

2018
ANNUAL REPORT

AIR FORCE CULTURE AND LANGUAGE CENTER



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We empower airmen
to operate seamlessly
with air forces
and populations around the
world.

CY 2018

This annual report has been prepared by staff members of the Air Force Culture and Language Center as a summary of its programs and their impact from January 1st, 2018 to December 31st, 2018



OUR MISSION

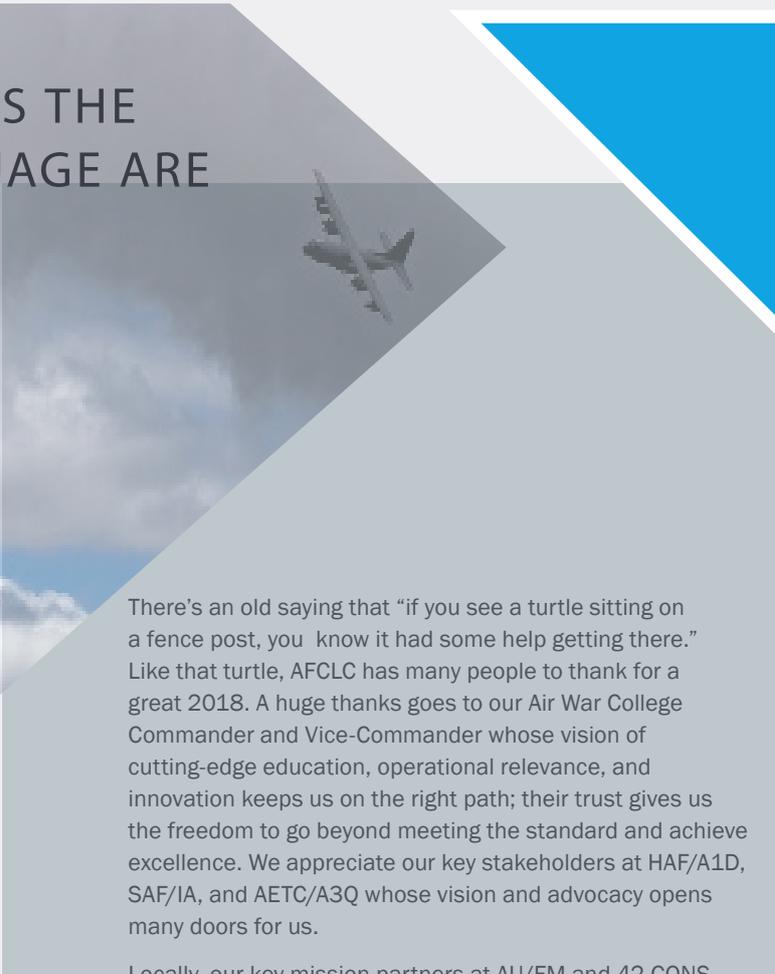
The Air Force Culture and Language Center creates language, region, and culture learning programs for Total Force Airmen, and provides the Service with the subject matter expertise required to institutionalize these efforts



OUR VISION

The Air Force Culture and Language Center 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

WHERE THE FUTURE MEETS THE PRESENT, CULTURE AND LANGUAGE ARE WAITING TO MAKE THE INTRODUCTION



There's an old saying that "if you see a turtle sitting on a fence post, you know it had some help getting there." Like that turtle, AFCLC has many people to thank for a great 2018. A huge thanks goes to our Air War College Commander and Vice-Commander whose vision of cutting-edge education, operational relevance, and innovation keeps us on the right path; their trust gives us the freedom to go beyond meeting the standard and achieve excellence. We appreciate our key stakeholders at HAF/A1D, SAF/IA, and AETC/A3Q whose vision and advocacy opens many doors for us.

Locally, our key mission partners at AU/FM and 42 CONS are essential to the business side of AFCLC; we couldn't make the organization run effectively without them. Last but not least, the AFCLC professional family remains simply superb. If Earth's great treasure lies in great people, we are rich beyond measure and I consider myself blessed to be a part of this wonderful team of total force military, government civilians, and dedicated contractors that "ball out" for our nation every day.

We embarked on 2018 with a new five-year vision to become "The Source" across the service for LREC education. We also took the opportunity to more sharply define what makes the AFCLC learning model unique. We came to the realization that our business competency isn't a disparate list of tasks across various activities. Rather, our core competency is one single thing...customized and individualized LREC education solutions with a repeatable process that permeates all of our activities from GOPAC to LEAP.

While building our future, we never took our eye off the target when it comes to our core business areas. Our accomplishments in 2018 were many. Under the National Defense Strategy tenet of readiness, we (1) educated the highest number of generals from GOPAC in a single year (2) solidified AFCLC's development and sustainment role in Foreign Area Officer qualification training (3) onboarded the highest number of cadets into LEAP to sustain investment and achieved the highest percentage ever on the active duty



DIRECTOR'S MESSAGE: MR. HOWARD WARD



For AFCLC, the Air Force's "Global Classroom", 2018 was a year of challenge and triumph. Like all you, we dealt with budget constraints and pauses in operations that caused instability and uncertainty. Despite those challenges, the AFCLC family notched a record-setting year across the breadth of the enterprise supporting the National Defense Strategy (NDS) tenets of readiness, interoperability, and partnership. We now stand on the precipice of launching into 2019, and I'm pleased to report that your AFCLC is healthy and the outlook is optimistic for another great year.

selection board for potential language designated position matches, and (4) added capability to our proprietary LEADeR platform that has enabled true enterprise-level training management capability.

Under the tenet of interoperability, AFCLC (1) executed the highest volume of overseas immersions in a single year (2) gained significant efficiencies in our online eMentor platform with no decrease in customer satisfaction, and in some measurable areas even higher (3) expanded our area studies immersion product to new countries that directly support NDS priorities.

Under the tenet of partnership, we (1) exponentially increased AFCLC's leadership role in cultural property protection education and research (2) expanded the annual LREC Symposium and set record numbers for attendance and presentations (3) increased connection to AFCLC through electronic platforms like our website, Facebook, Twitter, LinkedIn, and WordPress pages, which saw a universal growth in our followers and visitors by 59%.

In 2019, we share, along with you, the optimism that comes with a full year's appropriation, which gives us incredible stability and predictability for planning. Against that backdrop, here's what you can expect from us in 2019 to continue along our journey to become "The Source":

- Revise the outdated AFCLC charter. AFCLC has grown well beyond the vision of the original charter and it's time to redefine the organization to connect today's mission and tomorrow's vision for programming. This effort is still in-work at the time of this writing but the charter is built around specific pillars that speak to Air University, HAF, and NDS priorities. The charter redefines AFCLC operationally in terms of delivering LREC education for:

- o Known and emerging requirements
- o Global operational readiness
- o Leadership development
- o Total force continuum of learning

- o LREC infrastructure

- You can expect us to capture return on investment in LEADeR through implementing true enterprise level management of eMentor which will increase capacity at a lower price point for partners.
- Better connect AFCLC's student body with its global classroom faculty
- Gain partners and achieve enterprise-level efficiencies in overseas immersions
- Develop new area studies immersions to address specific NDS identified competitors
- Fully mechanize our role in FAO qualification training and support stakeholders in continued development of the pipeline
- Identify solutions for culture and language education beyond LEAP and the physical classroom
- Continue attacking cost structure for fiscal stability and the means to self-fund growth

Above all, you can expect your AFCLC to continue embracing a leadership role in the LREC space. We understand the importance of global skills at this moment in history and the opportunity available to us through the new National Defense Strategy.

