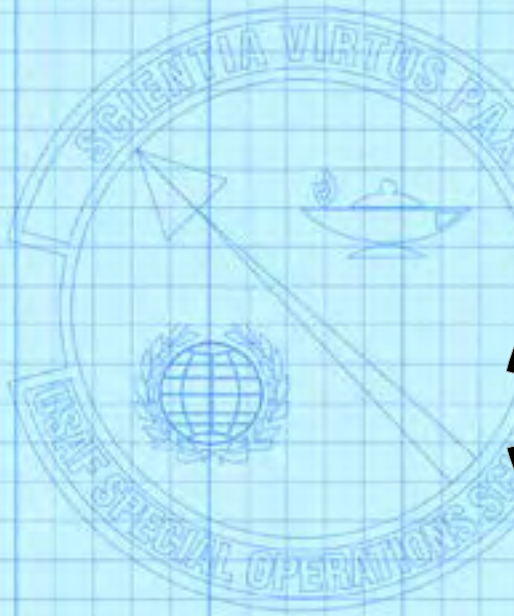


UNITED STATES AIR FORCE SPECIAL OPERATIONS SCHOOL



2023 Factbook

BUILDING ON OUR HERITAGE



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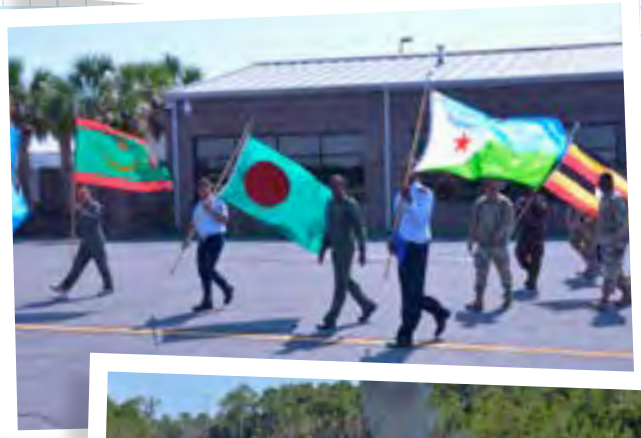
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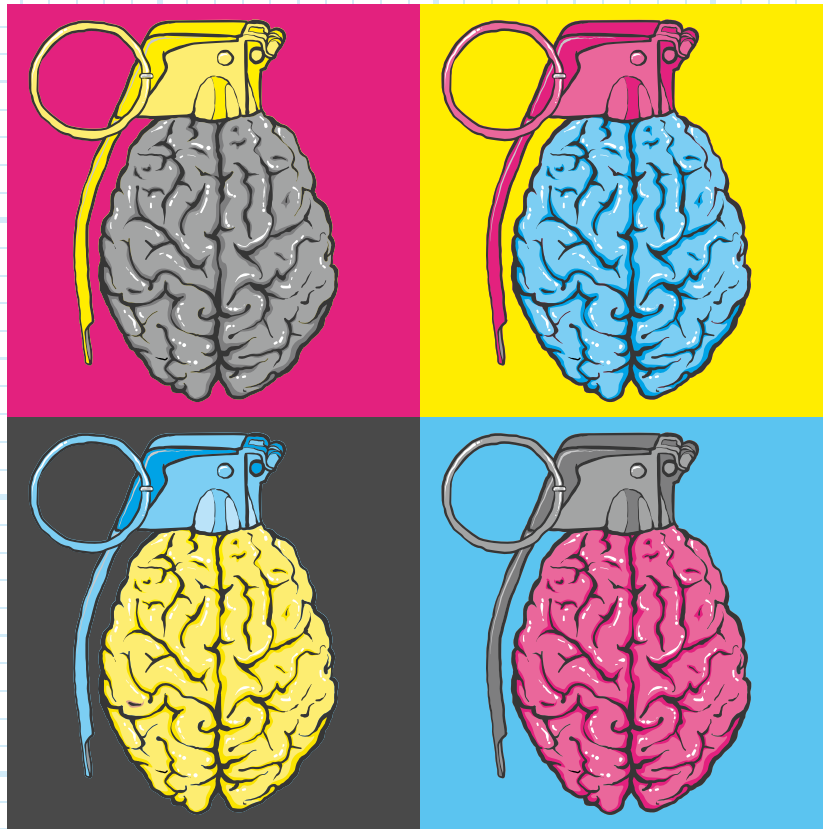
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PREFACE

Our Most Lethal Weapon



The Greek philosopher Heraclitus said (a very long time ago): “you can never set foot in the same river twice, for it is not the same river and you are not the same person”. This idea of constant change remains just as relevant today as it did in ancient Greece.

Change is hard...irrelevance is worse. To remain relevant, human thinking and cognitive performance must evolve to sufficiently keep pace with the rapid transformations happening worldwide. Technological advancements are becoming a pacing threat to human cognition. We must develop our Air Commandos via education, training, and experience to meet this challenge. AFSOC is at the forefront of advancing concepts vitally needed by the USAF as it rapidly shifts the way it organizes, trains, and equips in preparation for the next war. This shift has challenged USAFSOS to stay ahead of the bow wave of change and remain relevant at this INFLECTION point in history.

In response to this inflection point, USAFSOS aggressively teamed this past year with various AFSOC organizations leading the charge: hosting the “Mission Command” summit to help evolve USAF doctrine on mission command, working with the Air Commandos forging SOFFORGEN (now AFFORGEN), focusing on joint literacy with the orders process, the Joint Planning Process, staff competencies, and other efforts to work more effectively with partners and better understand the operational environment.

For the USAFSOS team of creative and critical thinkers, helping everyone in AFSOC to get after complicated, complex, and wicked problems is what we do. The school is a human-centric organization that believes humans are more important than hardware, and the most lethal weapon AFSOC can field is the human mind within every single Air Commando!

About USAFSOS

In March 1961, President John F. Kennedy, responding to Chairman Nikita S. Khrushchev's clarion call for "wars of national liberation," cited the need for countering "subversion and guerrilla warfare" that were the heart of Communist insurgency.

