

2025 Strategic Communications Plan

EXECUTIVE SUMMARY

The Outreach Division is responsible for the outward expression and communication of the Air Force Culture and Language Center's mission and vision. The Outreach Division seeks to position AFCLC as the premier thought leader in the Language, Regional Expertise, and Culture community.

As The Air Force's Global Classroom, AFCLC utilizes a data-driven approach as the foundation to transform the way service members learn across all facets of DAF education while preparing them for strategic utilization and partner interoperability anytime, anywhere.

We utilize data-based insights from various sources, such as SAF/PA's Vector database plus our own analytics, to plan, execute, and analyze Outreach efforts in alignment with AETC, Air University, and the Department of the Air Force lines of effort. By utilizing these methods, we are currently the only academic center at Air University empirically measuring and aligning our communication outputs with messaging and priorities at every level, from Air University leadership through the Department of the Air Force.

Department of Defense Vision Statement: The Department will have the required combination of language skills, regional expertise, and cultural capabilities to meet current and projected needs.

AFCLC Mission Statement: Enhance partner interoperability and adversary understanding in Airmen through language, regional expertise, and culture education

AFCLC Vision Statement: We are "The Air Force's Global Classroom"

AFCLC Theme for 2025: LREC 10: Celebrating Excellence – Inspiring Innovation

Scope/Situational Review: AFCLC has reached a new audience awareness level and has cracked the media-gatekeeping barrier. Brand recognition is higher now than four years ago, yet the Center is still not "a household name" in the Language, Regional Expertise, and Culture community. It should be. AFCLC offers products and services unavailable through any other military organization or branch, yet it benefits all services and beyond.

This strategic plan will serve as the blueprint for the 2025 and 2026 calendar years.

| STRENGTHS | WEAKNESSES |
|---|---|
| <ul style="list-style-type: none"> • What do we do well? • What’s unique about our organization, products, and services? • What assets do we own? (proprietary tech) <p>Customer Service: Our customer service is world-class. We make it easy for organizations to be our customers.</p> | <ul style="list-style-type: none"> • Budgetary limitations • What can we improve? • What resources could improve our performance? • Are our customers dissatisfied with something we do? • Where do we fall behind? • Where are we lacking in knowledge or resources? <p>Social Media Conversions: While our audiences on social media are growing, engagement has not followed through.</p> |
| | |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • What are our goals for this year? • What emerging trends can we adopt? • Which of our strengths might be valuable to potential partners? <p>Marketing/PR Campaign: To improve visibility, we’ll execute a more strategic and targeted marketing/PR campaign utilizing new strategies and tactics than in previous years.</p> | <ul style="list-style-type: none"> • Budgetary limitations • Where is our competition coming from? • How can our weaknesses leave us vulnerable? • What economic or political issues are we unprepared for? <p>Which is the more significant threat: budget or competition?</p> |

Social Media: Since 2019, AFCLC’s social media channels have continued to increase in audience size and reach, offering more brand awareness of products and services. Beginning in 2024, the Outreach Division deployed new tactics to make AFCLC’s social media channels more strategic for our audiences' reach, engagement, and enjoyment. The Outreach Division will continue to utilize these tactics in 2025, plus some new tactics designed to engage and increase our audience participation.

Business / Media Opportunities: AFCLC has several opportunities to leverage the business and media landscapes during the year. From more minor, local activities to more extensive national and international opportunities, the Outreach Division will engage publications, editors, broadcasters, etc., for prospects that will place AFCLC as the premier thought leader in the LREC community.

2025 Strategic Communications Plan

ENTERPRISE LEADERSHIP

LINES OF EFFORT



SOCIAL MEDIA

According to a Digital Marketing Institute survey, social media is a necessary marketing tool for every business that wants to remain relevant and visible in today's busy online world. About 92 percent of marketers surveyed said social media helped increase brand exposure. Each social media platform has its goals and target audiences, yet these platforms work together to tell AFCLC's story to potential LEAP Scholars and others on the national stage.

Since 2019, AFCLC's social media channels have continued to increase in audience size and reach, offering more brand awareness of products and services. Beginning in 2024, the Outreach Division deployed new tactics to make AFCLC's social media channels more strategic for our audiences' reach, engagement, and enjoyment. The Outreach Division will continue to utilize these tactics in 2025.