As we deal with the challenges of today and remain committed to unmatched excellence in executing today's mission, our promise is to focus on innovation...building our own future versus adapting and reacting to the circumstances of someone else's vision of the future. Well aware of the challenges of executing our mission under increasing fiscal pressure in an increasingly complex world, our trust is in us so we will march together into 2019 with energy, leadership, vision, and confidence that the Air Force's "Global Classroom" will innovatively deliver customized and individualized education solutions that will enhance today's operations and build a very bright future for our nation.

Our Growing Partners



ships

The Air Force Culture and Language Center at Air University works closely with Air War College, the Defense Language Institute, language schools, service academies, and more. AFCLC continues to partner with organizations around the world on a mission to educate the Total Force.



AIR UNIVERSITY

AWC RSS, SNCOA, ACSC, SAAS FIELD STUDIES, INTER-AMERICAN SOS

102

U.S. EMBASSIES & CONSULATES

66

INTERNATIONAL SCHOOLS & UNIVERSITIES

38

COMMANDS, UNITS & AGENCIES



GLOBAL CLASSROOM

PROFESSIONAL MILITARY EDUCATION FOR ALL AIRMEN

A stellar lineup of academic minds, the Air Force Culture and Language Center's 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) and online with Advanced Distributed Learning Service (ADLS).

Along with teaching in the traditional classroom setting, AFCLC's professors travel around the world to share their invaluable knowledge with professionals and their students in-country. AFCLC faculty continues to develop scenario templates and exercise support SOPs to challenge decision-making in cultural heritage/property protection and broader sociocultural dynamics in command-level, joint, multinational and multi-domain exercise and wargaming environments.

As lifelong learners, the Center's educators also speak several languages, actively pursue research and publishing agendas that positively influence cultural capabilities across the USAF and US military.

SOME OF THE COURSES TAUGHT IN 2018

- ✦ Regional and Cultural Studies: Southeast Europe
- ✦ Contending with Corruption
- ✦ Resurgence of the Far Right in Europe
- ✦ Dilemmas of Global Basing
- ✦ Legacies of Empire and War in Asia-Pacific
- ✦ Legacies of Japanese Colonialism and War in Asia and the Pacific
- ✦ Regional and Cultural Studies: Life in these United States
- ✦ Effective Communication for Leaders in the Global Context
- ✦ Regional and Cultural Studies: Israel and Algeria
- ✦ Aztecs to Afghans: Culture and Causes of Collective Violence
- ✦ Cultural Property Protection & Heritage in Conflict

MEET AFCLC'S FACULTY



Department
Chair

DR. ANGELLE
KHACHADOORIAN

ASSOCIATE PROFESSOR OF
ANTHROPOLOGY

Ph.D. in Anthropology from
the University of New Mexico



DR. PATRICIA FOGARTY

ASSISTANT PROFESSOR
OF CROSS-CULTURAL
RELATIONS

Ph.D. in Anthropology from
Emory University



DR. SUSAN STEEN

ASSISTANT PROFESSOR
OF CROSS-CULTURAL
COMMUNICATION

Ph.D. in Communication
Studies from the University
of Southern Mississippi



DR. SCOTT EDMONDSON

ASSISTANT PROFESSOR OF
REGIONAL AND CULTURAL
STUDIES (AFRICA)

Ph.D. in Culture and
Performance from the
University of California, Los
Angeles



DR. KRISTIN HISSONG

ASSISTANT PROFESSOR OF
REGIONAL AND CULTURAL
STUDIES (MIDDLE EAST NORTH
AFRICA)

Ph.D. in Middle Eastern Studies
from the Institute for Middle East
Studies at King's College London



DR. ELIZABETH PEIFER

ASSISTANT PROFESSOR OF
REGIONAL AND CULTURAL
STUDIES (EUROPE)

Ph.D. in European History
from the University of North
Carolina at Chapel Hill



DR. JESSICA JORDAN

ASSISTANT PROFESSOR OF
REGIONAL AND CULTURAL
STUDIES (ASIA)

Ph.D. in History (Modern
Japan) from the University of
California, San Diego

EXECUTIVE LEADERSHIP E D U C A T I O N



GENERAL OFFICER PRE-DEPLOYMENT ACCULTURATION COURSES

Inside of a conference room at the Air Force Culture and Language Center, general officers and commanders have been quietly meeting, training, and preparing pre-deployment and pre-assignment for their journeys around the world.

“There is a great deal of preparation to be completed before deploying anywhere, but this is one opportunity that stands out. Every graduate that I have spoken to made sure to tell me not to miss this course and its amazing training.” Col Charles Corcoran, now a Maj Gen select, said about the session he attended before

traveling overseas.

Described as some of the Air Force’s “best training opportunities”, over the years, AFCLC has quickly become a preferred resource for senior leaders seeking culture, region, and language training. Known as GOPAC or General Officer Pre-Deployment Acculturation Courses, the training structure was developed in 2009. At the time, the Commander of the International Security Assistance Force requested that the Air Force Chief of Staff ensure general officers being deployed in the Middle East had language and region training.

GOPAC formed as a result of this request. Once AFCLC started offering the courses, the Air Force mandated officers in certain positions attend GOPAC prior to deploying to Afghanistan or Iraq.

For years, AFCLC focused specifically on training general officers heading to the Middle East. As word spread about GOPAC, the program grew, new countries were added, and the curriculum expanded to include general officers and commanders.

In 2018, seven officers attended GOPAC, increasing the course’s total graduates to 47.

Designed in-house by AFCLC's faculty and staff, the executive leadership curriculum is tailored to fit the needs of each individual student. Ranging from one day of formal instruction to five days of extensive coursework, each session is based on the commander's job, assignment, and experience in country.



COMMANDER PRE-ASSIGNMENT ACCULTURATION COURSES

"AFCLC HAS QUICKLY BECOME A PREFERRED RESOURCE FOR SENIOR LEADERS SEEKING CULTURE, REGION, AND LANGUAGE TRAINING."

In 2018, COMPAC or Commander Pre-Assignment Acculturation Courses were born.

"It's really spreading by word of mouth," said Mary Newbern, head of AFCLC's Expeditionary Programs, "the more people hear about it, the more phone calls we get from people volunteering to come and take a course."

Dr. Jordan, AFCLC's Assistant Professor of Regional and Cultural Studies (Asia), led the Center's first COMPAC this year. The first session in a new chapter as AFCLC accepts commanders and

others to take part in this training.

Dr. Jordan researched for months to help her student Col T. Doan prepare for his journey in Kadena. His course focused on the language and the political environment. Specifically, how to operate as the commander of the Air Force's largest mission group.

