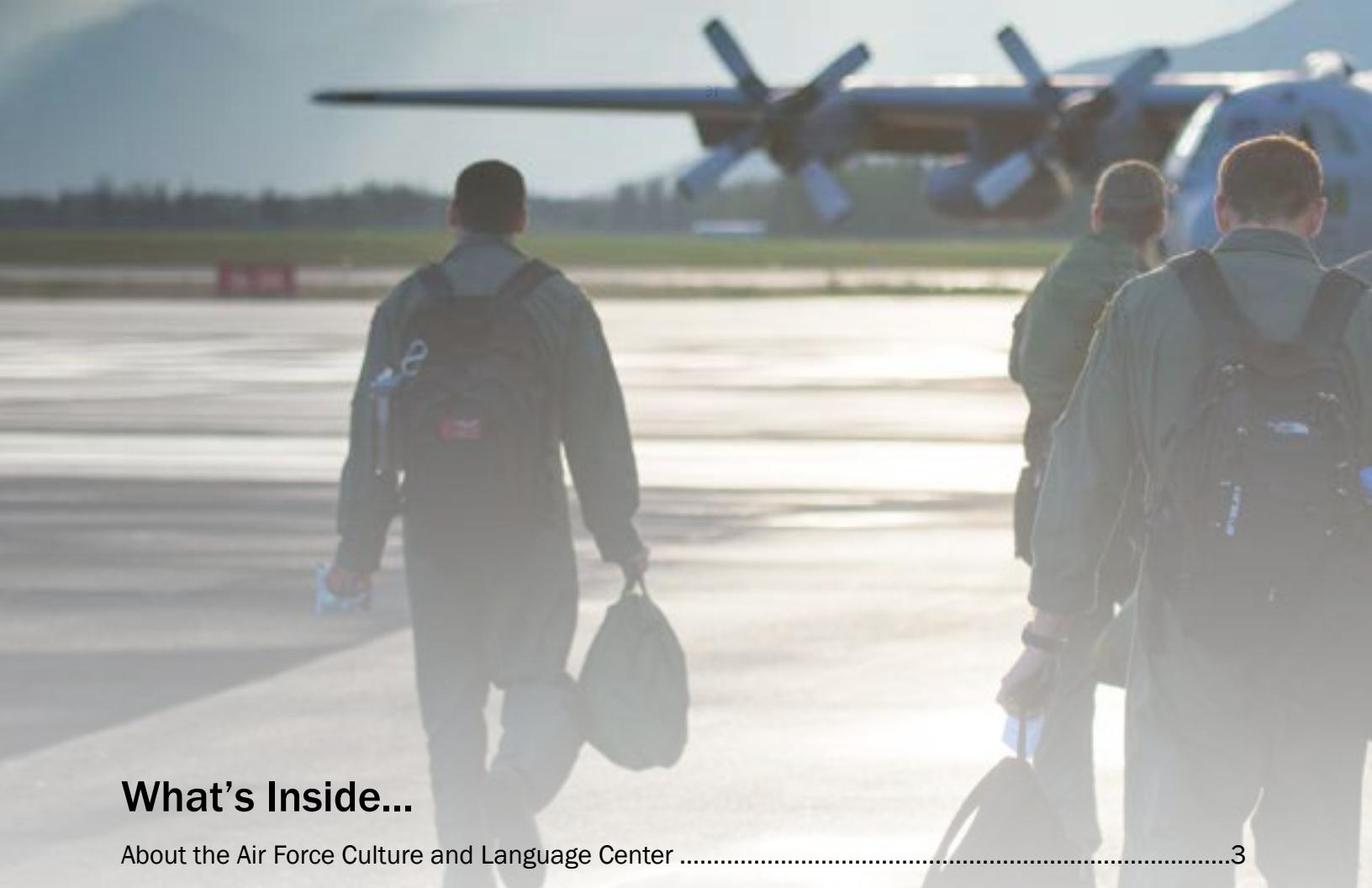




2019

ANNUAL REPORT

AIR FORCE CULTURE AND LANGUAGE CENTER



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About the Air Force Culture and Language Center

Founded in April 2006, the Air Force Culture and Language Center (AFCLC) embraces the Air Force Chief of Staff's intention to improve Airmens' cross-cultural competence. In April 2007, the Air Force further demonstrated its commitment to cultural learning by selecting cross-cultural competence as the centerpiece of Air University's re-accreditation efforts.

Cross-cultural competence refers to the ability to understand people from different cultures and engage them effectively. This does not mean people from the one culture you may have studied for many years. Having cross-cultural competence means you can be effective in interactions with people from most any culture, and it helps you develop the mutual understanding and human relationships necessary for achieving a specific set of goals.

In December 2007, the Center was made responsible for culture and language training, as well as education, across the entire Air Force. In October 2009, the Air Force Senior Language Authority directed AFCLC to initiate the Language Enabled Airman Program (LEAP), a career-spanning program to develop a cadre of Airmen with working-level foreign language proficiency.

AFCLC's efforts are guided by Air Force Policy Directive 36-40, *Air Force Language, Regional & Culture Program*, and Air Force Instruction 36-4005, *Total Force Language, Regional Expertise & Culture Program*, as well as numerous Joint Guidance documents.

OUR MISSION



Language, regional expertise, and culture education to enhance interoperability and build partner capacity across the spectrum of military operation.

OUR VISION



The Department of Defense's premiere organization in customized curriculum, teaching, and delivery methods to meet students where they are and posture them for utilization.

This Annual Report has been prepared by the staff of the Air Force Culture and Language Center as a summary of the Center's programs and impact from 1 January to 31 December 2019.

Turning the Corner

By Howard Ward, Director, Air Force Culture and Language Center



Mr. Howard Ward

In 2019, your AFCLC had a highly successful year in turning the corner en route to becoming a true enterprise-level asset worthy of having "Air Force" in our organization's name. Despite the challenges every Air Force organization faces, this incredible professional family at AFCLC took advantage of every opportunity to dream more, think more, do more, and be more in our sincere desire to enhance interoperability for Airmen of all ranks through language, regional expertise and culture (LREC) education.

The Language Enabled Airman Program (LEAP) experienced one of its best years ever. In 2019, AFCLC selected 405 willing-and-able scholars to continue their lifelong learning of foreign language through LEAP. Our 2019 selectees represent a wealth of talent from our most competitive

board. For the sum of the cadet and active duty boards, 405 participants were selected from 1,401 applicants. AFCLC, along with industry partners, also achieved unprecedented success with its eMentor platform with our highest and most efficient student throughput ever.

LEAP also received an exciting validation of program effectiveness from the University of Maryland. In a Headquarters Air Force (HAF) funded study, University of Maryland researchers spent months analyzing seven years of data to answer the fundamental question of "is LEAP working?" The answer was a resounding "YES!" The program is working and achieving results on par with full-time resident courses. The study also revealed insights on how we could modify our application process to select scholars with an even better chance of making significant strides with their Defense Language Proficiency Test (DLPT) and Oral Proficiency Interview (OPI) scores, which will yield greater effectiveness when sourced for missions.

AFCLC's academic faculty and support staff also recorded a very successful year. There was no shortage of accolades for performance in graduate education at Air War College and Air Command and Staff College. The General Officer Pre-assignment Acculturation Course (GOPAC) experienced a significant surge in demand with a record eight generals choosing to come to AFCLC to prepare for overseas assignments. Expeditionary Culture Field Guides (ECFGs) grew by seven for a total of 60 guides, and growth continued in mobile app downloads.

The Air University LREC Symposium (AU LREC) continues to grow. It provides another example of how AFCLC is a key enterprise player. From a humble start four years ago, the 2019 symposium was three days, more than 60 presentations, and drew 354 attendees from as far away as the United Kingdom and Australia.