AFCLC's Theme for 2025: LREC 10: Celebrating Excellence – Inspiring Innovation

1. Social Media Goals

- a. The Outreach Division will maintain AFCLC's social media platforms accurately and creatively to enhance brand visibility, engagement, and community trust
- b. The Outreach Division will consistently deliver relevant, authentic, and compelling content across all of AFCLC's social media platforms, fostering a positive and interactive online presence

2. Target audiences or publics

- a. LEAP Scholars/Potential LEAP Scholars
- b. Stakeholders
- c. Senior Military Leadership
- d. Allies and Partners
- e. Partner Agencies
- f. Other Services in the LREC Community

3. Objectives

- a. At the end of the calendar year, each social media platform will see a 5% increase in audience followers.
 - i. Facebook 2025 Projected Year-End Followers = 7,552 (360 new followers)
 - Facebook 2024 Actual Year-End Followers = 7,192 (570 new followers; ↑8.6%)
 - Facebook 2024 Projected Year-End Followers = 7,946 (6,622 + 1,324 new followers)

- ii. Instagram 2025 Projected Year-End Followers = 1,093 (52 new followers)
 - Instagram 2024 Actual Year-End Followers* = 1,041 (148 new followers; ↑14%;
*On 1 October, Instagram's handle was changed from [@usculturelanguage](#) to [@airforcecultureandlanguagectr](#), creating a spike in followership by making AFCLC easier to find)
 - Instagram 2024 Projected Year-End Followers = 1,071 (893 + 178 new followers)
- iii. LinkedIn 2025 Projected Year-End Followers = 3,173 (151 new followers)
 - LinkedIn 2024 Actual Year-End Followers = 3,022 (708 new followers; ↑24%)
 - LinkedIn 2024 Projected Year-End Followers = 2,314 (2,190 + 124 new followers)
- iv. X\Twitter 2025 Projected Year-End Followers = 1,367 (65 new followers)
 - X\Twitter 2024 Actual Year-End Followers = 1,302 (57 new followers; ↑4%)
 - X\Twitter 2024 Projected Year-End Followers = 1,369 (1,245 + 124 new followers)
- b. At the end of the year, each social media platform will see a 10% average increase in audience engagement.

4. Strategies

a. Audience Analysis and Segmentation

- i. Conduct regular audience analysis to understand preferences and tailor content to specific demographics and interests
- ii. Implement segmentation strategies to target different audience segments with personalized content

b. Content Calendar Development

- i. Create a social media content calendar outlining diverse and engaging topics aligned with AFCLC, Air University, Air Education and Training Command, and Department of the Air Force values and trends
- ii. Utilize a mix of content, including visuals, videos, articles, and user-generated content

c. Consistent Brand Voice

- i. Establish and maintain a consistent brand voice and messaging across all social media platforms, including group newsletters
- ii. Ensure content aligns with AFCLC, Air University, Air Education and Training Command, and Department of the Air Force identity and values

d. Real-time Engagement

- i. Continue to respond promptly to comments, messages, and mentions
- ii. Encourage two-way communication, addressing all feedback transparently and professionally

e. Collaborations and Partnerships

- i. Identify and collaborate with AFCLC influencers, partners, and advocates to amplify reach and credibility
- ii. Execute co-branded campaigns or takeovers to infuse variety into content

f. Visual Consistency

- i. Maintain a cohesive visual identity through consistent use of brand colors, fonts, and imagery
- ii. Invest in visually appealing and shareable content to capture the audience's attention

g. Data-Driven Insights

- i. Regularly analyze social media analytics to track performance, identify high-performing content, and optimize the strategy accordingly
- ii. Utilize insights to refine the content calendar and enhance engagement strategies

h. Community Building Initiatives

- i. Launch and promote campaigns encouraging user-generated content, testimonials, and community participation
- ii. Implement contests, polls, and interactive features to build community among followers

i. Educational Content

- i. Share content to position AFCLC as the thought leader in the LREC community
- ii. Provide value to the audience beyond promotional material

j. Feedback Mechanism

- i. Establish a system for collecting and analyzing feedback from the audience
- ii. Use feedback to adapt the content strategy, addressing audience preferences and concerns