"I would have never received this training in another forum," Col Doan said, "state of the art facilities with detailed culture and region training." In spring of 2018, Col Doan became the Center's first ever COMPAC graduate.

AIR STAFF

Maj Gen Michael Fantini
May '13 - Brig Gen
 Director, Global Power Programs,
 Office of the Assistant Secretary
 of the Air Force for Acquisition
 HAF, Washington, D.C.

Brig Gen David Hicks
Apr '16 - Brig Gen
 Director, Strategy, Concepts, and
 Assessments
 HAF, Washington, D.C.

Brig Gen Samuel Hinote
Nov '16 - Brig Gen
 Deputy Director, Air Force Warfighting
 Integration Capability, Deputy Chief of
 Staff for Strategic Plans and Requirements
 HAF, Washington, D.C.

Brig Gen Patrick Malackowski
Mar '13 - Brig Gen
 Military Deputy for Total Force-Continuum
 HAF, Washington, D.C.

STRATCOM

Gen Timothy Ray
Jul '11 - Brig Gen
 Commander, Air Force Global Strike
 Command, and Commander, Air Forces
 Strategic - Air, U.S. Strategic Command
 Barksdale AFB, La.

Maj Gen David Allvin
Jun '10 - Brig Gen (s)
 Vice Director, Strategy, Plans, and
 Policy (J-5), Joint Staff, The Pentagon

Gen John Raymond
Feb '11 - Brig Gen
 Commander, Air Force Space Command
 Joint Force Space Component Commander,
 U.S. Strategic Command
 Peterson AFB, Colo.

Lt Gen Giovanni Tuck
May '11 - Col
 Director for Logistics
 (J4), Joint Staff, The Pentagon

AETC

Maj Gen Michael Rothstein
Mar '14 - Brig Gen
 Commander, Curtis E. LeMay Center for
 Doctrine Development and Education, and
 Vice Commander, Air University
 Maxwell AFB, Ala.

Brig Gen Darren James
Apr '15 - Col
 Vice Commander, 18th Air Force
 Scott Air Force Base, Ill.

EUCOM

Maj Gen (s) Charles Corcoran
Apr '16 - Brig Gen (s)
 Director of Operations, Strategic
 Deterrence and Nuclear Integration,
 Headquarters U.S Air Forces in Europe,
 Ramstein AB, Germany

Lt Gen Steven Shepro
Mar '12 - Brig Gen
 21st Deputy Chairman, North Atlantic
 Treaty Organization Military Committee
 Brussels, Belgium

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, U.S. Air Forces in Europe;
 Commander, U.S. Air Forces Africa;
 Commander, Allied Air Command, Ramstein
 AB, Germany; Director, Joint Air Power
 Competency Centre, Kalkar, Germany

ALUMS THEY NOW?

CENTCOM

Brig Gen Joel Carey

Apr '18 - Brig Gen (s)
Commanding General, Train, Advise, Assist
Command-Air (TAAC-Air)
Commander, 438th Air Expeditionary Wing
Kabul, Afghanistan

Lt Gen Joseph Guastella

Mar '12 - Brig Gen
Commander, U.S. Air Forces Central
Command, Combined Force Air Component
Commander, U.S. Central Command,
Southwest Asia

Maj Gen (s) David Julazadeh

Apr '15 - Brig Gen
Deputy Director of Operations,
U.S. Central Command
MacDill AFB, FL

Maj Gen Barre Seguin

Apr '18 - Maj Gen
Commander, 9th Air and Space
Expeditionary Task Force
Commander, NATO Air Command
Deputy Commander-Air for U.S. Forces
Resolute Support Headquarters
Kabul, Afghanistan

Brig Gen Adrian Spain

Feb '18 - Brig Gen (s)
Commander, 380th AEW
Al Dhafra Air Base, UAE

Brig Gen Martin Chapin

Apr '18 - Brig Gen
Chief, Combined Joint
Logistics Branch (CJ4)
Resolute Support Headquarters
Kabul, Afghanistan

Brig Gen Thomas Hensley

Feb '18 - Brig Gen (s)
Director of Intelligence for the
Combined Joint Task Force
Operation Inherent Resolve
Southwest Asia

Brig Gen Clark Quinn

Jun '18 - Brig Gen (s)
Assistant Deputy Commander for
Air, and Vice Commander, 9th Air and
Space Expeditionary Task Force
Resolute Support Headquarters
Kabul, Afghanistan

BGen Robert Sofge (USMC)

May '17 - BGen (s)
Director, Combined Joint
Operations Center - Baghdad
Deputy Commander - Operations
CJFLCC-Operation Inherent Resolve

Brig Gen Craig Willis

Feb '18 - Brig Gen
Deputy Chief of the
Office of Security Cooperation
Baghdad, Iraq

AFRICOM

Maj Gen Christopher Craig

Apr '15 - Col
Director, Strategy, Engagement,
and Programs, U.S. Africa Command
Stuttgart-Möhringen, Germany

Lt Gen Jerry Martinez

Nov '09 - Brig Gen (s)
Commander, U.S. Forces Japan
Commander, 5th Air Force, PACAF
Yokota Air Base, Japan.

SOUTHCOM

Maj Gen Andrew Croft

Mar '17 - Brig Gen
Commander, 12th Air Force, Air Combat
Command, and Commander, Air Forces
Southern, U.S. Southern Command
Davis-Monthan AFB, Ariz.

SOCOM

Maj Gen (s) Vincent Becklund

Feb '16 - Brig Gen
Special Assistant to the
Commander, AFSOC
Hurlburt Field, Fla.

as of December 2018

Partnerships and Interoperability

Capt Dustin Tanen constantly relives his time in Niger. He remembers the sights and sounds of downtown Niamey, the sandstorms of the 11-month dry season, and the intersection of Francophone, Muslim, and West African cultures. As a special operations pilot, he traveled to Niamey, Niger in May 2017 for a Language Intensive Training Event. An immersion that would change his life.

"I believe in this mission and sought additional opportunities to build partner capacity" Capt Tanen said.

Capt Tanen is a member of the Air Force Culture and Language Center's Language Enabled Airman Program. LEAP was developed to help Airmen enhance and sustain their language and culture skills by using a two-part training method: eMentor, courses which are online, synchronous language classes, and LITEs which are language immersions that serve as in-country capstone training. Using his language skills in French, Capt Tanen went on a LITE where he worked with a newly formed Nigerien UN Peacekeeping

Battalion in support of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).

"It was a unique opportunity to blend my expertise as a special operations pilot with my speaking skills. Being an International Airman means building relationships with partners and partnerships," Capt Tanen said.

Assigned to an Army EOD training team from Fort Campbell, KY, Capt Tanen was asked to use his skills to enhance the combat capability of the new battalion's combat engineer platoon. IED's used by insurgents in Mali are the largest cause of casualties for UN Peacekeeping forces in Mali.

"I never thought that being able to speak French would literally have life or death consequences," Capt Tanen remarked on the importance this training had to prepare the host nation forces before their deployment to Mali.

Along with his language skills, he also

leveraged his o helped mentor team.

