

 **AFCLC**  
**2020**  
**Annual**  
**Report**

Air Force Culture and Language Center  
The Air Force's Global Classroom  
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DREAM MORE THINK MORE  
**BE MORE**

— JOHN QUINCY ADAMS, SIXTH PRESIDENT OF THE UNITED STATES OF AMERICA

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 2020.

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# We Are the Air Force's Global Classroom

THE AIR FORCE CULTURE AND LANGUAGE CENTER MEETS YOU WHERE YOU ARE AND PREPARES YOU FOR CAREER OPPORTUNITIES.



## What is cross cultural competence?

Cross-cultural competence refers to the ability to understand people from different cultures and engage them effectively.

**FOUNDED** in April 2006, the Air Force Culture and Language Center embraces the Air Force Chief of Staff's intention to improve Airmen's 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. 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 and training, across the entire Air Force. In October 2009, the Air Force Senior Language Authority directed AFCLC to initiate the Language Enabled Airman Program, or 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 operations.



## 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.

# HISTORY

**2006**

AFCLC is founded from the Air Force Chief of Staff's intention to improve Airmen's cross-cultural competence

**2007**

U.S. Air Force selects cross-cultural competence as centerpiece of Air University's re-accreditation efforts

**2007**

AFCLC is made responsible for culture and language training, as well as education, across the entire Air Force

**2009**

U.S. Air Force Senior Language Authority directs AFCLC to initiate the Language Enabled Airman Program

**2009**

AFCLC launched the Introduction to Culture pilot course, with the full course officially launching in May 2011

**2011**

Introduction to Cross-Cultural Communication launched in February 2011

**2014**

AFCLC begins planning / executing in-region training for international affairs officers

**2020**

COVID-19 is introduced to the United States, but it doesn't stop the mission of the AFCLC

# From the Director

**“CHAMPIONS AREN’T MADE IN THE RING; THEY’RE MERELY RECOGNIZED THERE.”**

**‘SMOKIN’ JOE FRAZIER, FORMER HEAVYWEIGHT BOXING CHAMPION**



## **MR. HOWARD WARD**

Director

Air Force Culture and Language Center

**“You have power over your mind and not external events. Recognize this and you will find strength.”**

***Meditations of Marcus Aurelius***

Using quotes from Roman Emperor Marcus Aurelius and Heavyweight Boxing Champion Joe Frazier to open up pretty much anything is highly unusual. However, it couldn't be more perfect to set the stage for reporting on 2020 at AFCLC.

Like everyone else, we didn't see all that was coming in 2020. The pandemic challenged and complicated all we planned for the year. Safeguarding the health of the AFCLC family meant we couldn't do a number of things we planned even when language and culture education was in demand as much as ever. At first, it appeared many of our core missions might not move forward in 2020.

That's when AFCLC, in the spirit of Smokin' Joe, simply refused to accept it. The pandemic did its worst to us, but it also brought out the best in us. We couldn't control the pandemic, but moving forward was not for a virus to decide. That decision was ours, and I couldn't be more proud of all this extraordinary professional family accomplished in 2020.

We dealt with the challenges of teleworking, and in many cases homeschooling... simultaneously. We learned the names of pets as they made cameo appearances in meetings. We learned patience and grace when children interrupted virtual meetings because they needed Mom or Dad urgently. We quickly mastered digital platforms for communication.

We were able to do all that because it is our culture to rise up and stick together in all things. I established three priorities through the pandemic: (1) health and wellness of members, (2) preserve relationships and continuity, (3) prepare to exit the storm. The AFCLC family magnificently met those priorities, and I couldn't be more proud.

In some ways, the pandemic pulled us forward to adapt programs and processes and expand our reach. Through the connectedness of technology, we worked with an incredibly diverse network of partners and extended our horizontal reach. We extended our vertical reach to the Air Force and Space Force beyond our most optimistic estimates.

Although overseas immersions are central to the Language Enabled Airman Program, and we recalled all scholars from overseas locations in early February, it was still a successful year for the program. Through an incredible effort from the LEAP team and

our industry partners, we added capacity to our online eMentor platform to provide education to those who would have received

**“DESPITE THE CHALLENGES OF COVID-19 IN 2020, AFCLC IS MARCHING INTO 2021 WITH EXCITEMENT AND ENTHUSIASM. ONE THING WE ARE NOT GOING TO DO IS RETURN TO NORMAL...THE WAY WE KNEW IT.”**



an overseas immersion in FY20. In fact, the throughput for the fourth quarter was equal to 40 percent of the planned throughput for the year!

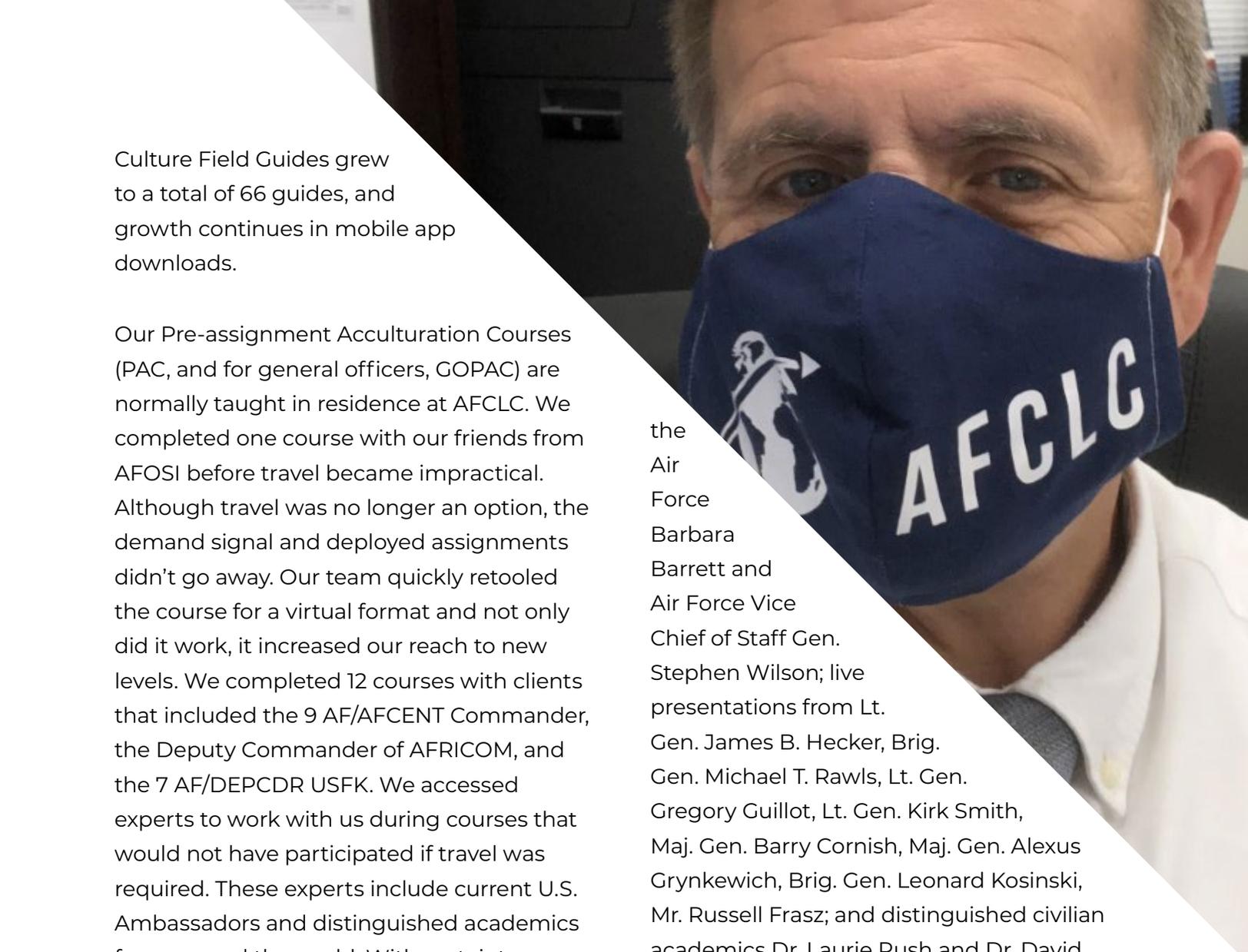
One innovation in “meeting Airmen where they are” was a collaboration between our Language Division and our academic faculty. This amazing team developed a concept of educating Airmen at a deployed location from a reachback posture. With our faculty providing academic instruction and LEAP scholars providing basic language instruction, the AFCLC team enhanced interoperability of our Airmen with their host nation counterparts at several locations. Several more of these events are planned for 2021 where we will enhance mission effectiveness through education.

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. Community College of the Air Force courses maintained a strong demand signal in undergraduate education. Expeditionary

Culture Field Guides grew to a total of 66 guides, and growth continues in mobile app downloads.

Our Pre-assignment Acculturation Courses (PAC, and for general officers, GOPAC) are normally taught in residence at AFCLC. We completed one course with our friends from AFOSI before travel became impractical. Although travel was no longer an option, the demand signal and deployed assignments didn't go away. Our team quickly retooled the course for a virtual format and not only did it work, it increased our reach to new levels. We completed 12 courses with clients that included the 9 AF/AFCENT Commander, the Deputy Commander of AFRICOM, and the 7 AF/DEPCDR USFK. We accessed experts to work with us during courses that would not have participated if travel was required. These experts include current U.S. Ambassadors and distinguished academics from around the world. With certainty, virtual production of PACs will remain when COVID-19 is gone.

One of AFCLC's signature events is the annual Air University Language, Regional Expertise, and Culture (LREC) Symposium. Due to travel restrictions, we deemed it would not be practical to host the symposium on campus. We decided to press ahead with a virtual event and try something truly audacious in terms of attendance and reach. The team rose to the challenge, and the symposium was a great success. With video appearances from former U.S. Secretary of



the Air Force Barbara Barrett and Air Force Vice Chief of Staff Gen. Stephen Wilson; live presentations from Lt. Gen. James B. Hecker, Brig. Gen. Michael T. Rawls, Lt. Gen. Gregory Guillot, Lt. Gen. Kirk Smith, Maj. Gen. Barry Cornish, Maj. Gen. Alexis Grynkewich, Brig. Gen. Leonard Kosinski, Mr. Russell Frasz; and distinguished civilian academics Dr. Laurie Rush and Dr. David Vine; and 80 breakout sessions over the course of three days, the 2,056 registrants took part in a world-class event looking at LREC lessons learned over the last 10 years and how to apply them to shape the next decade.

