

# 2017 Annual Report

Air Force Culture and Language Center



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**“I don’t see a future  
where the world is less  
connected, less global, or  
less coalition at the core”**

***- Howard Ward  
Director, AFCLC***

551 E Maxwell Blvd  
Montgomery, AL 36112



Connect



Enable



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<http://culture.af.mil>

**Connecting Cultures  
Enabling Airmen  
Applying Airpower**



## Introduction

The Air Force Culture and Language Center is proud to present this annual review, which shares data and content beginning 1 January 2017 and ending 31 December 2017. Other program data can be provided by contacting us at [afclc.outreach@us.af.mil](mailto: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**  
Mr. Chris  
Chesser



**TEAM OF  
THE YEAR**  
Language  
Enabled Airman  
Program



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



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

## **New Look: Inspiring Innovation**

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 first impressions.

## **Our Brand**

In 2017, AFCLC adopted a new informational and graphical appearance. Designers have carefully redesigned the Center's logo to represent its culture education mission in the Air Force and beyond. In line with a complete aesthetic overhaul, is a published branding guide outlining guidepoints about the logo and vision statement. The globe and color pallet reflect the Center's focal points on military and culture education.





## Director's Message: Mr. Howard Ward

The Air Force Culture and Language Center began 2017 facing a number of challenges, starting with breaking me in as the new director. AFCLC finished 2017 with accomplishments and performance metrics that exceeded our most optimistic projections. There are many people to thank for making that happen and it's always appropriate for gratitude to begin at home. The active, Reserve, and ANG military members; government civilians, and contractors that comprise the Center's professional family have simply been magnificent. Their dedication, innovation, and passion for the daily grind of our business is exemplary. No leader could ask for better. Our constituents, stakeholders, and advocates in the Beltway and AETC have helped open doors, create opportunities, and find solutions to our challenges. We are grateful that our local leadership at Air University and Air War College embrace the mission and the airmen who deliberately develop their skills through our career-spanning learning model.

In charting AFCLC's course for the year, we collectively settled upon three priorities: improve connection with Airmen and senior leaders, manufacture time for our staff, and enhance resource stability for more effective planning. Our efforts have produced tangible results with briefings to the VCSAF and numerous other senior military and civilian leaders. The combination of AFCLC programs and vignettes of Airmen's accomplishments told a compelling story that directly translated into enduring connection and advocacy. Through challenging every assumption about the way we do business and technology, we were still able to achieve

a record year in LEAP while we worked to correct personnel shortages. AFCLC also made a number of moves to stabilize both personnel and materiel resources so that planning for research and LEAP could be conducted with a high degree of confidence.

These management priorities have produced a banner year in LEAP. As of this writing, there is a bench of 2,742 willing and able LEAP scholars undergoing deliberate development in 95 languages and 106 countries following the accession of 399 active duty Airmen and rising seniors at USAFA and ROTC through our 2017 selection boards. Our selection boards placed a sharper focus on sustaining the investment made in language studies at USAFA and ROTC with a record number of selectees. We also took a "farm system" approach in linking talent sustainment to potential to fill language designated positions. The nucleus of it all is our proprietary IT system, known as LEADeR, and the advances in its functionality and task automation have been nothing short of a quantum leap forward in 2017.

The AFCLC faculty team is the most dynamic in the history of the center. With a team of 7 PhDs in multiple disciplines, they have set a high bar in teaching, research, and service. They have truly made our classroom global teaching America's brightest officers in graduate PME, undergraduate courses through the CCAF, online predeployment content, and targeted instruction such as cross-cultural communication for joint services members of United Nations Military Observer missions. General Officer Predeployment Acculturation Courses (GOPAC) continue as one of our flagship enterprises. AFCLC proudly claims 43 graduates and feedback on operational value is very strong. Expeditionary Culture Field Guides continue to grow in popularity, especially through the mobile app where anyone can find all 46 of our currently developed guides. The center's second LREC Symposium doubled in length, presentations, and attendees and also featured Gen (ret) Roger Brady and Sir Peter Stone as keynotes.

Several faculty members are leading a research effort in Cultural Property Protection along with partners from several military organizations, civilian academia, and the international Committee of the Blue Shield.

### LOOKING AHEAD TO 2018: "AFCLC: "THE SOURCE"

At this writing, 2018 is on track to far surpass our accomplishments in 2017 thanks to our efforts to shape the environment through the priorities of connection, time, and stability. LEAP will hit record numbers of immersions this year thanks to our partners at AU/FM who worked with us on financial stability so that training with long lead times could be planned with confidence. While we still face the financial and personnel challenges all military organizations are



# INCREASE CONNECTIONS MANUFACTURE TIME ENHANCE STABILITY



facing, measures to shore up our cost structure are allowing us to execute within our means. We have already trained three general officers through GOPAC and with two more upcoming. We will develop 7 new culture field guides this year with an emphasis on the Caribbean and Central America to provide resources for forces typically called upon for HADR missions during hurricane season. An innovation we are attacking with energy is the potential for virtual reality technology to represent a low cost option for practicing cultural connection between scheduled immersions. This technology could be a game changer in defeating time and distance for a higher volume of immersive training that will translate to confidence when called upon to use culture and language skills operationally.

