



AFCLC prepares general officers for key overseas assignments



Photograph by Ms. Jodi L. Jordan

From left. Brig. Gen. Michael Rothstein, commander of the 56th Fighter Wing at Luke Air Force Base, Ariz.; Brig. Gen. John Quintas, the senior defense official and defense attaché in the United Kingdom; Mr. David O'Meara, Booz Allen Hamilton team for the Air Force Culture and Language Center; and Dr. Will Dulaney, the AFCLC General Officer Pre-Deployment Acculturation Course academic advisor; discuss the GOPAC Senior Leader Engagement event.

by Jodi L. Jordan

Air Force Culture and Language Center Outreach Team

Three Air Force general officers will soon assume command in key overseas assignments, and they'll come to those jobs with a deeper understanding of cross-cultural concepts, thanks to the Air Force Culture and Language Center's General Officer Pre-Deployment Acculturation Course.

The AFCLC recently conducted three iterations of GOPAC at Maxwell Air Force Base, Ala. – intensive language and cross-cultural competence classes designed to ensure deploying leaders have the skills they need to be successful in culturally-complex environments.

Col. Darren E. Hartford, commander of the 437th Airlift Wing at Joint Base Charleston, S.C.; Brig. Gen. John Quintas, the senior defense official and defense attaché in the United Kingdom; and Brig. Gen. Michael Rothstein, com-

mander of the 56th Fighter Wing at Luke Air Force Base, Ariz.; attended the spring 2014 GOPAC sessions. While at the AFCLC, the officers received 30 hours of formal instruction – 15 hours in language and 15 hours in culture and region. The instructional content was tailored to each officer's needs and the mission of his deployment unit, said Ms. Mary Newbern, the AFCLC's GOPAC director.

"The ability to navigate cross-cultural challenges is of utmost importance for these senior leaders," Ms. Newbern said. "Mission success or failure can come down to communication and respect. We give our GOPAC attendees the basic language skills, the regional understanding and the cultural context they'll use as deployed wing commanders."

The AFCLC provides culture learning at all levels of professional military education, from basic training for enlisted Airmen, up to the senior-executive level evidenced by

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Colleagues,

Our Secretary of the Air Force Deborah Lee James recently laid out her top three priorities for our Service. All three priorities have meaning for us in the language, regional expertise and culture community, but today, I'd like to focus on the first priority.

The first priority is taking care of people. To quote Secretary James, "Having the right people in the right job at the right time, who are trained and developed, should be our number one priority." This statement gets to the heart of what we do here at the Air Force Culture and Language Center. Our most important mission is developing the training and education that protects our Airmen and increases their effectiveness. Secretary James described the Air Force as the "nation's go-to force, ready at a moment's notice to answer the president's call, providing global vigilance, global reach and global power." No statement could better describe the capabilities that the AFCLC enhances. Our expertise is crucial to the Air Force's ability to project power around the world.

But taking care of people doesn't just mean what we



do for the Airmen outside our walls. Our team is fantastic at taking care of people right here in the organization. We've had a number of tragic personal events across our team in the last year. I'm proud of how you've stepped up, came together and supported each other. That kind of caring and commitment makes the AFCLC a great place to work, and it's one of the reasons I cherish the time I've spent as the Director here.

As you may know, I'm preparing to move to a position as the Deputy Director, Academic Office at Air University Headquarters. Dr. Brian Selmeski, our current Chief of Plans and Policy will be the acting/interim Director at AFCLC upon my departure, and I'm confident he will lead this organization with taking care of people first and foremost in his mind.

Thank you for allowing me to be a part of this great team, and I'll be following the successes of the AFCLC as you continue to make a difference in our Air Force.

Mr. Jay Warwick
AFCLC Director

NEWS

Web address issue causes errors when accessing AFCLC site

Recent changes to the information systems at Air University have resulted in users being unable to access the Air Force Culture and Language Center when using the "www" prefix before the AFCLC's web address.

Users should type in "culture.af.mil," or the full address of "http://culture.af.mil," to access the AFCLC's public website. Users are asked to update their bookmarked addresses, and the AFCLC apologizes for any inconvenience incurred from this change.

Much of the AFCLC's training and education specifically intended for military and government personnel is located on the AFCLC's secure, Common Access Card-enabled website.

This site can be reached by CAC-holders operating from .gov or .mil domains at <https://wwwmil.maxwell.af.mil/afclc/>.