Data and analytics have also been bright spots for AFCLC in 2020. AFCLC is a data-driven organization, and we have made great strides with organic development of our training management platform. The tool is now accessible from any domain, which allows networking with all users regardless of

# “In some ways, the pandemic pulled us forward to adapt programs and processes and expand our reach.”

location. We have completed an effort to port all language training into the Air Force personnel system of record, which allows career field managers to do true talent management for assignments and deployments where highly developed language and culture skills are required. Our new analytics team continues to light the path for us with analysis that guides our programmatic and resource decisions.

Despite the challenges of COVID-19 in 2020, AFCLC is marching into 2021 with excitement and enthusiasm. One thing we are not going to do is return to normal...the way we knew it. Necessity forced many innovations we intend to keep to create a better normal than the one we knew previously.

Innovations in telework and education delivery will remain when COVID-19 is controlled. We continue to live in a resource-constrained environment, so our focus on smart business practices and efficiencies

will not change. A broader goal for 2021 is looking at how to extend our reach through the low- to no-cost methods we've developed in 2020. It's a key step in becoming part of an enterprise network bringing diverse educators and customers together to enhance efficiency and reach.

Our new Chief of Staff of the Air Force, Gen. Charles Q. Brown Jr., has given us a charge to “accelerate change or lose” as we enter a renewed era of great power competition. Part of that charge is an emphasis on culture and language to enhance partner interoperability and adversary understanding. AFCLC looks forward to being an essential part of that vision as we have for the last decade.

Kenny Rogers once sang, “every hand's a winner, every hand's a loser.” The year 2020 dealt us some really bad cards, but the AFCLC family splendidly played the hand into a straight flush by year's end. With caution in our daily activities, I hope you'll join us in marching into 2021 without fear and eternally optimistic for the bright future that lies ahead in culture and language education.

# Our Academic Faculty...



**DR. KRISTIN BASHIR**  
*Department Chair*

Associate 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



**AFCLC faculty members taught diverse electives and core courses to Air University's Air Command and Staff College and Air War College students throughout 2020.**



**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 KHACHADORIAN**

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

# ...and Their Accomplishments

## Teaching and Service

2020 saw many milestones for the AFCLC faculty in teaching, research, and service to the Center and beyond. Faculty members taught diverse electives and core courses to Air University's Air Command and Staff College and Air War College students including:

- ▶ Dr. Bashir: "Women, Peace, and Security in CENTCOM and at Home"
- ▶ Dr. Edmondson: "Post-Colonial African Security and Global Power Competition"
- ▶ Dr. Fogarty: "Contending with Corruption: Perspectives on Corruption and Anti-Corruption Initiatives"
- ▶ Dr. Jordan: "Dilemmas of Global Basing"
- ▶ Dr. Khachadorian: "Culture and War: from Aztecs to Afghans"
- ▶ Dr. Peifer: "Resurgence of the Far Right in Europe"
- ▶ Dr. Steen: "Research Task Force: Resiliency"

AFCLC's faculty also taught courses around Air University and beyond for the Total Force. Dr. Edmondson designed and taught LREC courses for **joint forces deployed to Niger and the Horn of Africa, including interoperability with host nation security forces.** (See [Visiting and Learning from Africa's Expeditionary Air Bases](https://www.airuniversity.af.edu/AFCLC) online at <https://www.airuniversity.af.edu/AFCLC>) Dr. Fogarty and Dr. Steen created a curriculum and assisted in carrying out AFCLC's two Community College of the Air Force courses, "Introduction to Culture" and "Cross-Cultural Communication."

Dr. Khachadorian and Dr. Steen presented guest lectures on metacognitive practices (See [Metacognition, Professional Military Education and AFCLC](https://www.airuniversity.af.edu/AFCLC) online at <https://www.airuniversity.af.edu/AFCLC>) for Squadron Officer School and Eaker Center instructors in the Advanced Professional Instructional Design course and cultural orientation courses for incoming international officers to AU programs. Dr. Jordan presented her work in a History Talks series to the Pacific Parks and Edutainment Learning program entitled, "Islands Too Beautiful for their Names: Rethinking Legacies of Japanese Colonialism and WWII in the Northern Mariana Islands." Dr. Jordan also briefed Mrs. Leah Esper, the spouse of former U.S. Secretary of Defense Mark Esper, prior to her immersion at Andersen Air Force Base in Guam in August 2020.

Drs. Bashir, Edmondson, and Fogarty taught several courses on Human Rights, Cultural Property Protection, and Women, Peace, and Security to the U.S. Mil-Observer Group comprised of U.S. active duty service members deploying to support U.N. Peacekeeping Missions in Africa and the Middle East.

AFCLC faculty continued the Center's flagship Pre-assignment Acculturation Course (PAC) in 2020 with several exciting firsts. Designing and developing bespoke curriculum on cultural, historical, economic, geopolitical, and security topics to military leaders heading to overseas assignments, AFCLC faculty received positive feedback for providing education students could not find elsewhere. 2020's PAC attendees included an inaugural AFOSI PAC, 12 General

Officers (including three 3-stars), five O6s, and their command teams.

In addition to CENTCOM assignments, 2020 also saw the Center's inaugural INDOPACOM PAC with Lt. Gen. Scott Pleus and AFRICOM PAC with Lt. Gen. Kirk Smith. **Lt. Gen.**

**Gregory Guillot**

**noting, "I'll use this immediately... (they)**

**tailored the course for me (and) exceeded my expectations."** (See

[AFCLC Remains Innovative and Vigilant Amid Pandemic Concerns](https://www.airuniversity.af.edu/AFCLC) online at <https://www.airuniversity.af.edu/AFCLC>)

After this noteworthy PAC season, the PAC team was acknowledged by AU leadership when they were awarded the Team of the Quarter in Fall/Winter 2020.

**Scholarship and Accomplishments**

Besides teaching around AU and beyond, AFCLC faculty produced several scholarly publications and advised award-winning student scholarship in 2020. Dr. Bashir published two books, "Islam and Gender: Major Issues and Debates" in June 2020 and "Nationalism and Jewish Identity in Morocco" in October 2020. Dr. Edmondson advised his students' research, which won the ACSC Commandant's writing

award for "Human Security and Great Power Competition in Africa." Dr. Steen, Dr. Khachadorian and external colleague Dr. Lauren Mackenzie wrote, "Metacognition and the Military Student," which was published in the *Journal of Military Learning* by Army University Press.

AFCLC faculty are active members of the broader AU and USAF communities. Dr. Steen completed her service as the AU Faculty Senate President in September 2020, passing the torch to Dr. Bashir, who was elected to be the next President in the same month. Dr. Peifer won the AU Civilian of the Quarter Award for April-June 2020. Dr. Steen won the AU Civilian of the Quarter Award for July-September 2020. And, Dr. Jordan won the AU Civilian of the Quarter Award for October-December 2020. Dr. Jordan was also recognized by Gen. Marshall B. Webb, Commander Air Education and Training

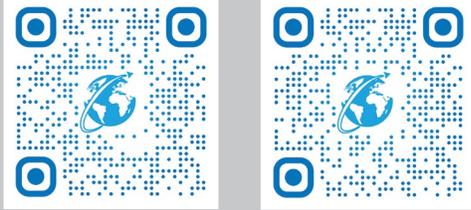
Command, when she received a coin for her outstanding work at the Center. Dr. Edmondson rounded out the year by being named AU's Civilian of the Year (Category IV).



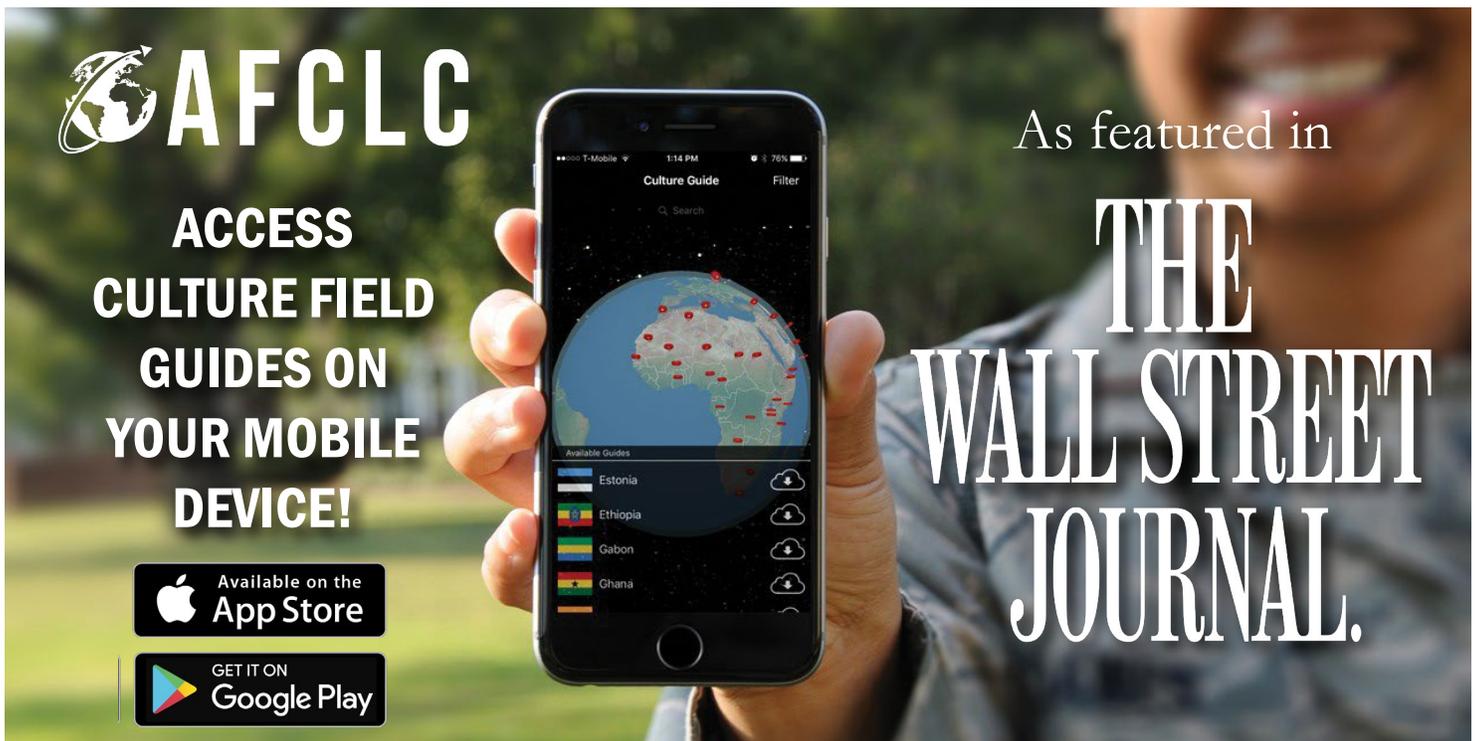
# New Culture Guides for 2020



**GET OUR CULTURE GUIDES NOW**



Android      iOS



**AFCLC**

**ACCESS CULTURE FIELD GUIDES ON YOUR MOBILE DEVICE!**

Available on the **App Store**

**GET IT ON Google Play**

As featured in **THE WALL STREET JOURNAL.**

# AFCLC Remains Innovative and Vigilant Amid COVID Concerns

By Jasmine Bourgeois and Lori M. Quiller, AFCLC Outreach Team / Published April 1, 2020

**WHAT** began as a course set to take place at the Air Force Culture and Language Center at Air University, the Pre-Assignment Acculturation Course, could quickly have fallen through the cracks as concerns continued to grow about the COVID-19 pandemic.