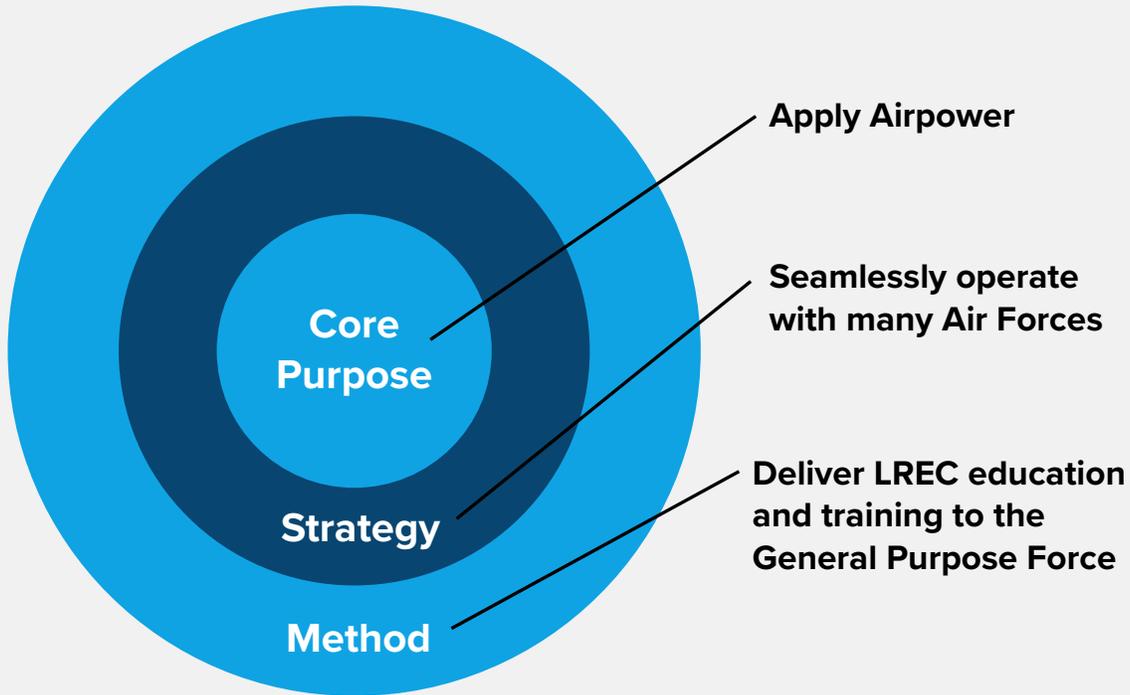
AFCLC is also embarking upon a 5-year vision called “The Source” where our intent is to grow into a one-stop shop for the Air Force’s LREC education and training needs. Our lines of effort to become “The Source” include the future of LEAP beyond the year 2022, developing reachback capability, building an “armory” of LREC education and training products, constructing cutting edge courses with innovative delivery methods, and building our own organizational culture to think and act like a start-up rather than a bureaucracy. First year goals include a new governance structure for LEAP, initial work on what AFCLC can offer beyond the scope of LEAP, establishing our own peer-reviewed journal called “Panorama” with the first issue targeted for August, mobile app enhancements and field guide acceleration, ground breaking research and writing in cultural property protection, and a facility enhancement conducive to innovation for hosting higher level events and working groups.

The primary threat we see in accomplishing our 2018 goals to become “The Source” arise mainly from financial instability. AFCLC is not immune from the planning constraints that

arise from short term continuing resolutions. While not a threat thanks to an incredible outreach effort, connecting LREC skills to operational applicability remains a challenge. For not only AFCLC, but for all of us in the LREC space, we must work harder to show not only senior leaders but especially mid-career officers and NCOs how LREC skills support operations tactically and strategically. What we have learned is that vignettes carry the day in strategic communication; if we make it our business to tell the stories of what people are accomplishing thanks to LREC skills, it will become more widely known and more widely proliferated into standardized planning processes.

## FINAL THOUGHTS

There couldn’t be a more exciting time to be in the LREC space. U.S. Secretary of Defense Jim Mattis has spoken directly to us through the new National Defense Strategy by placing great importance on building alliances and interoperability with partner nations. The reason he is giving us this call to arms is simple...there’s no scenario for what the future holds where the world is less global, less connected, and less operationally coalition at the core. For all that will change in the world that is to come, the one thing that will remain the same is that every action flows from the interaction of people. Nations with the greatest skill at connecting with partners through culture and language will be the ones who chart their own course to a secure future. Now...now...now...is the time for all players in the LREC space to fully grasp our moment in history, partner together more effectively to defeat the tyranny of resource constraints, and link our education and training efforts to strategy. AFCLC is up to the challenge and we look to our own future and the future of our nation with nothing but optimism about all the great things we can accomplish together.