As a result, the Air Force increased the emphasis given to special air warfare training. The U.S. Air Force Special Air Warfare School (USAFSAWS) was activated at Hurlburt Field in April 1967 under the Special Air Warfare Center. The school was redesignated the U.S. Air Force Special Operations School in 1968. The initial curriculum was The Special Air Warfare Indoctrination Course designed to prepare Air Force personnel for duty in Southeast Asia.



In June 1987, USAFSOS, as an organizational element of the 23rd Air Force, was assigned to the US Special Operations Command (USSOCOM), headquartered at MacDill AFB, FL.

In May 1990, the school became a direct reporting unit of the newly established Air Force Special Operations Command (AFSOC). In October 2008, with the stand-up of the Air Force Special Operations Training Center,



USAFSOS was placed under that unit, which was later reorganized on 11 February 2013 and renamed the Air Force Special Operations Air Warfare Center.

In 2017 USAFSOS moved under the newly formed 492d Special Operations Training Group. Most recently, USAFSOS has aligned to the Air Commando Development Center.

Since the days of the Vietnam War, USAFSOS has grown from teaching a single course to conducting 212 iterations of 22 unique formal courses and 36 customized, Mobile Education Events (MEEs) in AY23. USAFSOS currently provides SOFs indoctrination, as well as political, military, and cultural studies supporting SOF operations in the various combatant theaters. The school also provides language training, specialized education on special operations task units and groups, Air Commando Professional Leadership Development, building partner nation aviation capacity, and integration of Air Force Special Operation Forces (AFSOF) with theater specific assets.

The United States Air Force Special Operations School (USAFSOS) is located at Hurlburt Field on northwest Florida's Gulf Coast, five miles west of Fort Walton Beach. It is collocated with the 492nd Special Operations Wing in The Alison Building (Bldg 90503, 357 Tully Street), one block east of the Hurlburt Field Lodging Office.



USAFSOS Leadership Team

Lt Col Christopher S. Brooks, Commandant

Lt Col Brooks received his commission from the University of Central Florida, AFROTC program in 2005. After completing undergraduate combat systems officer training, he served as an E-3 navigator until transferring to become a U-28 CSO, serving as both an instructor and evaluator. In 2014, Lt Col Brooks was selected for the Foreign Area Officer program and completed a tour with the Joint Center for International Security Force Assistance, a JCS Chairman's Controlled Activity. Following his in-residence assignment at the Command and General Staff College, Lt Col Brooks served at Headquarters AFSOC as Deputy Branch Chief, A8PP.



Lt Col Clayton M. Pasco, Vice Commandant

Lt Col Pasco commissioned through the U.S. Air Force Academy in 2006 and is a career special operations pilot, participating in mobility missions supporting special operations in the Philippines and Afghanistan. As a Combat Aviation Advisor, Lt Col Pasco led advisory teams conducting foreign internal defense and security force assistance missions in Poland, Mauritania, and Niger. He also deployed as part of SOJTF-Operation INHERENT RESOLVE overseeing future operations planning in Iraq and Syria against the Islamic State. He has held positions at the squadron, wing, and combatant command levels. Prior to his current position, Lt Col Pasco was the operations officer of the 6th Special Operations Squadron, Duke Field, Florida.



SMSgt Anthony R. Shoels, Senior Enlisted Leader

SMSgt Shoels entered the Air Force in 2002. His background includes positions as a Weapons Load Crew Chief, Instructor Aerial Gunner that later merged into being an Instructor Special Missions Aviation in the HH-60G and TH-1H helicopters, and a MAJCOM Air Advisor Evaluator on the UH-60A helicopter. Throughout his career, he has filled numerous roles including Resource Advisor, Flight Chief, Squadron Superintendent, and Air Education and Training Commands Expeditionary Readiness Training Branch Manager. His assignments include bases in Texas, South Korea, New Mexico, Georgia, and Alabama, and Florida. He deployed in support of Operation ENDURING FREEDOM and Operation IRAQI FREEDOM. Prior to his current assignment, SMSgt Shoels was the Ready Airmen Training Branch Manager, AETC/A3, Randolph AFB, Texas.



Support Department

The Support Department is chaired by Mr. Bob Love, who provides direction for 12 civilians and 4 contractors. The department is the center foundation of the school, reaching all aspects of education, instruction, and facility management. The team is responsible for the execution of information technology (IT) operations, security assistant, facility management, student and guest speaker support, resource management, audio-visual (AV), graphics, video conferencing, registrar functions, and the Blackboard Learning Management System. As with the past few years, there was again a few departures due to retirements and job changes, which made operations challenging, but as always, the team made it happen and exceeded mission requirements.



AUDIO VISUAL DIVISION

New in AY23, Mr. John Gifford was officially promoted to the Lead Audio-Visual position and has successfully led from the front. His team of dedicated AV specialists provided classified and non-classified multimedia and the associated software, hardware, and presentation systems for the school's auditoriums, classrooms, and meeting rooms to carry out USAFSOS's mission as well as other base units, including HQ AFSOC. The team continued to evolve this past year and continued to excel despite swapping our contractor position from Florecia "Flo" Savage to Ms. Connie Dover—Connie has not missed a beat. Flo was a by-name select into Mr. Gifford's previous position and is already making great strides within the GS world. Mr. Andre Newton and Mr. Craig Breen continued their unwavering excellent work supporting Remote Learning and In-house education throughout the CONUS and overseas alike. Much thanks to Andre as our mainstay and key in training

and developing both Flo and Connie over the last few months of the AY and into the new AY.

The AV Division is readily capable of providing presentation systems from legacy to present-day technology and provides Blackboard, Zoom, and MS Teams tech support for distance learning and guest speakers lectures ensuring interoperability of equipment and network connectivity to broadcast virtual subject matter experts to meet course objectives. Our classrooms feature fully upgraded digital systems, secure video teleconference (VTC) systems, classroom recording and video editing to support course iterations. The team not only supports squadron and command course requirements, but outside organizations requiring AV, VTC, and/or briefing rooms; this year alone they supported over 450 events. Lastly, the team started a review of equipment refresh requirements and with any luck, next year we will report on this great success!

