overhaul, is a published branding guide outlining guidepoints on how to edit, enhance, and employ versions of our newest logo and vision statement. We aim to export Language, Regional Expertise and Culture education to a global force, and the encircled globe with blue color choices reflect many of our service and Center related goals.





Director's Message: Mr. Howard Ward

Innovation is not a matter of enlightenment. Innovation is a matter of survival.

Regardless of your business, change is inevitable. Organizations and even individuals who fail to evolve with the environment will be left behind. Organizations that fail to recognize opportunities and take action in those defining moments will not win even if they survive. It's true in business, sports, and even in the business of culture and language.

At the AFCLC, we have some beliefs that guide our thinking on innovation. One belief that profoundly impacts our ability to innovate is the belief that our organization itself is our greatest creation because it is a vehicle for creativity and agile thinking. The second is a belief that products and practices are fleeting but our values are enduring. Whether

A large, stylized graphic element consisting of overlapping geometric shapes in shades of gray and teal, positioned on the right side of the page.A small, dark, square inset photograph showing a person's hands and arms, possibly working with equipment or a tool, located in the upper right corner of the page.

you're a Language Enabled Airman Program (LEAP) participant, PME student, immersed in research, or the beneficiary of our expeditionary content, you've seen our products and delivery methods change with the times but our commitment to preparing Airmen to operate seamlessly with many air forces has been constant.

If you or your organization are at a place where you need to take a fresh look at innovation, here are some questions you may want to use as your compass to guide discussions that can lead to a more innovative culture:

1. What is our methodology for innovation? Innovation isn't a concept that simply happens on its own. Without a strategy that links people and resources, innovation will die on the vine as a good idea and nothing more.

2. Is the organization mentally prepared to be mission focused rather than product focused? When organizations find their identity in a product, their focus becomes so narrow that they fail to recognize changes in their environment or a window of opportunity opening. Sadly, many organizations filled with hard working people doing high quality work go bankrupt because they are unwilling or unable to embrace the inevitability of change. Organizations that find their identity in a mission will easily let go of existing products for an opportunity to be better at their mission.

Innovation isn't a task. Innovation isn't a priority. Innovation is a culture that constantly runs in the background of everything we do. Innovation, like culture and language, is essential and operational.



“

INCREASE CONNECTIONS
MANUFACTURE TIME
ENHANCE STABILITY

”

Language Region Culture



How far can you see?

We have synchronized setting our future planning sights on the year 2050, alongside SecAF and CSAF's priorities.



Budget-Saving Programs

Our LREC education methods ensure quality training, while eliminating end costs.

**As an organization,
we hold unchanging
values and standards
in balance with
changing cultures
daily.**

2nd Annual Language, Regional Expertise and Culture Symposium

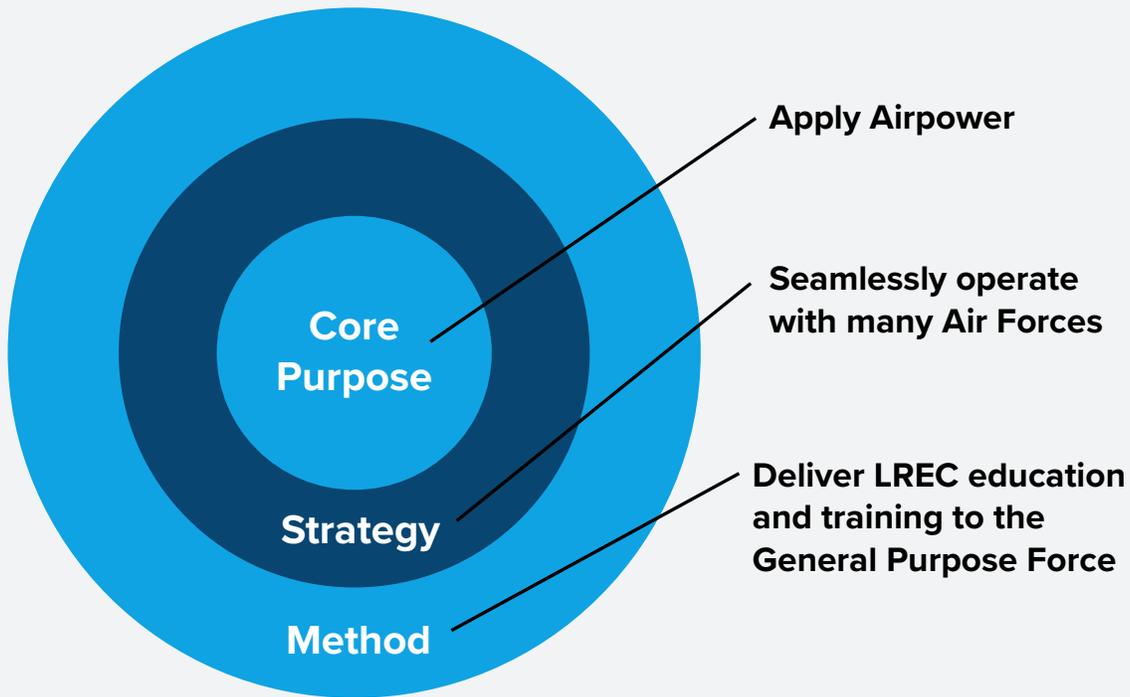
1. AFCLC organized and hosted Air University's 2nd LREC Symposium with international interest on connecting military and their families into the future of culture education.
2. Over 200 DoD and international attendees participated in the Symposium's two-day event precluding the Airpower Symposium and Maxwell AFB Air Show.
3. Cultural Property Protection presented by keynote speaker Dr. Peter Stone.
4. Gen. Roger Brady, USAF (Ret.) opened the ceremonies with his views and experiences on the importance of cross-cultural communication.
5. 25th Air Force's Virtual Reality M.A.G.I.C. (Mobile Applications and Games for Intelligent Courseware) demonstration showed some innovative futures to military LREC education.



I have never seen the convergence of hard and soft power like this under one roof.