5. Tactics (See Addendum 1 for specific new 2025 tactics)

a. Audience Analysis and Segmentation

- i. Use analytic tools to track audience demographics, behaviors, and preferences
- ii. Create audience personas to guide content creation, ensuring it resonates with specific audience segments

b. Content Calendar Development

- i. Conduct a quarterly content brainstorming session to generate diverse and relevant topics
- ii. Use Hootsuite to plan and automate content distribution across platforms

c. Consistent Brand Voice

- i. Revise and reissue brand style guide outlining tone, language, and messaging guidelines

d. Real-time Engagement

- i. Establish a response protocol, such as a thank-you message for new follows, tags, and mentions

e. Collaborations and Partnerships

- i. Tag potential collaborators, units, etc., in posts as icebreakers
- ii. Contact potential collaborators with personalized proposals, emphasizing mutual benefits

f. Visual Consistency

- i. Create templates for graphics and ensure they align with the established visual identity
- ii. Collaborate with the Media Team to maintain a professional appearance

g. Data-Driven Insights

- i. Regularly review social media analytics to identify popular content types, posting times, and engagement patterns

h. Community Building Initiatives

- i. Launch AU LREC Symposium hashtag in January to increase visibility
- ii. Leverage features like polls, questions, or quizzes to boost engagement and interaction

i. Educational Content

- i. Redistribute social media content appropriately depending on the content type vs. the social media platform **(see Chart 1 at the end of this section)**
- ii. Continue AFCLC-TV Facebook Live Series **(see Chart 2 at the end of this section)**
- iii. Launch LinkedIn Newsletters as a new tactic to reach a different audience
- iv. Launch LinkedIn Live Series as a new tactic to reach a different audience
- v. **When available**, launch an AFCLC Facebook Broadcast Channel as an instant, opt-in option to immediately push information to our members/Scholars (broadcast channels for Facebook and Instagram are not available)

j. Feedback Mechanism

- i. Implement surveys or polls directly on social media platforms to gather feedback
- ii. Regularly review comments and direct messages for insights and adjust strategies based on audience input

Chart 1 – Social Media Content Breakdown

| FACEBOOK | INSTAGRAM | LINKEDIN | X/TWITTER | AFN/AFN GO |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------|
| #HappeningNow | #HappeningNow | #HappeningNow | #HappeningNow | |
| AFCLC-TV and LEAP Live Events | Instagram Live | LinkedIn Live | Twitter Spaces | |
| Scholar Videos | Scholar Videos | Scholar Videos | Scholar Videos | |
| ESS Course Videos | ESS Course Videos | ESS Course Videos | ESS Course Videos | ESS Course Videos |
| Informative Posts and Announcements | Informative Posts and Announcements | Informative Posts and Announcements | Informative Posts and Announcements | |
| Articles and Features | Articles and Features | Articles and Features | Articles and Features | |
| Reels | Reels | | | |
| | | | | |
| Facebook Stories | Instagram Stories | | | |
| | | | | |
| | | LinkedIn Newsletter | | |
| Broadcast Channel (when available) | Broadcast Channel (when available) | | | |

Chart 2 – AFCLC-TV 2025 Schedule (Subject to Change)

| MONTH | TITLE | GUESTS |
|-----------|--|---------------------------------------|
| January | Mentoring Month | LEAP Scholars who are Mentors |
| February | Global LEAP Utilization | Multiple LEAP Scholars |
| March | LEAP-ACE Morón | LEAP-ACE participants |
| April | How Many Languages Do You Speak? (Hi/Lo Languages) | Multiple LEAP Scholars |
| May | Are You Resilient? | Dr. Susan Steen and Gen. Mike Minihan |
| June | Cadet Board Selects | Selects Video |
| July | Why Does Culture Matter? | Dr. Scott Edmondson |
| August | GOPAC Alums | |
| September | Live from AFA | Select videos from AFA |
| October | Active Duty Officer/Enlisted Selectees | Selects Video |
| November | 10th Annual AU LREC Symposium Preview | Mr. Howard Ward, AFCLC Director |
| December | 2025 Year in Review | Video Review |

Business / Media Opportunities

AFCLC has several opportunities to leverage the business and media landscapes during the year. From smaller, local activities to larger, national, and international opportunities, the Outreach Division will engage publications, editors, broadcasters, etc., for prospects that will place AFCLC as the premier thought leader in the LREC community.