The Center's faculty, visiting experts, and three general officers were scheduled to meet in person in AFCLC's conference room for three days in early April 2020 for the culture and language course. As the COVID-19 pandemic pressed pause on many activities, AFCLC continued to push forward, business as usual.

"Despite the challenges of COVID-19, we still have a mission to do. A bedrock of the AFCLC culture is this simple ethos: refuse to lose, and find a way to win," explained AFCLC Director Howard Ward. "The best student experience in PAC comes from in-person attendance before our senior leaders deploy to key assignments, but that is not possible at this time of social distancing. The virtual concept our team has developed is entirely consistent with our creed as Airmen: 'I will never falter, and I will not fail.'"

For the health and safety of its faculty, staff, and guests, AFCLC embraced social

distancing, teleworking, and other precautions per public health guidelines, yet the Center's specialized courses and educational programs continued thanks to technology deployed by the staff. And, that's the plan for any upcoming Pre-Assignment Acculturation Courses. Switching from an in-person course to using technology to meet virtually did not change how the Center operated. AFCLC faculty used technology to ensure the Center continued offering PACs in the future...even if they cannot be in person.

"The near-term focus areas of AFCLC are to ensure the health and welfare of our faculty, staff, and students, to preserve continuity and relationships, and to prepare to exit the storm. Our virtual concept answers the call on all three of these focus areas for the Airmen who choose us for language, regional expertise, and culture education," Mr. Ward said.

But, this is just one small portion of AFCLC's mission. The Center's thousands of Language Enabled Airman Program scholars, or LEAP scholars, are also learning and training online. Using eMentor, hundreds of LEAP scholars meet virtually for their language courses. It's a system that has always been in place with LEAP and one that is truly helpful now during the COVID-19 pandemic.



Staff Sgt. Lamin Sawo participated in AFCLC’s newest eMentor addition of Wolof, a language spoken in West Africa. A native of the Republic of The Gambia, Sawo came to the United States in 2007 but didn’t live in a metropolitan area such New York, Atlanta, or Seattle where Wolof is spoken more prominently. The virtual classroom eMentor provides is a difference-maker in today’s changing health care climate.

“This the most Wolof I have spoken since I left The Gambia in 2007,” Sawo said. “I like the instructor very much. He was very knowledgeable and helpful in slowly breaking down everything and letting me think about certain words or phrases when I get stuck. He would jump in and save the day if I took a little more time to recall.”

It was business as usual at AFCLC as a shipment of the Center’s Czech Republic Expeditionary Culture Field Guides were delivered, and delivery of Kuwait ECFGs on the way. The field guides are available as a handbook and for download via the Center’s app.

While AFCLC is aggressively protecting the health and safety of its faculty and staff, the Center’s director knows as The Air Force’s Global Classroom, educating today’s Airmen, no matter their location, remains a top priority.

“AFCLC is still very much open for business, COVID or no COVID,” Mr. Ward said. “AFCLC chartered 10 years ago, and our legacy as the Air Force’s Global Classroom was forged on the individual decision of every person ever affiliated with AFCLC to rise above. Our story today, this very minute, is about what we’re still doing rather than what we’re not doing in light of the coronavirus pandemic. No matter what the situation, the greatest professional family I could ever hope to work with continues their dedication to world-class LREC education, which means meeting you where you are to posture Airmen of any rank for utilization. We were here before COVID – we are in business now – and we will be here to work with you when we all exit the storm together.”

# GOPAC Alumni...

## JOINT STAFF

**Maj Gen (s) Thomas Kunkel**  
*May '20 - Brig Gen*  
 Dep. Dir. for Ops, Operations Team-5  
 Joint Staff, Pentagon

**Lt Gen Giovanni Tuck**  
*May '11 - Brig Gen (s)*  
 Director for Logistics (J4)  
 Joint Staff, Pentagon

## AFRICOM

**Lt Gen Kirk Smith**  
*Jun-Jul '20 - Maj Gen (s)*  
 Deputy CC  
 AFRICOM - Stuttgart, Germany

**Maj Gen (s) Adrian Spain**  
*Feb '18 - Brig Gen (s)*  
 Director, Plans/Programs/Analysis  
 USAFE - AF's Africa, Ramstein AB, Germany

## AIR STAFF

**Gen David Allvin**  
*Jun '10 - Brig Gen (s)*  
 Vice Chief of Staff, USAF  
 HAF, Washington, D.C.

**Brig Gen (s) Andrew Clark**  
*Jan '21 - Brig Gen (s)*  
 Sr Military Assistant to USecAF  
 HAF, Washington, D.C.

**Maj Gen Christopher Craige**  
*Apr '15 - Brig Gen (s)*  
 Commander, AFPC  
 Joint Base San Antonio-Randolph, TX

**Brig Gen (s) Gerald Donohue**  
*Apr '19 - Brig Gen (s)*  
 Deputy Chief of Staff, Strategy  
 Integration and Requirements  
 HAF, Washington, D.C.

**Lt Gen Joseph Guastella**  
*Mar '12 - Brig Gen*  
 Deputy Chief of Staff for Operations  
 HAF, Washington, D.C.

**Lt Gen Samuel Hinote**  
*Nov '16 - Brig Gen*  
 Deputy Chief of Staff/HAF A5  
 HAF, Washington, D.C.

**Brig Gen Jeffery Valenzia**  
*Apr '19 - Brig Gen (s)*  
 Director, Joint Force Integration  
 Deputy Chief of Staff for Strategy,  
 Integration, and Requirements  
 HAF, Washington, D.C.

## CENTCOM

**Brig Gen Rick Boutwell**  
*Apr '19 - Brig Gen*  
 9th AF Deputy CC, Baghdad, Iraq

**Brig Gen Julian Cheater**  
*Mar '21 - Brig Gen*  
 ACCE Director, 9th AETF-A/CC  
 Kabul, Afghanistan

**Maj Gen Alexis Grynkewich**  
*Feb '19 - Brig Gen*  
 Director of Operations, CENTCOM  
 MacDill AFB, FL

**Lt Gen Gregory Guillot**  
*Jun '20 - Maj Gen (s)*  
 9th Air Expeditionary Task Force/  
 Combined Forces Air Component CC  
 Al Udeid AB, Qatar

**Brig Gen Christopher Niemi**  
*Jul '20 - Brig Gen*  
 Chief of Staff, Combined Joint Task  
 Force-OIR  
 Kuwait

**Maj Gen (s) Clark Quinn**  
*Jun '18 - Brig Gen (s)*  
 Vice Director, Plans and Policy, (DJ5)  
 USCENTCOM, MacDill AFB, FL

**Brig Gen John Teichert**  
*Mar '20 - Brig Gen*  
 Senior Defense Official Defense Attaché  
 Baghdad, Iraq

**Maj Gen (s) Daniel Tulley**  
*Apr '19 - Brig Gen*  
 379th AEW/CC  
 Al Udeid AB, Qatar

**RED text indicates**  
 GOPAC course date - Former Rank

# Where Are They Now?

## EUCOM

**Maj Gen (s) Thomas Hensley**

*Feb '18 - Brig Gen (s)*  
Director, EUCOM J2  
Stuttgart-Vaihingen, Germany

**Maj Gen David Julazadeh**

*Apr '15 - Brig Gen*  
Chief of Staff  
HQ USEUCOM

**Brig Gen Daniel Lasica**

*Jul '20 - Brig Gen*  
31 FW/CC  
Aviano AB, Italy

**Maj Gen Phillip Stewart**

*May '17 - Brig Gen (s)*  
Deputy Chief of Staff, Strategic  
Employment, Supreme HQ Allied Powers  
Europe, Belgium

**Gen Tod Wolters**

*Mar '11 - Brig Gen*  
CC, EUCOM, SACEUR  
Brussels, Belgium

## AETC

**Brig Gen Christopher Amrhein**

*Apr '19 - Brig Gen (s)*  
Vice CC, 19th AF  
Joint Base, San Antonio-Randolph, TX

**Brig Gen Gregory Kreuder**

*Feb '19 - Brig Gen (s)*  
56th FW/CC, Luke AFB, AZ

**Maj Gen Craig Wills**

*Feb '18 - Brig Gen*  
19th AF/CC, AETC  
Joint Base San Antonio Randolph, TX

## INDOPACOM

**Brig Gen Joel Carey**

*Apr '18 - Brig Gen (s)*  
18th Wing/CC, Pacific AF  
Kadena AB, Japan

**Lt Gen Scott Pleus**

*Jun-Sep '20 - Maj Gen (s)*  
Deputy CC, US Forces Korea  
Osan AB, Korea

**Brig Gen Jeremy Sloane**

*Jun '20 - Brig Gen*  
36th FW/CC  
Andersen AFB, Guam

**BGen Robert Sofge (USMC)**

*May '17 - BGen (s)*  
Deputy CC  
USMC Forces, Pacific

## SOCOM

**Maj Gen Vincent Becklund**

*Feb '16 - Brig Gen*  
AFSOC/Deputy CC  
Hurlburt Field, FL

## SOUTHCOM

**Maj Gen Barry Cornish**

*Mar '19 - Maj Gen*  
CC, Air Forces Southern  
Davis-Monthan, AFB, AZ

**Lt Gen Andrew Croft**

*Mar '17 - Brig Gen*  
Dep CDR USSOUTHCOM  
Davis-Monthan, AFB, AZ

## STRATCOM

**Gen Timothy Ray**

*Jul '11 - Brig Gen*  
AFGSC/ Air Forces Strategic-Air Forces -  
Air, USSTRATCOM/CC  
Barksdale AFB, LA

**Gen John Raymond**

*Feb '11 - Brig Gen*  
Chief, Space Operations, U.S. Space  
Force; CC, USSPACECOM  
Peterson AFB, CO

## AMC

**Brig Gen Darren James**

*Apr '15 - Brig Gen (s)*  
Special Assistant to the CC, AMC  
KC-46A Enterprise Lead  
HQ AMC, Scott AFB, IL

## ACC

**Maj Gen Charles Corcoran**

*Apr '16 - Brig Gen (s)*  
USAF Warfare Center/CC  
ACC, Nellis, AFB, NV

**Brig Gen Evan Pettus**

*May '20 - Brig Gen*  
Vice CC, USAF Warfare Center  
Nellis AFB, NV

Revised March 2021

Represents current Active Duty officers only.