Courtesy photograph

Tech. Sgt. Juan Torres, U.S. Air Force Public Affairs Center of Excellence, adjusts the camera prior to filming Dr. Patricia Fogarty, the Air Force Culture and Language Center's assistant professor of cross-cultural relations. Fogarty is one of several AFCLC faculty members who are preparing videos for the launch of an upcoming AFCLC YouTube channel. PACE has provided expertise and assistance for the project. The AFCLC is currently seeking input from stakeholders about topics to address on the channel. Send suggestions to the AFCLC Outreach Branch at afclc.outreach@us.af.mil.

Team pulls together to honor co-worker, fight blood disorders

by **Mr. Paul J., Firman**
Air Force Negotiation
Center of Excellence

About a year ago, I wrote an article about donating stem cells to a 26-year-old man with leukemia. I donated bone marrow again in October 2013, but this article is not about that. It's about an organization that pulled together when one of their own became forever connected to this topic.

Anyone who works in the Spaatz Academic Centers here has most likely had the pleasure of meeting a gentleman named Micah Cordes. Micah is a contractor with Booz Allen Hamilton. About six months ago, we learned that Micah has a rare disease that requires chemotherapy and blood transfusions. Eventually, he'll also need a bone marrow transplant. For many who work with Micah, the news of his condition hit hard.

While still trying to process the diagnosis, the staff at Spaatz rolled up their sleeves and supported Micah any way they could. From visits during chemotherapy, to bringing meals to his house, or lending an ear, the team members just wanted to help any way they could.

Booz Allen Hamilton Program Manager Velora Loughmiller wanted everyone to know that Micah had one wish -- to not be pitied. The Spaatz team didn't have time to pity Micah. Knowing that he would eventually need a bone marrow transplant, we stepped up the support and organized a bone marrow registry drive.

Ms. Jennifer Steverson, a member of the Booz Allen Hamilton team at Spaatz, helped organize the drive. "While finding a match for Micah within our center may be a long shot, we wanted to offer our support by doing the drive in his honor. If we're able

to help one person, that's one life -- and one very big difference."

Twenty people stepped up to show their support for Micah during the bone marrow registry drive, and also, to volunteer to support anyone in need of a bone marrow transplant. With reports of turmoil in our military and the world, it was refreshing to see how people could rally around a cause.

Col. Matthew Brand, director of the Spaatz Academic Centers, said that although there's a lot of diversity in our organization, it was great to see everyone pull together. "We may have tremendous mission and personnel variation; with contractors, civilians, PhD's, active duty, Guard and Reserves, but that day we had one thing in common, to support the bone marrow registry drive in honor of Micah Cordes."

We knew that getting people signed up was a huge step in the right direction, not only improving Micah's odds of a match, but possibly improving the odds for someone who's waiting for a transplant.

Tech. Sgt. Juan Torres, Public Affairs Center of Excellence, said, "When I first heard of Micah's illness, I knew I had to get involved. I found out that getting registered as a bone marrow donor would let me help a much larger group than just people in need here in Montgomery. I also found out that just because I'm not able donate blood, I could still be considered for bone marrow donation."

Active-duty military have always been able to support the program if called, but many people don't realize that government civilian employees can use up to seven days of paid leave each calendar year (in addition to annual and sick leave) to serve as bone marrow donors. Also, many contractors have policies in place to allow



Photograph by Jodi L. Jordan

From left. Dr. Stefan Eisen, director of the Air Force Negotiation Center of Excellence, Dr. Will Dulaney, Air Force Culture and Language Center professor of organizational communication, Ms. Jennifer Steverson, Booz Allen team for the AFCLC, and Mr. Paul Firman, Negotiation Center of Excellence, participate in a bone marrow donation registry event at the AFCLC March 20.

their employees the opportunity to donate.

While the topic is sobering, this does not have to mean somber, said Loughmiller. "Micah happens to have an incredible sense of humor and is finding ways to laugh through this, and he is actually keeping others up."

We hope to hold another bone marrow registry drive in Micah's honor. With less than two percent of the country on the bone marrow registry, I hope you'll consider signing up! Years might pass, and you may forget you registered, but knowing you're part of a greater plan is what's important. Does one person count? Who knows, but maybe you could be a match for Micah or for one of the 18,000 people in the United States who are waiting for a transplant.

To learn more about donation, see <https://www.salutetolife.org>

AFCLC supports Air University with variety of culture-based courses

by **Dr. Lauren Mackenzie**
AFCLC Associate Professor
of Cross-Cultural Communication

AFCLC faculty members are charged with infusing culture content into all levels of Professional Military Education. Along with creating classes for the Advanced Distributed Learning System, the Community College of the Air Force, Squadron Officer College, Officer Candidate School and a host of other Air Force organizations, AFCLC faculty regularly teach a variety of electives for officers at the Air War College and the Air Command and Staff College at Maxwell Air Force Base, Ala.