AFCLC's Theme for 2025: LREC 10: Celebrating Excellence – Inspiring Innovation

1. Business/Media Goals

- a. The Outreach Division will maintain AFCLC's existing partnerships to enhance brand visibility, engagement, and community trust
- b. The Outreach Division will create new business and media partnerships, be them local, national, or international, to deliver relevant, authentic, and compelling content about AFCLC, its proprietary products, and outstanding services further to place AFCLC in the position of the premier thought leader in the LREC community

2. Target audiences or publics

- a. LEAP Scholars/Potential LEAP Scholars
- b. Stakeholders
- c. Senior Leadership
- d. Allies and Partners
- e. Partner Agencies
- f. Other Services in the LREC Community

3. Objective

- a. At the end of the year, AFCLC will see a 10 percent increase in positive brand mentions and engagement metrics across existing partnership platforms and outside media.

4. Strategies

a. Enhance Visibility and Engagement

- i. Develop and implement a targeted public relations campaign to strengthen AFCLC's existing media partnerships, focusing on increasing brand visibility, and engagement, and fostering community trust.

b. Strategic Partnership Development

- i. Identify, pursue, and establish new business and media partnerships at local, national, and international levels to expand AFCLC's reach
- ii. Foster relationships enabling delivery of relevant, authentic, and compelling content about AFCLC, its proprietary products, and exceptional services

c. Positioning AFCLC as an LREC Thought Leader

- i. Develop and execute initiatives to position AFCLC as the premier thought leader in the LREC (Language, Regional Expertise, and Culture) community
- ii. Showcase AFCLC's expertise and innovative leadership through various channels

d. Content Creation and Distribution

- i. Develop and execute a comprehensive strategy ensuring the creation of compelling and informative content that highlights AFCLC's strengths
- ii. Develop and implement effective distribution channels to maximize content visibility

e. Community Trust Building

- i. Create new bonds with business communities, military organizations, and government entities

f. Feedback Mechanism

- i. Establish a system for collecting and analyzing feedback from the audience
- ii. Use feedback to adapt the content strategy, addressing preferences and concerns

5. Tactics

a. Enhance Visibility and Engagement

- i. Develop and publish articles highlighting successful collaborations and milestones achieved through partnerships
- ii. Utilize social media platforms to share engaging content, including partner spotlights, testimonials, and behind-the-scenes stories
- iii. Host virtual or in-person events, such as webinars or forums, in collaboration with existing partners to showcase joint initiatives and increase community engagement

b. Strategic Partnership Development

- i. Research and identify potential partners through industry events, conferences, and online platforms **(see Chart 4 at the end of this section)**
- ii. Create targeted outreach materials, including personalized emails and tailored presentations, to initiate conversations with potential partners

c. Positioning AFCLC as an LREC Thought Leader

- i. Secure speaking opportunities for AFCLC representatives at industry events. **(see Chart 4 at the end of this section)**
- ii. Pitch opportunities highlighting AFCLC's expertise to major media outlets **(see Chart 5 at the end of this section)**
- iii. Engage industry influencers through social and earned media sharing AFCLC's mission and vision **(see Charts 4 and 5 at the end of this section)**
- iv. Engage public affairs divisions for Navy, Marine, Army, Space Force, National Guard, and additional military and governmental organizations that share AFCLC's mission and vision

d. Content Creation and Distribution

- i. Utilize owned and earned media channels, including articles and collaboration with industry publications, to maximize content distribution
- ii. Develop a content calendar outlining key themes, topics, and publication dates
- iii. Produce a variety of content types, including articles, infographics, videos, and live events, highlighting AFCLC's expertise and contributions to the LREC community

e. Community Trust Building

- i. Implement a transparent and responsive communication strategy, addressing concerns promptly and maintaining an open dialogue with the community

f. Feedback Mechanism

- i. Implement surveys or polls directly on social media platforms to gather feedback
- ii. Regularly review comments and direct messages for insights and adjust strategies based on audience input

Chart 4 – Outreach Division 2025 Event Schedule (Subject to Change)

| EVENT NAME | DATE | LOCATION |
|--|--------------------|----------------------------|
| LEAP-ACE Morón* | 21 Jan-8 Feb 2025 | Seville, Spain |
| LANGCON 2025 | 7 February 2025 | Salt Lake City, Utah |
| POLYGLOT (BLING) Games 2025 | 8 February 2025 | Salt Lake City, Utah |
| 2025 AFA Warfare Symposium* | 3-5 March 2025 | Aurora, Colorado |
| 2025 National Security Forum | 6-9 May 2025 | Montgomery, Alabama |
| 2025 AWC Spouse Orientation | 24 July 2025 | Montgomery, Alabama |
| 2025 Air Force Sergeants Association Summit* | 27 July-1 Aug 2025 | Reno, Nevada |
| 2025 DAFITC | 25-27 August 2025 | Montgomery, Alabama |
| 2025 AFA National Convention* | 20-21 Sept 2025 | National Harbor, Maryland |
| 10th Annual AU LREC Symposium* | TBA Oct-Nov | Montgomery, Alabama |

