



## AFCLC faculty partners with Naval War College at Women, Peace, Security Conference



U.S. Naval War College Photograph by MCC James E. Foehl

(Far right) Dr. Lauren Mackenzie, Air Force Culture and Language Center associate professor of cross-cultural communication, listens to a moderator prior to speaking at the “Women, Peace & Security” conference at the U.S. Naval War College in December.

The Air Force Culture and Language Center’s associate professor of cross-cultural communication was recently invited to speak at the U.S. Naval War College’s “Women, Peace and Security” conference. Dr. Lauren Mackenzie at-

tended the conference in Newport, R.I., Dec. 12-13. The conference’s purpose was to discuss issues related to the National Action Plan on Women, Peace and Security. The NAP was released by the White House in 2011 “to empower half the world’s population as equal partners in preventing conflict and building peace in countries threatened and affected by war, violence, and insecurity.”

Speakers and panelists represented an extensive set of viewpoints from the armed services, as well as non-profit, government and academic organizations. The title of Dr. Mackenzie’s presentation was: “The Communication of Respect: An Analysis of Interpersonal Behaviors Shaping the Avowed and Ascribed Identities of Female Airmen.” This presentation was part of a larger panel devoted to challenges and issues in military environments and can be viewed here: <http://www.usnwc.edu/About/News/December-2013/NWC-Continues-Collaboration-on-Women,-Peace-and-Se.aspx>

As stated by conference organizer and Professor of National Security Affairs, Dr. Mary Raum: “There is still a lot to do to internalize and create formal long-term process and programmatic changes that are inherent to women, peace, and security components. This is why there is more to come, and the discussion is just beginning.”

(From left) Dr. Stefan Eisen, director of the Air Force Negotiation Center of Excellence, and Mr. Brian Perdomo, AFCLC Assessments Team member, review a map of the Middle East prior to the capstone exercise for a recent iteration of the General Officer Pre-Deployment Acculturation Course. The Air Force Culture and Language Center conducts GOPAC to provide senior Air Force leaders with foreign language and cross-cultural competency instruction prior to deployment.



Photograph by Ms. Jodi L. Jordan

Colleagues,

We came through a turbulent 2013, and 2014 shows no indication of being less challenging. Our Air Force is in the process of making some tough decisions to ensure we have the right-sized force to operate and win the fight in a fiscally-constrained environment.

Even as force-shaping work is underway within the uniformed force, a leaner, more agile service will be even more in need of the things that the Air Force Culture and Language Center provides – Language, Region and Culture products and services at every level of the Air Force Continuum of Learning.....products and services that will positively contribute to the cross-cultural competence of that force.

This need was recently reinforced by the issuance of a memo from Chairman of the Joint Chiefs of Staff, General Martin Dempsey, who called for the systematic



development of military leaders with deep personal and professional regional expertise, particularly in the Asia-Pacific region. He makes the important point that such regional understanding is critical to execution of the mission as we move into the future.

The men and women of the AFCLC are part of the team that will make this vision a reality. In doing so, we will have to continue to find new, efficient ways to deliver this crucial training and education to the people who need it.

And the only way we will be able to do that is as a team.

AFCLC is committed to working with all partners across the Air Force Language, Region and Culture enterprise to equip our Airmen to be the best that they can possibly be in cross-culturally complex environments.

Mr. Jay Warwick  
AFCLC Director

NEWS

## LEAP application window postponed

The spring 2014 Language Enabled Airman Program application period has been delayed. The application window was scheduled to open in February. A new date to apply has not been set, and the spring application period may be cancelled, said program officials.

LEAP administrators cited several factors in the decision to delay the application period, including resource constraints and technical issues.

Typically, LEAP application windows and their associated selection boards are held twice a year. The spring application period is usually for enlisted candidates, with officer and officer candidates applying in the fall.

The updated application window dates will be posted on the Air Force Portal and on the AFCLC's website as soon as details are available.

For more information on LEAP, please review the Frequently Asked

Questions document located at <http://culture.af.mil/leap>.

## CCAF-credit courses begin enrolling soon

The Air Force Culture and Language Center begins accepting applications for the spring "Introduction to Culture" course March 6. ITC is an online, self-paced undergraduate course designed for enlisted Airmen to improve their cross-cultural competence. This course fulfills three resident hours of either social science or program elective credit required for Community College of the Air Force degrees. Only enlisted active duty, Air Reservists or Air National Guardsmen eligible to pursue a degree in the CCAF program may take the course. ITC is one of two online college-credit courses offered by the AFCLC. The next course to be offered is Cross-Cultural Communication. Registration for CCC begins April 10. Learn more at <http://culture.af.mil> under the "Courses" menu.

## AFCLC professor pens chapter in new 3C book

An Air Force Culture and Language Center faculty member was recently published in the book "Cross-Cultural Competence for a 21st Century Military" by Dr. Robert Greene Sands and Dr. Allison Greene-Sands.

Dr. Lauren Mackenzie, the AFCLC's associate professor of cross-cultural communication, along with Megan Wallace, penned a chapter titled "Cross-Cultural Communication Contributions to Professional Military Education: A Distance Education Case Study." The chapter highlights lessons learned from the innovative use of wiki technology in the AFCLC's Cross-Cultural Communication online distance learning course for enlisted Airmen.

Other authors featured in the book include Katie Gunther, the AFCLC's former deputy director, and Dr. Stefan Eisen, the director of the Air Force Negotiation Center of Excellence.