These courses showcase the wide range of approaches to understanding culture - especially the operational implications of cultural complexity. Students engage with a variety of theoretical and applied readings and discussions surrounding the implications of cultural misunderstanding.

Additionally, AFCLC faculty members have contributed content, stage lectures and course instructors for ACSC's "Regional & Cultural Studies" core course. AFCLC's ongoing participation in this core course highlights the value-added of the AFCLC's mission to PME. For more information on AFCLC courses or faculty, contact afclc.outreach@us.af.mil or see the website at culture.af.mil. The courses listed at right are a sample of the graduate-level offerings provided by AFCLC faculty in Academic Year 2013 and 2014.

Mr. Greg Day, the Air Force Culture and Language Center's director of staff, addresses a group of Air Command and Staff College students during a recent iteration of the "Leading a System: Understanding the Challenges of Bridging Military and Non-Governmental Organizations" elective. This elective, taught by Drs. Patricia Fogarty, Jennifer Tucker and Mr. David O'Meara, is one of several courses taught by AFCLC faculty to support education at Air University schools at Maxwell Air Force Base, Ala. Day shared expertise on working with NGOs gained through his 27 years of military service.



Air War College

"Overcoming the Fog of Culture"

Dr. Brian Selmeski

"Cultural Tools and Concepts for Senior Leaders"

Dr. Brian Selmeski

"Building Rapport Across Cultures"

Dr. Lauren Mackenzie

Air Command and Staff College

"Tribe and Tradition in the Modern Context"

Dr. Angelle Khachadoorian

"Leading a System: Understanding the Challenges of Bridging Military & Non-Governmental Organizations"

Drs. Patricia Fogarty, Jennifer Tucker

and Mr. David O'Meara

"Geopolitics for the People: Geography, Strategy, and Pop Culture in a Globally-Conflicted World"

Dr. Robert Kerr

"Cross-Cultural Communication Competence"

Dr. Lauren Mackenzie

"Understanding and Working with the U.S. Military" (Course for international officers)

Dr. Brian Selmeski

LEAP participant assists USAFE/AFAFRICA at African Partnership Flight Angola 2014

by Jodi L. Jordan

Air Force Culture and Language Center Outreach Team

As a C-17 instructor pilot, Capt. Thomas Stevens has worked in several countries in Africa. Recently, though, his capabilities on the ground, not in the sky, gave him an opportunity to strengthen regional partnerships in Angola.

As part of the Language Enabled Airman Program, Stevens recently traveled to Luanda Air Base, Angola, to serve as a Portuguese language interpreter during the African Partnership Flight Angola 2014. While there, Stevens was a key member of the U.S. Air Force delegation, providing interpreter support in a variety of settings – from informal conversations with locals, all the way to translating between the 3rd Air Force commander and Air Chiefs of the Zambian and Angolan Air Forces.

“This was without a doubt one of the most rewarding and educational temporary duty assignments I’ve ever participated in,” Stevens said. “I was able to use and improve my Portuguese skills, while contributing to the success of the mission. I’m thankful to have had this opportunity.”

LEAP is operated by the Air Force Culture and Language Center. The career-long program is designed to sustain, enhance and use the existing language abilities of Airmen. To accomplish these goals, LEAP participants attend language classes online, but they also go on Language Intensive Training Events. LITEs are temporary duty assignments in immersive environments – places where the participants can practice their language with native speakers. Some LEAP participants will attend LITEs at language schools in the countries where their languages are spoken, while other, more advanced participants like Stevens, combine the program training requirement with real-world missions.

For Stevens, the real-world event was APF 2014. More than 200 people from Angola, the United States and Zambia attended the week-long event to strengthen regional partnerships within Africa by improving the proficiency and readiness of key mission areas. The attendees divided into three groups to discuss topics such as disaster relief operations, mission planning and equipment preparation for airlift. Maj. Jim Renfro, from U.S. Air Forces in Europe/Air Forces Africa, was one of the event organizers. He said that LEAP, and in particular, Stevens, filled a need that was apparent from the beginning of planning.