**Media Panel/Media Opportunity Available*

Chart 5 – Outreach Division 2025 Pitch Chart (Subject to Change)

| EVENT NAME | DATE | LOCATION |
|--|--------------------|----------------------------|
| 2025 AFA Warfare Symposium* | 3-5 March 2025 | Aurora, Colorado |
| 2025 Air Force Sergeants Association Summit* | 27 July-1 Aug 2025 | Reno, Nevada |
| 2025 DAFITC | 25-27 August 2025 | Montgomery, Alabama |
| 2025 AFA National Convention* | 20-21 Sept 2025 | National Harbor, Maryland |
| 10th Annual AU LREC Symposium* | TBA Oct-Nov | Montgomery, Alabama |
| MEDIA/ORGANIZATION NAME | TYPE | POC |
| AETC “The Air Force Starts Here” | Podcast | Dan Hawkins, APR+M |
| Mitchell Institute for Aerospace Studies, “Aerospace Advantage” | Podcast | |
| Defense News/Military Times, “The Early Bird Brief” | Podcast | Jonathan Lehrfeld |
| Air Force Television, Pentagon, SAF/PAI, “The Air Force Podcast” | Podcast | Juan Femath |
| Defense Media Activity, “Air Force Radio News” (60 seconds) | Podcast | |

**Media Panel/Media Opportunity Available*

2025 NEW TACTICS ACTION ITEMS

The following new tactics will be used for any promotion at any appropriate time.

1. Audience Analysis and Segmentation

- a. Use analytic tools to track audience demographics, behaviors, and preferences
 - i. ESS has previous registration lists for CCAF courses
 - ii. Analytics has previous registration lists for AU LREC Symposiums
 - iii. Find new audiences through MAJCOMs, Command Chiefs, and other branches
- b. Create audience personas to guide content creation, ensuring it resonates with specific audience segments.

2. Consistent Brand Voice

- a. Revise and reissue brand style guide outlining tone, language, and messaging guidelines

3. Real-time Engagement

- a. Establish a response protocol, such as a thank-you message for new follows, tags, and mentions.

4. Data-Driven Insights

- a. Regularly review social media analytics to identify popular content types, posting times, and engagement patterns
- b. Use A/B testing for different content approaches to determine the most effective strategies
 - i. A/B testing is a methodology of comparing multiple versions of a feature, a page, a button, headline, page structure, form, landing page, navigation etc. by showing the different versions to an audience or potential audience and assessing the quality of interaction by some metric (Click-through rate, purchase, following any call to action, etc.)
 - ii. Some of our automated systems already includes ways to A/B test content

5. Community Building Initiatives

- a. Launch AU LREC Symposium hashtag in January to increase visibility
 - i. Start promoting “Save the Date” and “Mark Your Calendar”
- b. Leverage features like polls, questions, or quizzes to boost engagement and interaction

6. Educational Tactics

- a. Redistribute social media content appropriately depending on the content type vs. the social media platform
- b. Continue AFCLC-TV Facebook Live Series
- c. Relaunch LEAP Live Facebook Series to capitalize on the knowledge, skills, and abilities of the Language Division

- d. Launch LinkedIn Newsletters as a new tactic to reach different audiences
- e. Launch LinkedIn Live Series as a new tactic to reach different audiences
- f. When available, launch an AFCLC Facebook Broadcast Channel as an instant, opt-in option to immediately push information to our members/Scholars
- g. Pitch opportunities highlighting AFCLC's expertise to major media outlets
- h. Engage industry influencers through social and earned media sharing AFCLC's mission and vision
- i. Engage public affairs divisions for Navy, Marine, Army, Space Force, National Guard and additional military and governmental organizations that share AFCLC's mission and vision

2025 NEW TACTICS ADDENDUM

The following new tactics are up for discussion.