"I was the on on the training gravitated to t guys assigned there was an o Lieutenant an each other. I from lessons deployments f he said.

After days wi Capt Tanen lieutenant and able to take the US Special Fo mission in the

"Passing on les was fine, but l folks to learn f ground was far

“LEAP has enabled me to be a small puzzle piece fitting into the large mosaic of the global Air Force mission.”

PHOTO CAPTION: For his birthday, Capt Tanen's homestay family researched American culture and birthday traditions and baked him a cake. He said it's a birthday that he will never forget

y in Niger

own AC-130 experience and
r the battalion's air-liaison

ly U.S. Air Force member
g team and so I naturally
he two Nigerien Air Force
d to the battalion. I saw
opportunity for the Nigerien
d I to learn a lot from
passed on best practices
I learned from combat
lying the Spectre gunship,"

th the combat engineers,
would sit down with the
his team. Capt Tanen was
e liaison-team to meet some
forces on another training
area.

ssons from my perspective
having a chance for these
from SOF members on the
ntastic," Tanen said.

be
g
ne

”

That SOF team that Capt Tanen crossed paths with would be the same unit that was ambushed months later. The troops were in country working to train and assist the Nigerien military. U.S. soldiers, Airmen and partner forces had been working with the country's military for months.

"I was shocked when I heard about the US and partner forces killed in Niger. I realized how small the special operations community really is."

When asked if he would ever go back to the region, Capt Tanen quickly responded.

"In an instant...the mission we are doing in the region, by advising and assisting host-nation forces is vital for stability and how we can build lasting partnerships. I know the 'advise' and 'assist' buzz words get thrown around by strategic leaders, but my experience in Niger showed me that it's about making friends and sharing stories. With the loss of American life, the world turned its attention to a region that had been a hotbed for extremists for years. I was incredibly impressed with how hard folks in that part of

the world need to work for everything they have.

I believe LEAP is directly helping me and other Airmen contribute to the future of our nation's special operations enterprise and our larger Air Force mission. LEAP has enabled me to be a small puzzle piece fitting into the large mosaic of the global Air Force mission. I hope we can continue our commitment to partnering with countries such as Niger to help counter common threats and promote common values. If that commitment means sending me back to Niger tomorrow, give me 15 minutes so I can start packing a bag and brushing up on my French for the region," Capt Tanen said.

"I never thought that being able to speak French would literally have life or death consequences".



LEAP SCHOLAR
DUSTIN TANEN



Community College of the Air Force Courses

The Air Force Culture and Language Center offers two distance learning courses, “Introduction to Culture” and “Introduction to Cross-Cultural Communication” for enlisted Airmen.

Both are general education courses providing three semester hours of social science or program elective resident credit through the Community College of the Air Force. The courses are entirely online, self-paced programs with assigned readings, media presentations, formative exercises and simulations. Participants must complete graded quizzes, a midterm and final exam. 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.

Web-based learning



All instructional material is provided at no cost and is delivered via Air University’s web-based learning management system

Introduction to Culture

This course enhances 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 culture tools and real-life scenarios that demonstrate practical applicability.

Introduction to Cross-Cultural Communication

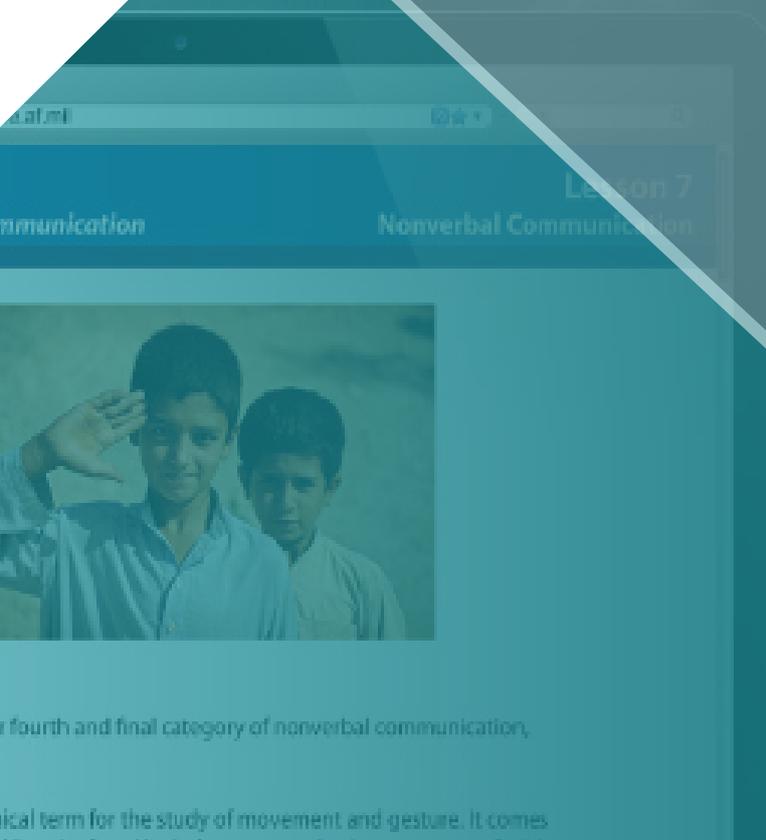
This course helps Airmen better understand the process of communicating across cultural boundaries. Course objectives are to familiarize students with the concepts and skills of cross-cultural communication; to enable students to apply cross-cultural communication skills in a variety of contexts; and 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.

Only
COU

OUR LEARNING MODEL, LIKE THE CONTINUUM OF LEARNING, IS CAREER-SPANNING. WE ARE GOING TO TRAIN AND DEVELOP SKILLS FOR LIFELONG LEARNERS

line culture

urses



TOTAL GRADUATES
UP TO 2018

8,260 ACTIVE DUTY
2,100 GUARD
655 RESERVE

GROWING BY LEAPS AND BOUNDS!

TO BECOME A LEAP SCHOLAR, AIRMEN MUST ALREADY POSSESS SOME LEVEL OF PROFICIENCY IN A FOREIGN LANGUAGE SPECIFIED ON THE AIR FORCE STRATEGIC LANGUAGE LIST, THEN APPLY THROUGH THE LEAP SELECTION BOARDS

3,082
TOTAL SCHOLARS

The Language Enabled Airman Program, or LEAP, is a career-spanning, volunteer program open to officers and enlisted across all general purpose force Air Force specialties to sustain and enhance the existing foreign language skills of Airmen.

The objective of LEAP is to develop language enabled, cross-cultural Airmen who can operate seamlessly with air forces and populations around the world. With these skills, Airmen can better support the application of Airpower through meeting the National Defense Strategy pillars of strengthening partnerships and interoperability.

LEAP was founded on a core belief that language is a capability the Air Force cannot simply “contract out” ... it must be invested, over the course of careers, in willing and able, uniformed Airmen.