INFORMATION TECHNOLOGY DIVISION

Our IT Division is led by Mr. Gil "KP" Lujan and the team's roles include desktop support, remedying ticket resolution, issuing properly configured student laptops, and ensuring full adherence to all DoD and subordinate guidance. They literally support the squadron staff around the clock and the world! We are immensely happy to state, Ms. Whitney Williams was able to stay with our team transferring from contractor into the GS position vacated by Mr. Robert Thorne and she continues to be a tremendous asset. Mr. Jacob Goode started as our new contractor and he too, is learning and flourishing and meeting the IT demands. Lastly, Mr. William "Will" Allen who was an integral part of our Student Support Division for many years, was promoted into a vacant GS position. Like Jacob, Will is learning and





making great dividends supporting the needs of our staff and cadre.

STUDENT SUPPORT DIVISION

In AY23, the Student Support Division, led by Mrs. Jennifer Stutes, also endured multiple personnel changes. As stated above, Will moved and his replacement, Mrs. Marlena Korber, came to us from Eglin AFB. Marlena is already making a difference and thriving in her new role. We also had a contractor change over with Mrs. Jillian Plichta coming to us with an extensive background in the registration enterprise and without question she will be a welcomed asset to the team. Lastly, we were saddened to see Ms. Brenda Ellis retire after 35 years of civil service, with the last 21 years being at USAFSOS. During her tenure, Brenda served as an Administrative Support Assistant, with primary duties as the school's student and guest speaker coordinator. She was also a primary Government Purchase Card holder for over 12 years. Best wishes to Brenda in her retirement—you will be missed and hard to replace!

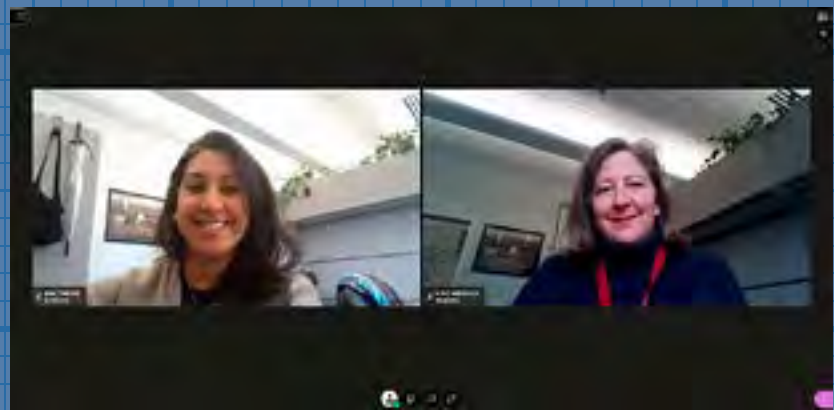
Student Support performs registrar functions, which include loading/maintaining courses and class iterations, quota allocation management, guest speaker support, and maintaining student statuses in various personnel databases, as well as responsible for the behind the scenes support elements of all USAFSOS classes and Mobile Education Events. Brenda was our expert guest speaker point of contact and provided travel itineraries for those coming to support us and the command—this is one facet of the schoolhouse we cannot do without, so her replacement will have big shoes to fill. The registrar function regularly coordinates with 200 quota managers from USAF, sister services, and other DoD agencies to allocate seats in all

classes assuring priority to AFSOC and other SOF personnel. Just like other divisions and departments, the great work produced this year by this dedicated team helped to ensure USAFSOS is the place students want to come back to for more education—and some do!

LEARNING MANAGEMENT DIVISION

Another key to the squadron's great success is our Blackboard (Bb) Learning Management System (LMS) Division. Our LMS function perhaps hit its most significant evolution in AY23. Led by Mrs. Janice Walker alongside with our Assistant Administrator Mrs. Loree Arrington, facilitated a much-needed upgrade to our LMS system from Blackboard Original to Blackboard Ultra. Through their diligent work and problem-solving skills, they were able to integrate Bb LMS and Genius Student Information System (SIS) software in a way that has enhanced the user experience and navigation within the LMS. Our unique capability offers a full spectrum of the student experience, from enrollment through graduation, and delivering transcripts and certificates.

All USAFSOS courses are facilitated through the SIS with 24/7 access to formal course iterations. The SIS further assists instructors and registrar personnel with automated student reminders, template e-mails, inte-



grated reporting service subscriptions, and much more. As web-based platforms, the LMS and SIS work seamlessly together to provide optimum system availability for students and staff regardless of location or device. In a matter of three short months, Janice and Loree devised a plan, tested, and executed the new system upgrade from Blackboard Original to Blackboard Ultra. With this upgrade, USAFSOS has improved its system capabilities, user experience, and is moving toward the redesign of its courses to continue to deliver the best online experience.

The LMS team works closely with the cyber operations team to ensure our system capabilities are functional

and accessible on the Air Force network. We are continuously testing new capabilities that are offered to our cadre which will further enhance the quality of instruction and content being presented to USAFSOS students. Through teamwork and countless hours of collaboration, our LMS function continues to be at the tip of the spear!

THE DESIGN SHOP

The USAFSOS' graphics team, known as "The Design Shop", provides in-house support to the entire school-house and is responsible for creating and designing visual materials of all types, from creation to production. The Design shop is responsible for maintaining the integrity of the school's "brand."



Mr. Jeff Pendleton brings decades of graphic design, advertising, and commercial art direction experience to the team. The Design Shop shares Mr. Matt Dunne with the ISD team. Matt's expertise in digital and print media gives The Design Shop a real depth and breadth of skill.

Jeff and Matt are capable of turnkey production of logos, promotional themes, illustration products, photography, conventional graphics and multi-media products. They regularly work with base Public Affairs offices and outside promotional and production entities to get the USAFSOS message out to customers. By being in-house, The Design shop is able to keep its finger on the pulse of the school and provide timely support to every course and instructor.

Overall, the Support Department looks forward to the upcoming year's challenges and feel completely confident we will meet the demand signals!

ADMINISTRATIVE TEAM

Ms. Anita Harvey is the Commander's Unit Program Coordinator and part of the Commander's Support Team.

SrA Hayden Williams is new to USAFSOS' CCA admin section and is supporting USAFSOS as our Deployment monitor and administratively. The Administrative team tracks awards, OPR/EPRs, testing, government purchasing and travel cards, records, deployments and duty status. SrA Williams was recognized by the Chief Master Sergeant of the Air Force for his outstanding efforts in supporting BPACS and was presented the Chief's coin.