# From Data to Decisions

By Karthik Sivakumar, Assessments and Analytics Team

## THE POWER BEHIND ANALYTICS IS BEING ABLE TO SUPPORT A VARIETY OF FUNCTIONS WITHIN THE ORGANIZATION AND PROVIDE CONCRETE DATA TO SUPPORT CONCLUSIONS

**ANALYTICS** is about finding trends, patterns, and insights from data being captured to answer questions, solve problems and make decisions. The power behind analytics is being able to support a variety of functions within the organization and provide concrete data to support conclusions.

There are several questions to ask before and during any analytical process. “What are the primary objectives of the analysis?”, “What are the limitations and criteria?”, “What are the effects of different variables on each other?”, and “How can the insights gained from this analysis be consumed by other divisions?” to name a few.

There are multiple steps to the analytical process. First is identifying the objectives and context surrounding the problem statement. This involves deep discussion with the relevant divisions to thoroughly understand the processes and intricacies of the task at hand. Next, the data needs to go through Exploratory Data Analysis, which involves creating data visualizations to conveniently portray relationships between different variables. A lot of insights can be gained just from viewing different types of graphs and observing trends. The next step is hypothesis testing, which provides a structured, quantifiable, and repeatable method to determine whether the results of a test are meaningful or significant.

Depending on the task at hand, machine learning might also be useful. It usually involves training a model, finding the best parameters, and making predictions on new data. Machine learning’s predictive capabilities are powerful and have a wide array of uses. From the results of

the previous steps, a data scientist must derive proper recommendations that will help achieve the objectives. Finally, the last, but arguably the most important step, is presenting all of the findings, visualizations, and recommendations in an easy-to-consume format. This is what will drive home the impact of analytics.

The core of analytics is performing deep dives, which are in-depth analyses used to gain valuable insights. One such deep dive the Analytics Division completed was for the 2020 LEAP Program Review. Scholars were given a survey for the purpose of collecting feedback on various aspects of LEAP. The analysis consisted of achieving three major objectives: understanding the support from scholars’ leadership, quantifying the effectiveness of AFCLC courses by examining scholars’ responses, and capturing the extent that scholars’ LEAP language skills are being utilized in support of the Air Force. The Analytics Division was able to avail various analytical tools to fully make use of scholars’ valuable feedback. The results were positive and showed the good health of the program. Leadership is providing scholars adequate support, AFCLC courses are sustaining or enhancing the language skills of scholars, and the utilization of scholars’ LEAP languages has increased from the previous study.

One analytical project is never the same as the next. Although the steps followed may be similar, each problem statement has a unique context to consider that requires fine-tuning of the analytical approach.

The versatility and dependability of analytics ensures it will always have a place in helping drive the decision-making process of successful organizations like AFCLC.



# HOW TO ASK THE RIGHT QUESTIONS



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.

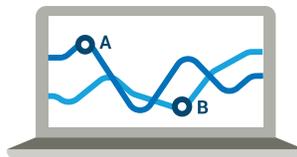


### SURVEYS

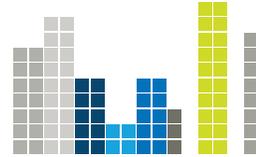
The team reviews each question with input from program managers. They focus on drawing out data from participants, adjusting questions, length, and even delivery methods. Accessibility is key from paper-based to mobile app-based methods.



Responses are broken down into categories in order to note trends.



The team archives responses and reports trending analysis.



# LEAP Scholars are Changing the World

By Jasmine Bourgeois, APR, AFCLC Outreach Team

**THE LANGUAGE ENABLED AIRMAN PROGRAM IS AFCLC'S CAPSTONE PROGRAM THAT HAS BEEN DESCRIBED AS THE "WEAPONS SCHOOL FOR LANGUAGES."**

**WITH more than 3,000 scholars, the Language Enabled Airman Program, or LEAP, has been deliberately developing Airmen for 12 years. The program has grown each year, providing scholars more opportunities to participate in exercises globally, adding additional languages as dictated by the Air Force Strategic Language List, and including both U.S. Air Force Airmen and Space Force Guardians. Amid a global pandemic, LEAP scholars proved now more than ever they were truly ready to use their language and cultural capabilities to serve.**

Whether working as medics on the frontlines of the COVID-19 pandemic to translating documents in a virtual space, in 2020 LEAP scholars put their skills to the test and showed



the world why LEAP is valuable and necessary when it comes to supporting the application of air and space power and strengthening partnerships and interoperability.

As Former Secretary of the Air Force Barbara Barrett described, LEAP is a unique team of culturally savvy professionals ready to protect America at a moment's notice.



"Moving forward, I'm excited to see how we continue improving language, regional expertise, and cultural competencies to strengthen U.S. and foreign military partnerships," Barrett said.



"We are building our strategic bench of air and space professionals who fulfill the National Defense Strategy and AFCLC continues to pave the way to develop fluent leaders prepared for America's role in Great Power Competition."

# AFCLC 2020 LEAP SNAPSHOT

Air Force Culture and Language Center | Language Enabled Airman Program



*Non-stop LREC Education and Partnerships throughout a Global Pandemic*



## Selected

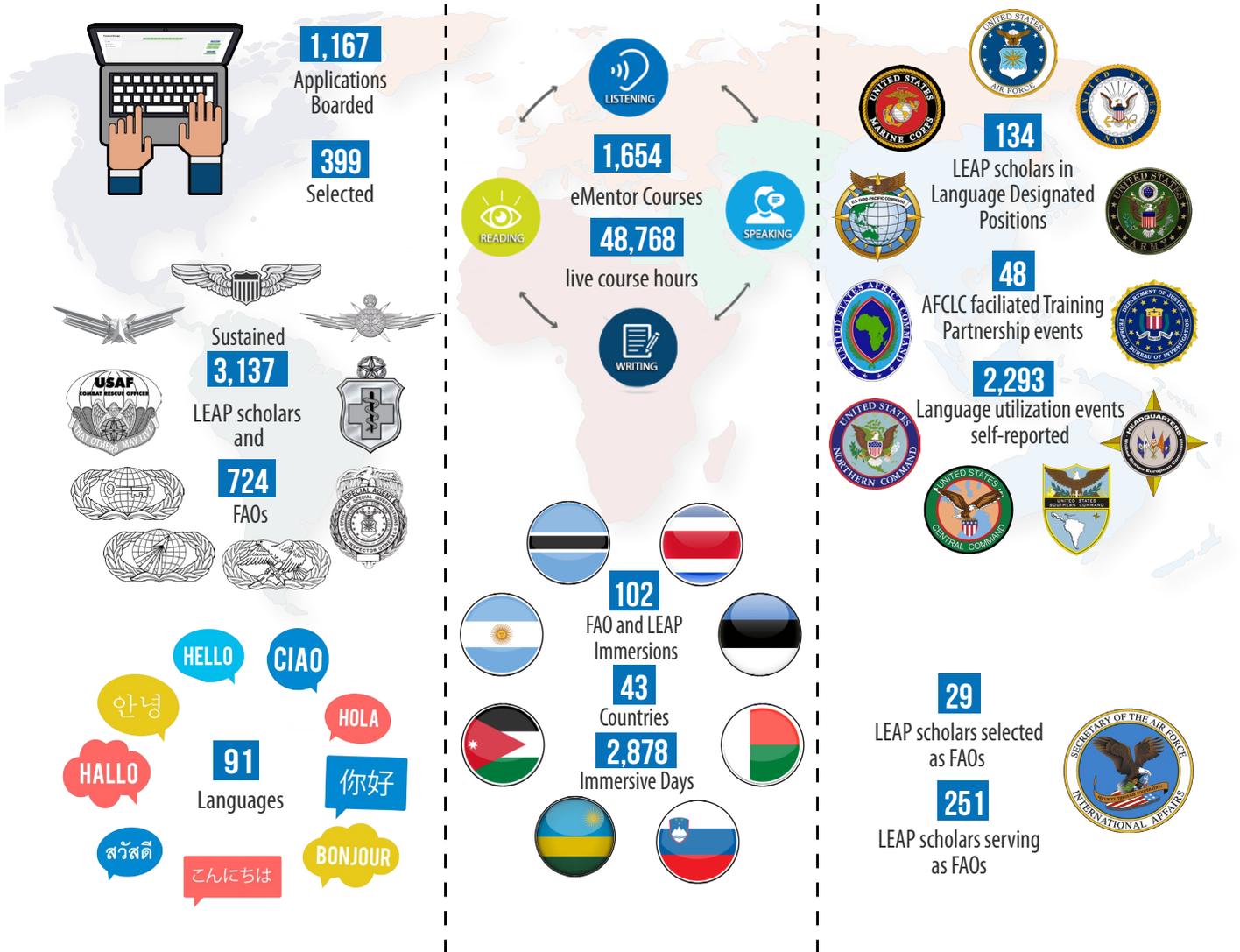
Convened first virtual LEAP selection boards; provided LREC sustainment to LEAP scholars, FAOs, and other Airmen and Guardians across the General Purpose Force

## Developed

COVID didn't slow down the Global Classroom ... expanded eMentor 50% and held virtual Advanced LITEs; course totals on par with previous year

## Enabled

Prepared LEAP scholars for FAO and other language designed positions. Connected LEAP scholars and FAOs to DoD and other governmental organizations for integration in security cooperation events



# AFCLC's LEAP: A Strategy for Improving Pilot Retention

By Jasmine Bourgeois, APR, AFCLC Outreach Team / Published March 16, 2021

**“If we don’t find a way to turn this around, our ability to defend the nation is compromised,” Retired Air Force Chief of Staff Gen. David Goldfein said.**

In 2016, retired Air Force Chief of Staff General David Goldfein publicly called the United States Air Force’s pilot shortage a crisis. At the time, the Air Force was reportedly short 1,500 pilots. According to reports, the Air Force still needs an estimated 2,100 pilots – and many say that number is steadily growing.

Programs have surfaced to retain the Air Force’s best and brightest. Programs to enhance retirement benefits, offer bonuses and monetary compensation, provide educational support, and more have all been stood up amid the brewing fire that seems to be burning Total Force.

Then there’s the Air Force Culture and Language Center’s Language Enabled Airman Program. LEAP has been in existence since 2009 and touts 3,075 scholars worldwide. A program initiated to identify and develop a cadre of Airmen with foreign language proficiency, LEAP was not founded to address the pilot retention rate...but, it has helped.

