



“Connecting Airmen with their Universal Human Experience.”



Introducing AFCLC

Culture at AU

Language in OPME

LEAP

GOPAC

Field Guides

Online Training

Non-AU Schools

Outreach

Questions?





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The Need

Our Contribution

Learning Approach

Foundation

Tasks

Programs



Introducing AFCLC: The Need

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*Global
Vigilance.*

*Global
Reach.*

*Global
Power.*

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Cross-Cultural Competence (3C):

“The ability to comprehend quickly and accurately, then act appropriately and effectively, in a culturally complex environment, to achieve the desired effect.”

Introducing AFCLC: Learning Approach

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“Familiarized” (~90% of all Airmen):

- Culture-general learning for all General Purpose Force Airmen
- Broadest category of language capability in the Air Force



“Enabled” (5-10% of all Airmen):

- Carefully targeted cultural, regional, and language instruction



“Professionals” (1% of all Airmen):

- Specialized cultural, regional knowledge and/or language learning for Air Force LRC professionals
- Narrowest, most capable category of language capability in the Air Force



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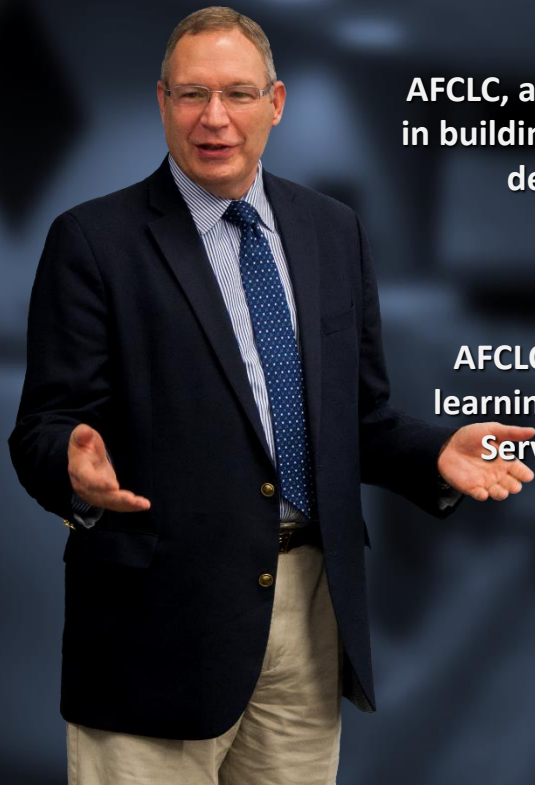
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Vision

AFCLC, as the acknowledged experts, will lead the US Air Force in building a cross-culturally competent Total Force to meet the demands of the Service's dynamic global mission.

Mission

AFCLC creates an executes language, region, and cultural learning programs for Total Force Airmen, and provides the Service with the subject matter expertise required to institutionalize those efforts.



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Core

1. Design, develop, deliver, and support familiarized level LRC education.
2. Direct and assist key enabled level LRC programs.
3. Develop, deliver, and support familiarized level LRC training.

Enabling

1. Provide subject matter expertise to higher HQs.
2. Support the development of strategy, policy, doctrine and plans.
3. Define competencies and learning strategies.
4. Maintain academic expertise (research & publication).
5. Coordinate with other DoD force development organizations





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Core Tasks

1. Familiarized level LRC education.
2. Enabled level LRC programs.
3. Familiarized- and enabled-level LRC training.

AFCLC Initiatives

- A. Culture at AU/QEP
- B. Language in Officer PME
- C. Language Enabled Airman Program (LEAP)
- D. General Officer Pre-Deployment Acculturation Course (GOPAC)
- E. Field guides
- F. Online training
- G. Support to non-AU schools





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QEP

AU 10-Month Schools

Other AU/AF Schools



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**QEP "3C Airmen" has concluded*

QEP

10-Month Schools

Other AU/AF Schools

Culture at AU: 10-Month Schools

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Questions?