Despite the challenges every Air Force organization faces, this incredible professional family at AFCLC took advantage of every opportunity...



DREAM MORE THINK MORE DO MORE BE MORE

How Far Can You See?

With a firm belief at AFCLC that opportunity knocks, but it does not beg, we have an ambitious agenda for 2020 despite beginning the year with a significant budget cut. The cuts may affect some areas of production, but rest assured one thing that is not cut is our will to win and deliver superior value to the Air Force.

One interesting example of opportunity knocking is an exciting partnership that came to us from HAF with a simple question: "Do you think the LEAP model of career-spanning deliberate development of willing-and-able Airmen with existing skills can achieve the same results with computer languages that it has achieved with human languages?"

We're about to find out. In collaboration with numerous partners across the Air Force, AFCLC is hard at work developing Digital LEAP. This concept is very early in development at the time of this

writing. Still, the goal is to select the first cohort during 2020 to develop Airmen with computer coding skills for Air Force software factories like Bespin and even local use for solving problems at the unit level.

To create more space in the spring for increasing PAC demand, which will likely include the addition of AFRICOM or INDOPACOM, AFCLC is moving the AU LREC Symposium to October, and we are planning to make it our biggest and best ever to coincide with AFCLC's 10th anniversary. The symposium theme, capitalizing on the year, is "Hindsight 2020," where we will take a 10-year retrospective on lessons learned in LREC over the past decade and look at how we apply those lessons to shape the next 10 years. We hope to well exceed 500 attendees, 14-16 Oct., at Maxwell Air Force Base, and you are invited to join us!

We are actively working a couple of experiments with LEAP this year to strengthen value as an enterprise

program. The team is working not only with LEAP scholars but Airmen from the Total Force to develop skills in African languages to better support AFRICOM's Enlisted PME Strategy. This will be a critical experiment to learn how responsive the component platforms of LEAP can be for emerging requirements and contingencies.

During the coming year, AFCLC will continue to challenge itself with the question: "How far can you see?" We can see a long, long way into a bright future, but there are several very real obstacles and constraints in the way of fulfilling that vision. With the talent we possess in this incredible professional family, history will judge that in 2020 we were found with minds that could dream, eyes that could see, hearts that were willing, and hands that were able to fulfill our promise as an enterprise-level organization. Our foresight will be judged as keen as hindsight...that's how far AFCLC can see in 2020.

The Global Classroom

AFCLC meets you where you are and takes you where you need to be.

The Air Force Culture and Language Center's (AFCLC) faculty provide a perfect blend of cross-cultural education with operational considerations for the Total Force.

The Center's experts teach a variety of Professional Military Education (PME) courses to service members and civilians at Air War College (AWC), Air University (AU), the Community College of the Air Force (CCAF), Air Command and Staff College (ACSC), Squadron Officer School (SOS), Officer Training School (OTS), International Officer School (IOS) and online with Advanced Distributed Learning Service (ADLS).

Along with teaching in traditional classroom settings, AFCLC's academic faculty travel around the world to share invaluable knowledge to meet you where you are personally and professionally. AFCLC faculty continues to develop scenario templates and exercise support Standard Operating Procedures to challenge decision-making in cultural heritage/property protection and broader sociocultural dynamics in command-level, joint, multinational and multi-domain exercise and war-gaming environments.

As lifelong learners, the Center's faculty speak many languages and actively pursue research and publishing endeavors that positively influence cultural capabilities across the U.S. Air Force and its relative military branches.

AFCLC faculty often develop and teach curricula, which span across an Airman's career in our global classroom.

Many of these teaching and curriculum development opportunities inform our scholarly research and publications and enable building strong partnerships across the Department of Defense and civilian academic communities.

For example, in 2019, our faculty taught core courses and joint electives with AWC and ACSC students, participated in the Regional Security Studies course, advised award-winning Professional Studies Papers (PSPs), and facilitated several Pre-Assignment Acculturation Courses (PACs), not to mention editing AFCLC's Expeditionary Culture Field Guides and cross-cultural guides and handbooks.

Courses Taught in 2019

- ▶ Contending with Corruption: Perspectives on Corruption and Anti-Corruption Initiatives
- ▶ Resurgence of the Far Right in Europe
- ▶ Dilemmas of Global Basing
- ▶ Legacies of Empire and War in the Asia-Pacific
- ▶ Cultural Heritage and Property Protection in Conflict
- ▶ Effective Communication for Leaders in the Global Context
- ▶ Regional Security Studies: Tunisia and Jordan
- ▶ Aztecs to Afghans: Culture and Causes of Collective Violence



Meet Our Faculty



DR. KRISTIN HISSONG

Department Chair

Assistant Professor of Regional and Cultural Studies (Middle East North Africa)
PhD in Middle Eastern Studies from the Institute for Middle East Studies at King's College London

Faculty Subject Matter Expertise

- Cultural Property Protection ◀◀
- Dilemmas of Global Basing ◀◀
- Working with Indigenous Cultures ◀◀
- Interagency Cooperation ◀◀
- Corruption in Cultural Context ◀◀
- Gender and Islam ◀◀
- Radicalism and Extremism ◀◀
- Communication for Leaders ◀◀
- Women, Peace and Security ◀◀



DR. SCOTT EDMONDSON

Assistant Professor of Regional and Cultural Studies (Africa)
PhD in Culture and Performance from the University of California, Los Angeles



DR. PATRICIA FOGARTY

Assistant Professor of Cross-Cultural Relations
PhD in Anthropology from Emory University



DR. JESSICA JORDAN

Assistant Professor of Regional and Cultural Studies (Asia)
PhD in History (Modern Japan) from the University of California, San Diego



DR. ANGELLE KHACHADOORIAN

Associate Professor of Anthropology
PhD in Anthropology from the University of New Mexico



DR. ELIZABETH PEIFER

Assistant Professor of Regional and Cultural Studies (Europe)
PhD in European History from the University of North Carolina at Chapel Hill



DR. SUSAN STEEN

Assistant Professor of Cross-Cultural Communication
PhD in Communication Studies from the University of Southern Mississippi

LEAP Scholar Conquers Barriers

By Jasmine Bourgeois, AFCLC Outreach Team / Published September 20, 2019

"I was on vacation the week prior in the Dominican Republic when my boss asked if I'd be able to fly to El Salvador that weekend and brief the Chief of Staff of the Air Force." Hiding her nervous energy, 1st Lt Lorryne Kealty replied, "of course, no problem."



It was the day before their departure when Kealty's supervisor told her he wanted a portion of the presentation to be in Spanish. As an Intelligence Officer, Kealty is not new to briefings but had never briefed in Spanish. Two days later as she stood in the Conference Center, surrounded by flags from the Americas, monitors, speakers, and nameplates for all the Air Chiefs, it dawned on Kealty what a tremendous opportunity she was about to embark on.

"I had lost my voice a few days prior, and when we arrived in El Salvador, I still didn't have my voice back, which I couldn't believe. I had the most important briefing of my career in front of the highest-ranking Air Force Official and 21 of his counterparts, and I could barely speak. I tried every remedy I knew and talked as little as possible, leading up to the presentation."

The Conference of American Air Chiefs, or CONJEFAMER as it is known by its Spanish acronym, is where leaders from the Americas gather to discuss regional issues and security cooperation. With a raspy voice, a bit of uncertainty and a few hours to spare, Kealty stood before the crowd. It was her first time translating in Spanish using technical and tactical terms, her first time briefing a crowd of this prestige, and her first time speaking before U.S. Air Force Chief of Staff Gen. David L. Goldfein. She was excited, a bit jittery, but overall, Kealty knew she was ready.