“ My language skills have helped enhance interoperability ”

MSgt Mirta Jones, LEAP Scholar



1,360

FY18 ONLINE & IN-REGION TRAINING EVENTS

1,085

AIRMEN

58

LANGUAGES

66

COUNTRIES



SEI STATISTICS

1,527+ ENABLED
1,343 DEVELOPMENTAL



SPECIAL EXPERIENCE IDENTIFIER (SEI)

LEAP scholars who demonstrate language proficiency at an “enabled” level may receive the LEAP SEI upon meeting eligibility criteria, which could give them special consideration for Foreign Language Proficiency Bonus pay and other language-related opportunities within the Air Force. The LEAP SEI is used by force managers to match Airmen with language dependent assignments, deployments, and TDYs, with roles that include international affairs, security cooperation, mobility advisory, and special operations.

STATISTIC VALUE

These numbers represent Fiscal Year 2018 and were documented and tracked using AFCLC's Language Enabled Airmen Development Resource, or LEADeR.

LEAP'S CLASS

LEAP uses a two-part education and training system to track Airmen's progress with the goal of achieving and maintaining language skills

1. eMentor, is an online synchronous language program that connects Airmen anywhere in the world, 24/7 with a native language instructor at times that work with their schedule and mission ops
2. Language Intensive Training Events (LITEs), are TDYs averaging 30 days that place participants in culturally complex settings to enhance their LREC skills

SYNCHRONIZED WITH EMENTOR COURSES, LITES IMMERSE LEAP SCHOLARS IN CULTURALLY COMPLEX SETTINGS. IN TRADITIONAL LITES, PARTICIPANTS STUDY AT A LANGUAGE SCHOOL.

IN ADVANCED LITES, PARTICIPANTS STUDY ALONGSIDE PARTNER MILITARIES AT CONFERENCES AND EXERCISES.

AFRICOM

African Partnership Flight

African Air Chief Symposium

EUCOM

Berlin Air Show

Clear Sky Exercise

Operation Dacian Eagle

NORTHCOM

AFSOUTH Central Air Chief Conference

AU LREC Symposium

Building Partnership Capacity Seminar (BPACS)

INDOPACOM

Cobra Gold Exercise

Exercise KEY RESOLVE

Exercise COPE NORTH

Exercise KEEN EDGE

SOUTHCOM

New Horizons

Summit of Americas (Peru)



TRAINING IDENTIFIED

The Center's eMentor courses are designed to allow Airmen to sharpen their language and cultural skills online, anytime, and anywhere.

GLOBAL CLASSROOM

"Language skills can atrophy. With LEAP, I have been able to maintain them."

-Capt Julian Gluck-
2018 AF Times Airman of the Year



"My cultural experience allows me to give back to the Air Force"

-TSgt Alain Mukendi-
LEAP Spokesperson at the 2018 Senior Enlisted Leader International Summit



"I was at lunch with foreign military partners and asked how they translated the word 'Airman' all answered there's not a translation because it's a title. This was my 'aha' moment"

-TSgt Ana Cruz-
After attending Translation & Interpretation (T&I) course



"English-speaking Air War College students bridged the language barrier that existed between us and French-speaking Burkinabe officials"

-Capt Jared Williams-
After attending AWC Region & Culture Seminars (RCS)



AT HOME & ABROAD, AN AIRMAN GIVES BACK

WILLING & ENABLED

Airmen who join the U.S. Air Force after being born and raised in a country other than the United States often say that serving in the military is a way to “give back” to their new home. For one Air Force captain, his work not only gave him an opportunity to serve the United States; it also meant being about to “give back” to his homeland.

Capt. Patterson Aldueza was born in the Philippines, and immigrated to the U.S. with his family in 2002. He is an intelligence officer currently serving as the Operations Flight commander at the 369th Recruiting Squadron in Encino, Calif.

The 369th RCS covers a 1.8 million square-mile area that includes southern California, Hawaii, Guam, Japan and the Pacific – and Aldueza’s home country of the Philippines. Aldueza grew up speaking Tagalog and English interchangeably – mostly Tagalog with his immediate family, and a hybrid he calls “Taglish” with others. After receiving his commission into the Air Force 2010, Aldueza’s abilities garnered him a spot in the Air Force Culture and Language Center’s Language Enabled Airman Program. LEAP is a career-spanning program that sustains, enhances and helps the Air Force use the existing language and cultural skills of Airmen like Aldueza.

LEAP participants undergo intense and continuous development of their skills through a mix of online courses, language immersion events and real-world missions. Aldueza recently traveled to the Philippines for an immersion event, and during the process, was a key part of an effort to make the Philippines and the U.S. safer.

Working directly with Joint United States Military Assistance Group, Aldueza assisted with the transfer of weapons and equipment to the Philippine military as part of the U.S. government’s Counter-terrorism Train and Equip Program. Along with one other U.S. military officer, Aldueza provided language





EDUCATION 24/7

Capt Aldueza has completed more than 1,000 combat hours as a Senior Mission Intelligence Coordinator. He has been able to keep up his language skills online with eMentor courses, while staying committed to his job and the mission

support during the actual inventory of equipment as it changed hands. The equipment will enhance the PMC's counter-terrorism capabilities, and help protect Philippine military actively engaged in counter-terrorism operations in the southern Philippines.

"Coming from the Philippines, I feel like the U.S. has given a lot to my family and me, and joining the Air Force was a way for me to give back for that," Aldueza said. "But, I've felt like maybe I haven't done much to give back to the Philippines, the motherland, you know? Talking with my counterparts, they told me about how these weapons would be used to fight ISIS, and it made me feel good to know I could help that way."

In addition to working to assure a smooth transfer of equipment, Aldueza participated in a medical mission, going to a remote area of the country to assist with medical procedures for children, and he also assisted at the U.S. embassy. He says his participating in LEAP is not just good for the Air Force, but also for larger strategic goals.

"One of the Secretary of Defense's priorities is strengthening alliances with our partner nations. LEAP gives me the opportunity to build relationships in a very credible manner. Language and cultural barriers can be limiting factors, and the way LEAP deliberately develops our abilities enhances our skills and makes us more useful in strengthening those alliances."

Although Aldueza has enjoyed his time working on recruiting efforts and in the intelligence field, he hopes to become a Foreign Area Officer, and to continue his work in international relations. "Hopefully, being part of LEAP will help give me the chance to achieve that dream," he said.

Foreign Area Officers and the Future

The Foreign Area Officer Program, in line with the Air Force Culture and Language Center's mission, deliberately develops Airmen with expertise in international affairs by facilitating language, regional expertise and culture courses. The FAO program is a force development initiative designed to create a cadre of officers with in-depth regional expertise. And for years now, AFCLC has been a critical contributor to the program.

Enhancing FAO education by delivering broad regional exposure and immersive language training, the Center's staff provides individualized and personal attention throughout pipeline training. The partnership with the Secretary of the Air Force/International Affairs officially started in 2014 when AFCLC began placing FAOs in strategic locations for hands-on training to develop professional and diplomatic skills. The in-region training (IRT) prepares FAOs to represent the U.S., the Department of Defense, and the United States Air Force, while building partnership capabilities with foreign government.

"AFCLC manages all aspects of the FAO in-region training," said Sheila Miltersen, AFCLC's FAO Program Manager.