Air War College

- Support to Residence Core Courses
- For credit Residence Electives (2)
- Not for credit Residence Electives (2)
- Distance Learning Course (1)

Air Command and Staff College

- International Security Studies Core Course:
 - Assistance with design/development
 - Seminar leads
- For credit Residence Electives (4-6)
- Political-Military Affairs Strategist (PAS) Course
- Interagency Pol-Mil Affairs Exercise (PASEX)
- Support to Embassy Immersion Program





Culture at AU: Other AU/AF Schools

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Questions?

Squadron Officer College

- Lectures and exercises
- Faculty development

Senior NCO Academy

- Lectures

International Officer School

- Student Orientation
- Family and sponsor workshops
- Faculty development

Community College of the Air Force (CCAF)

- Introduction to Culture
- Cross-Cultural Communication

Holm Center

- OTS/ROTC Culture Curriculum Inputs

Other AF/DoD Venues

- Air Advisor Academy
- USAF Special Ops School



Language in OPME

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Questions?

Foreign language in PME is required by DoD and CJCSI

- AU Language program has existed since AY 06-07
- Voluntary in AWC and ACSC residence programs
 - ACSC: 30-hour familiarization/intermediate/advanced research elective (culture/region)
 - AWC: 30-hour familiarization/intermediate/advanced
 - 6 languages: Spanish, French, German, Chinese, Russian, Korean
 - Student throughput: 280 in AY 13-14
- Language software available for self-study in DL
- AU Language program an unqualified success
- Not possible without DLIFLC (LTD and MTTs)





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Strategic Vision

Utilization

Selection

LITEs

Training



LEAP: Strategic Vision

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Questions?



“Create a ‘bench’ of language capable personnel within the GPF.”

-Defense Language Transformation Roadmap, 2009

“Increase the language inventory from within the force...we can’t contract this ability out to non-warfighters.”

-Secretary of the Air Force, 2009





LEAP: Selection

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Selection

**Training/
Development**

Utilization

- **2009: LEAP Standup**
 - Identify “best candidates” to achieve/maintain DLPT 2/2 and higher
 - Eight selection boards since (next board, September 2015)
 - Assessed 1,865 participants (Active Duty officer and enlisted)
- **2013: Program of Record**
 - Funded and forecast to grow to 4K; opportunities for Reservists
 - 83 languages (guided by Strategic Language List)
- **2015: The Year of Utilization**
 - Focus on bridging gaps
 - Language designated positions



LEAP: Training

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Selection

**Training/
Development**

Utilization

- **eMentor**
 - 24/7, 100% synchronous LREC curricula
 - Taught by language/culture experts
 - 1,479 courses completed; 1,118 currently enrolled; 55 languages
- **Language Intensive Training Event (LITE)**
 - 4-6 weeks every 3-4 years; 67 countries
 - Three types based on developmental need



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Selection

*Training/
Development*

Utilization

Identifying
The "Right"
Language Pool
For Future
AF Needs

Partnerships
With
AF/A1D
SAF-IA
DLI

Training & Developing
Through LITEs & eMentor

Qualifying
& Identifying via
LEAP & Regional SEIs

Matching
Airmen with Missions, Exercises

Language
Designated
Positions

Deployments

Pipeline for
Regional
Affairs Strategists

Strategic Vision

Selection

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Utilization

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LEAP: Utilization (Cont.)