It was one of those rare instances in life where preparation meets opportunity. By the time the conference was over, her natural abilities and proper training allowed her to serve her country and leave a lasting impression on some of the most powerful Air Force leaders in the world.

"My parents are both Colombian and have always stressed the importance of staying true to our heritage and culture. They taught me Spanish at a young age and immersed me in the culture and history," Kealty said.

Assigned to the 14th Air Support Operations Squadron at Pope Army Airfield, NC, Kealty did not use her Spanish training and jumped at the opportunity to continue studying the language and diverse cultures. Describing herself as a "fluent, but not a native speaker," Kealty recalls worrying that as she got older, she would lose her language skills. When she learned about AFCLC's Language Enabled Airman Program, she said her Commander supported her decision to apply.

LEAP develops and sustains Airmen via a two-part system of recurring online eMentor training and periodic immersions. Applicants selected for LEAP must meet existing language proficiency, potential to achieve higher levels of language proficiency, and Air Force language requirements.

"LEAP allowed me to use the language abilities I already had and continue to improve them. I had been told everyone 'speaks Spanish' and that LEAP isn't always looking for Spanish speakers, but I didn't let that discourage me and applied anyway. I was ecstatic when I was accepted into the program," she said.

Shortly after joining the ranks of more than 3,000 LEAP scholars, Kealty took her first eMentor course before traveling to Uruguay in October 2018 for her first Language Intensive Training Event. Both experiences made her a stronger Spanish speaker, and each time she was supported by her squadron commander, she said.

"Being in Uruguay, I experienced some culture shock. I soon realized Uruguay was culturally diverse and different from the other Spanish-speaking countries I visited. I set my goal on experiencing the culture, such as trying all the main dishes, music, history and learning the slang and nuances that made Uruguay so special. I was fortunate to have one-on-one time with my teachers and a wonderful host family that exposed me to the local culture," she said.

Once her immersion was over, Kealty returned to her regular work routine. Months later, her supervisor was gearing up for a trip to brief at CONJEFAMER. The team was coming off rotation from Finland and was preparing the Airborne Extensible Relay Over-Horizon Network (AERONet) presentation for El Salvador when they realized they did not have a Spanish speaker. AERONet, a tactical network, allows partner communications for missions ranging from humanitarian aid to disaster relief, and security.

Kealty reached out to the Spanish LEAP Facebook page and asked for materials to cover some of the tactical and technical terminologies she would need for her presentation. Unfortunately, the script for the presentation was changed the day prior, and Kealty had to learn new terms.

"I told my boss how worried I was I wouldn't be able to talk, let alone

project my voice for a presentation to such a prestigious crowd. I practiced over and over, called my parents to help me make some last-minute edits, and drank lots of hot tea to soothe my throat," Kealty said. As the presentation began, Kealty's nerves faded, and she knew it was time.

"As soon as I started speaking, the Spanish-speaking leaders immediately removed their earpieces where interpreters had been translating for them, and I saw the smiles fill the room. It was at that moment I felt instant gratitude for

had to leave right after our brief, we intercepted him in the hallway, and he chatted with us for a few minutes and even coined us. I also got my selfie, which I was pretty stoked about! Later on that night, he came back to speak with the team about our presentation and offered suggestions for our follow-on TDY to Colombia. He recommended I brief the entire presentation in Spanish. Naturally, I was shocked, but I made sure to let him know how LEAP helped me prepare for my presentation. The next day we left for Colombia to brief their Air Force, and that was another awesome experience."



U.S. Air Force Chief of Staff Gen. David L. Goldfein with 1st Lt Lorrayne Kealty.

my parents, my education, and LEAP. I made a joke and apologized for my raspy voice and watched as they intently listened to my presentation."

The presentation was very successful, but Kealty was not finished. After the briefing concluded, she set out for another mission: To speak with Gen. Goldfein, with hopes of getting a picture.

"My boss knew I wanted to meet the General and take a selfie. Since he

Shortly after the conference ended, Gen. Goldfein shared Kealty's sentiments on social media. Taking to his official Facebook page, he wrote:

"Infinitely shareable, fully exportable – this is how these two sharp Airmen described the Airborne Extensible Relay Over-Horizon Network, or AERONet, during their live demo at CONJEFAMER. We developed AERONet as a tactical network to build partner communication capabilities for missions ranging from humanitarian to defense. Thank you to Capt Jeremy Weinschelbaum and 1st Lt Lorrayne Kealty of the 14th ASOS out at Pope Army Airfield for the outstanding work you've done here informing our top Air Force leaders in the Americas."

"We hear a lot around the Air Force about partnerships and interoperability," Kealty said. "If you truly understand the people and the culture, that's how you build these partnerships. I think LEAP does a great job of making sure we not only speak the language, but truly understand the people, the culture, and the why."

Making the Grade

By Lori M. Quiller, APR, AFCLC Outreach Team

The Language Enabled Airman Program (LEAP) is one of the cornerstones of the Air Force Culture and Language Center (AFCLC). More than a decade after implementing the concept of deliberately developing language-enabled, cross-cultural Airmen across the General Purpose Force, AFCLC continues to navigate outside the box for challenging educational opportunities and training situations for today's Airman.

"Understanding different cultures and languages is important because it gives one greater insight into the values of others. Knowledge of the values of our partners and collaborators is important and can be used to further their interests in alignment with our own," explained LEAP scholar Maj Ruby Tamariz.

Fellow LEAP scholar Capt Jennie Seibert agreed that language and culture skills in today's military are not only essential but extremely necessary.

"Language and culture skills are important for today's Air Force because of the nature of the dynamic global environment and our multifaceted interactions with partner nations," Seibert said. "Knowing culture is crucial because it helps foster a sensitivity to cultural differences that is important for building relationships. Understanding language and culture

walk hand-in-hand, so it can be very difficult to master one without the other. Ultimately both are required for strengthening effective and rewarding relationships with partner nations."

Application to LEAP is highly competitive. Applicants must have some proficiency in a foreign language specified on the Air Force Strategic Language List, as measured by the Defense Language Proficiency Test (DLPT) and/or Oral Proficiency Interview (OPI) scores. Once accepted into the program, LEAP provides education and training required to reach and sustain desired proficiency levels with very little time away from their units at a lower cost during an acceptable period of time.

By employing a mix of traditional classroom-based education models with nontraditional learning styles, AFCLC discovered the perfect balance of learning environments with eMentor training and Language Intensive Training Events (LITEs).

eMentor is an online language program that connects Airmen anywhere in the world with native language instructors at times convenient for each Airman's schedule. It is an easy solution to a long-standing need for efficient and effective

Capt Jennie Seibert and a fellow LEAP scholar at the Arch of Hadrian in Jordan.

online language course delivery by meeting up with the students wherever they are — at home or deployed — and the program works with participant schedules for live, instructor-led courses.

Lesson content is infused with topics culturally relevant to regions where Airmen may be deployed and expected to operate seamlessly with air forces and populations around the world. eMentor courses assess, enhance, and sustain Airmen's language skills during their careers.



Maj Ruby Tamariz took this photo of a flamenco during her LITE in Spain.

Completed concurrently with eMentor, a LITE immerses LEAP scholars in culturally sophisticated settings. These TDYs average 30 days and place the Airman in a traditional school or university study program, or advanced setting such as an international training event or workshop. A LITE affords participants linguistically, regionally, and culturally sophisticated settings in which participation is necessary for the development of language proficiency and cross-cultural competence.

"It is always evident to me, as I spend time engaging with locals on my LITEs, that it matters a great deal to the individual when you make attempts to communicate in their language, as opposed to expecting that they know English. Even if I found myself fumbling over my words or making grammatical mistakes, I could sense my effort to engage with them in their mother tongue was appreciated. LITEs allow plenty of opportunities to go out and explore the culture in which you're immersed through shopping and dining at local shops or visiting historical and cultural sites," Seibert said.