“Because the Angolans speak Portuguese, we realized there would be communication challenges and reached out to LEAP to support APF Angola,” Renfro said. “Throughout the final planning efforts and execution week, Capt. Stevens ensured communication and coordination between the

US and Angolans were clear. He proved the value of LEAP participation, and showcased his language skills, when he was pulled into a meeting to translate a high-level meeting between the 3rd Air Force Commander, the Zambian Air Chief and the Angolan Air Chief. Capt. Stevens was an outstanding member of our team and helped ensure a successful event and we plan to request LEAP participation in the future.”

Stevens was needed from the time he arrived, even before the event kicked off.

“The Sunday before APF began, I went to Luanda Air Base, where the event was going to be held. I facilitated the preparations for the arrival of an Air Force C-130. This involved building partnerships with many Angolans in Portuguese. I made sure the proper ground support equipment was in place, fuel was available and that the parking area was suitably cleared to support the arrival of the aircraft.”

This type of language support – involving technical terms and unusual conversations – is exactly where LEAP participants excel, said Lt. Col. Julie Solberg, AFCLC Language Division director. “Being a part of LEAP doesn’t mean an Airman leaves his or her ‘day job’ and becomes a linguist,” Solberg said. “LEAP is about making sure the Air Force has Airmen who can do their ‘day jobs’ in other languages. In Capt. Stevens’ case, his primary job is a C-17 instructor pilot. But he also is proficient in Portuguese. Taking these two abilities and combining them is an example of the value LEAP participants can bring to the Service.”

Stevens’ abilities took him from the flightline to the front stage, when he was asked to help arrange protocol for the Distinguished Visitor day at APF. A trilateral meeting between Maj. Gen. Carlton D. Everhart II, Commander of 3rd Air Force, and the Air Chiefs of the Angolan and Zambian Air Forces was scheduled, and the meeting required extensive coordination between the U.S. Air Force and the Angolan Air Force protocol teams. The effort was complicated because the Angolan Air Force protocol team didn’t speak fluent English, and the U.S. Air Force protocol NCO didn’t speak Portuguese. With Stevens’ help, the details were all taken care of, said Tech. Sgt. Jason Wentzel, a command protocol specialist from Headquarters USAFE/AFAFRICA, who also supported the African Partnership Flight.

“Without Capt. Stevens’ efforts, there could have been delays in the schedule or miscommunication that could have led to embarrassing moments,” Wentzel said. “Basically, he was vital to the coordination and flow of events during the recent APF. His professional attitude and charisma also attributed to the partner nations to be at ease while managing the day’s agenda.”

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GOPAC, said Mr. Jay Warwick, AFCLC director.

“Taking care of people is a top priority for our Service. Part of taking care of people means making sure they have all the



Photograph by Jodi L. Jordan

From left. Col. Darren E. Hartford, commander of the 437th Airlift Wing at Joint Base Charleston, S.C., talks with Mr. Bas-sam Almasfer, U.S. Army Training and Doctrine Command and part of the General Officer Pre-Deployment Acculturation Course teaching team, during the February 2014 session of GOPAC, held at the Air Force Culture and Language Center at Maxwell Air Force Base, Ala.

right training and education to accomplish the Air Force mission, any time and any place,” Warwick said. “GOPAC is one way we provide that capability to the Air Force. It’s an honor and a privilege to have these senior officers here, and we learn as much from them as they do from us.”

The culture and region curriculum for each GOPAC class is designed and delivered by the AFCLC’s team of in-house faculty experts, led by Dr. Will Dulaney, the GOPAC academic advisor, with assistance from across Air University, the Defense Language Institute Foreign Language Center and external organizations. Language instruction is conducted by trained and certified DLIFLC personnel.

“The GOPAC attendees bring an incredible amount of knowledge and experience with them, so we make the course an executive-level conversation about how language, region and culture knowledge can make their battlespaces more understandable, and how it can set them up for success,” Dulaney said. “We partner with Air University, the Air Advisor Academy, the U.S. Special Operations School, Army Training and Doctrine Command, the Defense Language Institute – all to make sure we bring the intellectual firepower, the ‘A’ team, together to prepare these senior leaders for their missions.”

ABOUT THE AFCLC

AFCLC VISION: The Air Force Culture and Language Center, as the acknowledged experts, will lead the U.S. Air Force in building a cross-culturally competent Total Force to meet the demands of the Service’s dynamic global mission.

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

The Air Force Culture and Language Center was founded at Air University in April 2006, embracing 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 culture learning by selecting cross-cultural competence as the centerpiece of Air University’s re-accreditation efforts. In December 2007, the Center was made responsible for culture and language training, as well as education, across the entire Air Force. Air University’s Spaatz Center for Officer Education hosts the AFCLC.

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