-2nd Annual LREC
Symposium Attendee





In the field, curriculum design, LEAP participants converge with anthropologists to develop ground-breaking culture curriculum for our new-age Air Force.

Why We Serve

Our Mission

Enable airmen to operate with many air forces.

The thing we understand in the AFCLC is understanding culture and language holds the key to solving many challenges and also allows us to build lasting partnerships based upon mutual respect that will make our world a safer place. It's especially important for the US Air Force, since airpower is not constrained by lines on a map, to embrace culture and language as essential parts

of the Airman's toolkit. An Airman's global perspective is uniquely strategic and offers incredible capacity to further the interests of our nation and our international partners when armed with the tradecraft of culture and language.

“Global operations require global skills.”

- Lt. Gen Gina Grosso



Delivery

Less strenuous delivery methods mean more operational up-time. Professional development and a focus on core mission is our driving value.



Impact

Mission success and interoperability. Real leaders at Air War College and Air Command and Staff College here at Maxwell impact operators half a globe away by sharing a common goal in culture and language education.

REAL EDUCATION FOR A REAL GLOBAL CAPACITY

With time spent in more than 13 African countries, Capt. Megan Gallagher is not your typical U.S. Air Force officer.

“We usually lead engagements of about one to four weeks with a partner nation,” Gallagher said. “We deliver training and facilitate a dialogue and exchange of information on best practices. Depending on the needs of the partner nation, we could be focusing on humanitarian missions, maintenance practices, intelligence – really any areas of interest that further the capabilities and capacities of their aviation enterprise.”

When she’s back home, in addition to her duties as the squadron’s executive officer, Gallagher logs about two hours a day in online classes, honing her French language skills through the Language Enabled Airman Program’s eMentor courses.

The coursework Gallagher completes at home isn’t a generic, “off-the-shelf” computer training course, though. The depth and breadth of what Gallagher does requires a different approach, and that’s where eMentor excels. Small groups of LEAP participants join in the online course, and then they are expected to engage in listening, writing, reading and speaking in real time, on a variety of topics.

“The structure of the class pushes your language ability,” Gallagher said. “You will have a topic of interest for the day – it could be anything, superheroes, or social media, something random – and you are expected to form opinions and defend those opinions in the target language. It exposes you to new vocabulary, engages you and gives you instant feedback on everything from your pronunciation to your ability to debate. And you’re getting that feedback from a real expert.”

She says it comes down to the ability to “think” in another language – not just to speak in another language. “So many things don’t make sense if they are just directly translated.” That ability must be continually sustained over time, because it goes away quickly if not used in conversations with native speakers, she said. Through LEAP and eMentor, more and more Airmen have the opportunity to not just gain a language, but to sustain that valuable asset.

“The Air Force is striving to become more “joint,” she said. “But to have Airmen who are truly capable on an international level, who can facilitate our interests around the world, requires language skills. It’s something we must develop and encourage across the Service.”



1
BUILDING JTF LEADERS



2
REVITALIZING SQUADRONS



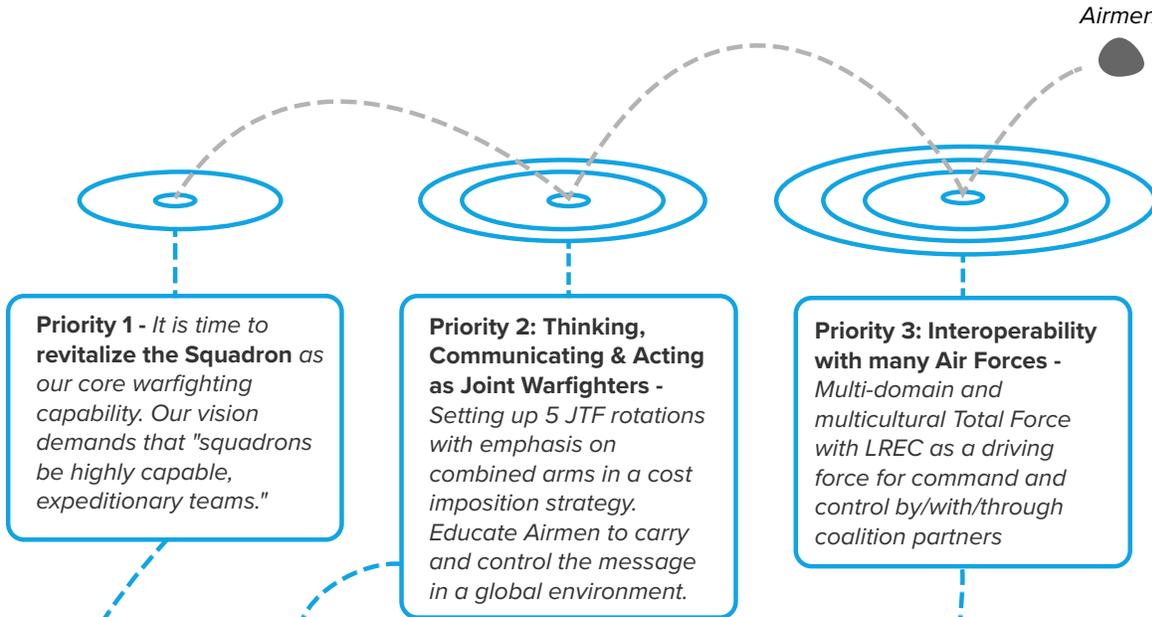
3
MULTI-DOMAIN C2



Connecting Cultures. Enabling Airmen. Executing Airpower.