For Seibert and Tamariz, utilizing the eMentor one-on-one tutoring with the LITE program created a personalized learning environment, which made them comfortable in the culture and language of their studies.



"The eMentor program has been invaluable in maintaining my Spanish skills. At the start of each course, I'm always a little overwhelmed with how everything is communicated in the foreign language — from the instruction, to the assignments, and to one's collaboration with other students. But the total immersion is exactly what I need in a profession where I have few opportunities to practice my skills. My mind is much more alert and adaptive to the learning environment. By the end of each course, I'm always satisfied with how I've overcome the initial challenges. Over time, the eMentor program has helped me improve and maintain my DLPT scores," Tamariz said.

Being comfortable in AFCLC's education process not only made learning more manageable, but it also made the results more prolific.

"My experience with the eMentor program has been an incredibly enriching part of my Air Force career," Seibert said. "My instructors have been extremely dedicated and motivated to their task of helping me improve my language skills in all four of the modalities by working through lesson plans with clear objectives and a manageable amount of new content to master each week. The best part of my eMentor experience is that I've been able to cater my class schedule with my unpredictable work schedule through the FLEX program, which allows me to focus solely on learning the language and culture without scheduling issues or distractions. One of my instructors was originally from Iraq, so I often benefited from being able to discuss a unique perspective on U.S. involvement in the region, while learning the language at the same time."

"I've been lucky to have one-on-one instruction in all four of my eMentor classes as well as all three of my LITEs, which has created a learning environment tailored to me personally and helped me raise my DLPT score to a 2+/2+," Capt Seibert said.

Executive Leadership Education

Pre-Assignment Acculturation Courses are tailor-made resources for senior leaders.



The AFCLC Pre-Assignment Acculturation Courses (PAC) is designed to prepare Air Force senior leaders for key overseas operational and staff assignments, particularly in the Central Command area of operations.

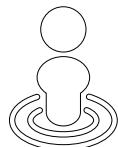


55 General Officer
Pre-Assignment
graduates since 2009



PAC provides formal, tailored instruction on culture/region with some focus on language/communication skills. PAC curriculum is tailored to the person, place and time, as well as the leader's role in the country.

We are AFCLC



3,251 LEAP Participants in 2019



6,249 eMentor Course Completions in 2019



Last June, AFCLC and LEAP gave me the opportunity to assist the U.S. Army Cadet Command summer program in a six-week training mission to the Republic of Congo as linguistic and cultural regional subject matter expert. I was a team leader and mentor for 12 Army ROTC cadets. As cross-cultural awareness training, the focus was for the cadets to develop cultural competencies, regional expertise, and cultural knowledge without having language proficiency. During our time in country, we accomplished a week-long Mil-to-Mil exchange training with the Congolese Army, did some community outreach with the U.S. Embassy, as well as cultural events/humanitarian aid projects. I'll forever be grateful for this awesome opportunity as I got the chance to not only utilize my primary language, French, but also my secondary and national language of the Congo, Lingala.

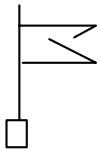
MSgt Alain Mukendi



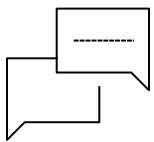
AFCLC's training has given me many unique opportunities to lead within the military through joint service exercises and humanitarian missions in Columbia, Mexico, Panama, and Chile. In 2016, I was selected for a LITE in Mexico, and in 2017, I was the sole Air Force team lead for 32 U.S. Army Cadets for a joint training exercise with the Chilean military. In

2018, I served as the team lead for the NEW HORIZON humanitarian mission leading 10 tri-service member and 204 local providers in Panama. Finally in 2019, I served as the Officer in Charge of Medical Site 1 for the COMFORT Naval mission in Columbia, where I coordinated with U.S. service members, Colombian military, and international medical and security staff to make the mission a success. The most rewarding part has been providing dental and medical care to 14,600 patients who had limited resources.

SMSgt Selma Stinson



Immersions
in 115 Countries
in 2019



3,848 LEAP
Immersions
in 2019



774 Foreign
Area Officer
Immersions
in 2019



Professionally, AFCLC helped me develop insight and critical thinking within my primary AFSC. I'm able to fuse past experience, leverage understanding, expertise, and seamlessly incorporate this potent mix into my decision-making process. It's lethal! Personally, LEAP took me beyond knowing and being aware of the cultural diversities. The program helped me redefine perspectives as it relates to culture. I am now able to confidently assess my own cultural assumptions, prejudices, values and beliefs, and veer away from ethnocentric attitudes and exercise non-judgmental viewpoints.

Capt Lesly Toussaint



My AFCLC training has helped me understand the vital triad effect between the military, government, and the population when it comes to the fight against violent extremism. The training was key to develop and implement the whole government approaches to counter and break the jihadist recruitment processes. Finally, the LITEs have always provided me with some networking and mentoring opportunities.

Maj Regis Zozo

Utilization through Training Partnership Requests (TPRs)

TPRs provide a means by which Department of Defense and other governmental organizations financially sponsor the integration of advanced LEAP scholars in bilateral or international military events, such as Mobile Training Teams, exercises, conferences, etc., worldwide in order to provide language support. When contacted by a potential partner, the AFCLC searches for LEAP scholars who match the requested language, rank range, and Air Force Specialty Code.

This is Utilization

GOPAC Alumni



JOINT STAFF	CENTCOM
<p>Lt Gen David Alvin <i>Jun '10 - Brig Gen(s)</i> Director, Strategy, Plans, and Policy (J-5), Senior Member of the Military Staff Committee of the United Nations Joint Staff, The Pentagon</p> <p>Lt Gen Giovanni Tuck <i>May '11 - Brig Gen(s)</i> Director for Logistics (J4), Joint Staff, The Pentagon</p>	<p>Col Christopher Amrhein <i>Apr '19 - Brig Gen(s)</i> Director, CJ4, US Forces-Afghanistan; Asst to Deputy Chief of Staff Support Kabul, Afghanistan</p> <p>Brig Gen Rick Boutwell <i>Apr '19 - Brig Gen</i> Commander, Task Force-Air, CJTF-OIR Commander, 321st AEW; Deputy Commander, 9AETF-Levant, Union III, Baghdad, Iraq</p>
AIR STAFF	
<p>Maj Gen Michael Fantini <i>May '13 - Brig Gen</i> Director, Air Force Warfighting Integration Capability; Deputy Chief of Staff for Strategy, Integration, and Requirements, HAF, Washington, D.C.</p> <p>Brig Gen Samuel Hinote <i>Nov '16 - Brig Gen</i> Deputy Director, Air Force Warfighting Integration Capagility; Deputy Chief of Staff for Srategic Plans and Requirements, HAF, Washington, D.C.</p> <p>Brig Gen Patrick Malackowski <i>Mar '13 - Brig Gen</i> Military Deputy for Total Force-Continuum HAF, Washington, D.C.</p>	<p>Maj Gen Barry Cornish <i>Mar '19 - Maj Gen</i> Commander, 9th AETF-Afghanistan; Commander, NATO Air Command; Director, AFCENT ACCE-ORS; Deputy Commander-Air, Kabul, Afghanistan</p> <p>Maj Gen Alexus Grynkewich <i>Feb '19 - Brig Gen</i> Deputy Commander, CJTF-OIR; Commander, 9th AETF-Levant, USCENTCOM</p> <p>Lt Gen Joseph Guastella <i>Mar '12 - Brig Gen</i> Commander, AFCENT; JFACC, USCENTCOM</p> <p>Brig Gen Gregory Kreuder <i>Feb '19 - Brig Gen(s)</i> Senior Defense Official, Defense Attaché Baghdad, Iraq</p> <p>Brig Gen Clark Quinn <i>Jun '18 - Brig Gen(s)</i> Vice Director, Plans and Policy, DJ5, USCENTCOM, MacDill AFB, FL</p> <p>BGen Robert Sofge (USMC) <i>May '17 - BGen(s)</i> Director, CJOC-B; Deputy Commander - Operations CJFLCC-OIR Baghdad, Iraq</p> <p>Brig Gen Daniel Tulley <i>Apr '19 - Brig Gen</i> Commander, 379th AEW, Al Udeid Air Base, Qatar</p> <p>Brig Gen Jeffery Valenzia <i>Apr '19 - Brig Gen(s)</i> Commanding General, TAAC-Air; Commander, 438th AEW</p>
AETC	
<p>Maj Gen Craig Wills <i>Feb '18 - Brig Gen</i> Commander, 19th Air Force, AETC Joint Base San Antonio, Randolph, TX</p>	
AFRICOM	
<p>Maj Gen Christopher Craige <i>Apr '15 - Brig Gen(s)</i> Director, Strategy, Engagement, and Programs, U.S. Africa Command Stuttgart-Möhringen, Germany</p>	
<p>RED text indicates GOPAC course date - Former Rank</p>	