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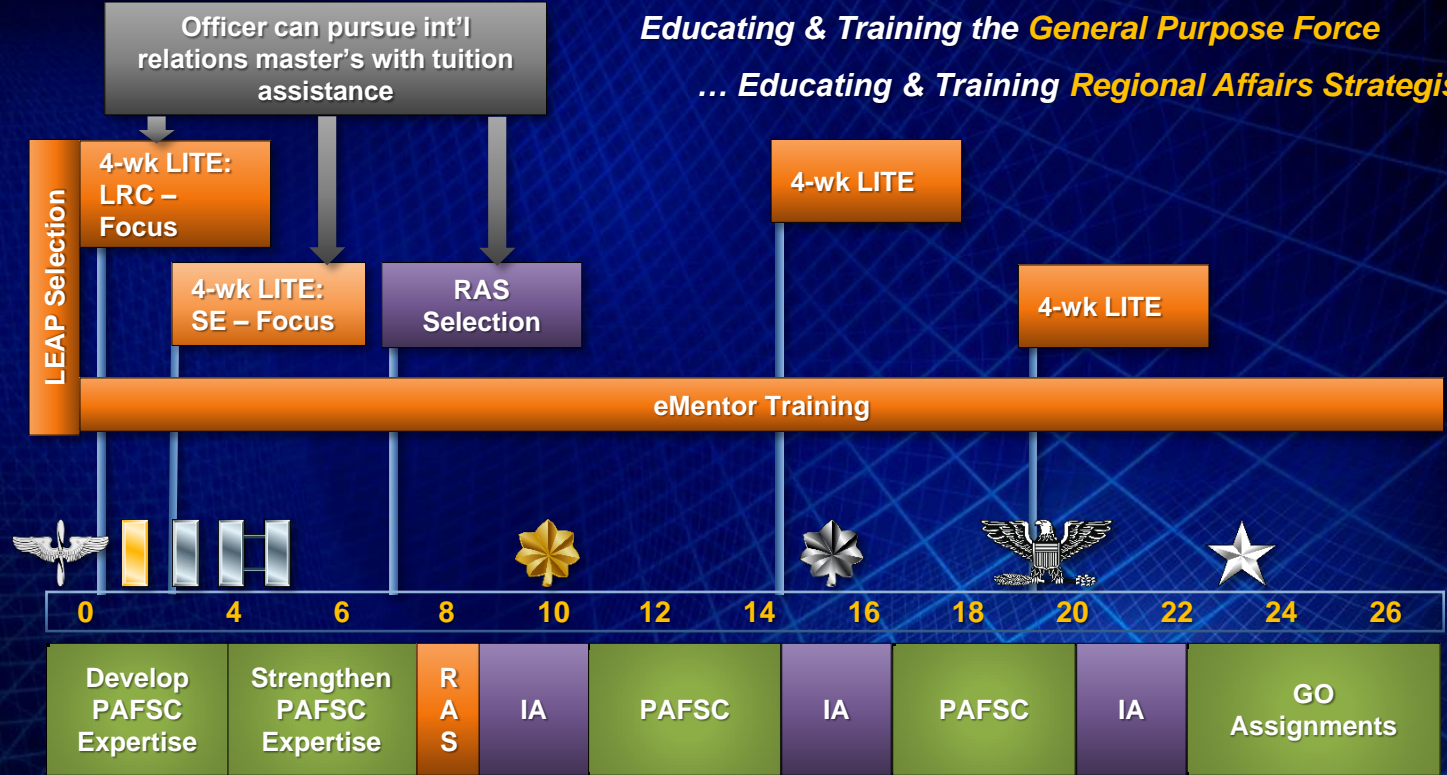
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Questions?

Educating & Training the **General Purpose Force**

... Educating & Training **Regional Affairs Strategists**



Strategic Vision

Selection

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Countries with LITEs currently in progress

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41 LEAP / LASI participants currently* attending LITEs:

- Brazil (3)
- Chile (1)
- China (3)
- Colombia (2)
- Costa Rica (4)
- France (2)
- French Guiana (3)
- Germany (1)
- Guatemala (1)
- Indonesia (2)
- Italy (1)
- Japan (5)
- Latvia (1)
- Panama (1)
- Serbia (1)
- Thailand (2)
- Turkey (2)
- Ukraine (1)
- Uruguay (3)
- Vietnam (2)

**All statistics on this page current as of 23 Jul 2015*





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Purpose & Scope

Curriculum

Alumni



GOPAC: Purpose & Scope

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Questions?