UNIT TRAINING DIVISION

SSgt Eva Locklear is the sole Unit Training Manager for USAFSOS, the ACDC, 371 SOCTS, 370 SOCTS, and the Air Commando Outreach Squadron. Eva expertly managed the commander's training program ensuring the CC was briefed monthly maintaining a thriving training program. SSgt Locklear guaranteed that squadron members remained fit to fight by maintaining 100% readiness on all required Total Force Annual trainings. Upon arrival to USAFSOS, Eva ensured all members were interviewed, gained, and tracked in skill level upgrade training as required. In addition to tracking on-the-job training, SSgt Locklear directed all formal training course enrollments ensuring all members of USAFSOS continued their professional enhancement.



Instructional Systems Design Team

Instructional Systems Design

AFSOC requires a cognitively diverse force that can spark innovation and leverage problem-solving techniques to adapt and thrive in uncertainty. To meet this need, USAFSOS creates professional and operational education that improves Air Commandos' performance across the cognitive, affective, and social learning domains. The school's Instructional Systems Design (ISD) team believes that education goes beyond imparting knowledge; it is a transformative journey that fosters analytical thought and competent behaviors, transferring learning from the classroom to the operational environment. ISD aims to support the educational process through planning and analysis, course design and development, instructional delivery support, and evaluating student learning and organizational results. Throughout the year, the team provided courseware support to USAFSOS' Academics Department by addressing emerging needs with instruction, implementing the Instructor Development and Certification Program, integrating new technologies into the classroom, and refining instructional design practices to align with operational military education requirements.

Implementation of the Instructor Development and Certification Program

USAFSOS firmly believes in continuous growth and reflection, acknowledging that education is an evolving process for students and educators. Therefore, the school is dedicated to continuous improvement and regularly reflects on its academic practices to provide its students with optimal learning experiences. Cadre development is at the forefront of this effort and is framed by the USAFSOS Instructor Development and Certification Program, updated earlier this year. The phased program outlines structured education, training, and professional development requirements. The ISD team supports the program's initial and mission qualification phases and designs and delivers quarterly workshops that aim to improve instructors' performance. Based on performance trends across instructor evaluations and student feedback, workshop topics recently addressed effective questioning techniques to promote inclusion, engagement, collaboration, and classroom management.

Technology Integration

Project 9 Studio produces audio and visual components in support of student learning at the highest levels. The studio space is outfitted with technologies to support live-streaming capabilities, providing synchronous instruction for a more dynamic student experience—state-of-the-art multimedia production results in professional products centrally branded and exclusive



Project 9 Studio produces audio and visual components in support of student learning at the highest levels.

to the school. The studio's contemporary podcasting arrangement permits the producing, recording, and editing of engaging conversations surrounding topics central to AFSOC. The Project 9 Studio team recently recorded a podcast series for the Warfighting and Leadership Department.

The Introduction to Special Operations Course (ISOC), formerly known as the Air Commando Indoctrination Course (ACINDOC-RL), continues to evolve to meet student needs. While the current online course is delivered monthly to the Command, a separate version of the course is being developed using a contemporary, learner-centric interface, which will improve navigation and accessibility. The course redesign also includes building a collaborative virtual classroom that leverages instructor and peer review, moderation, and feedback. The predominately asynchronous course utilizes online discussions and student reflections to evaluate student progress, which are valuable yet time-consuming techniques. To supplement the instructor's necessary review and moderation of student inputs and to deliver formative feedback to the students, the ISD team

integrated artificial intelligence (AI) in conjunction with a rubric as an instructor support tool. To mitigate data and privacy risks, AI use is limited to assessing mastery of fundamental concepts rather than operationally specific information. Technology integration allows the instructor to effectively teach students in a resource-constrained environment.

In addition to ISOC, the ISD team supports technology integration in other online courses, blended, and in-residence instruction. The design of computer-based training modules was recently improved. Navigation and accessibility functions were incorporated to increase student engagement and knowledge retention, and design standards were captured in an Adobe Captivate style guide.

Instructional Design for Operational Military Education

Active learning increases the generalization of learned concepts and skills to training, exercises, and down-range. An operational-level war gaming event was conceptualized and introduced to support each Special Operations Task Group course iteration. The immersive activity encapsulates myriad dilemmas and tradeoffs characteristically faced by military decision-makers who respond to the consequences of their decisions in real-time. This event provides students valuable decision-making information and experiences applicable to real-world situations in uncertain and time-constrained environments, often with limited resources. Active learning strategies are also incorporated into the Staff

Action Officer course. Students complete a phased project that introduces essential tools and practices and requires the development of several staff products for peer and mentor feedback.

Social interactions also play a pivotal role in a student's educational journey. The ISD team prioritizes student-centered learning, recognizing students as active participants in the learning process. Instruction is designed to meet students' needs, interests, and strengths to create a sense of ownership and agency in their professional development. One course incorporated a museum-based scavenger hunt focused on aviation enterprise history and its global impact. Students with varied experiences combined their knowledge to achieve a common goal.

USAFSOS is invested in offering classroom experiences that merge theory and practice. The team designs activities where students can practice using new knowledge and skills in a controlled environment. Modifying situational variables within the activity promotes adaptability, problem-solving, and critical thinking. This strategy also increases the likelihood that students will be able to generalize information to a new context and transfer learning from the classroom to the operational environment. For example, the newly developed capstone activity for the Building Partnerships for Aviation Capacity seminar more closely aligns with the intended outcome and aims to facilitate collaborative work with foreign partners.



USAFSOS instructional systems designers develop products that create opportunities for engagement and support learning. International Military Students and US participants collaborate while completing a scavenger hunt at the Naval Aviation Museum and using the DOTmLPF-P strategic framework to address national security issues.



Meet the ISD Team

The instructional design team supports the USAFSOS with extensive experience in military training as well as foundational and higher education. Together, the team offers a distinct skill set to provide solutions at each stage of the ADDIE (Analysis, Design, Development, Implementation, and Evaluation) process. Specializations include human performance improvement, instructional design, classroom instruction, performance technology, multi-media design, change and project management, and program evaluation.