Where Are They Now?

EUCOM

Brig Gen Thomas Hensley

Feb '18 - Brig Gen(s)

Director, J-2, Headquarters
US European Command, Combined,
Stuttgart-Vaihingen, Germany

Maj Gen David Julazadeh

Apr '15 - Brig Gen

Director of Plans, Policy, Strategy, and
Capabilities, Headquarters USEUCOM
Patch Barracks, Stuttgart, Germany

Maj Gen Barre Seguin

Apr '18 - Maj Gen

Deputy Chief of Staff for Operations
Supreme Headquarters Allied Powers
Europe, NATO, Mons, Belgium

Brig Gen Adrian Spain

Feb '18 - Brig Gen(s)

Director, Plans, Programs, and Analyses,
Headquarters Air Force in Europe - Air
Forces Africa, Ramstein AB, Germany

Brig Gen Phillip Stewart

May '17 - Brig Gen(s)

Commander, NATO Alliance
Ground Surveillance Force (NAGSF),
Naval Air Station, Sigonella, Italy

Gen Tod Wolters

Mar '11 - Brig Gen

Commander, US European Command;
Supreme Allied Commander, Europe,
Brussels, Belgium

INDOPACOM

Brig Gen Joel Carey

Apr '18 - Brig Gen(s)

Commander, 18th Wing, Pacific Air Forces
Kadena AB, Japan

SOCOM

Maj Gen Vincent Becklund

Feb '16 - Brig Gen

Deputy Commander, AFSOC,
Hurlburt Field, FL

SOUTHCOM

Maj Gen Andrew Croft

Mar '17 - Brig Gen

Commander, 12th Air Force, ACC;
Commander, Air Forces Southern
US Southern Command,
Davis-Monthan AFB, AZ

STRATCOM

Maj Gen Charles Corcoran

Apr '16 - Brig Gen(s)

Commander, USAF Warfare Center,
Air Combat Command, Nellis, AFB, NV

Gen Timothy Ray

June '11 - Brig Gen

Commander, AFGSC
Commander, Air Forces Strategic - Air,
USSTRATCOM, Barksdale AFB, LA

Gen John Raymond

Feb '11 - Brig Gen

Chief, Space Operations
U.S. Space Force
Peterson AFB, CO

TRANSCOM

Brig Gen Martin Chapin

Apr '18 - Brig Gen

Deputy Director, Strategic Plans,
Requirements and Programs, HQ AMC
Scott AFB, IL

Brig Gen Darren James

Apr '15 - Brig Gen(s)

Special Assistant to the Commander,
AMC and KC-46A Enterprise Lead
HQ AMC, Scott AFB, IL

Represents current Active Duty officers only.

Asking Questions

Using curiosity and science to blaze new trails.

Any successful and innovative program requires proactive, strategic planning, which includes measurable objectives grounded in research and evaluated for a return on the investment. For the Air Force Culture and Language Center's Analytics Division, gathering qualitative and quantitative data to support every inch of the Center's daily mission begins with asking questions...a lot of questions.

"Everything requires assessment, even in one's own life," said Dr. Bernadette Chapple, Analytics Division POC. "The fact that AFCLC continues to make that investment toward continuous improvement says a lot about how important it is for our assessments to be accurate, reliable and valid."

The Analytics Division has many tools of the trade at their disposal, but the foundation remains the same. Everything is done with a solid understanding of the Center and the people it serves. Being meticulously detail-oriented, the division not only decides how to measure the impact the Center is making but also what questions to ask to determine that impact. To do that, the division needs to craft specific "instruments."

Think of "instruments" as tools in a toolbox. The Analytics Division has a myriad of tools at their disposal, each one with a specific use, such as an electronic survey or an in-person interview. Each instrument is tailored to meet the exact need of the program or initiative it is intended to measure, and it is subjected to intense scrutiny to ensure it will gather the best information collected in the most useful way for that program or

initiative. What may sound time-consuming is merely methodical to Dr. Chapple and her team.

"We look at every detail of a question. Is it asking what they want to know? Is it user-friendly? Will it help our leadership make informed decisions? What we do is a process," Dr. Chapple explained.

Yet, do not confuse "methodical" for "slow." The Analytics Division often works under pressure, with the information they gather being immediately implemented into a new or existing project or program.

agility. Daily feedback and revision ensure the course work meets the individual's needs and helps them gather the skills they'll need when they're down range."

Individual interviews at the end of PACs and other in-house training courses are an example of how the Analytics team garners information in support of AFCLC's mission. The division also provides post-course surveys for the online courses on culture for the Community College of the Air Force (CCAF), as well as offers critical insight and analysis of test question reliability for culture course

Everything is done with a solid understanding of the Center and the people it serves.

For example, the Analytics Division jumps into action at the end of each day of the AFCLC's Pre-Assignment Acculturation Course (PAC). These are intense, immersion-style courses in culture and language to help prepare senior leaders for overseas deployment. PAC is housed at AFCLC and taught by AFCLC faculty and staff. Each day is filled with complex information, and Dr. Chapple is often the last person they see each day.

"At the daily debrief, we talk with them about what they learned, how the course day went, and get an understanding of their experience," Dr. Chapple said. "We take that feedback, and along with the teaching faculty, we can refine and make tweaks to give them exactly what is most relevant in upcoming days. It's an example of AFCLC's

administrators. Within Language Enabled Airman Program (LEAP), the Analytics Division surveys each participant about their experiences on their immersion events and eMentor experience and provides analysis and recommendations for LEAP managers improve the effectiveness of training.

Perhaps most importantly, the division makes time for its own analysis and course corrections to improve their instruments and processes. After all, a well-oiled machine needs maintenance to operate at peak performance.

"Everyone has preconceived ideas about what we do," Dr. Chapple said. "You never really know what's really true until you ask. That's the fun of it!"



AFCLC reviews its programs by customizing both feedback and analytics that fuel data-driven decisions in future planning.



INSTRUMENTS

The Analytics team creates and uses instruments to collect data, such as an online questionnaire, focus group, or 1-on-1 interview.