General Officer Pre-Deployment Acculturation Course



Purpose

- Prepare senior Air Force leaders to succeed in culturally complex environments, especially command assignments involving interactions with host nationals

Roles

- DPG identifies, unit funds (OCO), AFCLC executes

GOPAC: Curriculum

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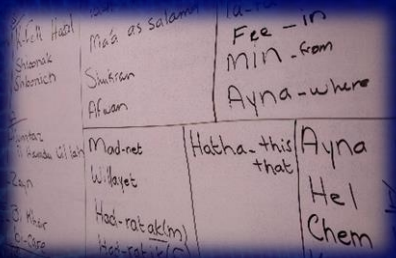
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Questions?

Curriculum & Outcomes (5 days)

- Foreign language instruction
 - Approx. 15 hours
 - Outcome: functional, but limited proficiency
- Culture & region instruction
 - Approx. 15 hours
 - Outcome: solid understanding and ability to apply basics
- Capstone exercise



BOTTOM LINE: High investment, high return!

GOPAC: Alumni

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Questions?

Brig Gen (s) Jerry Martinez (Nov 09)

Brig Gen Charles Lyon (Feb 10)

Brig Gen Paul Johnson (Mar 10)

Brig Gen Randy Kee (May 10)

Brig Gen Russ Handy (May 10)

Brig Gen David Allvin (Jun 10)

Lt Gen (s) Burton Field (Aug 10)

Brig Gen Jeffery Kendell (Sep 10)

Brig Gen Tony Rock (Nov 10)

SES Don Get (Nov 10)

Brig Gen John Raymond (Feb 11)

Brig Gen Tod Wolters (Mar 11)

Brig Gen Darryl Roberson (Mar 11)

Brig Gen (s) Thomas Deale (May 11)

Brig Gen (s) Giovanni Tuck (May 11)

Brig Gen Timothy Ray (Jul 11)

Col Merrily Madero (Jul 11)

Brig Gen Roger Watkins (Mar 12)

Brig Gen Paul McGillicuddy (Mar 12)

Brig Gen Joseph Guastella (Mar 12)

Brig Gen Steven Shepro (Mar 12)

Lt Gen (s) Gregory Biscone (Nov 12)

Brig Gen John Michel (Mar 13)

Brig Gen Patrick Malackowski (Mar 13)

Maj Gen William Bender (May 13)

Brig Gen Michael Fantini (May 13)

Brig Gen (s) Darren Hartford (Feb 14)

Brig Gen John Quintas (Mar 14)

Brig Gen Michael Rothstein (Mar 14)

Brig Gen (s) Daniel Orcutt (Feb 15)

Brig Gen David Julazadeh (Apr 15)

Brig Gen (s) Chris Craige (Apr 15)

Brig Gen (s) Darren James (Apr 15)



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Purpose & Scope

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Stakeholders



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Questions?

Culture Field Guides

- Pocket-sized, laminated references for Airmen and the Joint team

Purpose and Scope

- Support AF Component priorities (33 to date)
- CENTCOM: Afghanistan & Iraq (2009)
- AFRICOM: 24 countries (2010-14)
- PACOM: Philippines, South Korea, Japan, Thailand, Malaysia, India (Pacific Rebalance – 2012-2015)
- SOUTHCOM: Colombia (Vigilance towards our southern flank – 2015)
- EUCOM: Eastern Europe (2015-16)



Field Guides: Development

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Questions?

Common Framework

- Synchs with education and training
- Culture General:
 - Foundational knowledge of assigned region
- Culture Specific:
 - Target country (using the 12 domains of culture)
- Skills/Behaviors:
 - How to put knowledge into action
- Complementary:
 - Reinforces pre-deployment CBT and classroom instruction

Funding

- Combination of AFCLC and Air Components



Photo courtesy PACAF

Field Guides: Stakeholders

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Questions?