# ***Building real partnerships:*** **How LEAP helped create mutually-beneficial relationships between U.S., German Airmen**

By Lt. Col. Steacy W. Housholder  
 603rd Air Operations Center

RAMSTEIN AIR BASE, Germany -- In a world of increasing threats and decreasing budgets, the ability to effectively work with our partner nations is critical. This skill set must be learned, and it must be practiced. The Language Enabled Airman Program is one way the Air Force is ensuring Airmen have this ability. LEAP is a career-spanning program that develops and reinforces foreign language capabilities and cross-cultural competence.

Understanding our allies goes well beyond simple translation. Foreign language ability, rooted in culture, gives a frame of reference and helps us pick up on the critical subtleties of what someone is trying to communicate. The immediate impact of culturally-competent foreign language ability is more effective communication. The longer-term impact is developing real relationships and trust with colleagues from different cultures and backgrounds.

I've been a LEAP participant for two years. The program is administered by the Air Force Culture and Language Center, part of Air University's Spaatz Center for Officer Education, at Maxwell Air Force Base. A key feature of LEAP is participating in Language Intensive Training events, or LITEs. The LITEs are intensive, immersive language-based temporary duty assignments, either in the United States or in the country where the participant's foreign language is spoken. LITEs reinforce the language with practical application and, equally important, provide first-hand cultural perspective.

My own experience in Germany is a real success story about how a cultural understanding can lead to more effective communication and directly impact our Air Force mission. I am a bomber pilot by trade, not a linguist. I flew B-52 and B-2 bombers for most of my Air Force career and was stationed in the Midwest for the entire time. Although I minored in German many years ago, I did not have a real practical command of the language. Surprisingly, it is challenging to find opportunities to build and maintain my language skills here at Ramstein. We are all simply too busy with our primary jobs. LEAP gave me a way to maintain my foreign language skills as part of my daily job on the Target Effects Team in the 603rd Air and Space



Operations Center here.

In January, a German delegation came through the AOC here. I had actually worked for one of the delegates and had even shared a meal or two with him. He remembered me and asked if I could travel to the German National Combined Air Operations Center at Kalkar. My leadership at Ramstein had wanted to open up such a dialogue and initiative for some time, but when the opportunity actually came, it came because of individual trust and relationship building, not high-level discussions. Unfortunately,

we were unable to make this trip because of lack of funding.

That's when the LEAP administrators contacted me about completing a LITE. I proposed tying my own LITE to my invite for a visit to the German CAOC. I put together a proposal to establish a foundation for practical interoperability based on our USAFE mission of engagement. This LITE would establish and reinforce connectivity between the U.S. National AOC at Ramstein and the German National CAOC at Kalkar. It could then be used as a template for future interoperability efforts with other national command and control agencies and with other partner nations.

I traveled to Kalkar in order to establish contact and determine the potential for command and control interoperability. I shared many meals with the German Air Force during this time and I developed many new friendships. I saw more than just the German National CAOC, though, I saw the people. Speaking with them on a regular basis, on a more personal level, enabled me to see how I could ask them to work with us, not just what I could ask them to do for us. There is a subtle, yet important difference here. The result of work done with from the first perspective is much more effective. To the unit, the purpose was to help with manning shortfalls. Functionally, this translated into the development of a contact list to link functional positions in the 603rd AOC with counterparts at the German National CAOC. This may have helped, but is not near as effective as it is when I put together a list of people, with whom I had already spoken. My LITE program enabled me to bring back personal contacts, not just phone numbers, for each of our positions in the 603rd AOC.

In addition to relationship building, we were all able to

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identify 27 specific discussion points and interoperability opportunities within the first week of my LITE program. This was very quickly expanded to over 70 initiatives. Training, exercises and operations were all considered as they related to hardware infrastructure, data connectivity, and tactics, techniques and procedures. Barriers to interoperability and potential solutions were addressed. Full AOC interoperability will enable U.S. allies to provide much needed support in a financially, technically, and politically feasible manner. The effort underscored, reinforced, and established the need for expanded cross talk! We now regularly bring German officers into the AOC in order to train to work with our partner nations. There are naturally limitations and barriers, but identifying those is as important as breaking them down.

The work of establishing practical command and control interoperability is ongoing. It's expanding each week into new areas; space, communications, personnel recovery, airlift, and more. We are now writing Memorandums of Agreement to formalize these efforts and to emphasize the commitment of both the U.S. and German Air Forces. Action officers and subject matter experts at multiple levels are regularly meeting to discuss work load sharing potential.

As I reflect on where this has gone and on where it could go, I am reminded of where it all started. I am grateful to those in the Air Force Culture and Language Center, and especially those with the LEAP program, for giving me the tremendous support and opportunity to leverage my language skills for the Air Force. Language skills are force multipliers! We in the 603rd AOC are all now believers. My leadership would even like to facilitate future LITE programs all over Europe and Africa because of the direct impact that it has already brought us in the mission.

As crises continue to increase around Europe and Africa, changes in our force structure require us to increase our partnerships with allied nations. This workload sharing can relieve some of our (and their) manning shortfalls, not only in crisis, but also in steady state operations.

The key to such a capability is in developing the necessary trust with individuals working for a partner nation. This will not happen if interactions never go any further than polite English greetings and tours of our airbases. As a foreign officer and good friend of mine once said, "trust is built when someone is willing to step outside of his or her comfort zone, go to a foreign air base, and share a meal with some new friends in their dining hall."

**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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