Through LEAP, pilots accepted to the program with a proficiency in a foreign language have the opportunity to continue to pursue their passion for languages while actively flying. Of the 3,082 LEAP scholars, there are an estimated 520 pilots in the program, and Capt. Wayne “Astro” Mowery is one of them.

“You always want the marriage of your language training and your tactical training,” Mowery said.

An Air Force fighter pilot, Mowery, loves his job and all things aviation. But, before he was flying

F-16s, he was just a young cadet studying Arabic at the University of Maryland, College Park with dreams of entering the Air Force and combining his love for the language and culture with his pilot training.

“I studied Modern Standard Arabic and Egyptian Colloquial Arabic in college and did a lot of traveling to the Middle East in my college years. And after that, I tried to travel to that area whenever I could to learn



*U.S. Air Force Capt. Wayne Mowery, briefs U.S. Ambassador to Jordan, Mr. Henry T. Wooster, during the Ambassador’s recent visit to Muwaffaq Salti Air Base. Mowery is serving as an exchange pilot with the Royal Jordanian Air Force.*

the language and explore and experience the culture,” Mowery said. “This really is a dream.”

A dream initially deferred, according to Mowery. Like most pilots, he spent his first five years training and logging flight hours with limited time to spend with his family or time to devote to his passions.

His remarks are reflected in a 2019 pilot retention survey. In the survey, 1,936 pilots reported that the top two reasons for them leaving the service were: 1) difficulty maintaining work/life balance and family commitments and 2) choice of job assignments/locations.

“I entered the Air Force and went straight into two years of pilot training,” Mowery said, “which included a year of Introduction to Fighter Fundamentals, a year-long B-Course, and a six-month upgrade program in South Korea. So, for the first five years or so, there was no opportunity to use the language. The only thing that kept the language skills alive was LEAP.”

Mowery described LEAP as his “life support for language learning” while he was actively training to be a pilot. Using a two-part system, LEAP helps Airmen maintain their language skills. Through immersions and online eMentor language courses, scholars can continue

to master their language abilities with little time away from their units and at a lower cost over time. For Mowery, he was able to maintain his flight hours while fueling his passion for language learning.

“It was difficult, but if you don’t keep up with your language constantly, you will lose it,” Mowery said. “So, I was taking eMentor courses whenever I could. I would meet with the instructors online at night and on the weekends and going on immersions when feasible.”

With LEAP scholars worldwide, AFCLC’s program not only offers a way for members to sustain their language but also affords scholars the opportunity to network with an exclusive group of like-minded individuals across all career fields.

“I first got wind of this assignment during a Language Intensive Training Event to Muscat, Oman, at a language school. One of the students/fellow LEAP scholars there was a maintenance officer who was a part of the exchange program in Jordan. He forwarded my name up the chain, and shortly after, I received another recommendation from another LEAP scholar who is also a Foreign Area Officer. It was truly the LEAP community who helped get me to Jordan,” Mowery said. “And here’s where

you can measure the power of the Language Enabled Airman Program. This assignment is normally difficult to fill with a fighter and language requirement. A lot of the pilots don’t have the language and cultural training for this exchange assignment. Because of LEAP, I was ready immediately and have a much higher language level. Having someone who understands the language and the culture of the area only maximizes this mission and it’s all thanks to LEAP.”

Now, after nine years in the Air Force, Mowery is in-country working as an exchange pilot with the Royal Jordanian Air Force. His wife, Capt Shaharazad Purvis, is working at the embassy.

“PCS’ing to Jordan is literally a dream for my family. For years, I’ve studied the language, the culture and the history. You always want the marriage of your language training and your tactical training and unfortunately, this doesn’t always happen. This is an assignment where I can fly the F-16 and use my Arabic language skills and background,” Mowery said.

Watch Capt. Mowery in action in this U.S. Embassy Jordan video: <https://www.facebook.com/jordan.usembassy/posts/10157862817522816>

# On the Front Lines of COVID-19

By Lori M. Quiller, APR, AFCLC Outreach Team / Published October 21, 2020

**EACH** year, the World Health Organization and the Centers for Disease Control and Prevention track and investigate millions of cases of illnesses across the world. In late 2019, a novel coronavirus appeared in China, which had never been seen before and quickly blanketed the country. Epidemiologists conducted field investigations to learn as much as possible about the new virus, especially where it came from, its communicability, and its lethality.

As these health care investigators began weaving together what would become the story of the virus later to be named COVID-19, the virus quickly spread from China across India, Russia, Europe, Africa, and eventually jumping the Atlantic Ocean to America. No one was safe from the pandemic.

Lt. Col. Corydon Jerch and Lt. Col. Charles Toth, who are both Language Enabled Airmen Program Scholars in Italian, were stationed at Aviano Air Base during the COVID-19 outbreak and were called upon to use their language skills to help formulate the 31st Fighter Wing's plan for safely continuing operations in this challenging environment.



LEAP is a product of the Air Force Culture and Language Center and has produced thousands of scholars who are utilized in exercises worldwide. Because participation in LEAP is voluntary and highly competitive, Airmen must demonstrate proficiency in a foreign language specified on the Air Force Strategic Language List, receive an endorsement from their unit commander, and compete via board process.

Selection to LEAP hinges on applicants' existing language proficiency, potential to achieve higher levels of language proficiency, and the Air Force language requirements.

"At the time of the outbreak, I was the Director of Operations of the Operations Support Squadron," Jerch said. "Living and working here in Northern Italy was concerning in the beginning.

Italy was becoming a hotspot for Europe. Here in the region of Friuli Venezia Giulia near Venice, we were quickly surrounded by reports of positive cases in February. We knew it was only a matter of time before the pandemic would spread to our local area. The Italian government placed restrictions on movements and began mandating non-essential institutions close. In early March, Friuli Venezia Giulia became a Red Zone, and so the area around Aviano was placed on lockdown as well."

Questions quickly arose as to what that would mean for those on base. Jerch was soon asked to be part of an operational planning team to apply his understanding of flying operations and the language and culture of Italy to help navigate the intricacies of the pandemic and ensure the 31st Fighter Wing continued to be combat mission ready. The group was large enough to encompass several team members with different skill sets, which is how Jerch and Toth began working together.

“It was a simple task but with a difficult solution,”

Jerch said. “The team sat down to figure out how we were going to work through this pandemic. We looked closely at the science in addition to American and Italian guidance and restrictions going into effect to help combat the spread. We had to strike a delicate balance to ensure we maintained a mission-ready posture and preserve a strong working relationship with our Italian hosts.”

At the end of February, Toth was traveling back from temporary duty in Hungary, and his concern was whether the borders would be closed. He hoped the outbreak wasn’t as bad as what he had heard.

It wasn’t long before the situation in Italy became increasingly worse.

“As things progressed, we started monitoring the daily cases of COVID,” Toth said. “We saw the numbers continue to rise, but we were concentrating on our Intensive Care Unit and hospital bed capabilities. Aviano does not have an in-patient facility, so there was great concern that if things began to spread, our space would be limited very quickly. Fortunately, we were able to devise a plan to stand up an in-patient facility within 24 hours. We

the right way because the disease was spreading quickly. Everyone was working overtime to do their best. They began by standing up the Medical Control Center, which led to the COVID Action Cell – a cast of supporting medical providers such as nurses and technicians ready to tackle the disease through testing and contact tracing. Everything hinged on working closely with the Italian government.

“You never know what’s going to come your way,” Toth said. “You never know when your language skills might make

**“YOU NEVER KNOW WHAT’S GOING TO COME YOUR WAY,” LT. COL. CHARLES TOTH SAID. “YOU NEVER KNOW WHEN YOUR LANGUAGE SKILLS MIGHT MAKE A DIFFERENCE OR SET YOU APART IN A SITUATION. THE THING IS, IT CAN BE VERY DIFFICULT TO BUILD RELATIONSHIPS DURING A CRISIS. RELATIONSHIPS NEED TO BE IN PLACE BEFORE SOMETHING LIKE THIS HAPPENS, ESPECIALLY IF YOU’RE WORKING IN A FOREIGN COUNTRY.”**

never actually got critically close to pushing the “GO” button on that, but we drew a line in the sand that if the ICU capabilities got to 75 percent within the region, we would be able to go. We only got up to about 35 to 40 percent. Our relationships with the host nation were critical to monitoring the situation and helped drive our decisions.”

As Toth put it, it was difficult to know if the team was responding to the pandemic in

a difference or set you apart in a situation. The thing is, it can be very difficult to build relationships during a crisis. Relationships need to be in place before something like this happens, especially if you’re working in a foreign country.” Fortunately for Aviano, such relationships were in place with language enabled Airmen like Jerch and Toth.

# Facilitating Virtual Security Cooperation Engagement Initiatives

By Capt. Krista Bible, Operations Officer, AFCLC Language Division / Published December 21, 2020

**THIS** past summer and fall, the Air Force's Southern Surgeon General's Office conducted three medical Virtual Security Cooperation Engagements in support of building partnerships across the Western Hemisphere. Developed by AFSOUTH/SG staff, the VSCEs were designed to supplement capacity-building exchanges to improve medical capabilities, tactics, techniques, and procedures, particularly during COVID-19. This year, the engagements were conducted entirely virtual due to the global pandemic.

Senior Master Sgt. Diego Yoshisaki, a Spanish Language Enabled Airman Program scholar from AFSOUTH, contacted the Air Force Culture and Language Center's Training Partnership Request program seeking Spanish language support to ensure a successful mission. AFCLC recruited 18 Spanish LEAP scholars to provide language support for the VSCEs and equipped multiple LEAP scholars on the AFSOUTH/SG staff.

"The AFCLC has been instrumental in building partnerships across the globe, and for AFSOUTH, this was especially critical, considering current pandemic challenges," Yoshisaki said. "Sourcing LEAP scholars during these VSCEs provided foundational language support, not only enabling opportunities for our LEAP scholars but also our team. During this virtual initiative, there was substantial planning and coordination with country teams, security cooperation stakeholders,



communications, etc. Having LEAP scholars provide their language expertise for the pre-planning, execution, and post-assessment was instrumental. Our team is truly appreciative of this tremendous source of expertise. I highly recommend security cooperation enablers connect with the AFCLC."

The events started with an aeromedical evacuation seminar with Chilean Air Force medical officers, which provided critical discussions on Armed Forces, medical triage and Disaster Emergency Management Operations. The seminar also included briefings about tactics, techniques and procedures, or TTPs, for interoperability between the Chilean Air Force and the U.S. Air Force. Two LEAP scholars, 2nd Lt. Edill Colon and Capt. Daniel Sierra, translated documents before the event and took discussion notes in English and Spanish to support strategic reporting tools.