Jessica Leitheiser, Instructional Systems Designer, USAFSOS Courseware Team Lead. Ms. Leitheiser designed and developed education and training programs for DoD/DHS clients since 2015. She is a doctoral candidate for the University of West Florida's Instructional Performance and Technology program and earned degrees in Instructional Technology and Management.

Holly Hromyak, Instructional Systems Designer. Ms. Hromyak brings varied instructional experience to USAFSOS as a Navy veteran who taught Aviation Water Survival Training to Navy/Marine Corps aircrew and elementary education in the public school system. She currently holds a M.Ed. in Curriculum and Instruction from the University of West Florida.

Jeff Carreiro, Instructional Systems Designer. Mr. Carreiro is a 21-year USAF veteran with more than 10 years of AFSOC experience. His comprehensive knowledge of USAF training and education stems from his role as a CCAF and USAFSOS instructor.

Rhonda Duryea, Instructional Systems Designer. Ms. Duryea is a collegiate level educator, recruiter, and program director with 26+ years of experience in military education. She earned an Ed.S Curriculum and Instruction, a M.S. in Counseling Psychology, and 18 Master level credits in Speech Communication, Writing, and Delivery.

Chris Ritacco, Instructional Systems Designer. Mr. Ritacco is a 23-year Navy EOD veteran with 27+ years of military training and education experience. He earned a M.Ed. in Instructional Design and Technology from the University of West Florida.

Matthew Dunne, Instructional Media Designer. Mr. Dunne is a Troy University graduate with a B.S. in Graphic Design and Music minor. His 10+ years of experience as a graphic designer focuses on digital and print media and video production and editing.

Penny Lou is Matthew's medical support dog as well as the USAFSOS Design Shop's *Employee of the Quarter...* EVERY quarter!

Advanced SOF Concepts Department



Mr. Michael Grub currently serves as the Dean for the USAFSOS at Hurlburt Field, FL.

Prior to assuming the role of Dean, Mr. Grub served as the Warfighting & Leadership Department Chair, USAFSOS from 2016 to 2019. Mr. Grub's other major assignments during his 24-year Air Force career included: Air Force Special Operations Air Warfare Center Deputy Director for the Training/Education Directorate and Director of Irregular Warfare Plans, USAFSOS Vice Commandant, Deputy Commander of the 1st Special Operations Group, and HQ AFSOC Chief of Weapons and Tactics.

Mr. Grub led four deployments from 2008 to 2014 as a Combat Aviation Advisor (#449), Mi-17/Mi-171 Instructor Pilot to Yemen and Afghanistan where he developed partner nation counterterrorism vertical lift combat capability. As an MH-53J/M Pave Low evaluator pilot (#318) he joined AFSOC in 1998 and soon deployed to Operations ALLIED FORCE, SOUTHERN

WATCH, and ENDURING FREEDOM in 2001, and IRAQI FREEDOM, where he was part of TF Viking liberating northern Iraq during the first of his three Iraq tours.

Mr. Grub holds a Bachelor of Science in Military History from the Air Force Academy and a Master of Arts in Military Arts & Science: Unconventional Warfare from American Military University. He is an academic award winner from the US Air Force Weapons School Class 02A (SOF Weapons Officer #14) and is published in the USAF Weapons Review magazine.

Thoughts from the Dean

Following up on last year's reflections on who we are (our values and ideas), this year's focus is on the major themes which surround our course design and our efforts to map the SOF education for life curriculum. The institutionalization of the Air Force's Force Generation Cycle (AFFORGEN) drove USAFSOS battle rhythm in terms of course design and execution. The new force presentation modules of SOTU and SOTG continued to mature and, in turn, refine the target audience for operational force development. Concurrently, USAFSOS faculty needed to advance professional development courses (leadership) to keep thematic and sequential pace with operational curriculum. This was, without doubt, a challenging endeavor.

The two major themes USAFSOS promoted this past year were advancing joint literacy in AFSOC and maturing the concept of homophily as important to the SOF viewpoint. Homophily is the study of how "us vs. them" groups identify and interact. As applied to AFSOC's efforts within the HAF and USSOCOM there is no "them," there is only "Us." In this context Homophily means the only "them" is the enemy and whether you are a retired helicopter pilot, a Talon II loadmaster, a dental technician, or an SEL for a Mission Sustainment Team, you are part of "Us." This concept translates to AFSCs, staff directorates, SOF components, USAF MAJCOMs, etc. Us. This entire diverse and exceptional team is Us. The "them" are those that oppose our nation and seek to do "Us" harm. Secondly, the major joint literacy focus was on getting AFSOC to embrace joint planning. A full court press effort was made to teach the Joint Planning Process to as many Air Commandos as possible. Joint Planning Process was taught over the Army's MDMP for two reasons. First, within the concept of "mission command", AFSOF should be "initiating planning", not just "receiving the mission." The second and more important point is one of "cultural wallpaper." The Army and those who support the Army do MDMP, equal joint partners acting as peers do JPP. AFSOC must grow culturally to the point where our leaders aren't merely leading other Airmen, our AFSOC leaders must grow to be credible joint leaders leading joint teams. This is WAY outside the comfort zone of most, but something that over time we must build as a culture. This starts with Air Commandos first coming into AFSOC and continues as Air Commandos progress throughout their careers eventually taking leadership roles in wing and joint task force organizations. A daunting challenge, but a worthy endeavor. When called, we will fight with the AFSOC we have, concurrently we will ready the AFSOC we need to shape, deter, and conquer the challenges and enemies which will inevitably confront America's future.

Michael C. Grub

Associate Dean for Applied Warfighting and Faculty Development

Lieutenant Colonel Jared Cordell is a Master Navigator with over 2000 hours on C-130 E and H and MC-208 aircraft and over 20 years of Active service. Most of his career has been spent as a Combat Aviation Advisor (#439) and Air Advisor, with combat deployments to Iraq, Kuwait, Jordan, and Lebanon; and advisor deployments throughout Africa and Europe. He is also an Africa Foreign Area Officer, having completed a Master's in African Security Studies from Naval Postgraduate School, as well as a Master's of Science in Operations Management from the University of Arkansas. He received his Bachelor's of Arts in French from Brigham Young University and has maintained that language throughout his career. He is responsible for the school's regional and international course offerings in addition to the security cooperation and cross-cultural curriculum.