Supporting the Chief's "Big 3" Priorities

Airmen

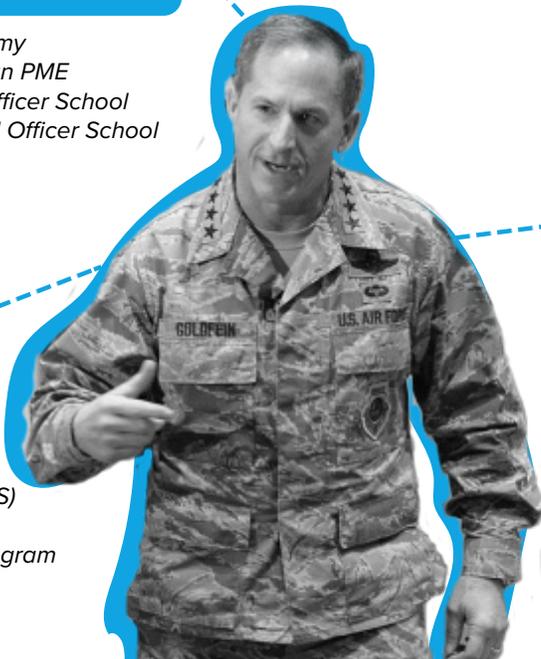


Linking culture to USAF history and doctrine to prepare Airmen for Joint Task Force Leadership

- NCO Academy
- Interamerican PME
- Squadron Officer School
- International Officer School

Education & Training, delivered in time-saving booster-shot modules, Strengthens Squadrons

- BMT/Accessions
- CCAF Online Culture Classes
- Pre-Deployment Training (ADLS)
- Expeditionary Field Guides
- Language Enabled Airmen Program



Coalition at the core, enabled by intercultural communication and planning with Allies and Partners

- AWC & ACSC Courses
- Theater Exercise
- Bilateral & Coalition Ops
- Building partner capacity

Enlisted Online Courses //

Our Center has provided two Community College of the Air Force (CCAF)-accredited courses since 2009. The culture-general classes satisfy a social science credit, and are supported by pertinent regional input from AFCLC's staff.

ITC

Introduction to Culture

What binds people together? This class teaches Airmen the importance of cultural properties.

CCC

Introduction to Cross Cultural Communication

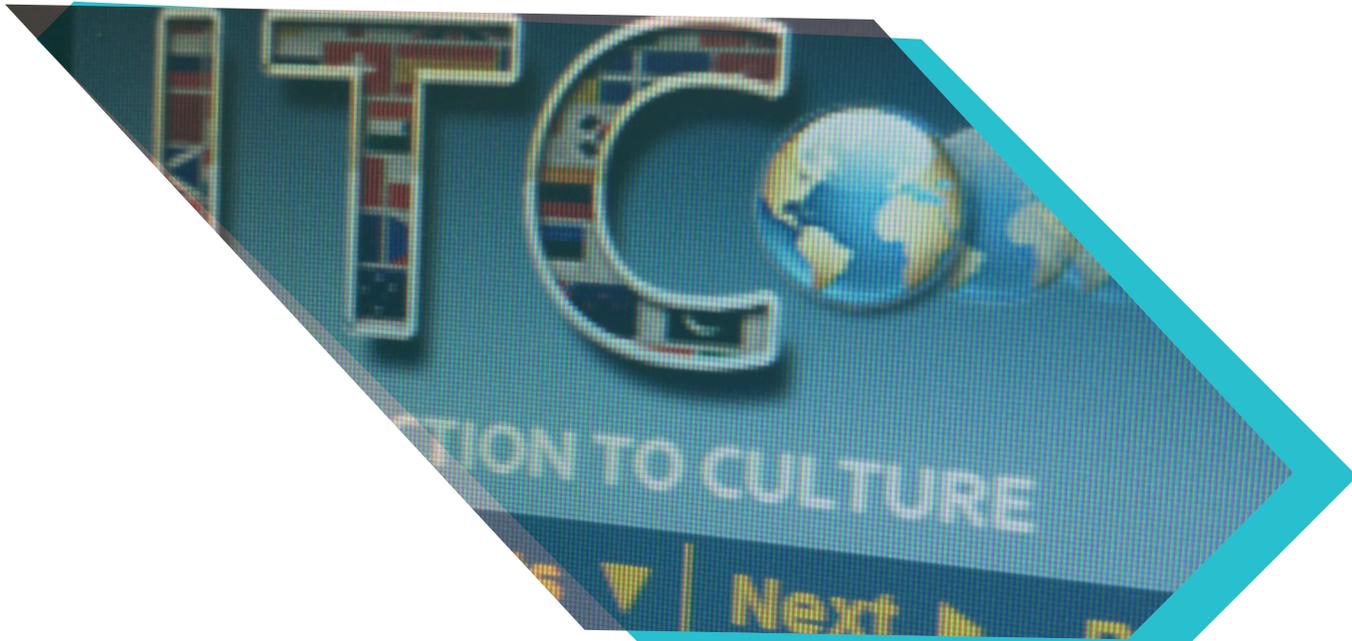
Students are immersed with how to carry messages across many cultures



The Breakdown

Ranks of our course graduates over past year:

Airmen	NCOs	Senior NCOs
3242	5521	2301



We offer two distance learning courses, “Introduction to Culture” and “Cross-Cultural Communication.” Both courses are worth three semester hours of credit through the Community College of the Air Force (CCAF). These are currently only available to enlisted members of the US Armed Forces (Active Duty, National Guard, and Reserve).



7,434 hours of
CCAF credits to
2,478 Airmen in
2017

Expeditionary Culture Field

GUIDE

Culture-packed, pocket-sized and free to the public, the AFCLC's ECFGs have been a staple in field readiness and as an augmentation to deployment awareness training for our military members since 2009. Eight years later, the AFCLC is continuously adding to its inventory in response to Air Force requirements. This year, we added four new countries to the count: Latvia, Lithuania, Turkey and Estonia.

"We are always excited to continue to produce regional expertise training and education products to our Air Force," said Howard Ward, AFCLC Director, "but these field guides go much deeper than spiral-bound notebooks, they are uniquely tailored to bringing any branch's men and women into a culture while they are immersed in it." Deploying commands, training units, and any interested individuals from around the Department of Defense can contact the Center's organizational mailbox at afclc.region@us.af.mil to request orders for hard copies of the guides.