**Design**

From foreign environments to US classrooms, LEAP participants converge with anthropologists to develop ground-breaking culture curriculum for a new-age military.

**“The ultimate goal is a peaceful world, and that is possible when people understand each other” –SSgt Jennifer Shelton, LEAP participant**

### Why We Serve

## Our Mission

**Enable airmen to operate with many air forces.**

The Air Force Culture and Language Center creates and executes language, region and cultural learning programs for Total Force Airmen, and provides the Service with the subject matter expertise required to

institutionalize these efforts. AFCLC, as the acknowledged experts, will lead the U.S. Air Force in building a cross-culturally competent Total Force to meet the demands of the Service’s dynamic global mission.



**Delivery**

Accessible class methods mean more operational up-time. Professional development and a focus on core mission are our driving values.



**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.

# Becoming “The Source”

## AFCLC’s Five Year Vision to become the Air Force’s one-stop shop for LREC training and education

### 1) Future of LEAP

Develop a new governance structure for LEAP and work on what AFCLC can offer beyond the scope of LEAP

### 2) Develop reachback capability

Establish our own peer-reviewed journal called “Panorama”, with the first issue targeted for 2019

### 3) Build a “culture armory”

Improve mobile apps, accelerate the field guides and continue with groundbreaking research

### 4) Construct cutting edge courses, training, and educational processes

Create groundbreaking research in writing and Cultural Property Protection

### 5) Transform Center’s culture to think and act like a startup business

Enhance and upgrade our facilities to be conducive to innovation and support a wide array of engagement opportunities

# Real Education for a Real Global Capacity

Sixteen years have passed since Lieutenant Colonel Dear Beloved joined the Air Force. At the time when he entered, there were mounting tensions between Iraq and the U.S. and a shortage of Arabic speakers in the military. Lt Col Beloved did not speak a second language, but, he knew he needed to learn.

“As a young second lieutenant, I made up my mind to learn a language and I chose Arabic—as a critical need for our nation. The Air Force immediately offered opportunities to achieve this goal,” he said.

Lt Col Beloved started his linguistic journey by taking Arabic courses online. From there, he discovered the Air Force Culture and Language Center. AFCLC offers cultural, regional, and linguistic training to Total Force Airmen. Lt Col Beloved was accepted into AFCLC’s Language Enabled Airman Program and as a LEAP participant, he took additional Arabic language and culture classes. Eventually, he traveled to Tunisia for a Language Intensive Training Event.

“Language and culture are the living breathing identity that must be continually renewed and maintained,” he said. “In Tunisia, I learned how to bond with the local Tunisians over mint tea with pine nuts on Habib Bourguiba Avenue, as the sun dipped below the horizon. In Oman, I lived with a host nation family for three months and experienced the desert oasis amid massive sand dunes.”

Lt Col Beloved said that his immersion trips allowed him to experience different cultures firsthand; experiences that trickled over to his daily duties in the Air Force. In his official capacity, he used his language and cultural training to work with Iraqi officials.

“In Iraq, I dodged daily rockets and mortars alongside my Iraqi Air Force counterparts, all while building their intelligence capability from scratch and soaking in the Iraqi dialect. In the United Arab Emirates, I negotiated

a peaceful resolution to a conflict between the SECAF Security team and the Dubai police during the Dubai Air Show. These are just a few examples in which my language and cultural experience has served as a force multiplier for the Air Force,” he said.

Lt Col Beloved encourages other Air Force members to look into learning another language. He now speaks Arabic, German, and Korean and has been a certified USAF Foreign Area Officer for four years. He will be sharing his story at this year’s LREC Symposium March 28-29.

“AFCLC allowed me to develop and sustain language capability, regional expertise, and cultural knowledge. I continue to sustain and improve my language in service of the nation,” he said.



**1**  
**BUILD A MORE DYNAMIC FORCE**



**2**  
**STRENGTHEN ALLIANCES**



**3**  
**ORGANIZE FOR INNOVATION**

## Expeditionary Culture Field

# GUIDES FOR THE FUTURE

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 five new countries to the count: Estonia, Latvia, Lithuania, Chad and Turkey.

"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 simply interested individuals from around the Department of Defense make requests to the Center's organizational mailbox, [afclc.region@us.af.mil](mailto:afclc.region@us.af.mil), to make 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 production 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. The guides now cover 46 countries which include

27 African, nine Pacific, six European, three Middle East, and one South American nations. There are currently seven new guides in production.

"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](http://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 Airman," said Ward.



7,438 units shipped  
DoD-wide



Web Accessible



2,250+ current app  
users



Regional Inputs from  
Academic Leaders



Seven new countries  
scheduled this year

## LEAP Spotlight: MSgt. Diego Yoshisaki

MSgt. Diego Yoshisaki is an accomplished Airman. He currently serves as the 12th Air Force/Air Force Southern Command Surgeon's Office Superintendent and has assisted in missions around the world. As a member of the Language Enabled Airman Program, Yoshisaki said LEAP has helped him to understand how other nations lead and manage their forces.