IRT management requires handcrafted itineraries and around the

clock customer service. The Center's team continuously monitors FAO language skills, training history, test scores, and travel preparation; actively pursue training opportunities through embassy coordination.

"Since 2015, AFCLC has executed a total of 447 immersions for the FAOs," Miltersen said.

Miltersen describes this past year's involvement as "monumental" as far as the Center's role in the FAO enterprise.

"AFCLC worked with SAF/IA and the Air Education and Training Command to enhance and normalize FAO training. We identified training gaps, developed new courses, and established a real-time operating system with a common site picture for our FAO partners. Additionally, we increased our involvement by providing input to help develop the first FAO Career Field Education Training Plan," Miltersen said. "and presented at the inaugural FAO Orientation Course at the Defense Language Institute Foreign Language Center (DLIFLC). The orientation course was extremely informative and motivational."

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Thank you for the work you do to support FAOs and build international expertise in the Air Force!

Heidi Grant, fmr Deputy under the Secretary of the Air Force, International Affairs

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2012 //	2014 //	2015 //	2017 //	2018 //	2019 //
<p>Partnership</p> <p>In 2012, the AFCLC and the Secretary of the Air Force/ International Affairs (SAF/ IA) established a formal partnership to begin further developing Foreign Area Officers (FAOs)</p>	<p>Sustainment</p> <p>In 2014, AFCLC assumed management of the FAOs In-Region Training (IRT), utilizing AFCLC's language, regional expertise and culture training, refining, and improving the process previously performed at the headquarters level</p>	<p>Tracking FAOs</p> <p>In 2015, AFCLC began training lifecycle management for the complete FAO community in the Center's Language Enabled Airman Development Resource (LEADeR), utilizing technology and automation for optimal knowledge management</p>	<p>The Pipeline</p> <p>In April 2017, the Air Education and Training Command (AETC) approved the Training Pipeline Divestment Plan. The divestment of duties increased AFCLC's role in the program resulting in additional manpower</p>	<p>Training Plan</p> <p>In 2018, the first ever FAO/16FX Career Field Education and Training Plan (CFETP) established the AFCLC training as integral to FAO certification and solidified AFCLC's role in the FAO enterprise</p>	<p>Looking Ahead</p> <p>For 2019, AFCLC plans on continued excellence in immersion training, expansion of LREC program offerings, and increased involvement in educating the certified FAO community</p>



VALUE ADDED*

55% of officers selected as FAOs in 2018 were LEAP scholars

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The role language and culture play in the dramatic Thai cave rescue

When the final child was pulled from the cave in Thailand, the crowd cheered, and the rescuers let out a deep sigh of relief. It was a non-verbal cue that was clear in every language: this terrifying ordeal was over.

“This unfolded over the course of weeks,” said U.S. Air Force Staff Sergeant James Brisbin, “and I know for myself personally, that this definitely impacted the team. But, we were all honored to be there”.

Brisbin, a search and rescue pararescueman and cave diving enthusiast, was one of nearly 40 U.S. Airmen who participated in the Thai cave rescue. In June, twelve members of a Thai soccer team and their coach were trapped inside of the Tham Luang cave by monsoon rains for more than two weeks.

The Royal Thai Army Special Forces Regiment and the Royal Thai Navy SEALs began the initial search and rescue operations. But, as days

passed and with the threat of more rain, Thai officials knew they needed assistance.

On June 27th, the U.S. Air Force Indo-Pacific Command received a request from the Thai government to provide support. Air Force Special Tactics Officer Major Charlie Hodges began forming his team and within days, they traveled to Thailand.

“There was a language barrier and there was a significant cultural barrier that was sometimes more difficult than the language barrier,” Hodges said.

“We struggled at first understanding what was offensive and not offensive. We {USAF} were very direct as far as what we felt needed to be done and how we could help the Thai SEALs. The Thai rescuemen, who had already been out there for some time, were very emotional and were

working through the process. They came in and offered support and a logically direct approach. We were also able to help them make those hard decisions. Working with the Thai SEALs benefited from working

While working through the process, we realized that the only way to get the boys out safely and quickly was to go directly in. This would mean the trip would take at least a week. They would have to be very careful to keep them from getting lost. The U.S. Airmen, Australian, British, and Thai formed a multinational team. A blend of nationalities and languages. A bilingual team merged together as translators and interpreters.

“We had access to a U.S. Air Force member who was helpful,” Hodges said. “He was a linguist by trade, but he had those skills, we didn’t have them. We spent a few days in Thailand, but, I think that’s something we don’t do often, so having him with us was so helpful”.

L A N G U A G E E N A B L E D

Through LEAP, more than 3,000 Airmen have been able to sustain their existing language skills by taking online language courses and going on cultural immersions on their own time

Hodges' statement about language training serves as a reminder of why having native speakers or Airmen with existing language skills are crucial when it comes to building partnerships worldwide. Along with Hodges and his team, several rescuers, including Master Sergeant Derek Anderson, had some sort of language capabilities.

Anderson, an Air Force Special Tactics pararescueman, is also a Language Enabled Airman meaning he is a member of LEAP or the Language Enabled Airman Program.

Managed by the Air Force Culture and Language Center, LEAP was founded on the core belief that the Air Force cannot simply "contract out" language skills. These skills must be invested in by willing and able Airmen with some language capabilities.

Through LEAP, more than 3,000 Airmen have been able to sustain their existing language skills by taking online language courses and going on cultural immersions on their own time. The purpose: to have an accumulation of Airmen with cultural and language capabilities available and ready to use when needed. LEAP is just one of the many ways the Center aims to build cross-culturally competent Airmen; Airmen who when called upon can serve and communicate with the native population.

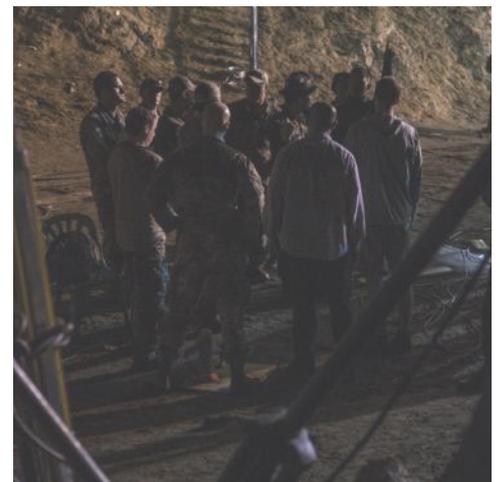
"We empower Airmen to operate seamlessly with air forces and populations around the world," said Mr. Howard Ward, the director of the Air Force Culture and Language Center.

In this instance, in Thailand, having a native team member was crucial to Hodges and the U.S. team even if they didn't always "have time for language training." During the rescues, as divers raced the clock pulling the children out of the cave, several translators stood on the sidelines assisting every step of the way.

For the Airmen, having a member of their team who spoke Thai and understood the inner workings of the Air Force proved was invaluable to the dangerous mission and when the final child was pulled out of the cave, Hodges was thankful and the children's families were thankful too.