"We have had requests for as little as a single book to 72,000 guides in a single order to 5th AF in Japan," said Mary Newbern, who manages distribution of the guides, "I would expect interest to boom with these latest additions, especially with no end in sight, and future country editions on the horizon."

Latvia, Lithuania, Turkey and Estonia are the AFCLC's first European Command (EUCOM) guides, and mark the first ever inclusions into the region.

The guides now cover 25 African, six Pacific, three Middle East (Central Command) and one South American, totaling 39 countries with more than seven new ones on the horizon.

"It's thrilling to be holding one of the first print versions of a EUCOM country," said Dr. Elizabeth Peifer, a European cultures specialist at AFCLC. "It represents a concrete return by Air Force leadership to deliver what their Airmen are asking for: culture-specific reference material." Material with a real-world relevance.

"Directly responding to Air Force requirements places us at the forefront of the coalition service effort, and sharing the load with Joint Task Force leaders as we provide their airmen with the capabilities they need to address vexing challenges of today's fight," said Howard Ward, AFCLC Director. Laminated pocket books are only the beginning of product availability for these guides, as well.

ECFGs are available completely free as their own app on Google and Apple stores right on any smart phone or app-accessible device, just by searching for "AFCLC".

Check them all out here: culture.af.mil/ecfg or contact us to request print copies today. "Our field guides are specially designed with a number of uses in mind, but only one single operator: the Airmen," said Ward.

S



7,438 units shipped
DoD-wide



Web Accessible



Free Android & iOS app
(search "AFCLC")



10,000+ downloads
to date



Regional Inputs from
Academic Leaders



7 new countries
scheduled this year

LEAP Spotlight: Maj Charlyne McGinnis

AFCLC: What was your motivation for joining LEAP?

McGinnis: Maintain proficiency. I had a language skill that I hadn't used in such a long time before joining LEAP. I was at [Squadron Officer School] at Maxwell, and one of my flightmates said he had language training in Italian. Curious, I asked him about this program and the rest is history.

AFCLC: Where do you see your career going from here and is LEAP opening doors to support your aspiration that may not have been opened otherwise?

McGinnis: It's really where the Air Force takes me, right? But I do feel that because of LEAP, I continue to hone my skills as an Intelligence Officer while at the same time, being more equipped to maintain and build more relationships with our Asia-Indo-Pacific partners especially with the Armed Forces of the Philippines. At [Special Operations Command, Pacific], we build trust through our relationships and my two-star understood the importance of the perspective I bring to the table; it is more than just speaking the language but more so knowing the cultural context in which we operate in. And that it something you can't learn from any text book.

AFCLC: So, nothing specific comes to mind?

McGinnis: Being an Air Attaché at US Embassy Manila will be a dream come true. Coincidentally, LEAP sent me to the Embassy for an Advanced LITE right after the Mamasapano clash in Southern Philippines. I learned how the Embassy worked while re-immersing myself in the culture.

AFCLC: What skill level did you have when you entered our program and where do you assessed yourself now?

McGinnis: I was a 3/3 coming into the program. I am still a 3/3, but a much different one, a much more confident 3/3. I took my Oral Proficiency Interview for the first time two years

ago because I didn't have the confidence to take it before. Fortunately, I've had awesome instructors during my eMentor training who challenged me a lot.

AFCLC: Would you have identified yourself to the Air Force as having language skills (Defense Language Proficiency Test) without LEAP?

McGinnis: Yes, I would but I would be more hesitant to volunteer myself to deploy if asked. LEAP definitely gave me a boost of confidence.

AFCLC: Wow, amazing. You are an asset to LEAP, your squadron, and those serving with you in the future.

McGinnis: Thank you! I only want to help in any way I know how. My unit is always looking for speakers because we want to further [Special Operations Forces] relationships in our Area of Responsibility. I've told them about LEAP and the pool of talented people we have. It is definitely encouraging that something I think was not important is making a great impact to US-Philippine bilateral relations. Thanks, LEAP!

Had an opportunity to give advice to the JTF Ranao Commander on additional ways to conduct information ops in Marawi, visited Sulu and Basilan, and up in Manila, met with the Commander, Philippine Army Special Operations Command, Chief of Staff, Armed Forces of the Philippines and lastly, as pictured, with the Secretary of National Defense, Secretary Lorenzana who was delighted that I spoke Tagalog to him.

Maraming salamat, LEAP. I was able to relay the US' commitment to helping the Philippine government defeat ISIS in their country. - Maj Charlyne McGinnis posted



CAREER-SPANNING KIM HAS YEARS OF EXPERIENCE WITH LEAP TRAINING

Managed by the AFCLC, LEAP is a career-spanning program to sustain, enhance, and assist with the utilization of the existing language skills of general purpose forces. LEAP has postured one of its participants, Maj Sylvia Kim, to carve out a unique career path thanks to its intensive training program.

In 2011, Maj Kim applied to LEAP to help sustain her French proficiency. Upon acceptance, she started participating in LEAP's eMentor program--live on-line language classes to enhance reading, listening, writing and speaking abilities. She has consistently returned to these courses over the past four years to maintain these perishable skills.

Maj Kim was also provided opportunities to undertake LEAP's language and culture immersions, called Language Intensive Training Events (LITEs). During Maj Kim's first LITE to Algiers, Algeria, she translated correspondence between the US Embassy and the Algerian military as well as assisted the FBI and DEA with a counternarcotic/counter-drug trafficking and border security course for the Algerian Gendarmerie. During a follow-on LITE, she provided curriculum support and translated critical medical and healthcare management coursework into French for the Defense Institute for Medical Operations (DIMO), a part of International Health Specialist's (IHS) Global Health Engagement. By partaking in these activities, she was able to practice the skills she gained through her eMentor courses and apply the invaluable knowledge she gained from her experience in the AFRICOM AOR and through her mastery of French medical terminology and concepts.