**“The course solidified my leadership abilities to lead Air Force teams not only within the US military, but, also across borders,” he said.**

In 2012, he was selected to participate in LEAP, the Air Force Culture and Language Center's program that aims to develop cross-culturally competent leaders in the Air Force. In the program, Yoshisaki honed his Spanish and Portuguese language skills traveling to Brazil for a Language Intensive Training Event. Shortly after, he was named the Senior Enlisted Political Liaison in Portugal, Lajes Air Base, Azores.

During his time in Portugal, Yoshisaki's language and culture abilities were put to the test. Yoshisaki said his duties there included: translating official documents, coordinating bilateral meetings (Portuguese and English), and continuously engaging with the partner nation and the Department of State.

“Some of my accomplishments while assigned at Lajes include the completion of the airfield repair valued at \$1.2 million, enabling 13,000 air traffic control movements across the Atlantic Ocean,” Yoshisaki said, “moreover, the US command returned 280 facilities to the Portuguese Government saving the US government millions of dollars”.

Yoshisaki describes his experience with LEAP as “a solid foundation to be a culturally cognizant and language-enabled Airman”.





# AFCLC LEAP

The Language Enabled Airman Program deliberately develops language enabled, cross-cultural Airmen to enhance the application of Airpower.

As of December 2017, LEAP comprised approximately 2,736 Airmen and 95 languages on the SLL.



I can't say enough about LEAP. Where else can you get language training on your own time, travel to other countries, and get paid to operate in a joint capacity like this?"

- 1st Lt Ariel Saltin, LEAP participant -



# LITEs: Immersive Value

"Immersive Value" highlights the type of language training data that is displayed below, and describes the value that members of the Language Enable Airman Program are bringing to the program and the Air Force. Participants undergo an in-country immersion exercise that spans two to three weeks on average, and places them in a foreign country to study language and culture at a local school, while they are housed with a local family. All of the details of the immersion are carefully planned, cleared, and managed by LEAP staff at AFCLC. The training time is at the individual's availability and commander's consent. Below is a breakdown of the countries, and some numerical data values from the immersive training events, known as Language Intensive Training Events, or LITEs.

## **EUCOM Locations**

Albania  
Armenia  
Azerbaijan  
Belgium  
Croatia  
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**

China  
Hong Kong  
India  
Indonesia  
Japan  
Laos  
Malaysia  
Myanmar  
Nepal  
Philippines  
Singapore  
South Korea  
Sri Lanka  
Taiwan  
Thailand  
Vietnam

## **SOUTHCOM Locations**

Argentina  
Brazil  
Chile  
Colombia  
Costa Rica  
Haiti  
Panama  
Peru  
Uruguay

## **AFRICOM Locations**

Benin  
Botswana  
Burkina Faso  
Cameroon  
Congo  
Ethiopia  
Gabon  
Guinea  
Madagascar  
Malawi  
Mali  
Morocco  
Mozambique  
Niger  
Rwanda  
Senegal  
Sierra Leone  
South Africa  
Tanzania  
Togo  
Tunisia  
Uganda

## **NORTHCOM Locations**

United States  
Mexico

## **CENTCOM Locations**

Egypt  
Jordan  
Kazakhstan  
Kuwait  
Kyrgyzstan  
Oman  
Tajikistan  
United Arab Emirates

**575**

Total LITEs were completed by LEAP participants

**176**

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

**399**

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

**144**

LITEs were completed by FAOs

**32**

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

**112**

Officers participated in one or more immersions as part of their FAO pipeline training

# 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 faculty.

ITC

### Introduction to Culture

What binds people together? This class teaches Airmen the importance of culture and the role it plays.

CCC

### Introduction to Cross Cultural Communication

Students are introduced to key concepts for intercultural communication

**"The course solidified my leadership abilities to lead Air Force teams not only within the U.S. military, but also across borders"**

**- MSgt Diego Yoshisaki, AFCLC LEAP Participant**



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).



**32,844** hours of  
**CCAF** credits to  
**10,411** Airmen  
as of 2017

**OPME**

## **AY17 Culture Courses**

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

### **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

#### **Additional Courses Taught**

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

#### **AWC Regional Cultural Studies**

- West Africa
- East Europe
- The Levant, North Africa
- International Officers



## Faculty Research Initiatives

- **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**

## Air Force Major uses language and culture skills to save lives in plane crash

One minute, you're having a well-deserved beer after a long hike. The next minute, you find yourself in the middle of a dangerous and deadly crisis. How do you react?

For Major Braden Coleman, military training was key. The C-17 pilot currently in training at the Joint Military Attaché School in Washington, DC. Braden is a Foreign Area Officer, which means he spent 47 weeks at the Defense Language School in Monterey, Calif., learning Urdu, the official language of Pakistan, and honing his cross-cultural skills. The culmination of his training was a cultural immersion in South Asia in 2017.