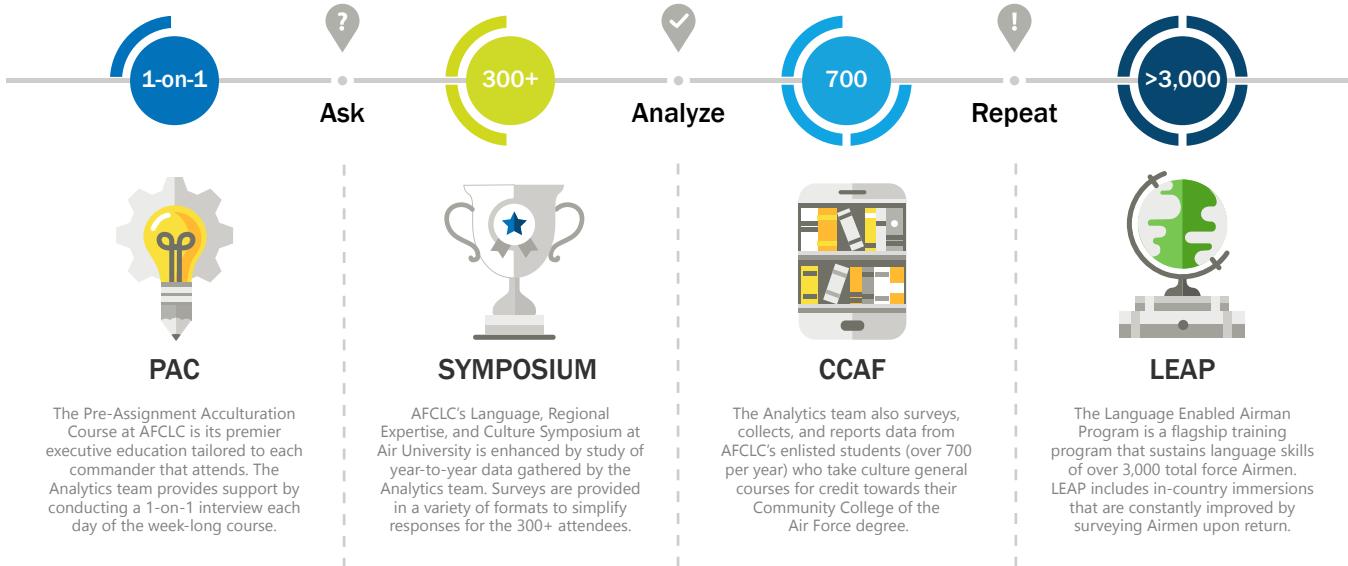
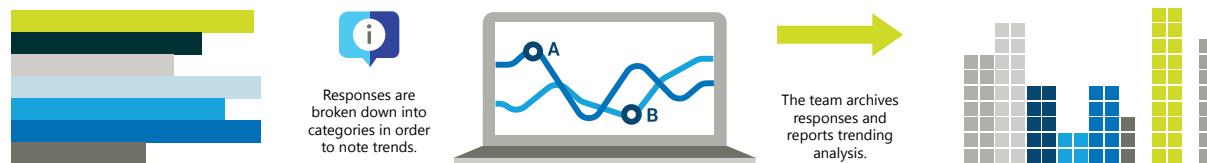
Instruments are limited only by the team's innovative excellence.

QUALITATIVE & QUANTITATIVE

The team is dedicated to conducting exhaustive research on all of AFCLC's students, staff, and programs in order to gather qualitative information. They report results to managers in order to constantly refine processes. The product is quantitative data that can be measured.

SURVEYS

The team reviews each question with input from program managers. They focus on drawing out data from participants, adjusting questions, length, and even delivery methods. Accessibility is key from paper-based to mobile app-based methods.



Expeditionary Culture Field Guides

These versatile pocket handbooks are designed with one single operator in mind — the Airman.

Culture is defined as the customary beliefs, social forms, and material traits of a racial, religious, or social group.

Yet culture is also the characteristic features of everyday existence, such as diversions or a way of life, shared by people in a place or time. The word “culture” is an umbrella term, which encompasses the social behavior and norms found in human societies, as well as the knowledge, beliefs, arts, laws, customs, capabilities and habits of the individuals in these groups.

Designed to prepare Airmen to deploy to culturally complex environments and achieve specific mission objectives, AFCLC's

Expeditionary Culture Field Guide (ECFG) continues to be a valuable resource in field readiness and awareness training.

The ECFG program was created in 2009 and has continually increased its inventory of country guides. These guides are carefully developed with vital information to assist Airmen with the understanding of the cultural dimension of an assigned location.

“They are uniquely tailored to bring any branch’s men and women into the culture while they are immersed in it. We are always excited to continue to produce regional expertise training and education products to our Air Force,” said AFCLC Director Howard Ward.

The guides deliver information in two parts: Culture General and Culture Specific. Culture-General information provides the foundational knowledge needed to operate effectively in

any global environment. Culture-Specific information describes the unique features of a specific country or society. It applies Culture-General concepts to help increase an Airman’s knowledge of the deployment location.

The ECFGs encompass the 12 cultural domains and provide invaluable information, including general regional/cultural knowledge, military and diplomatic history with language tips. AFCLC’s team of resident experts partnered with social scientists and historians across the world to ensure the field guides are accurate and up-to-date. Each year, AFCLC adds new countries to the inventory to meet the Air Force’s mission requirements.

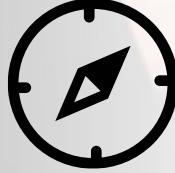
“The field guides are specifically designed with a number of uses in mind but only one single operator – the Airman,” Ward explained.



As of 31 December 2019, more than 17,300 people downloaded the Culture Guide app from the Apple and Google Play App Stores.



There are now 60 countries represented by the Expeditionary Culture Field Guides.



The ECFGs cover 28 African, 12 Pacific, nine European, five Central Command, and six South American locations.

The ECFGs now cover 28 African, 12 Pacific, nine European, five Central Command, and six South American locations for a total of 60 spiral-bound, pocket-sized, country-specific books.

Deploying commands, training units, and simply interested individuals from around the Department of Defense can make requests to the Center or place an order for copies of the bound booklets by sending an email to afclc.region@us.af.mil.

"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 the 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."

tips in your pocket. The free technology is available to anyone with a personal or government-issued iPhone or Android device. As of 31 December 2019, more than 17,300 people around the world downloaded AFCLC's Culture Guide app.

Culture at Your Fingertips

Along with the traditional culture guide books, personnel at the Air Force Culture and Language Center at Air University have developed an app that puts culture and language

Designed to work without WiFi, users can search "Culture Guide" or "AFCLC" in the app store to download the app itself. Once downloaded, users have all of the Center's ECFG's at their fingertips and may download them individually.

AFCLC

ACCESS CULTURE FIELD GUIDES ON YOUR MOBILE DEVICE!

Available on the App Store GET IT ON Google Play

SCAN OUR QR CODES AND DOWNLOAD THE CULTURE GUIDE TODAY

For Android

For iOS

As featured in
THE WALL STREET JOURNAL.

Learning at the Next Level

All instructional material is delivered via Air University's web-based learning management system.

At the Air Force Culture and Language Center (AFCLC), we like to say we are the Air Force's Global Classroom and we will meet you where you are — wherever you are. All instructional material is provided at no cost and is delivered via Air University's web-based learning management system. We bring education to you.