During Maj Kim's recent LITE to Paris, France at the end of 2015, she assisted the US Embassy by coordinating the movement of over 700 incoming personnel, fuel trucks, and other military aircraft and engaged in preparations for COP21, the largest global climate change conference in the world. Tragically, a series of terrorist attacks ripped through Paris the night of the November 13th, 2015, the third week of her immersion. All her language training and skills were put to the test during the following tense weeks in Paris. Maj Kim assisted with the arrival of Gen. Paul Selva, Vice Chairman, Joint Chiefs of Staff, as he and the French government worked on a plan to overcome these attacks. She stated, "Being on the ground in France for a LITE put you at the right place and the right time to get an once-in-a-lifetime experience."

Thanks to her tireless efforts to sustain and enhance her French language skills through the training provided by LEAP, Maj Kim was recently hand-selected to fill a staff billet at DIMO in San Antonio, TX. In her current position she applies her refined skill sets as a Medical Service Corps officer in her role as a DIMO Administrator. With her unique international development background and Medical Readiness experience, she applies her language and cultural skills daily by preparing staff members as they plan, deliver, and execute mobile training courses to partner nations. This helps expand their healthcare systems and infrastructure, increasing interoperability and promoting theater security cooperation in the AFRICOM, CENTCOM, EUCOM, PACOM and SOUTHCOM AORs.

She contributes her success within the IHS community to the invaluable experiences she has received through LEAP. As she states, "Because of LEAP, I am a multi-faceted, multilingual officer in the US Air Force. It has provided opportunities for me to excel and speak the same language as pilots, logisticians, intel analysts, linguists, and other specialties across the Services and Agencies in a joint environment."



OPME

AY17 Culture Courses

Educating tomorrow's leaders on the importance of people, their language and the binding forces of culture.



Research Initiatives

Our academic faculty is not only supporting traditional classroom instruction, but are staying abreast of changing international environments by maintaining contact and engaging in research initiatives that keep curriculum up to date, and an active component in their respective fields.

Research includes:

Cultural Property Protection (site: Benin, EPA) in joint, multi-domain, coalition contexts (Blue Flag); Religious Movements & Countering Violent Extremism (sites: West Africa/Sahel)

Interagency Cooperation; Corruption in cultural context; National Identity and citizenship (Moldova, post-Soviet and global); Cultural Studies Project

Gender roles and Women's rights in Arab Muslim communities (site: MENA); Role of memory in post-conflict communities

Tribal cultures intersecting with nation-states (the Americas and global); tribal leadership concepts; co-editing volume on concepts of boundless nature of Airpower

Radicalism and extremism; Holocaust and Genocide; Historical narrative and identity (Germany and global)

"Cosmopolitan communication" and intersections with global inter-cultural competence (global); co-editing volume on concepts of boundless nature of Airpower

Field research on Japanese colonial power in WWII as experienced by Pacific Island communities

AFCLC Faculty Teach a Wide-Range of Relevant Topics Across Air University

Courses Taught in AY17:

- “Power, Identity, and Security in the African Postcolony”
- “Contending with Corruption: Perspectives on Corruption and Anti-Corruption Initiatives”
- “Tribal and Traditional Cultures in the 21st Century & Anthropology of War”
- “Resurgence of the Far Right in Europe”
- “Effective Communication for Leaders in the Global Context”*

*AWC Excellence in Elective Award Winner

New Courses Proposed for AY18:

- “Effective Counter-Terrorism: Ideology, Narrative, Media and Performance”
- “The Modern Middle East: Transitions and Conflicts & The Politics of Islamic Struggle”
- “Understanding Germany, the New Hegemon & Genocide, Mass Killings and Post-Conflict Reconciliation”

Additional Teaching

“AWC RCS”, “ACSC International Security Studies”, “IOS Summer Prep Course”, “GOPAC”

Academic
Initiatives

eMentor Spotlight: Romanian SPCs

Unique language training opportunities are just one way that participants of the AFCLC's Language Enabled Airman Program are strengthening their multi-faceted knowledge of cultures and language.

Lt Col Scott Morgan, Commander of the 12th Combat Training Squadron at Fort Irwin, California, and TSgt Alexander Nastas, the NCO in charge of Combat Arms at Schriever AFB, chose topics relative to Romanian current affairs as part of their Special Project Courses (SPCs) through LEAP's synchronous online language program, eMentor. As part of eMentor, participants with higher-level language proficiencies who successfully complete a 16-hour Advanced Assessment course, such as Lt Col Morgan and TSgt Nastas, are eligible to undertake LEAP's self-directed SPCs, where they choose relevant cultural, military, political, or security topics and over the course of four months research and develop a thesis. At the conclusion of the SPC, participants deliver a live presentation of their research through the eMentor Virtual School online platform.

Lt Col Morgan chose the topic "Russia, Ukraine, and European Security," while TSgt Nastas chose "Romanian Police Training."

Lt Col Morgan, a former Romanian Olmsted scholar noted, "This special project class was helpful in regaining currency in foundational aspects of Romanian culture and politics, something that certainly has

degraded slowly over time since I moved away from Bucharest."

"I chose my subject because I was interested in the current state of Romanian law enforcement, and I wanted to compare and contrast their policies versus my experience in the Air Force," Nastas remarked.

Raluca Negrisanu, their Romania eMentor instructor, believes that the SPCs offer LEAP participants a unique opportunity to develop and enhance their linguistic and cultural knowledge without spending hours in a classroom.

Lt Col Morgan has been able to refine and enrich his vocabulary from the politics, social relations and economic domains and his writing became more and more analytical during the course of the class," she said of her students. "TSgt Nastas has also benefited greatly from this class, where he was able to research best practices in a successful police training in Romania and thus to expand and deepen his knowledge on this subject."

The Air Force saves both training dollars and hours and the participants grow both personally and professionally. LEAP's SPCs are a win-win for all—the USAF benefits from a language-enabled force ready and able to further its building partnerships mission and LEAP participants are able to grow into competent, fully trained International Airmen.

"Maintaining an appreciation and knowledge of a partner's perspective—something which takes constant maintenance—is the ticket to get in the door. Lasting and meaningful partnerships can only be built on such a foundation," Morgan remarked.