Associate Dean for Joint Warfighting and Leadership

Mr. Jonathan Cary is a retired USAF Lt Col with 20 years of service, spending most of that time in the Combat Search and Rescue community. He was a command pilot with over 2,000 hours in HH-60G and UH-1N helicopters. His combat experience includes multiple deployments to the Persian Gulf, the Balkans, and Afghanistan. While on active duty, he also had assignments as a Legislative Fellow in the United States Senate, a Plans Officer within Joint Staff J5, a Wing Executive Assistant, and as an Executive Assistant to a Joint Staff Flag Officer. He is a graduate of Purdue University with a B.A. in Criminology and a minor in history. He has an M.A. in Aerospace Science from Air University and is a graduate of The Joint and Combined Warfighting School at the Joint Forces Staff College.



Director, Institutional Effectiveness

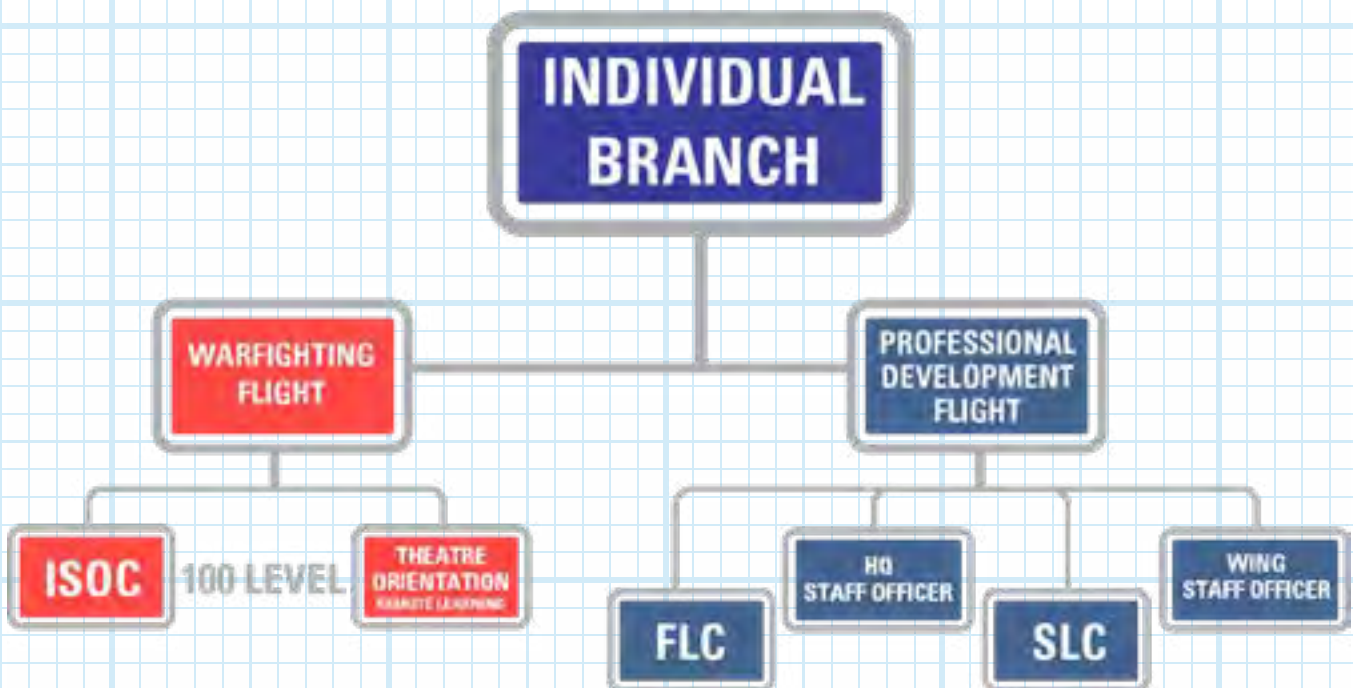
Mr. Joseph Polhamus is the Director, Institutional Effectiveness for USAFSOS. He is a retired USAF MSgt with 20 years of service, spending most of that time in the Education and Training community. While on active duty, he had assignments as a Training Manager in Strategic Air Command, an Education Officer for all DoD in Australia with Space Command and Chief, Education & Training at a Special Tactics Group with the Air Force Special Operations Command. Prior to his current position he was the Special Tactics Training Squadron Training Director. He is a graduate of the University of West Florida with a B.S. in Elementary Education. He has an M.A. in Teaching and Learning with Technology from Ashford University.



Individual Branch

The Individual Branch provides Air Commandos with their initial baseline for purposeful development of a professional, inclusive, diverse, credible force. The branch provides individual focused development of Air Commando attributes and competencies – Transforming Airmen into Air Commandos.

Two flights are in this branch, Warfighting and Professional Development. Warfighting Flight offers the 100-level focus on Introduction to Special Operations course and theater orientation remote learning courses. Professional Development Flight offers the Flight Leadership, HQ Staff Officer, Wing Staff Officer and Squadron Officer courses.



Individual Branch ADO, Maj Joseph “Lobster” Owens

Maj Joseph “Lobster” Owens is an Systems Engineering Officer with a Masters in Systems Engineering through AFIT, and additional certificates in Program Systems Engineering, Test and Evaluation, and Program Management. He has worked on sustaining the B-52 and KC-135 weapon systems, led the modeling and simulation effort to test the F-35’s fused sensor suite and mission data, and has been the enterprise engineering services lead for the National Reconnaissance Office and deployed as the Director’s liaison to CJTF-OIR and SOJTF-OIR. Maj Owens has a breadth in sustainment and logistics, avionics, electronic warfare, modeling and simulation, configuration and data management, continuous process improvement and innovation, model based systems engineering, SIGINT, space operations, and automating tradecraft. He has been executing formal classroom and OJT instruction since 2014, and has accrued over 1000 instructor hours.



Introduction to Special Operations

Course Code: ISOC-RL **PDS Code:** 35K
Length: 3 Days in length starting AY24 **Total Course Hours:** 18

ISOC replaces the Air Commando Introduction Academics Course for FY24.