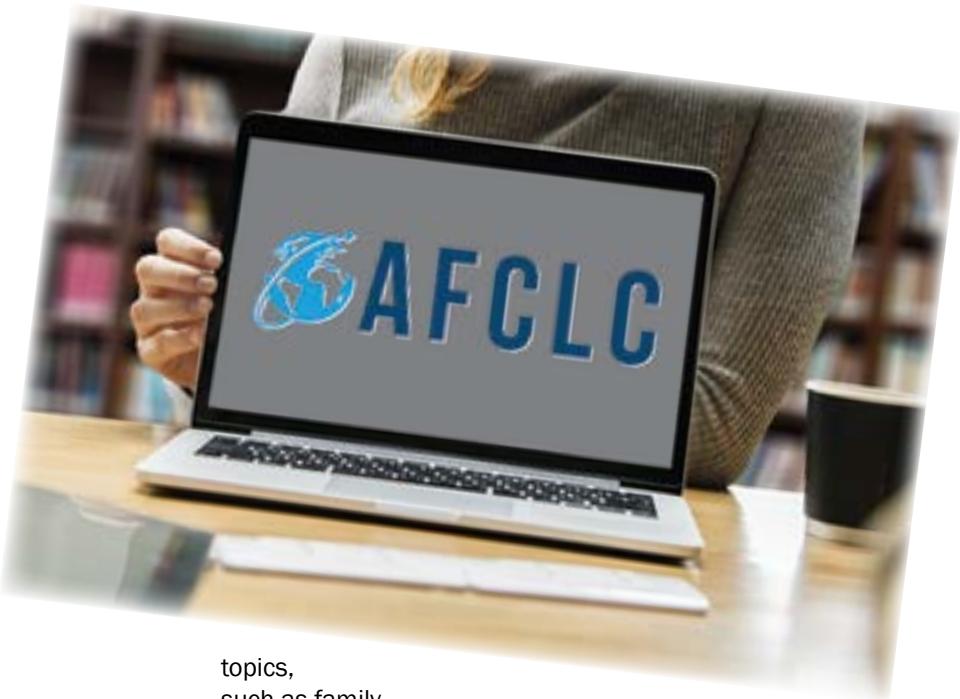
Community College of the Air Force

The AFCLC offers two distance learning courses: Introduction to Culture and Introduction to Cross-Cultural Communication for enlisted Airmen.

These are general-education courses providing three semester hours of social science or program elective resident credit, which are accepted by the Community College of the Air Force (CCAF). The courses are entirely online, self-paced programs with assigned readings, media presentations, formative exercises and simulations. Participants must complete a combination of assignments and exams. All instructional material is provided at no cost and is delivered via Air University's web-based learning management system. Only enlisted members of the United States Armed Forces (Active Duty, Guard and Reserve) who are enrolled in a CCAF degree program are eligible to take these courses.

Introduction to Culture

This course enhances the Airmen's cross-cultural competence by introducing them to the principles of culture that make expeditionary operations more effective. Introduction to Culture explores essential



topics, such as family and kinship, political and social relations, recreation and leisure, religion and spirituality, and cross-cultural conflict. It equips Airmen with universal cultural concepts and enables them to analyze foreign environments by providing cultural tools and real-world scenarios that demonstrate practical applicability.

Introduction to Cross-Cultural Communication

This course helps Airmen better understand the process of communicating across cultural boundaries. Course objectives are to familiarize students with the concepts and skills of cross-cultural communication; to enable students to apply cross-cultural communication skills in a variety of contexts; and to instill in students a sense of the importance of cross-cultural communication competence in both personal and professional settings. To meet these course objectives, 12 learning units are devoted to topics such as decoding nonverbal cues, managing paralinguistic use and perception and practicing active-listening techniques.

LEAP to FAO: Giving More than What's Expected

By Lori M. Quiller, APR, AFCLC Outreach Team

The Foreign Area Officer (FAO) Program deliberately develops Airmen for work in international affairs by facilitating language, regional knowledge, and culture courses.

For Capt Christopher Price, being a newly selected FAO will bring about new adventures, challenges, and opportunities. This summer, Capt Price will be assigned to Joint Base San Antonio, Texas, to teach at the Inter-American Air Force Academy (IAAFA) as a commander for the professional military education flight. IAAFA has more than 35 technical trainings broken down into squadrons by specialty. However, with Price's specialized training as a Language Enabled Airman Program (LEAP) scholar and FAO, his talents will be put to the test.

"I'll mostly teach international squadron officer school and guest lecture at the airman leadership, noncommissioned, and senior noncommissioned officer courses. But, here's the thing...the entire school curriculum is in Spanish. A lot of our U.S. Air Forces Southern (AFSOUTH) international partners, which includes about 21 partner nations from Mexico, Central America, and South America, come to IAAFA to learn different crafts and they all speak their own forms of Spanish."

Communicating — listening, speaking, and writing — in a foreign language with high-level professional skills is a make-or-break situation for FAOs and it puts Price center stage.

"This is truly a unique situation," Price said. "You must have that niche to not only have passed the DLPT (Defense Language Proficiency Test) for reading and listening but also speak the language proficiently as well. As an instructor, you have to communicate at a high level because you're teaching material to Latin American military professionals.

Furthermore, there is no requirement for the students to speak English before they come to this course. The courses are taught 100 percent in Spanish, so you have to be very proficient, technical, and professional."

At some point, speaking the language becomes as easy as muscle memory. But according to Price, language is only one part of the equation.

"We are ambassadors for our country, no matter what the setting," stated Price. "As FAOs, part of our mission is building relationships. It's a true partnership. When partner nation representatives attend these courses, it's a total cultural immersion experience. They are watching to see our expressions and how we can connect with them and their cultures. It's not a case of an American learning Spanish to teach a class, it's a matter of how we can empathize and share our cultures and common values. I'm not saying there aren't others who can learn this in school, of course there are. But, having that cross-cultural competency — understanding, feeling, and caring for another culture as if it was your own — is something special and must be innate."



Capt Christopher Price with Former Secretary of State John Kerry at the U.S. Embassy in Brasilia, Brasil.

Inter {Culture} Operability

The AU LREC Symposium has become a hallmark of educational and networking excellence.

Air University's Air Force Culture and Language Center welcomed more than 300 participants to the Fourth Annual Language, Regional Expertise and Culture Symposium at Maxwell Air Force Base, from 27–29 March 2019.

The theme was "Inter {Culture} Operability," which was taken from the 2018 National Defense Strategy to focus on strengthening alliances and attracting new partners.

"The AU LREC Symposium provides people in the LREC community with the opportunity to gather together almost like a big family reunion and catch up on and share innovative thoughts and unique ideas with experts from all over," noted Gregory Day, AFCLC director of staff and event coordinator. "AF LREC skills can prove critical to accomplishing the Air Force mission in a world that is becoming more global and more partnership driven and the symposium is the place to come face to face with those skills."

Brig. Gen. Jeremy Sloane, Air University's Air War College commandant, provided the event's opening remarks.

"As the commandant of the Air War College, our job is to prepare senior Air Force, sister service, interagency and partner nation leaders on how to go out and lead and influence the national and international global security environment, and that's not an easy thing to do. We don't teach

people what to think, we teach them how to think," said Sloane.

During his remarks, Sloane offered insight on when he learned the importance of understanding how others think. While he himself was a student at AWC, all of his classmates viewed the same operation from different angles, and it changed the way he thought as a leader.



"It wasn't what we were discussing, it was how we were discussing. It was the different lenses in which we viewed the same event and taught us a little bit more about how each other thought," said Sloane. "This year's theme of 'inter {cultural} operability' is one that this group is uniquely qualified to tackle, handle and add to. I think we all know cultural interoperability is going to be the key to us moving forward."

The symposium invited three key speakers, Maj Gen Michael D. Rothstein, Curtis E. LeMay Center for Doctrine Development and Education commander and the vice commander of Air University, U.S.

Marine Corps Brig Gen Robert Sofge Jr., Pacific U.S. Marine Corps Forces deputy commander and U.S. Marine Corps Col Matthew Bogdanos, Chief of the Antiquities Trafficking Unit of the New York County District Attorney.

Apart from the key speakers, participants also had more than 60 different panels and sessions they could sit-in on with topics varying from building relationships to understanding different cultures. The symposium also provided ample time for attendees to network.

Day noted one of the strengths of the symposium was the opportunity attendees had to learn from global experts, make contact, and share ideas with academics and practitioners from diverse organizations.