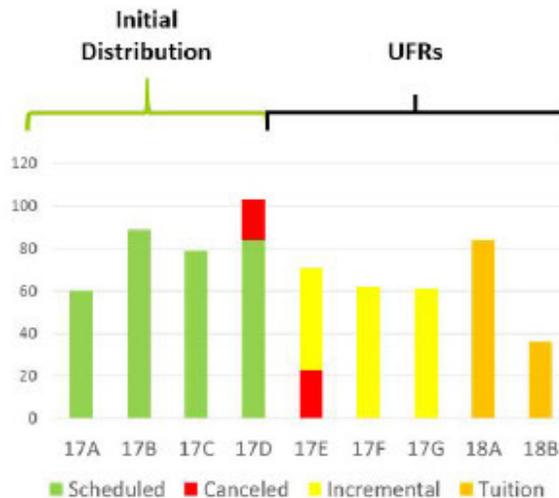




LEAP deliberately develops language enabled, cross-cultural Airmen to enhance the application of airpower

FY17 Language Intensive Training Event (LITE) Scheduling
Deliberate Development in 46 Air Force Strategic Languages

LITE Window	Dates	Originally Planned	FY17 Scheduled	Canceled due to Lack of Funds	Total Executed FY17	FY17 UFR for Tuition Costs
17A	22 Oct - 29 Nov	65	60	0	60	
17B	21 Jan - 18 Feb	85	89	0	89	
17C	4 Mar - 1 Apr	95	79	0	79	
17D	15 Apr - 13 May	95	103	19 ¹	84	
17E	27 May - 24 Jun	95	71	23 ¹	48 ²	
17F	15 Jul - 12 Aug	95	62	0	62 ²	
17G	12 Aug - 9 Sep	101	61	0	61 ²	
18A	11 Oct - 10 Nov	0		0	0	84 ²
18B	15 Nov - 16 Dec	0		0	0	36 ²
GRAND TOTAL		681	525	42	483	120

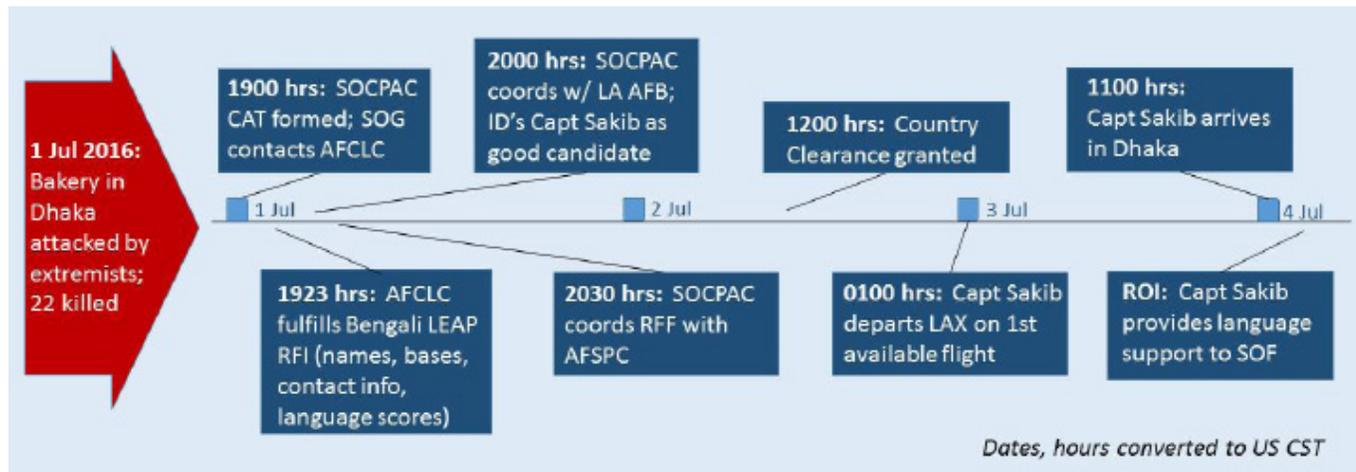


¹ LITEs canceled; funding not received in time to meet key country clearance milestones

² Supplementary funds provided by AFCLC, AWC, AU

³ ~Partially covered by UFR (tuition costs paid in FY17)

As of 30 Jun 2017



Selected to LEAP, trained via eMentor and LITEs, and identified in an instant through our unique personnel database LEADeR, or the Language Enabled Airman Development Resource, Capt. Sakib proved how useful a capable, willing and able Airman can be in a time of crisis.

General Predeployment

Stepping out beyond the Air Force

Expeditionary culture education for members of any rank is a paramount focus of the Air Force Culture and Language Center. That vision is only accomplished with full accountability of premier instruction for all Airmen, including general officers. The AFCLC ensured that vision with its 2016 schedule of General Officer Pre-deployment Acculturation Courses (GOPAC).

These courses are designed to provide individualized acculturation to senior officers and detailed preparation in language, cultural attitudes, and current events. The center's staff make it a point to highlight these service members' specific needs in country and provide applicable instruction so that their skills are relevant from the moment of arrival.

"There is a great deal of preparation to be completed before deploying anywhere," said Col. Charles Corcoran after his April graduation, "but this is one opportunity that stands out. Every graduate that I have spoken to made sure to tell me not to miss this course and its amazing training." Col. Corcoran attended GOPAC en route to the United Arab Emirates.

Several cultural subject matter experts, service members, and are PhD's involved in each GOPAC student through rigorous hours of culturally focused coursework. The officers were introduced to language and regional analysis education from the first day and led to increasingly more advanced topics as the course progressed. The cumulative event of the course, the Key Leader Engagement, places participants in a room with a native of their future destination, as they negotiate important decisions and enact social mannerisms. The event also presents the challenge of dealing with ambience, interruptions, and other concerns during their assessment. It is a real-time assessment of the acculturation that they received here.

"This course was a perfect mixture of subject matter and professionally delivered lessons that constantly built on my confidence," said Brig Gen David Hicks, a recent graduate of the course.