He was sent overseas to visit several countries, practice his language abilities, and "get the lay of the land," he said.

During the trip, he scheduled an excursion to hike to Base Camp Mount Everest in Nepal. He and a Nepali guide had just returned from the days-long hike to Lukla, a small town known as the gateway to Mount Everest. Because of its location, Lukla's Tenzing-Hillary Airport was a popular place for travelers to fly into and out of at the start of their hikes.

Challenging visibility and the frequent thick cloud cover there led the History Channel to rate Tenzing Hillary Airport as the "world's most dangerous" in 2010.

All this was far from Coleman's mind, as he and his guide celebrated their successful trek to Base Camp Everest with beers at a hotel overlooking the airport's narrow incoming runway on the afternoon of May 27, 2017.

"All of a sudden, we saw all these people running," Coleman said. "We figured out that a plane had crashed, because we saw the smoke coming up at the end of the runway."

Coleman didn't know what he could do, but he knew he had to do something. He set off toward the area where the plane crashed.

Photos from the incident show the difficulty of even making it to the plane – it was lodged on the side of cliff below the actual runway, and in an area of dense undergrowth. "It wasn't like an easy walk," he said. "We were moving down a cliff." Complicating matters, Coleman said many of the local people were also either at the site or heading there, too. "It seemed like the whole town was there," he said.

The aircraft was crewed by three people – a pilot, co-pilot and air hostess, Coleman said. The air hostess had been severely injured but already evacuated when Coleman arrived. The pilot had died, but the co-pilot was alive, and trapped in the aircraft. Coleman met up with the medical team, helped carry medical equipment and stretchers down to the cockpit and then retrieved axes and saws for those at the plane.

"People were using axes to chop into the plane to try and get the co-pilot out, but they had to be really smart about where to chop, because we were in a place where it was a 20 or 30-foot fall to the next cliff."

It was starting to rain and getting colder, but even more dangerously, the aircraft was spilling oil, gas and hydraulic fluid onto the ground – with the plane's electrical systems still going. "Planes don't just 'shut off,'" Braden said. And at that point, his military pilot training began to take over.

"I knew there would be an emergency checklist in the flight manuals, so I said, 'Hey, let me take a look at this.'" Coleman called for fire extinguishers. He relayed instructions for shutting down the aircraft to a New Zealand pilot who was also on scene providing assistance.

Someone saw flames near the flammable liquids still

flowing from the plane, and the fire extinguishers Coleman had requested became critically important.

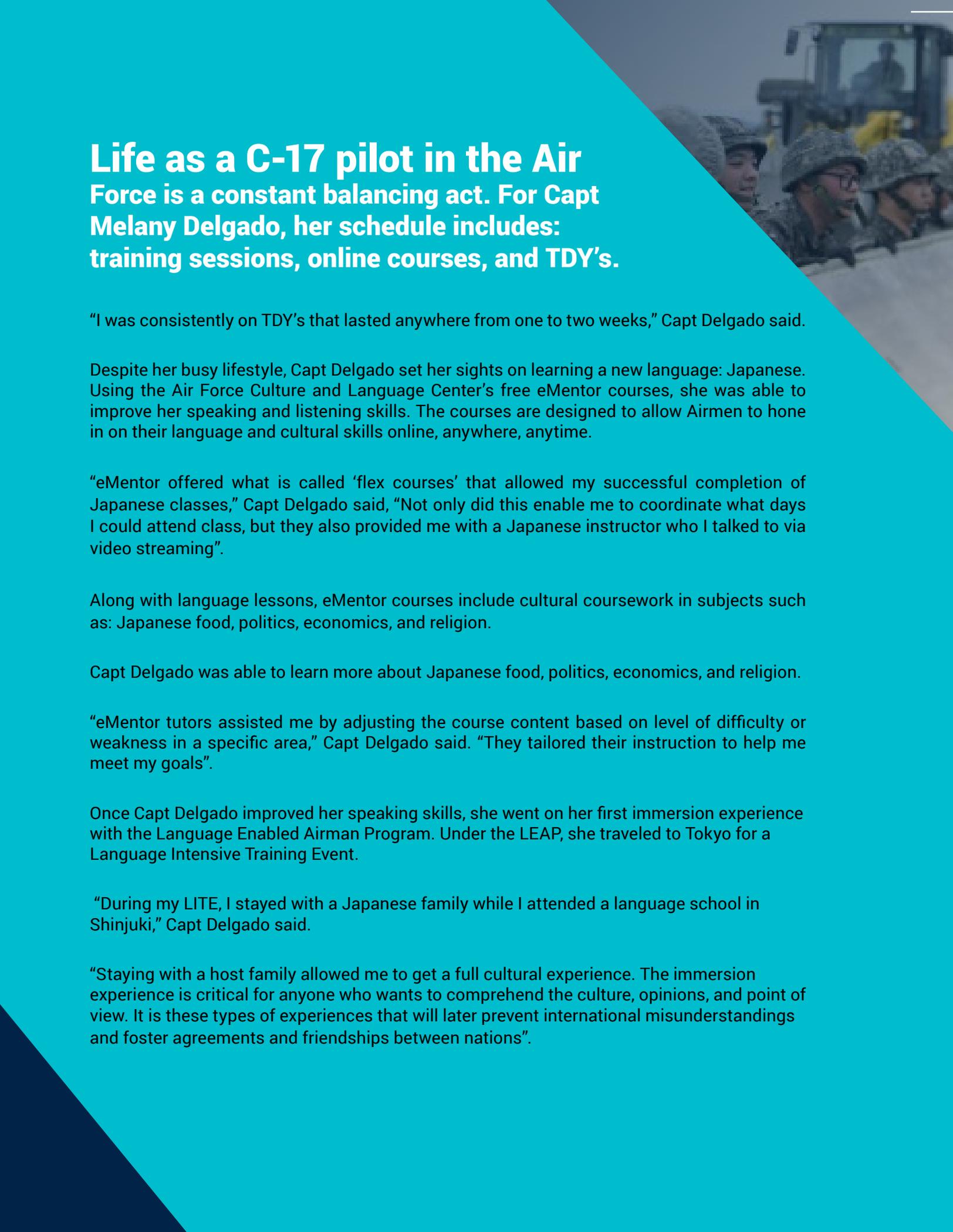
“People started scrambling trying to get away from the plane,” Coleman said. Fortunately, the chief pilot quickly extinguished the blaze. The entire town of Lukla was standing on the cliffs, approximately 20 feet away,” Coleman said. “If the plane would have exploded, it would have been a very bad situation.”