The team also conducted an event focused on infectious disease operations, partnering

U.S. medical professionals with Peruvian military, and civilian delegates. This seminar allowed the U.S. Air Force and Peruvian professionals to discuss ideas, challenges and lessons learned regarding COVID-19. LEAP scholars Master Sgt. Jose Aviles Velez and Capt. Alexander Rojas provided interpretation during the event live on ZoomGov and translated documents before the event.

“To utilize my native language skills to make a difference for two countries, it’s definitely the highlight of my career,” exclaimed Aviles Velez. Additionally, LEAP scholar Tech. Sgt. Elias Ochoa, a 4AOX1 (Health Services Management), was selected as one of the subject matter experts who conducted his briefings in Spanish and English.

Leading up to this event, LEAP scholar Capt. Angelo Centeno led a document translation team to translate a 29-page Peruvian report from Spanish to English about COVID-19 action plans. In addition to Capt. Centeno, the translation team, consisted of LEAP scholars Tech. Sgt. Guillermo Araujo, Tech. Sgt. Javier Buenrostro, Tech. Sgt. Mark Fain, Tech. Sgt. Dabnell Morales Sanchez, 1st Lt. Fabian Pacheco Ferreira, Master Sgt. Jimmy Pareja,

1st Lt. Rachel Quinn, 1st Lt. Richard Rodriguez Marquez, and Tech. Sgt. Bernie Torres.

“This was an exceptional experience that allowed me to use my language skills to have an impact on our Air Force,” Quinn said. “As a contracting officer, there are not many jobs in which I can use my native language, so participating in these two events allowed me to understand other Air Force specialty codes better and see the impact a diverse Air Force brings to the table.”

The final VSCE was between Ecuadorian military and civilian professionals regarding humanitarian assistance and disaster response operations. Spanish LEAP scholar Tech. Sgt. Osniel Diaz, who is also on the AFSOUTH/SG staff, coordinated the seminar. Topics of discussion included patient movement, emergency management, command and control, disease containment and public health emergency. LEAP scholars Capt. Maria Oliver, Senior Master Sgt. Everett Adams and Lt. Rachel Quinn interpreted during the engagement and translated documents before the event.

“I am thankful for this opportunity to utilize my language skills to benefit the U.S. Air Force and the

Ecuadorian military,” Oliver said. “The best part was translating information pertaining to my career field as a flight nurse. This experience challenged me to explore and expand my vocabulary to successfully translate information regarding medical terminology and equipment.”

This unprecedented time of a global pandemic provided a highly valuable experience for the LEAP scholars, partner nations and AFSOUTH personnel. Not only did LEAP scholars develop, enhance and sustain their language capabilities throughout the VCSEs, but they also facilitated real-world missions with partner nations and the U.S. Air Force.

“Using the special skillset LEAP scholars provide has been a huge success,” said Maj. Adam Hebdon, deputy command surgeon general, AFSOUTH, and Spanish LEAP scholar. “Without them, we couldn’t have pulled off these successful engagements. AFCLC’s talented LEAP scholars translated slides and provided excellent interpretation services and language support throughout the events. Early partnering with AFCLC leadership was key to this mission’s success.”

# Safeguarding Gabon's National Parks

By Capt. Krista Bible, Operations Officer, AFCLC Language Division / Published October 27, 2020

**IN 2002, the government of Gabon made history by creating 13 national parks, protecting more than 10 percent of the country's landmass. In turn, Gabon's National Agency for National Parks was created to manage the national parks, protecting the wildlife and environment, and increasing appreciation for the parks through conservation tourism. The U.S. Fish and Wildlife Service teamed with Gabon to support the ANPN by helping them improve national park management and security, focusing on issues including elephant poaching, the commercial bushmeat trade, extractive industries, and commercial and artisanal fishing.**

As part of a Department of State program facilitated by the Office of Security Cooperation at the U.S. Embassy in Gabon, the U.S. Army's 83rd Civil Affairs Battalion has provided on-site training and guidance to EcoGuards (the Gabonese equivalent of Park Rangers) through one-week courses taught over six months. These courses enhanced foundational tactical skills in order to build partner capacity to conduct counter poaching and wildlife trafficking operations.

With the training materials in English, the OSC was in need of assistance to translate their documents and reached out to the Air Force Culture and Language Center through the Training Partnership Request program. The TPR program facilitates the utilization of Language Enabled Airman Program scholars by connecting advanced LEAP scholars with



unique training opportunities to provide language support in a real-world context. At a moment's notice, 24 advanced French LEAP scholars from across the globe teamed together virtually to answer the call to translate a 70-page survival training manual and a 166-page patrol tactics training manual from English into French.

1st Lt. Alondra Rojas led an eight-scholar document translation team for the survival manual: 1st Lt. Victoria Smith, Capt. Garrett Ellis, Capt. Reuben Luomaoverstreet, Tech. Sgt. Jeffrey Koellner, Capt. Liana Gaudreault, 1st Lt. Ciarra McCarthy, and Capt. Steven Kotecki. Smith said, "This was a uniquely challenging opportunity not only from a language perspective, but also a field of expertise one. I don't know much about survival (in any language!), so in order to be really effective with my translation, I had to do some research (in French) to make sure what I was writing

made sense. That made the experience much more rewarding, though. I sincerely hope this will enhance training for park rangers in Gabon. This is an incredibly interesting and rewarding initiative, and I feel honored to be a part of it!"

Capt. Marie Gaudreault led a 16-scholar document translation team to tackle the lengthy patrol tactics training manual: Capt. Scott Gregory, Capt. Cody Anderson, Master Sgt. Komi Deh, 1st Lt. Casey Evans, Maj. Daniel Barker, Capt. Claude Betene A Dooko, Master Sgt. Kossivi Akou, 1st Lt. Sophie Rucki, Tech. Sgt. Nemesio Perez III, 1st Lt. Jose Colon Franco, Capt. Marvis Randy Joseph, Tech Sgt DieuDonne Batawila, Maj. Thomas Bowen, Master Sgt. Aziz Tetou, and Capt. Abraham Mambo.

Joseph said, "Collaborating with a diverse group of Officers and NCOs to translate the Gabonese Patrol Tactics Manual was a sublime experience helped showcase the versatility of our American Airmen. Coming together to help our partner nation in a time where resources are slim and most have limited mobility is a reaffirmation of our Air Force's commitment through the AFCLC, to further partnerships and support our allies in all domains of

operations. This opportunity enabled me to refine my skills as a global leader and add a layer in the path towards becoming an effective Foreign Area Officer."

After receiving the completed translations, CPT Emelia Fujita from the 83rd Civil Affairs Battalion thanked both LEAP teams for their diligence and emphasized that "incorporating written doctrine into training the Gabonese Agence Nationale des Parcs Nationaux will go a long way in building a sustainable training model."

In addition to utilizing their French to counter illicit poaching and trafficking, this was also a great training opportunity for LEAP scholars to enhance, sustain, and refine their reading and writing modalities. Evans said, "This was a really neat project, and I learned a lot by working on it. Working at my own pace was important for me during UPT, and helped me keep up with French AND (hopefully) help make a difference in the fight against 'les braconniers'! It also helped me reconnect with some of my [French-speaking] friends when I asked about how to rephrase some of the sections that were very [Anglophone] in wording/ tone... I'd love to do something like this again."

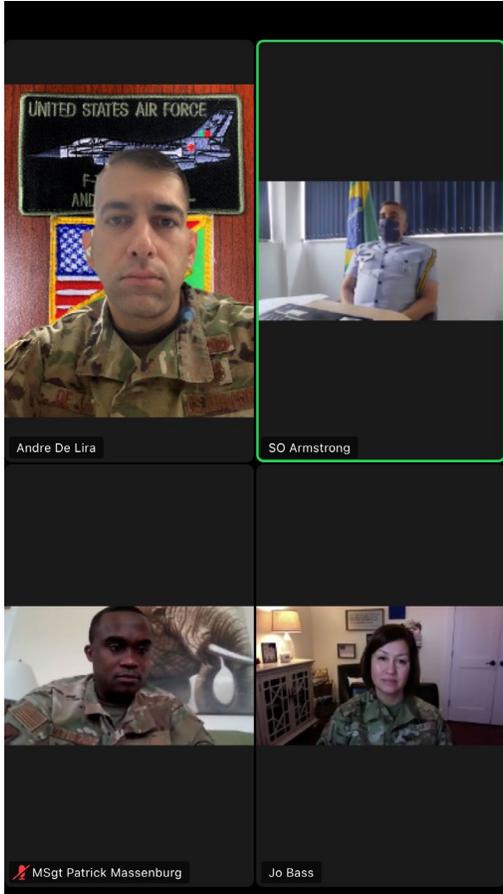
By operating seamlessly with other organizations around the world, these 24 LEAP scholars contributed to the National Defense Strategy pillars of interoperability and demonstrated the power of building and strengthening partnerships where everyone wins. Increasing the effectiveness of park security against malign influences in turn safeguards the wildlife and the environment, as well as bolsters the economy and conservation tourism for Gabon. LEAP scholars also benefited from the opportunity to hone their language skills by working on these documents.

Dr. Richard Parnell, a training consultant for the Wildlife Conservation Society in Gabon showed his appreciation for the scholars' hard work said, "It is hard to overestimate the difference this work will make in making ranger training for Gabon's National Parks sustainable, and significantly improving the standard and security of our anti-poaching patrols."

These scholars stepped up to the plate and showed that language is a capability that cannot simply be contracted out, it must be invested in over the course of careers in willing and able uniformed Airmen and Space professionals.

# #LEAPSpotlights from Our Social Media

Follow us on our social media channels to keep up with our LEAP Scholars!



 **AFCultureLanguageCtr**  
@AFCLC

Portuguese Language Enabled Airman Program (LEAP) scholar MSgt Andre De Lira from the 23 MXG provided language support to facilitate an international office call in Portuguese and English between CMSAF Bass and CMS Armstrong from the Brazilian Air Force. [@cmsaf\\_official](#)

10:06 AM · Dec 4, 2020 · Twitter Web App



 **AFCultureLanguageCtr**  
@AFCLC

French Language Enabled Airman Program (LEAP) scholar MSgt Alain Mukendi from the 35 CES was contacted over the weekend to provide language support to facilitate an international office call in French and English between our CMSAF and the CMSAF from Senegal.

8:36 AM · Oct 20, 2020 · Twitter Web App

# Nearly 400 New LEAP Scholars Named in 2020

By Lori M. Quiller, APR, AFCLC Outreach Team

**DUE** to COVID-19 restrictions in 2020, AFCLC held its Language Enabled Airman Program Cadet and Officer and Enlisted Selection Boards virtually.