1. Media opportunities

- a. Using “think tank” editorial board briefings to reach different audiences on a more intellectual level than we can with a “one-of article” in any publication
 - i. **RAND Corporation/RAND Project Air Force (www.rand.org/paf.html):** RAND Project AIR FORCE is the only Department of the Air Force federally funded research and development center (FFRDC) concerned entirely with studies and analyses. PAF also has a Strategy and Doctrine Program. The Strategy and Doctrine Program seeks to increase knowledge and understanding of geopolitical and other problems in the national security environments that affect DAF operations. PAF maintains expertise in grand strategy; evolving security challenges; power projection; expeditionary operations; security cooperation; and the changing roles of air, space, and cyber power in current and future operations.
 - ii. **Center for Naval Analyses (www.cna.org):** The Center for Naval Analyses informs the decisions of Navy, Marine Corps, and DOD leaders. CNA employs operations research to address military questions in the Center for Naval Analyses and domestic challenges in the Institute for Public Research. The IPR contains the CNA Military Advisory Board, which was instrumental in opening a public dialogue on climate change, energy security and their connections to national security. It introduced the idea of climate as a “threat multiplier.”
 - iii. **Center for Strategic and International Studies (www.csis.org):** podcasts, events, and newsletters to include faculty as well
 - iv. **Center for New American Security (www.cnas.org):** commentaries and podcasts
 - v. **The Atlantic Council (www.atlanticcouncil.org):** ACTV streaming, possible opportunities for faculty
 - vi. **Institute for Defense Analyses (www.ida.org):** podcast
 - vii. **Combating Terrorism Center at West Point (ctc.westpoint.edu):** monthly publication
 - viii. **U.S. Army War College Strategic Studies Institute (ssi.armywarcollege.edu):** podcasts, guest lectures and panels, articles and publications
 - ix. **Institute for the Study of War (www.iswresearch.org)** Military Learning and the Future of War Project -- This series of papers explores the ways the United States and its potential adversaries, including Russia and China, are learning from ongoing geopolitical competition and military engagements. Create audience personas to guide content creation, ensuring it resonates with specific audience segments.
- b. **Pentagon Press Corps** – Set one-on-one interviews with Pentagon Press Corps members when traveling to Washington, D.C.

c. Podcast interviews

- i. Modern War Institute at West Point -- Flagship podcast of the Modern War Institute at West Point
- ii. The Air Force Podcast (Air Force Television Pentagon SAF/PAI) -- News, tech, policy and updates from senior leaders
- iii. Air Force Doctrine Podcast -- Historically proven best practices learned through experiences (foundational basics)
- iv. The Air Force Starts Here -- AETC experts discuss topics that directly impact total force Airmen
- v. AETC “The Air Force Starts Here”
- vi. Mitchell Institute for Aerospace Studies, “Aerospace Advantage”
- vii. Defense News/Military Times, “The Early Bird Brief”
- viii. Air Force Television, Pentagon, SAF/PAI, “The Air Force Podcast”
- ix. Defense Media Activity, “Air Force Radio News” (60 seconds)

d. Alabama Congressional Delegation meetings – Schedule a business development trip to Washington, D.C., with enough time to meet with a majority of Alabama’s Congressional Delegation.