Coleman’s training, both as a military officer and in the local languages, helped save lives. “I used some Nepali, Urdu, and Hindi and was able to communicate with the locals to tell them to slow down or stay back,” he said.

The same terms that he had used with his guide on the trek to Base Camp Everest were key. “There was a lot of “slowly” and “let’s go,” both times,” he said.

Looking back on the experience, Coleman describes the whole incident as “surreal.”





## Life as a C-17 pilot in the Air Force is a constant balancing act. For Capt Melany Delgado, her schedule includes: training sessions, online courses, and TDY's.

"I was consistently on TDY's that lasted anywhere from one to two weeks," Capt Delgado said.

Despite her busy lifestyle, Capt Delgado set her sights on learning a new language: Japanese. Using the Air Force Culture and Language Center's free eMentor courses, she was able to improve her speaking and listening skills. The courses are designed to allow Airmen to hone in on their language and cultural skills online, anywhere, anytime.

"eMentor offered what is called 'flex courses' that allowed my successful completion of Japanese classes," Capt Delgado said, "Not only did this enable me to coordinate what days I could attend class, but they also provided me with a Japanese instructor who I talked to via video streaming".

Along with language lessons, eMentor courses include cultural coursework in subjects such as: Japanese food, politics, economics, and religion.

Capt Delgado was able to learn more about Japanese food, politics, economics, and religion.

"eMentor tutors assisted me by adjusting the course content based on level of difficulty or weakness in a specific area," Capt Delgado said. "They tailored their instruction to help me meet my goals".

Once Capt Delgado improved her speaking skills, she went on her first immersion experience with the Language Enabled Airman Program. Under the LEAP, she traveled to Tokyo for a Language Intensive Training Event.

"During my LITE, I stayed with a Japanese family while I attended a language school in Shinjuki," Capt Delgado said.

"Staying with a host family allowed me to get a full cultural experience. The immersion experience is critical for anyone who wants to comprehend the culture, opinions, and point of view. It is these types of experiences that will later prevent international misunderstandings and foster agreements and friendships between nations".

Staff Sgt. Chol Yang, a participant in the Language Enabled Airman Program, found a way to use his cultural knowledge during a recent exercise at Daegu Air Base, South Korea.



### **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.

# Training Online

## eMentor Totals

<b>2017:</b>	<b>1,214</b>
<b>since inception:</b>	<b>3,981</b>



**The eMentor classes and LITE program have deepened my understanding of Japan politically, socio-economically, and interpersonally. These experiences will aid me in making informed and practical decisions".**



# General Predeployment

## Stepping out beyond the Air Force

2017 //

**4 graduates**

Since 2009 //

**40 graduates**

---

Expeditionary culture training for members of any rank is a paramount focus of the Air Force Culture and Language Center. That vision is only accomplished when all Airmen, including general officers, are educated in language, regional expertise, and culture. The AFCLC ensured that vision with its 2017 schedule of General Officer Pre-deployment Acculturation Courses. These courses are designed to provide individualized culture training to senior officers.

In Fall 2009, the Commander of the International Security Assistance Force requested that the Air Force Chief of Staff ensure Air Force General Officers receive thorough preparation in language and culture prior to deployment.