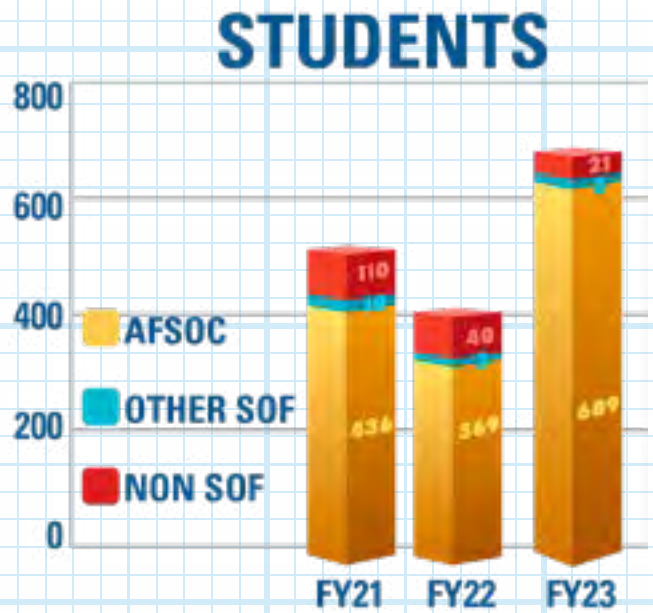
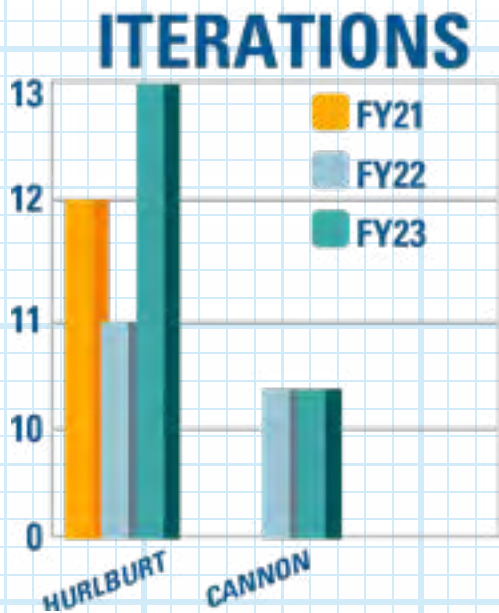
Course Description: The curriculum for this course started off as Introduction to Special Operations Course (ISOC) in 1990. ACINDOC-RL was an integration of Introduction to Special Operations and Intercultural Competencies. Combined, ACINDOC-RL satisfied all requirements for either course. This course was designed to educate and familiarize students with Air Force Special Operation Command (AFSOC), its mission, and its proud heritage beginning with the First Air Commando Group. It also focused on the organizational components and missions of US Special Operations Command (USSOCOM), with origins dating back to WWII. Embedded within this historical context is the cultural competencies necessary to conducting Special Operations tasks for US National Defense Strategy objectives. This course provided building blocks to progress one’s foundational professional military knowledge while enhancing credibility when working and interacting with joint SOF partners.

The course ran for 21 days and consisted of four modules, each module designed to be completed sequentially, including the pre-test, self-guided lessons, live Collaborate session lessons, and post-test with the end of course critique. Students found that the first nine days of the course offer flexibility to complete lessons at a self-guided pace. There were roughly 18 hours allocated for independent learning.

Target Audience: ACINDOC was designed for newly assigned personnel (within 6 months of arrival) to AFSOC. It is also designed for other personnel in a position requiring knowledge of joint US Special Operations. The course was available to all others on a space available basis.

ISOC is a remote learning course for newly assigned AFSOC personnel to quickly and accurately comprehend, then appropriately and effectively act, in culturally complex environments. The course introduces the history which led to the creation of USSOCOM and AFSOC, and explores the key concepts of special operations, irregular warfare, and AFSOC mission areas, aircraft, and special tactics.

ACINDOC FY 21-23 Student Demographics & Iterations





Flight Leadership Course

Course Code: FLC PDS Code: 532 **PDS Code:** 532
Length: 5 Days (3 Days in length starting AY24) **Total Course Hours:** 35

Course Description: The AFSOC Flight Leadership Course (FLC) was first established in 2018 to answer the Air Force’s call to develop a command FLC to meet the challenges of flight leadership. FLC is an educational and mentorship-based course designed to proactively develop AFSOC’s unit-level flight leadership teams into fully effective leaders. The course covers how to effectively lead, develop, include, and enable flight members, how to receive orders and intent to plan and coordinate internally and externally for mission success, an understanding of stewardship and accountability with managing resources, and a hands-on dive into improving the unit at a deliberately accelerated pace. Students participate in instructor and student-led discussions, solve scenario-based challenges, and develop an Initial Action Plan in support of their role as a Flight Leader.

Target Audience: All students will accomplish this course prior to assuming flight leadership duties; unit leaders should proactively work with their wing-level leadership to schedule their members. Ideally, this course will be followed up by a wing-led event that builds upon this course and trains

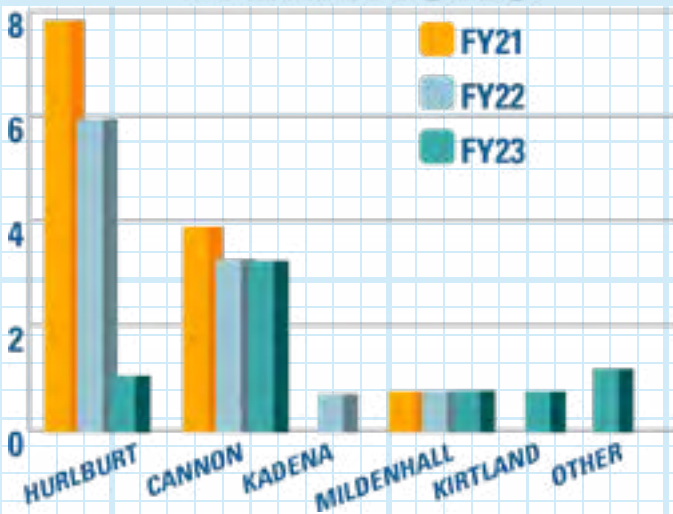
members on local procedures, priorities, working with functional and key staff networks, etc. This is a nominative USAFSOS course and attendees must be submitted by their chain of command and approved at the wing or group (O-6) level.