The Cadet Selection Board selected 95 Airmen for LEAP out of 208 applicants. 2020 also marked the first year candidates were selected for LEAP from a branch other than the U.S. Air Force as seven selectees have entered the U.S. Space Force.

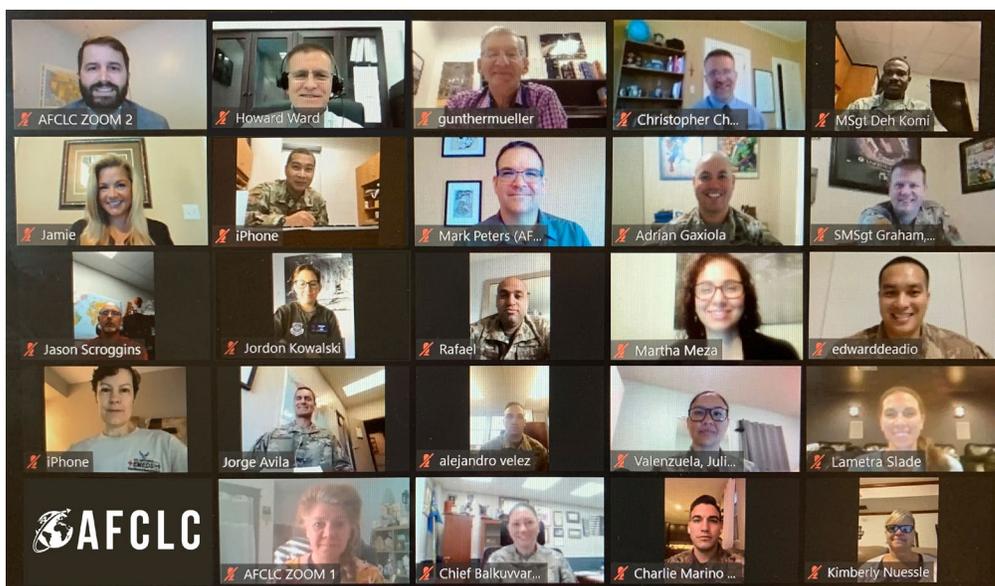
The Officer and Enlisted Selection Board, pictured below, selected 304 participants from 680 applicants received for the 2020 cycle.

For the first time, selectees were officially announced via a Personnel Services Delivery Memorandum. Service members may still view the 2020 PSDM on MyPers at <https://mypers.af.mil>.

For the 2020 cycle, languages from both selection boards included: Akan-Twi, Albanian, Amharic, Arabic-Algerian, Arabic-Egyptian, Arabic-Levantine, Arabic-Modern Standard, Arabic-Yemeni, Bengali, Bulgarian,

Chinese-Cantonese, Chinese-Mandarin, French, German, Hebrew, Hindi, Igbo, Indonesian, Italian, Japanese, Korean, Krio, Pashto-Afghan, Persian-Afghan (Dari), Persian-Farsi, Polish, Portuguese-Brazilian, Portuguese-European, Russian, Serbian-Croatian, Spanish, Swahili, Tagalog, Thai, Turkish, Ukrainian, Urdu, Vietnamese, Wolof, and Yoruba.

Participation in LEAP is voluntary and highly competitive. Airmen and Guardians must demonstrate proficiency in a foreign language specified on the Air Force Strategic Language List, receive endorsement from their unit commander, and compete via a board process. Selection is based on applicants' potential to achieve higher levels of language proficiency, and Air Force language requirements.



*A special thank you to our 2020 Active Duty LEAP Board members!*

# ITC and CCC Celebrates More Than a Decade of Higher Learning

By Lori M. Quiller, APR, AFCLC Outreach Team

**ACTIVIST,** Baptist minister and civil rights icon Dr. Martin Luther King Jr. once said, “An individual has not started living until he can rise above the narrow confines of his individualistic concerns to the broader concerns of all humanity.”

Rising above the one to see the many is a goal of the Community College of the Air Force. This federally chartered academic institution serves the U.S. Air and Space Force’s enlisted total force. CCAF partners with 112 affiliated Air and Space Force schools worldwide to serve more than 270,000 active, guard and reserve enlisted personnel, making CCAF the world’s largest community college system.

For more than 10 years, the Air Force Culture and Language Center has been a proud partner with CCAF bringing the study of culture and cross-cultural communication to service members looking to broaden their horizons to the world around them. In April 2009, AFCLC launched the Introduction to Culture pilot course, with the full course officially launching in May 2011. Introduction to Cross-Cultural Communication launched in February 2011.

“The ITC/CCC courses offered by AFCLC provide Airmen a basis for mission and career success in various ways. These courses prepare Airmen to operate in and react to

uncertain situations. Our Airmen often live and work in places and environments that they are unfamiliar with and these courses help them act and react appropriately. They also give them a basis for understanding that different people may see the world differently,” said AFCLC’s Deputy Director Greg Day. “The ITC/CCC CCAF courses give Airmen a no-cost way to satisfy college degree requirements with courses that not only educate them but also help them succeed in their missions around the world.”

Culture influences everything we think, say and do, so the modern Airman needs to study culture because of the diverse missions requiring interaction with people from different cultures at home and abroad. To improve interactions with counterparts, an Airman must become more aware of how culture affects those interactions.

“The challenges confronting our country, our Department of Defense and our world today – including cybercrime, natural disasters, disease, conflict and humanitarian crises, among others – are borderless issues that often require multinational coalitions to solve them. The Intro to CCC course explores how our worldviews, values and assumptions are reflected in verbal and nonverbal communication practices and conflict approaches. Our goal is to help military members develop the mindsets and skillsets

essential to developing effective intercultural relationships,” said Dr. Susan Steen, AFCLC’s Assistant Professor of Cross-Cultural Communication.

Dr. Patricia Fogarty, AFCLC’s Assistant Professor of Cross-Cultural Relations, agreed and added that the importance of both courses serve to improve “mission interactions.”

“It is important for Airmen to study culture because of the diverse missions requiring interaction with people from different cultures at home and abroad. To improve interactions with counterparts, Airmen must become more aware of how culture affects those interactions. This course teaches students how to improve mission success by identifying a culture’s effects, seeing a situation from different perspectives, and predicting the consequences of cross-cultural interactions. Moreover, the ITC course equips students with tools to improve their skills of observation and their ability to orient to new or changing situations,” Dr. Fogarty said.

Judi Goodall was working as a Paralegal CDC Writer at the JAG School and only two years from retirement when she saw a flyer advertising the ITC course. At the time, she needed three social studies hours at CCAF, the course was free, and it sounded interesting.

“I had never taken an online course before,” Goodall said. “It taught me to be more aware of my surroundings and to pay attention to what people do. It taught me that one person’s ‘strange’ is another person’s ‘normal.’ (It also taught me) to not always assume someone is rude when they say something or use a gesture. I learned a

great deal about interacting with people, how to interpret my assumptions and think about things I see or hear before responding.”

Master Sgt. Neil J. Scuderi was also one of the early graduates of the ITC course. He said he learned about the course directly from his supervisor. Although they were both set to deploy soon after, he needed the credits.

“The course itself was a good starting point to increase awareness of how best to work with different cultures,” Scuderi said. “I could not utilize what I learned on the immediately following deployment; however, I have been able to use some of the principles in every trip after that. Being able to foster a productive work environment with foreign partners has been very rewarding.”

AFCLC continues to offer these distance learning courses, each worth three semester hours of credit through the CCAF and currently available to enlisted members of the U.S. Armed Forces (Active Duty, National Guard and Reserve). To date, ITC has graduated 7,748 participants, while CCC has graduated 4,181 participants. Learn more about AFCLC’s CCAF courses at:

<https://www.airuniversity.af.edu/AFCLC/courses/>



# Virtual AU LREC Symposium Draws Audience of Thousands

By Jasmine Bourgeois, APR, AFCLC Outreach Team / Published October 21, 2020

**ONCE** a year, hundreds of people travel

**to Maxwell Air Force Base for the Air Force Culture and Language Center and Air University's Annual Language, Regional Expertise, and Culture Symposium. Scholars and practitioners from across the Department of Defense and the LREC community come together to share ideas.**

In 2020, the pandemic and travel restrictions changed everything. AFCLC's leadership made the decision to convert to a virtual format. The silver lining: hosting the symposium virtually allowed for more than 2,000 people to attend from all over the world including Japan, Kenya, and Germany.

"Since the symposium began, our registration numbers continually increased, and we are so thrilled," said AFCLC's Director Howard Ward.

This first virtual event still featured panel discussions and presentations like the traditional symposium and included an all-star lineup of guest speakers including opening remarks from the Secretary of the Air Force Barbara M. Barrett and the Vice Chief of Staff of the U.S. Air Force Gen. Stephen W. "Steve" Wilson.



Barrett highlighted the Center's Expeditionary Culture Field Guides; AFCLC's many academic efforts including the online Community College of the Air Force courses and executive leadership courses or Pre-assignment Acculturation Courses. She also highlighted AFCLC's Language Enabled Airman Program, a career-spanning, volunteer program open to officers and enlisted across most General Purpose Force Air Force and Space Force specialties to sustain and enhance the existing foreign language skills of Airmen and Space Professionals. While highlighting LEAP, she mentioned several LEAP scholars by name Barrett's remarks acknowledged AFCLC's achievements over the past 10 years.

“Although culture and language skills proved critical to counterinsurgency efforts following the attacks of 9/11, ‘just-in-time training’ proved insufficient in developing the appropriate depth and breadth Airmen and allies needed to operate effectively. The establishment of the Air Force Culture and Language Center represented a strategic pivot toward expanding our cultural understanding of allies and partners,” Barrett said.

### **Hindsight 2020**

Sticking to this year’s symposium theme “Hindsight 2020,” Barrett, along with all the featured speakers, continued to examine the last 10 years of global operations and the effects LREC training had in planning and executing U.S. goals, as well as, looking to the future. Many of these remarks also included mentions of the National Defense Strategy and the Air Force’s shift to focus on Great Power Competition.

During his virtual message, Mr. Russell J. Frasz, Director, Force Development, Deputy Chief of Staff for Manpower, Personnel, and Services, Headquarters U.S. Air Force and the AF Senior Language Authority stated, “With this renewed emphasis on competition and war-fighting, language is an essential war-fighting capability. The ability to speak in a foreign language is a weapon in our Air and Space arsenal. LREC competency skills are critical for the successful engagement with partners and lead to a deeper understanding of known and potential enemies. Our country depends on these Air and Space professionals’ LREC skills to carry out operations around the world. We must develop Airmen now to anticipate the future Air Force’s needs.”

### **Meeting of the minds**

The free virtual event garnered more than 2,000 registrants, nearly a dozen featured speakers

and 80 different panels and presentations over three days. For the attendees, each day offered a new opportunity to learn and interact with DoD professionals and academic experts from around the world. In separate breakout sessions, registrants were able to pick and choose from a variety of topics and speakers. There were sessions on partnerships, interoperability, LEAP, global basing, violent extremism, and more.