"We did have the opportunity to meet with the family of the boys and the coach and we needed a translator," Hodges said. "Their English was as bad as my Thai. But, there were verbal and non-verbal cues, smiles, and hugs. I still remember when the last child was pulled out, there was a thumbs up after the final rescue, and another cheer from the crowd. It was a very rewarding experience."

This mission and the experience is a story that has been told by media outlets all around the world in several different languages and will soon be captured by movie producers for the big screen. In every rendition of the Thai cave rescue story, there are several key elements: teamwork, survival, and culture.



"There was a significant language barrier and there was a significant cultural barrier that was sometimes more difficult than the language barrier."

TION: Airmen from the U.S. Indo-Pacific (SINDOPACOM) examine a map with Royal Thai military officials June 29, 2018, at Chiang Mai, Thailand. The United States, through USIN-TPAC, sent a search and rescue team to Thailand in Northern Thailand at the request of the Thai government to assist in the rescue of missing Thai soccer players and their coach. (U.S. Air Force photo by Capt. Jessica Tait)

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Data-Driven Decisions //

AFCLC's Assessments Team

Fuels Change

Most of us worry about whether we get the right answers. At the Air Force Culture and Language Center, a small team is making sure that we get the right questions, too.

The AFCLC's Assessments Division conducts exhaustive research and gathers qualitative and quantitative data to support every part of the AFCLC organization. Some days, that means meeting one on one with a General Officer to get feedback on specialized pre-deployment training. Other days, it means reviewing and revising a survey question for the third, fifth or even 20th time to make sure the question is meaningful and understandable.

It takes an understanding of people, as well as an unrelenting love of data and detail. In the Assessments Division, the mission is not only to figure out the best ways to measure how the AFCLC does business; the team must also make sense of the data they gather and give recommendations on how to constantly improve.

"Everything requires assessment, even in your life," said Dr. Bernadette Chapple, the chief of AFCLC's Assessments Division. "The fact that AFCLC is making that investment towards continuous improvement says a lot about how important it is for our assessments to be accurate, reliable and valid."

The work in the Assessments Division begins with crafting "instruments" – these are the tools that Assessments uses to collect data. An instrument could be a survey that will be sent out electronically, or it could be interview questions that will be delivered in person. Each instrument is crafted to meet the exact need of the program or initiative it's measuring, and every part of the instrument goes through multiple reviews to make sure it will gather the right information in the right way. It's a methodical endeavor, and a time-consuming one.

"We look at every detail of a question," Chapple said. "Is it asking what they want to know? Is it user-friendly? Will it help our leadership make informed decisions? It's a process."

Although the process is methodical, it doesn't mean "slow." Some of the most important work the Assessments Division does has to be done quickly, with immediate implementation of the information they learn. For example, the AFCLC conducts General Officer Pre-Deployment Acculturation Courses periodically. These are intense, tailored courses in culture and language developed to prepare senior officers for overseas positions. The courses are held in house at the AFCLC, and taught by both AFCLC and other faculty members. After a day of focused instruction, the last general officer's day ends with an interview with Dr. Chapple.

"At the daily debrief, we talk with the general about what they learned, how the course day went, and get an understanding of their experience," Chapple said. "We take that feedback, and along with the teaching faculty, we can refine and make tweaks to give the officer exactly what is most relevant in upcoming days." It's an example of the AFCLC's agility. Daily feedback and revision ensures that the course work meets the individual's needs, and helps them gather the skills they'll need when they're "down-range," said Chapple.

The individual interviews of a GOPAC session may be one of the most personal ways the Assessments Division provides support, but the breadth of their mission is much more than that. Part of the AFCLC's support to the Air Force includes delivering online courses on culture to the enlisted force – courses that must meet the rigorous standards of the Community College of the Air Force. Each

year, more than 700 Airmen take these courses, and each of these Airmen are surveyed post-course by the Assessments Division. The Assessments Division also provides the culture courses administrators with critical analysis of test question reliability. The Assessments Division can use their insight to determine if a question is flawed in a way that affects student performance, and can help make the decision to give back points, if a flaw is identified.

The AFCLC also operates the Language Enabled Airman Program, which has more than 2,700 participants across the Air Force. As part of LEAP, Airmen complete online training in language, as well as travel for language immersion events across the globe. The Assessments Division surveys each participant about their experiences on these immersion events, and provides analysis and recommendations to help the LEAP managers improve the effectiveness of the training. Finally, the Assessments Division is responsible for making sure their own house is in order, Chapple said. Every year, the division reviews its instruments, and makes changes to improve their own processes. "There's a lot that goes in to the integrity of the process," Chapple said. "But this keeps our eyes on the mark."

"The AFCLC's Assessments Division gets the data that is needed, and then gives it meaning, and that's why they are an invaluable part of what the AFCLC does," said Mr. Howard Ward, the director of the AFCLC.

It's an unending cycle of improvement, but one that satisfies the natural curiosity and love of organization that Chapple brings to her work. "Everyone has pre-conceived ideas," she said. "But you never really know what's real true until you ask. That's the fun of it."

AFCLC Assessments

HOW TO ASK THE RIGHT QUESTIONS

AFCLC fuels change with data-driven decisions.



INSTRUMENTS

Are the tools used to collect data: online questionnaires, focus groups, or 1-on-1 interviews.



QUANTITATIVE & QUALITATIVE

Assessments team conducts research on all of AFCLC's students, staff, and programs to gain data.

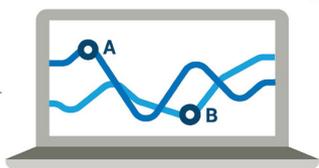


SURVEYS

Customized and delivered online, on paper, and even mobile.



Responses categorized to trending analysis.



Data archived and reported



Ask



Analyze



Repeat



GOPAC



SYMPOSIUM



CCAF



LEAP

DID YOU KNOW?
AFCLC IS ACTIVE ON
SOCIAL MEDIA



EXPEDITIONARY CULTURE FIELD GUIDES

The assortment of booklets are as diverse as the service members who use them. Japan, Afghanistan, Turkey, and Senegal are just a few of the countries in the Air Force Culture and Language Center's growing library of expeditionary culture field guides.

As U.S. Air Force Captain Patrick Milott glanced over the table filled with the colorful pamphlets, he recalled the time he relied on the Air Force Culture and Language Center's free source.

"I used these Afghanistan Expeditionary Culture Field guide while in country," Capt Milott said, "they were very useful as a {Judge Advocate} officer in a foreign environment".

Milott is just one of thousands of service members taking advantage of AFCLC's resources. The Center's pocket-sized handbooks encompass the 12 cultural domains and provide invaluable information—including general regional/cultural knowledge, military and diplomatic history, and language tips. AFCLC's team of in-house experts partner with social scientists and historians across the world to make sure the field guides are accurate and up-to-date. Each year, new countries are added to meet the Air Force's mission requirements.

FIELD GUIDES FOR THE FUTURE



WEB ACCESSIBLE

To date, more than 15,000 people around the world have downloaded AFCLC's app and are taking advantage of the new technology



NEW COUNTRIES ADDED

The guides cover 27 African, nine Pacific, six European, three Middle Eastern and one South American location, totaling 46 countries

AS SEEN IN THE WALL STREET JOURNAL



"They are uniquely tailored to bring any branch's men and women into 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 Howard Ward, AFCLC's Director.