Officer Deployment



2017 //

40 graduates since 2009

2035//

**Multi-national, multi-service
education graduates**

The process is working

Participants are tracked and identified by skill level in order to posture them to support specific operational needs.

Take a typical personnel specialist and put him or her to work with a team of civil engineers repairing airfields, and you could expect some challenges. Now imagine that they speak two different languages, and that the personnel specialist's job is to make sure everyone understands each other.

This was the situation that Staff Sgt. Chol Yang, a LEAP participant, found himself in during a recent exercise at Daegu Air Base, South Korea.

The annual exercise ensures seamless interoperability between the U.S. and the Republic of Korea while repairing airfield damage and improves their capability to work together at a moment's notice. A critical piece of the exercise is communication – and that's where Yang's expertise came in. The staff sergeant has a Special Experience Identifier in his own personnel records, and the Pacific Air Force team used that information to invite him to volunteer to participate in the exercise.

Yang spent about a week working out in the field, forces in the austere conditions associated with airfield

“I'm not a civil engineer, so a lot of the terms and the Yang said. “So it was a lot of learning the terminology way to communicate it in layman's terms. It was a convey the meaning.”

The staff sergeant now rattles off acronyms (like the Airfield Repair System) and “MAAS” (Mobile Airfield Assessment and Support System) says was absolutely not in his skillset or his experience. The value of the LEAP program isn't to him personally.

“The U.S. military is present in South Korea,” Yang said. “If an issue arises, we speak the language, understand the culture, and that makes us able to make better work.”

“Any time you can go to another country and meet new people, it gives you a new perspective. Anytime you can travel to that country with LEAP training, you know you are going to be able to apply that perspective throughout your career.”



Time Sense

LEAP participants don't just save money, they save time. Each of our Airmen increase weeks of their availability with eMentor and planned 2-week immersions.

Trained Identified

Training time saved vs. traditional language methods

Number Active 2,366

eMentor 3,981

LITEs 2,308

helping the U.S. and Korean
field repair.

equipment were new to me,"
y, and trying to find the right
challenge, but I was able to

yms like "EALS" (Emergency Airfield Lighting
rresting System) with ease – something he
r vocabulary before the exercise. But the real
personally, he said – it's to the U.S. military.

nt all over the world – and not everybody speaks English,"
ses, if one of our allies needs help, having Airmen who can
rstand the culture and share the meaning of the message
tter decisions. We're really the 'bridge' that can make it

Regional Affairs Strategist

In 2016, AFCLC took on a new mission: managing the RAS Immersion participants worldwide by managing their travel, training and year-long involvement interoperating with foreign cultures. Now overseeing more than 156 RAS- Immersions and growing.



Our 2017 Numbers

Foreshadow 2018 Greatness

Here are a couple of numbers to consider: 5.879×10^{12} miles is the distance light travels in one year; 3.9×10^6 miles is the distance LEAP participants journeyed in FY16.

While our astronomical units were not quite as impressive as those of your average physicist, it's hard to beat the fact that 594 USAF professionals moved four million miles to 59 countries in 365 days; not to mention their thousands of human interactions, billions of words in 42 strategic languages, and unquantifiable positive change to international partnerships for light years to come.

LITEs are an integral component of the Air Force Culture and Language Center's strategic plan to facilitate impactful, relevant education and training for our bench of 2,144 LEAP participants. The AFCLC offers LITEs as the TDY complement to LEAP's eMentor online synchronous learning. This career-spanning education and training system enables Airmen to focus primarily on their career fields while enhancing and sustaining linguistic and intercultural skills. Ultimately LEAP participants are postured to work seamlessly with partner Air Forces whenever called upon.

A LITE is a TDY, averaging 30 days, that places Airmen in linguistically, regionally, and culturally complex settings. LEAP participants are placed in a LITE every three years on average, and these events are tailored to meet participants' language learning needs. The most common LITE is a four-week language school designed for full immersion with a homestay family, cultural excursions, classes and homework -- and little to no English. Other LITEs are more exercise or security cooperation focused, with or without a classroom component.

With tailor-made flexibility and the needs of the warfighter in mind, the AFCLC developed LITEs that impress far beyond the miles traveled. It's the innovative "firsts," big program accomplishments, and dedication of each LEAP officer and NCO that made all the difference. Here's a small sample:

FORTY-NINE language school partnerships, including five new partnerships with programs in Kazakhstan, Mozambique, Benin, Mexico, and Germany.

EIGHTEEN exercises through which LEAP participants facilitated intercultural communication while growing their language skills and regional understanding.

EIGHT LEAP participants who took part in a LITE while completing Squadron Officer School and NCO Academy alongside their partner nation counterparts in Bogota, Colombia.

FIVE new area studies immersions (ASIs), designed and implemented in Vietnam, Taiwan, Japan, Morocco, and the Philippines, adding to our existing ASIs in South Korea and Colombia.

THREE Region and Cultural Studies group partnerships by which LEAP participants provided language support to Air War College while benefiting from interaction with senior military leaders.