A dedicated committee of staff worked to schedule, plan, and organize the three-day event including AFCLC’s Director of Staff Mr. Gregory Day, AFCLC’s Assistant Professor of Regional and Cultural Studies (Asia), and AFCLC’s Assistant Professor of Cross-Cultural Relations Dr. Patricia Fogarty, who said there were new opportunities with this virtual format.

“This year, we’ve gotten more presentations from people who might not have been able to attend in person during a regular year,” Dr. Fogarty said.

LEAP Scholar Capt. Elizabeth Amos listened to several speakers and presenters. She said she thoroughly enjoyed anthropologist/archaeologist Dr. Laurie Rush’s remarks.

“Great job on this virtual symposium! I loved the flexibility and the opportunity to be able to drop in on different presentations throughout the day,” Amos said.

LEAP Scholar Maj. Sofia Ciro was also able to attend this year’s symposium while working from home. She said each day was a new learning experience.

“I loved the interactive approach,” Ciro said, “the presenters were engaging and the chat functions allowed us to ask questions and foster an exchange of ideas.”

# AFCLC's Social Media: Reaching New Audiences

By Jasmine Bourgeois, APR, AFCLC Outreach Team

**I**n 2019, AFCLC re-evaluated its social media strategy and looked at ways to better use the Center's social media to reach key stakeholders. In 2020, when the pandemic hit, we were thankful to have a significant social media following and a variety of channels to reach our audiences at a moment's notice. Using our Facebook, Twitter, Instagram and LinkedIn accounts, we continue to find ways to reach our audiences worldwide.

## How We Measure Our Social Media

As Facebook's algorithm shifted in 2020 to focus more on videos and content from groups, AFCLC's Outreach Team re-evaluated our overall content strategy. We produced more videos, photos, and posted more localized, AFCLC-specific content. This shift led to an increase in followers on our Facebook page. We gained 687 followers on our Facebook page in 2020 with an average of 2,315 engagements per month.

Using Twitter, we also focused more on AFCLC-specific content to better tell our story. We shared tweets from Air University and AETC, joining the overall Air Force conversation, and averaged 7,530 impressions on our Twitter account each month.

In 2020, we saw unprecedented growth with LinkedIn. We began 2020 with 88 followers on LinkedIn and wrapped up the year with

470 followers – 68 percent growth. During the month of Air University's Language, Regional Expertise, and Culture Symposium, we gained 50 followers on LinkedIn.

AFCLC also relaunched its Instagram account on 1 January 2020, and our audience continues to grow. Instagram is a fun and versatile platform to showcase photographs and videos year-round.

## "LEAP Spotlight" Series

In April 2020, AFCLC launched our "LEAP Spotlight" series. This series, publicized on all our social media accounts and the Center's website, allows LEAP scholars to provide a firsthand account of their experience in the program. LEAP scholars can reach out via email and/or social media to share their stories. We featured 21 LEAP scholars in our "LEAP Spotlight" series in 2020 with more scheduled for 2021. In 2020, we shared our "LEAP Spotlight" posts on social media twice monthly.

## Hashtags

Using hashtags, AFCLC connected posts and topics across all channels. Some of our most used hashtags include: #AFCLCGlobalClassroom, #AFCLC, #LEAP, #LanguageEnabledAirmanProgram, and our symposium hashtag #ReadySetLREC. During the symposium, we also used #symposiumselfie and encouraged our symposium attendees to share photos of them watching/attending our symposium sessions virtually.

# AFCLC 2020 Year-End Social Media Report

Air Force Culture and Language Center



In 2019, AFCLC re-evaluated its social media strategy and looked at way to better use the center's social media accounts to reach key stakeholders. In 2020, when the pandemic hit, we were thankful to have a significant social media following and a variety of channels to reach our audiences at a moment's notice.

Using Facebook, Twitter, LinkedIn, Instagram, and Youtube, the Outreach Team sought to keep our followers informed about AFCLC, LEAP, the symposium, and how the ongoing pandemic would/could impact our mission.



## Facebook followers

4,550

15% growth rate

As Facebook's algorithm shifted in 2020 to focus more on content from groups and videos, AFCLC's Outreach Team re-evaluated our content strategy. We begun producing more videos, photos, and pushing out as much localized/AFCLC-specific content as possible.



## Twitter followers

1,039

6% growth rate

Using Twitter, we seek to use Twitter to inform our audiences immediately. This year, we saw a lot of retweets from Air University and AETC on this platform.



## LinkedIn connections

470

84% growth rate

While analytics on LinkedIn are still limited, this platform stood out a clear winner with unprecedented growth. We started off 2020 with 88 followers on LinkedIn and wrapped up the year with 470 followers. During the month of Air University's Language, Regional Expertise, and Culture Symposium, we gained 50 followers on LinkedIn.



## Instagram followers

322

Using Instagram to share engaging photos, we've seen a lot of growth on this platform in 2020. Since Instagram is a photo-sharing platform, we took this opportunity to share photos of our LEAP scholars, tips for getting into the program, and any fun behind-the-scenes photos AFCLC may have.



## LEAP Spotlights in 2020

21

In April 2020, AFCLC launched the "LEAP Spotlight" series. This series, publicized on all social media accounts and the center's website, allows LEAP scholars to provide a firsthand account of their experiences in the program.



## #afclc

Using hashtags, AFCLC has been able to connect posts and topics across Facebook, Twitter, and Instagram. Some of our most used hashtags include: #afclc, #LEAP, #languageenabledairmanprogram, and our symposium hashtag #readysetLREC



# CONNECT WITH US!

# Think You Know AFCLC?

**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 and Guardian. By constantly tailoring learning methods to prepare our most powerful weapons — the mind of an Airman and Guardian — 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 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 and Guardian learns.

What 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. In time, LEAP became the foundation of our Pre-Assignment Acculturation Courses, which in turn led to the creation of our Expeditionary Culture Field Guides and complimentary Community College of the Air Force courses. From these initiatives grew the Air Force Culture and Language Center.

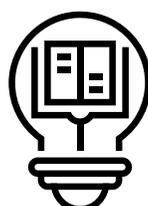
Many organizations teach culture and language, but only at Air University are they taught through a learning methodology designed for today’s modern Airman and Guardian, to meet them where they are and posture them for utilization. At AFCLC, we make education as global as the airpower mission we enable.

## THINK YOU KNOW AFCLC?

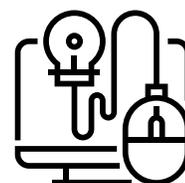
**At the Air Force Culture and Language Center, our educational processes take Airmen and Guardians in a specific direction...**



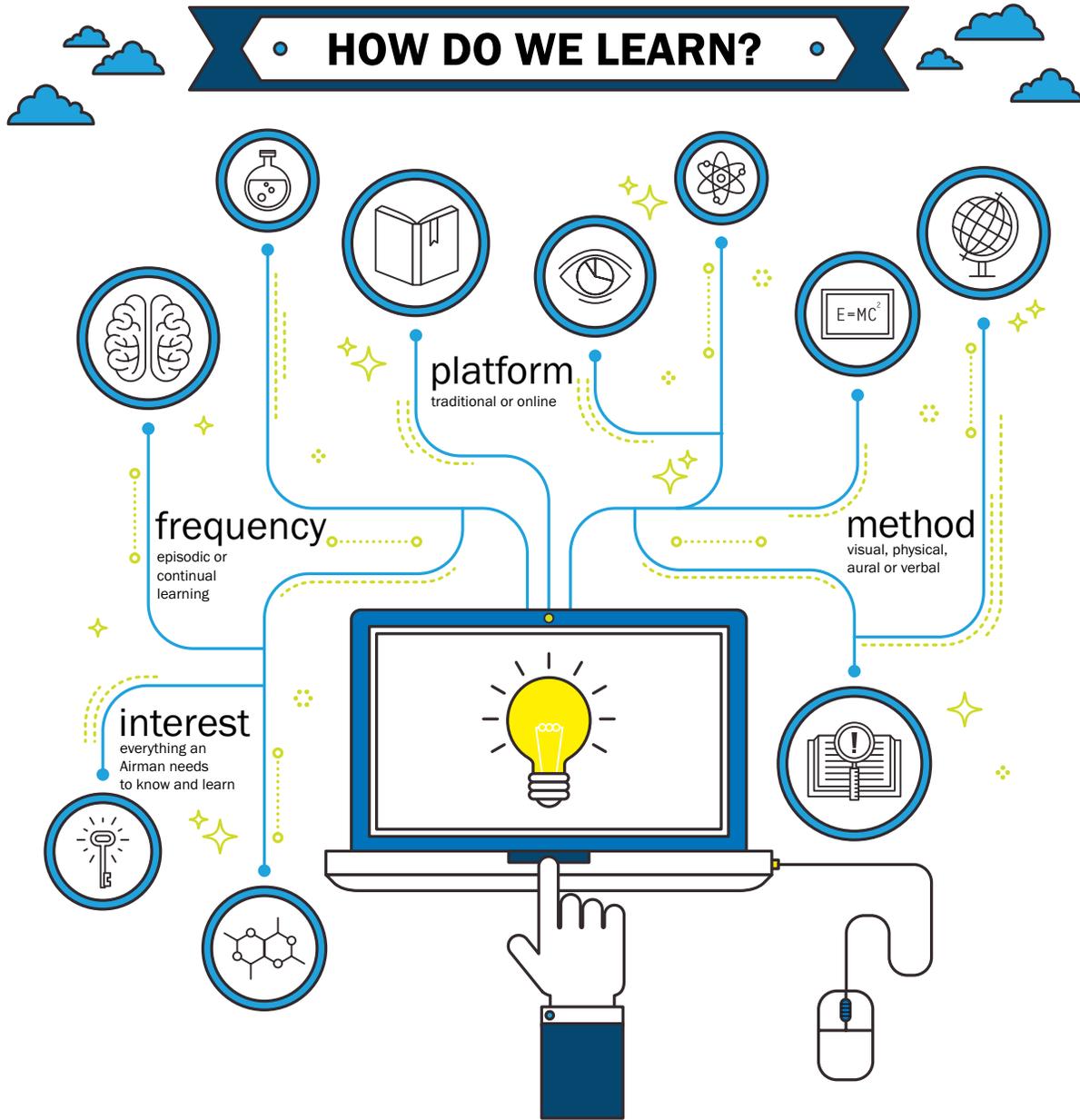
What does an Airman/Guardian need to think about?



How does an Airman/Guardian learn?



What are the best content and delivery methods for learning?



THINK OUTSIDE THE BOX!



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