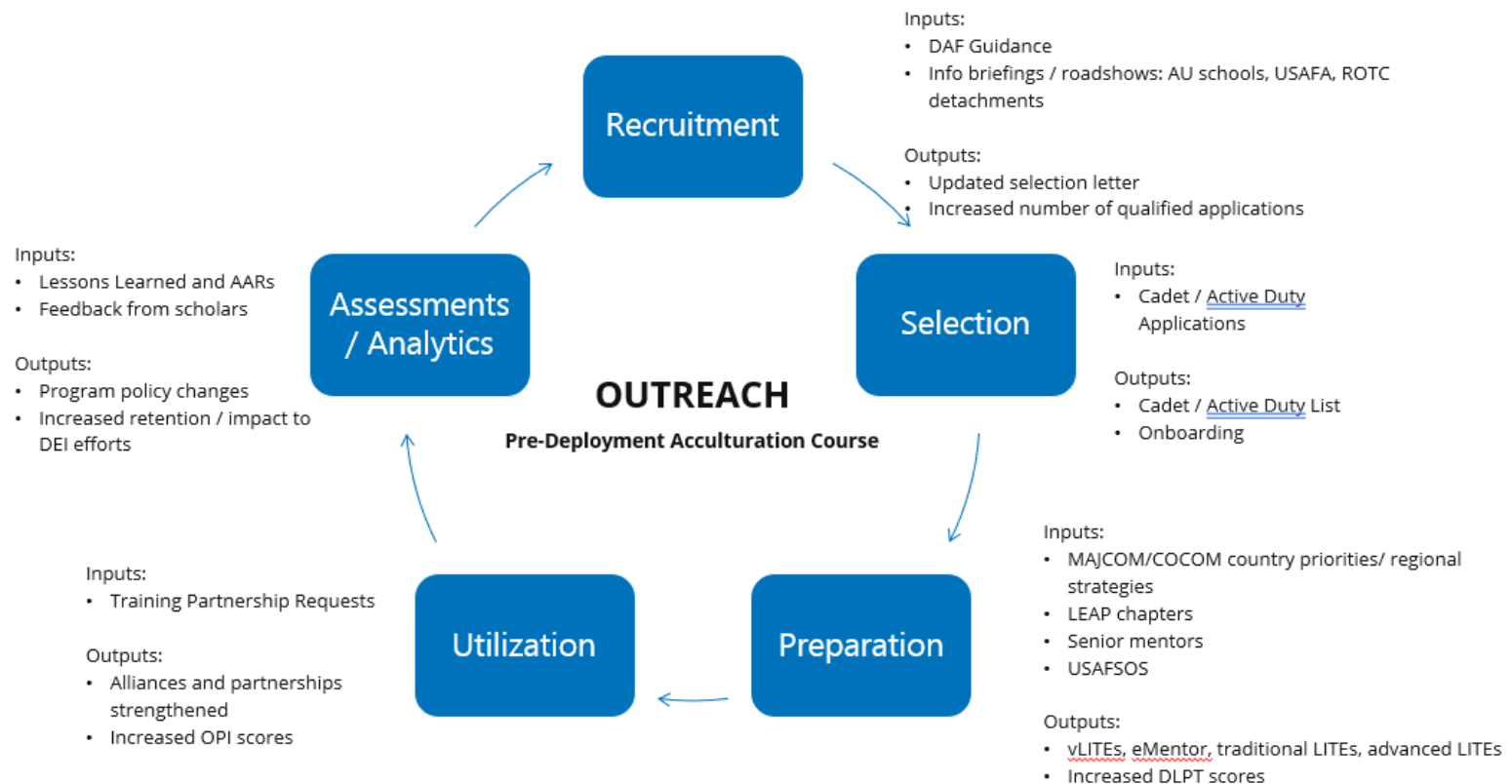
- i. **Sen. Tommy Tuberville (R)** -- Committee on Armed Services (Subcommittee on Readiness and Management Support, Subcommittee on Seapower, Subcommittee on Strategic Forces), Committee on Veterans' Affairs
- ii. **Sen. Katie Britt (R)** -- Committee on Appropriations (Subcommittee on Commerce, Justice, Science, and Related Agencies; Subcommittee on Energy and Water Development; Subcommittee on Homeland Security-Ranking; Subcommittee on Interior, Environment, and Related Agencies; Subcommittee on Labor, Health and Human Services, and Education, and Related Agencies)
- iii. Rep. Barry Moore (R) 1st District -- No committees; no subcommittees
- iv. Rep. Shomari Figures (D) 2nd District -- No committees; no subcommittees
- v. Rep. Mike Rogers (R) 3rd District -- No committees; no subcommittees
- vi. Rep. Robert Aderholt (R) 4th District -- No committees; no subcommittees
- vii. Rep. Dale Strong (R) 5th District -- No committees; no subcommittees
- viii. Rep. Gary Palmer (R) 6th District -- No committees; no subcommittees
- ix. Rep. Terri Sewell (D) 7th District -- No committees; no subcommittees

- e. Congressional Testimony – Be on the lookout for pre-filed and filed legislation pertaining to national security operational focus areas in which AFCLC can act as a subject matter expert and deliver expert testimony for Subcommittee Hearings.
- f. Create new partner spotlight content series, both in articles and webinars/online forums
- g. Secure more speaking opportunities for AFCLC representatives and leadership at industry events, symposia, and conferences – this also means podium opportunities as guest lecturers.

LEAP Scholars as a Weapons System



Air Force Culture and Language Center



CY24 Tasks



Air Force Culture and Language Center