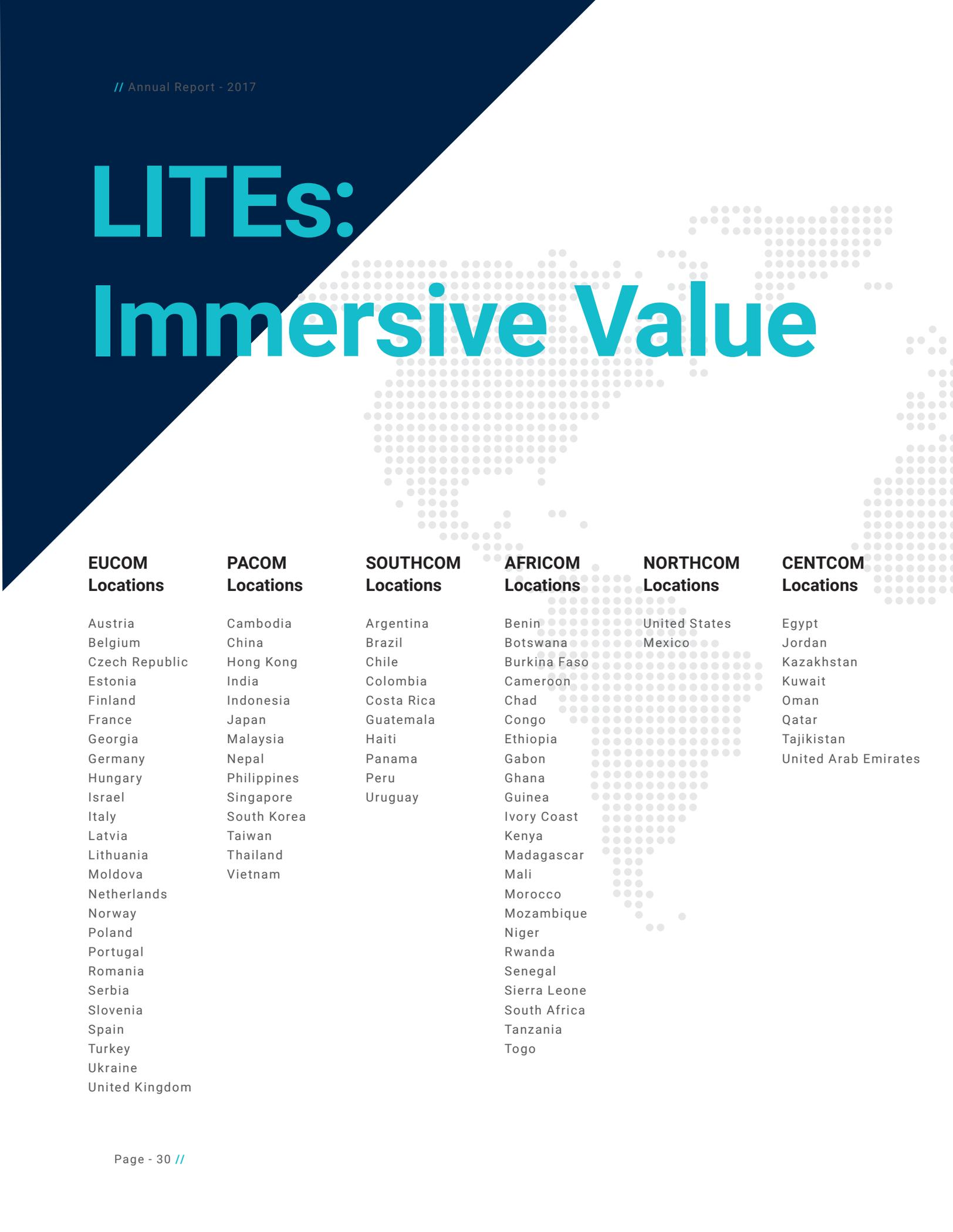
Besides developing the program capacity to effectively meet diverse language learning needs and build programs on a global scale, the AFCLC refined the means by which we assess our program's strengths and areas for improvement. At the close of each quarter, the AFCLC Assessments Division reviews participant's end-of-course survey inputs and prepares a report for AFCLC Director-level review. The team then holds a hot wash and makes adjustments to improve the quality of logistical and academic support, program planning, and processes to support future LITEs. Throughout the year, our team has made significant improvements to the quality of participants' transportation, lodging, safety, and overall academic experience.

Finally, the AFCLC stays abreast of AF language utilization. Participant survey inputs and countless anecdotes offer compelling evidence that, following their LITEs, LEAP participants are being utilized in exercises and deployments at a rapidly growing rate, due in large part to the reputation LEAP participants are gaining across the Services. DoD organizations such as the Defense POW/MIA Accounting Agency and Defense Institute for Medical Operations consistently turn to LEAP participants. Furthermore, the percentages of LEAP participants selected for vector into career paths such as Foreign Affairs Officer is increasing each year.

To say that we're light years ahead of where we were when the first LITE participant traveled in 2009 is an understatement. LEAP is not only boasting impressive numbers but more importantly enabling Air Power through relevant, timely, and flexible education and training.

With each month, we improve program quality and outreach. The sky is indeed the limit. Who knows how far we'll go next year?

LITEs: Immersive Value



EUCOM Locations

Austria
Belgium
Czech Republic
Estonia
Finland
France
Georgia
Germany
Hungary
Israel
Italy
Latvia
Lithuania
Moldova
Netherlands
Norway
Poland
Portugal
Romania
Serbia
Slovenia
Spain
Turkey
Ukraine
United Kingdom

PACOM Locations

Cambodia
China
Hong Kong
India
Indonesia
Japan
Malaysia
Nepal
Philippines
Singapore
South Korea
Taiwan
Thailand
Vietnam

SOUTHCOM Locations

Argentina
Brazil
Chile
Colombia
Costa Rica
Guatemala
Haiti
Panama
Peru
Uruguay

AFRICOM Locations

Benin
Botswana
Burkina Faso
Cameroon
Chad
Congo
Ethiopia
Gabon
Ghana
Guinea
Ivory Coast
Kenya
Madagascar
Mali
Morocco
Mozambique
Niger
Rwanda
Senegal
Sierra Leone
South Africa
Tanzania
Togo

NORTHCOM Locations

United States
Mexico

CENTCOM Locations

Egypt
Jordan
Kazakhstan
Kuwait
Oman
Qatar
Tajikistan
United Arab Emirates

620

LITEs were completed by LEAP participants

201 (32%)

Advanced LITEs, involved mil-to-mil cooperation in an exercise, classroom, or other training event.

419 (68%)

Traditional LITEs, involved a 3-week university area studies program or traditional 4-week school with a homestay family

6

LEAP participants participated in and presented at the AU LREC Symposium

137

LITEs were completed by RAS

36

Officers completed a Language & Area Studies Immersion (LASI) for language sustainment

50

Officers participated in one or more immersions as part of their RAS pipeline training (total of **101** immersion locations)

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