"It's not enough to just teach, think, or research about cultural interoperability," said Walter Ward, AFCLC director. "The charge is for us to lead, and what is the best way to lead? By example! If you don't remember anything else from your time here, remember it is up to us to lead. The future is going to be built through cultural interoperability and the world is only becoming more global, connected and a coalition is at the core of everything that we do."

Follow us on social media for details and how to register for the 2020 AU LREC Symposium, 14-16 October!



presents

THE FIFTH ANNUAL

AIR UNIVERSITY LANGUAGE, REGIONAL EXPERTISE AND CULTURE SYMPOSIUM

OCTOBER 14 - 16, 2020 | MAXWELL AIR FORCE BASE, AL

“

I leave a much better person and more self-aware. Topics were phenomenal and the guest speakers were very knowledgeable.

”

- 2019 AU LREC Symposium Attendee

HINDSIGHT 20/20

The Air Force Culture and Language Center invites you to attend the fifth Annual AU LREC Symposium. This year, presenters will address the theme of “Hindsight 20/20” and how the past has shaped our future.

31
AUG

Registration Deadline
for Non-US Citizens

15
SEP

Registration Deadline
for Attendees Requiring Base Access
(no U.S. Department of Defense ID)

30
SEP

Registration Deadline
for DoD-Affiliated Attendees

QUESTIONS?

Phone: 334.953.1139
Email: af.clc@us.af.mil

LEARN MORE AT: AIRUNIVERSITY.AF.EDU/AFCLC/AU-LREC/

Think You Know AFCLC?

By Howard Ward, Director, Air Force Culture and Language Center

Former South African President Nelson Mandela once said, “Education is the most powerful weapon you can use to change the world.”

This has been a mission for the Air Force Culture and Language Center at Air University since our inception a decade ago.

Perhaps Air University’s greatest contribution to the Air Force is the constant reinvention — or reimagination — of how to educate today’s modern Airman. By constantly tailoring learning methods to prepare the Air Force’s most powerful weapon — the mind of an Airman — we are preparing not only for today’s challenges and

opportunities but also for the future yet to be revealed.

Air Education and Training Command (AETC) fully recognizes there is an urgent need to transform what we think of in terms of an “education model,” specifically the importance of modernizing the model to fit how today’s Airman learns.

But, what exactly do we mean when we say, “modernize?” In this sense, we are adapting people to a need, but better yet, we are transforming the oldest of ideas into the newest of platforms.

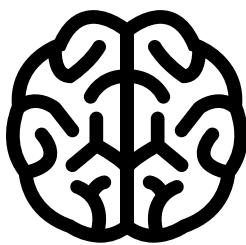
Answering this question — How do we learn? — became the bedrock of our cornerstone initiative, the Language Enabled Airmen Program (LEAP). In time, LEAP became the foundation of our Pre-Assignment

Acculturation Courses (PACs), which in turn led to the creation of our Expeditionary Culture Field Guides (ECFGs) and complimentary Community College of the Air Force (CCAF) courses. From these initiatives grew the Air Force Culture and Language Center.

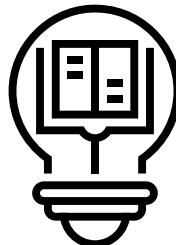
Many organizations teach culture and language, but only at Air University is it taught through a learning methodology designed for today’s modern Airman, to meet them where they are and posture them for utilization. At AFCLC, we make education as global as the airpower mission we enable..

**Think you know
AFCLC?**

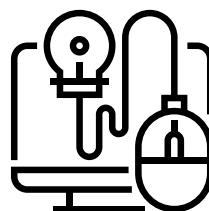
**At the Air Force Culture and Language Center,
our educational processes take Airmen in a specific direction...**



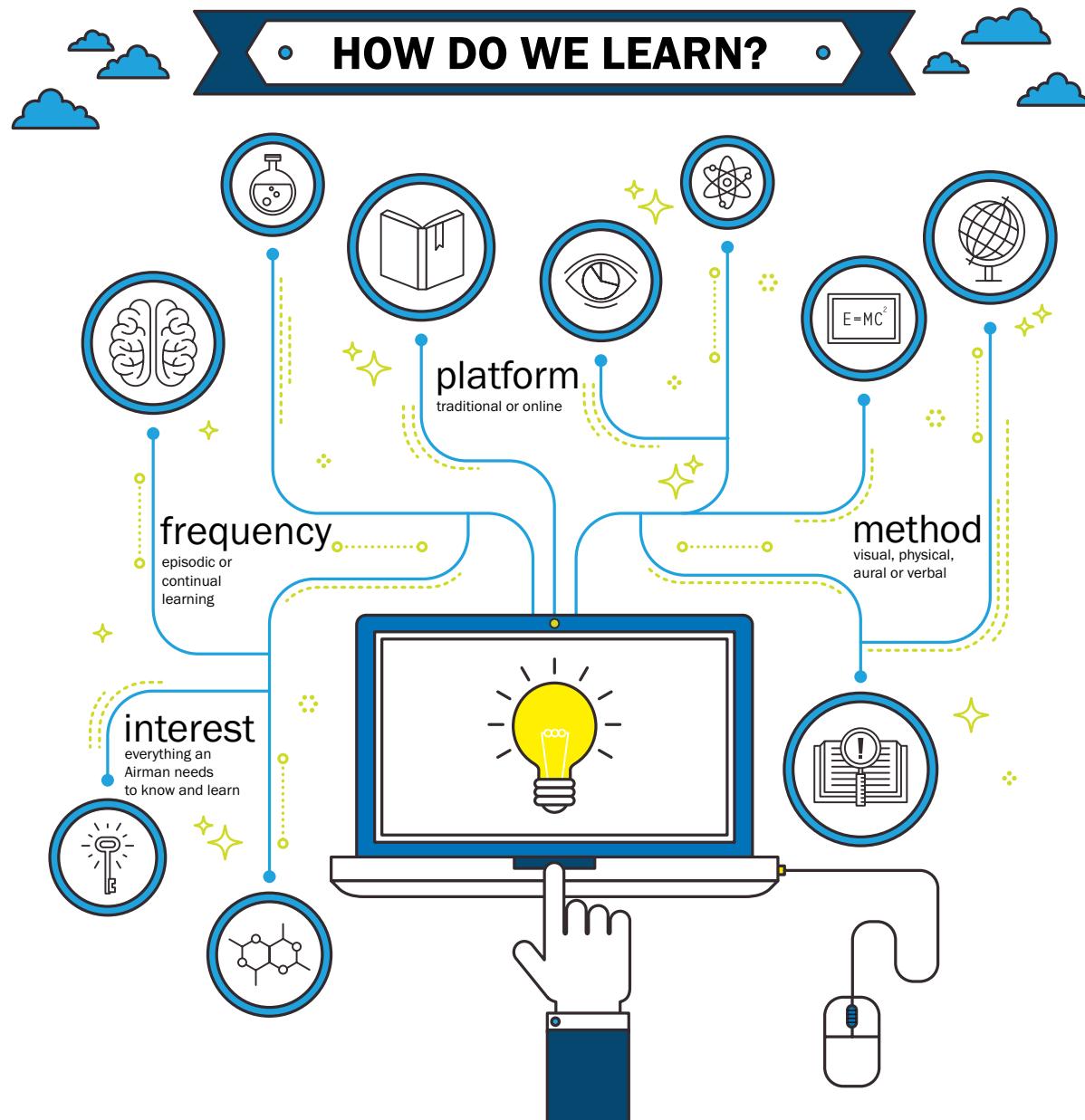
What does an Airman need to think about?



How does an Airman learn?



What are the best content and delivery methods for learning?



Think Outside the Box!



The Air Force Global Classroom

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www.airuniversity.af.edu/AFCLC