In response, the Air Force Culture and Language Center developed GOPAC, which has since been delivered to dozens of Air Force senior leaders en route to Afghanistan, Pakistan,

Iraq, Japan, Qatar, UAE and elsewhere.

GOPAC provides 30 hours of formal instruction (15 hours on language and 15 hours on culture/region) over five days, with an option for additional post-classroom learning. Significant self-study is required during non-classroom hours. Language instruction is conducted by trained and certified Defense Language Institute Foreign Language Center personnel. The culture/region curriculum is designed and delivered by AFCLC's team of in-house faculty experts, with assistance from colleagues from across Air University, DLIFLC and external organizations.

# Officer Deployment



As a result of GOPAC, officers will possess limited functional foreign language proficiency, so they can:

- Satisfy minimum courtesy requirements/simple face-to-face conversations on familiar topics
- Produce limited continuous discourse, but only with prepared and rehearsed material
- Ask for help/verify comprehension of native speech, since misunderstandings will be frequent

General officers will also have a solid understanding of cultural issues/regional, and with minimal guidance can:

- Apply foundational cultural and regional concepts (e.g., types of regions and cultural domains, concepts & dimensions) to the mission
- Take the perspective of others and project second/third-order effects of own and others' behaviors
- Apply the basic skills of cross-cultural communication (inter-personal, organizational and use of a translator), relations (inter-personal and -organizational) and negotiation

“The ability to **engage other nations** as true partners will garner trust and influence decisions to work with us for **mutual benefit.**”

- Mr. Howard Ward, Director, AFCLC -

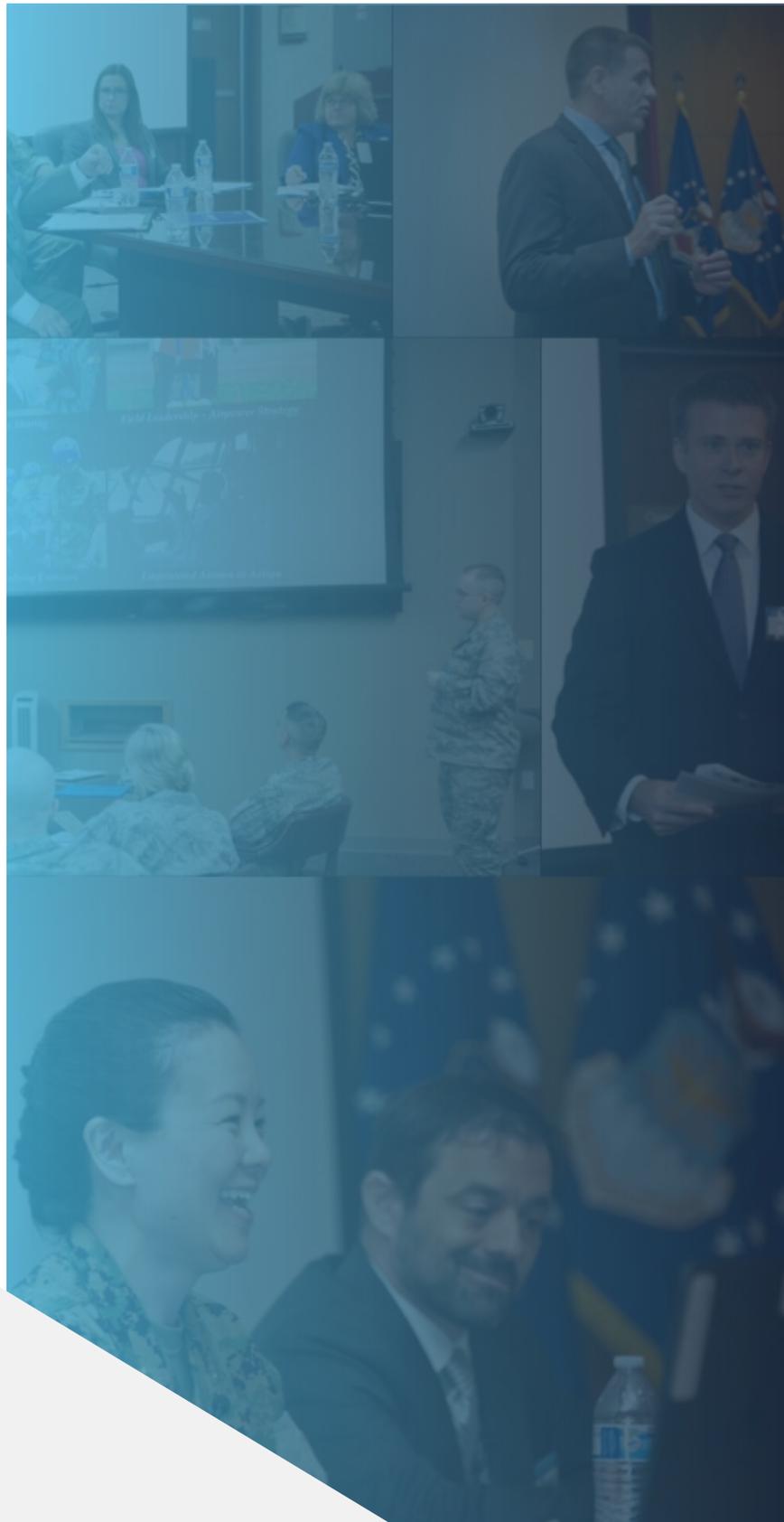
## 2nd Annual Air University Language, Regional Expertise and Culture Symposium