USAF: 70

- CENTAF/A1 (Various Deployed Locations)
- Air Forces Africa (AFAFRICA)
- Air Forces Pacific (PACAF)
- Joint Expeditionary Tasking (JET) Program (Various AETC Locations)
- Air Advisor Academy
- AF Special Operations Command (AFSOC)
- Det 3/66 Training Squadron (SERE)
- Air University (AU) PME Schools
- 17th Special Forces Squadron (Kadena AB)

USA: 15

- Army Training and Doctrine Command (TRADOC)
- 4th Infantry Division
- USFOR-A Training Ops
- Special Forces (USASOC)
- Army Language Center
- Maneuver Center of Excellence

USN & USMC: 5

- Center for Language, Regional Expertise, and Culture (CLREC)
- Naval Intelligence Office (DC)
- Marine Air Advisor Cell

DoD/USG: 15

- Director National Intelligence Office (ODNI)
- Defense Institute of Security Assistance Management (DISAM)
- Federal Bureau of Investigation (FBI)
- Defense Language Institute (DLI)
- Department of Homeland Security (DHS)



Online Training

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Questions?

Airmen initially alerted for deployment take a “culture-general” online course:

Approx. 240,000 in CY 2014



When a specific assignment is identified, an Airman takes a “culture-specific” online course addressing that particular foreign country:

22,731 Afghanistan in CY 2014

7,268 Iraq in CY 2014



Non-AU Schools

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Sequestration/Travel Dependent

USAF:

- *Special Ops School*
- *Air Advisor Academy*
- *Int'l Health Specialist*
- *CRG (AD & ANG)*
- *JAG School*
- *USAFA*

Joint:

- *USA WO Career Course*
- *Joint Chaplains College*
- *Maneuver Center of Excellence*
- *Naval Postgraduate School*
- *Naval War College*
- *National Defense Univ.*

USG:

- *Federal Executive Institute*

Civilian:

- *Huntingdon College*
- *School for International Training*

Allied:

- *Canadian Forces College*

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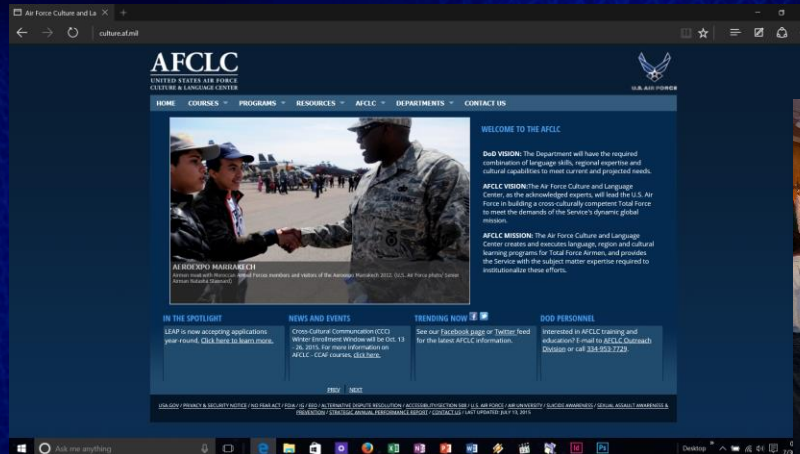
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<http://culture.af.mil/>



@AFCLC



<http://facebook.com/AirForceCultureAndLanguageCenter>



<http://www.dvidshub.net/unit/AFCLC>



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Video Selection

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Boy with Williams Syndrome

Rice Commercial

Soldier Reunions

Young Street Thief





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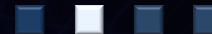
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Questions?

Source:

<http://www.youtube.com/watch?v=s6r0FAE9os0>





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Source:

<http://www.youtube.com/watch?v=1BZmuz88KEY>





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Source:

<http://www.youtube.com/watch?v=pSAffMrz37o&sns=em>



Video: Young Street Thief



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Source:

http://www.youtube.com/watch?v=2x_Fl3NQVd4&sns=em