Along with the traditional guides, personnel at the Air Force Culture and Language Center at Air University have developed an app that puts culture and language tips in your pocket. The free technology is available to anyone with a personal or government-issued iPhone or Android device. To date, more than 15,000 people around the world have downloaded AFCLC's app.

"It was designed to work without WiFi," Ward said, "just search 'AFCLC' in the app store and it will download the field guides to your phone."

Our field guides are specifically designed with a number of uses in mind, but only one single operator: the Airman."

The guides now cover 27 African, nine Pacific, six Europe, three Middle East (Central Command) and one South American location, totaling 46 countries.

There are seven more countries in queue.

Users can select which field guides they want to download and save them to their phone. Deploying commands, training units, and simply interested individuals from around the Department of Defense can make requests to the Center's afclc.region@us.af.mil organizational box to place 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."



“

This symposium focuses on culture and relationships. I was really impressed and will definitely be back

”

Capt Timothy Ramig, Air Force Reserve Command



2017

176 attendees



2018

241 attendees



AFCLC'S AU LREC SYMPOSIUM @ MAXWELL

For the third year in a row, hundreds of people, including Air Force leaders, visited Maxwell Air Force Base March 28-29 for Air University's annual Language, Regional Expertise, and Culture Symposium.

At the symposium, service members and civilians met and discussed the importance of cross-cultural competence in the military. Brigadier General Matthew C. Isler served as one of keynote speakers. Brig. Gen. Isler is the Assistant Deputy Commander, U.S. Air Forces Central Command, and Assistant Vice Commander, 9th Air Expeditionary Task Force, Shaw Air Force Base, South Carolina.

"We need agile Airmen. Airmen

who have the cultural awareness, who understand norms, who can read body language, and who can work at the operational level," Brig Gen Isler said.

Ms. Corine Wegener is the founder of the U.S. Committee of the Blue Shield and the Heritage Preservation Officer at the Smithsonian Institution and also served as a keynote speaker. She highlighted the need for cultural property protection awareness in the military.

"We need to foster that spirit of respect for cultural properties at the tactical, operational, and strategic levels," Ms. Wegener said, "culture matters not just in actions, but also, the places that people care about".

The theme for AU LREC 2018: "Cultural Agility."

"We chose our theme based on the Air Force Future Operating Concept for 2035, which focuses on operational agility," said Mr. Howard Ward, the director of the Air Force Culture and Language Center.

"The strategy-focused document defines operational agility as being flexible, responsive, and coordinated. In turn, we assert that operational agility depends on cultural agility: flexibility and adaptability, intercultural interactions, responsiveness to new and changing situations, and coordinated with partners and allies".

“ NEW YEAR, NEW WEBSITE ”



A Fresh Start

On November 29, the Air Force Culture and Language Center debuted its new website which is now hosted by the American Forces Public Information Management System (AFPIMS)

The Center currently maintains its culture.af.mil URL. The change comes as AFCLC moves to reorganize its content and align with other Department of Defense public websites, including Air University’s website. The Center’s IT Department worked diligently to ensure a smooth transition.

“We are excited to reveal how AFCLC is evolving its web presence,” said Andy Hobbs, Information Technology Support Division Lead at the Air Force Culture and Language Center.

“Our team has worked with Air University staff to transition AFCLC’s current ‘culture.af.mil’ website to the DoD Public Web (DoDPW) program.

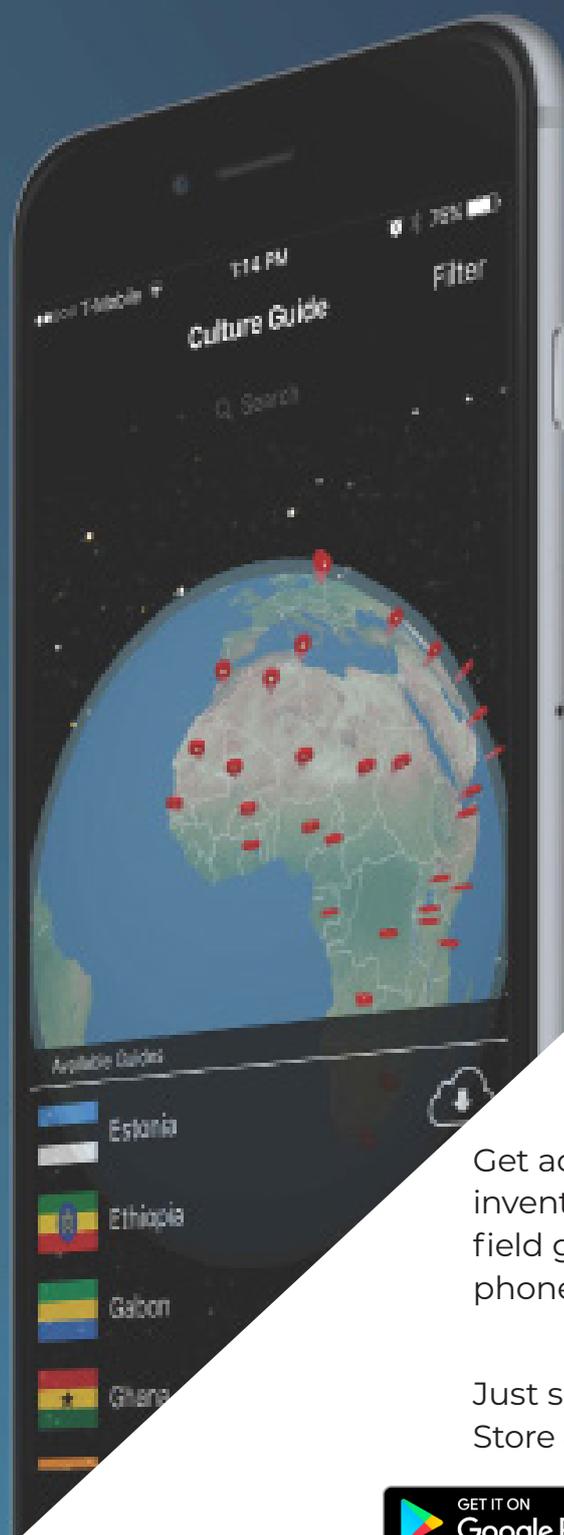
This program supports the flagship websites for DoD, the U.S. Air

Force, the U.S. Navy, the U.S. Marine Corps, the Army Corps of Engineers, the Joint Chiefs of Staff, and over 740 military and DoD websites.

With AFPIMS, AFCLC can easily utilize common thematic elements from other DoD websites. We also gain the ability to quickly share our content across all other AFPIMS websites, as well as pull content directly onto ours.

Our external messaging will be streamlined as well due to direct YouTube embedding and live feed modules that integrate both Facebook and Twitter. Finally, part of this transition involves domain change from .mil to .edu, which is much more widely available to our worldwide user base”.

CULTURE. SMARTER.



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Just search for "AFCLC" in the App Store and download for free!



The Air Force's Global Classroom



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