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

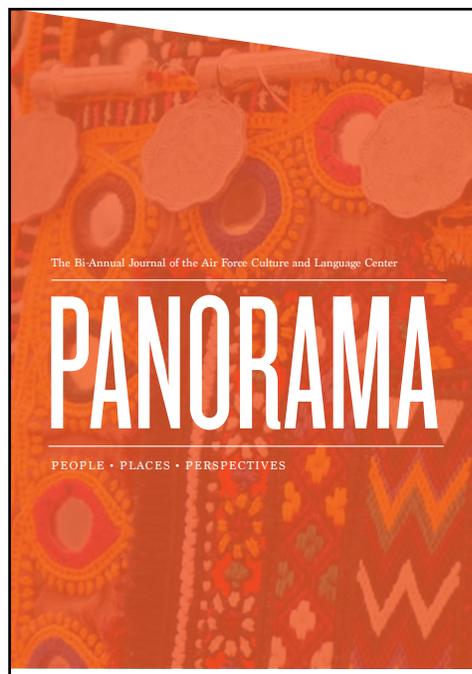


# Panorama: People, Places, Perspectives

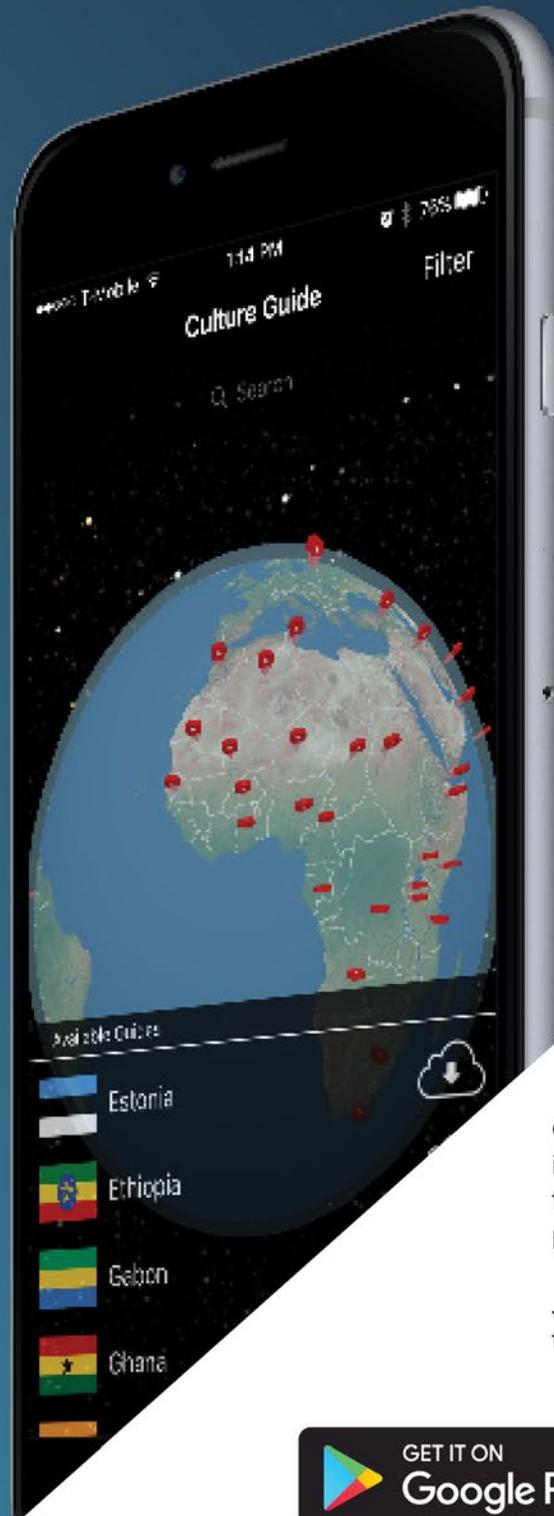
In 2017, the Air Force Culture and Language Center began developing “Panorama”. The AFCLC’s own peer-reviewed journal will showcase innovative and important social scientific humanities research. The goal: to further the study of the human aspects of culture, region, and language and enable the Air Force and other professionals to deepen their understanding and inspire creative problem solving.

“Panorama” will be produced and published at AFCLC. The first edition of the academic journal is expected to be released in August 2018.

Learn more at: [culture.af.mil/panorama](http://culture.af.mil/panorama)



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