Capt Thomas Yarbrough, FLC Course Director

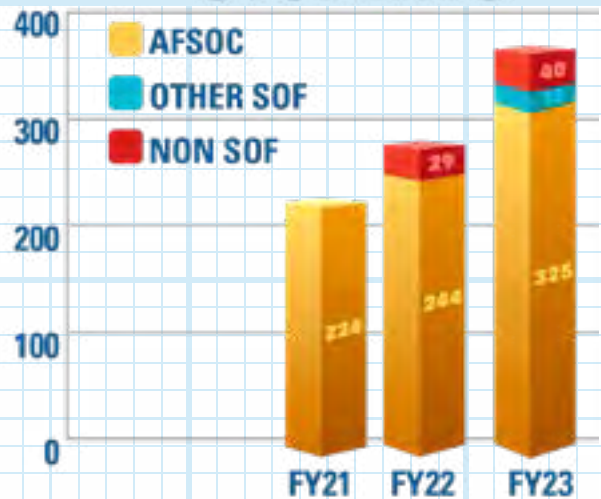
Capt Yarbrough is a Combat Systems Officer and flew on the U-28A with the 319th SOS at Hurlburt Field from 2016-2023. He also served as a Flight Commander and Assistant Operations Officer (ADO) for the 25th Intelligence Squadron at Hurlburt Field from 2020-2023. Capt Yarbrough’s knowledge on flight leadership came to fruition via his years as a Flight Commander for the Operations, Plans/Exercises, Readiness, and SARM flights. He has won several leadership awards and later became the Assistant Operations Officer, overseeing more than 10 flights and mentoring several first-time flight commanders/chiefs. Capt Yarbrough serves as the Leadership Division Chief at USAF Special Operations School and has been teaching the Flight Leadership course since May 2023.

FLC FY 21-23 Student Demographics & Iterations

ITERATIONS



STUDENTS





AFSOC Staff Action Officer

Course Code: STAFFAODEV PDS Code: 2JA

Length: 10 Days Total Course Hours: 45

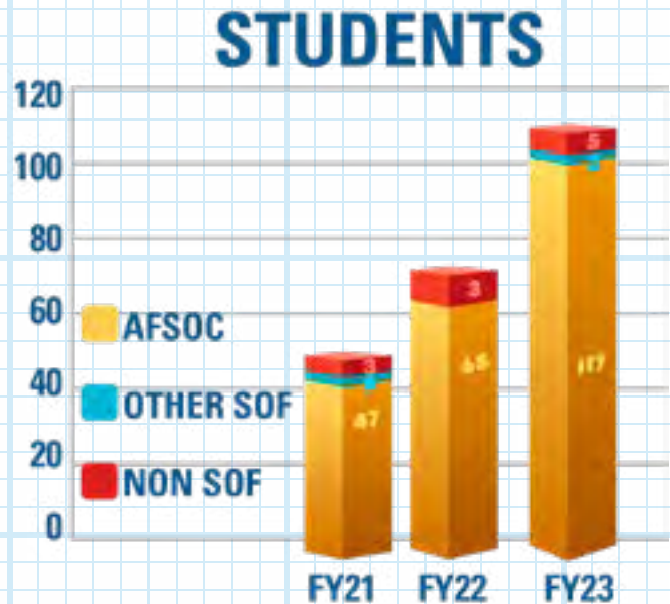
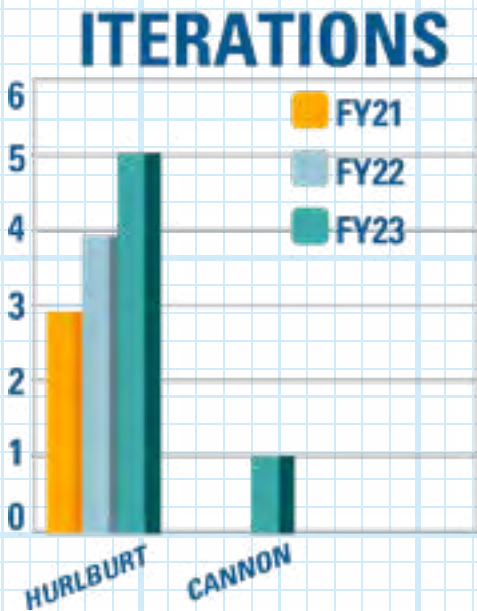
Course Description: Staff Action Officer Course is a 10-day blended learning course that has been part of the school’s portfolio since 2021. Utilizing both asynchronous remote learning and face-to-face content to prepare Action Officers on HQ AFSOC staff. Education will focus and build upon knowledge, professional speaking, professional writing, and application. The course aims to develop Action Officers to work efficiently and effectively to support the AFSOC Commander’s priorities and programs. Content emphasizes the development of necessary staff skills and knowledge while fostering cross-directorate collaboration. Students will engage in activities that promote problem-solving methodologies and professional networking.

Target Audience: The course is intended for officers, enlisted, and civilians within the first three months of their staff assignment.

Capt Brittne Davis, STAFFAO Course Director

Capt Davis is an Intelligence Officer with a Master of Science in Strategic Intelligence and a concentration in Chinese Studies. She has had the opportunity to provide regional intelligence analysis to AOs, POs, and leadership at the 4-star level, this includes providing an alternate flight route for a prisoner recovery mission, which led to the recovery of three American citizens from the DPRK. She also has led ISR support for numerous sorties ISO OIR, OFS, JTF-N, AFRICOM, INDOPACOM, SOUTHCOM, the Camp David Accords, EUCOM, and various POTUS missions.

Staff AO Dev FY 21-23 Student Demographics & Iterations





AFSOC Leadership Development

Course Code: LDRDEV **PDS Code:** 2HX
Length: 5 Days **Total Course Hours:** 30 **Course will not be offered in FY24.**

Course Description: Initially titled Air Commando Officer Development Course (ACODC) when developed in 2015. Today’s Leadership Development is a 5-day educational course that has four modular areas of instruction. The first module lays out the strategic vision and mission of AFSOC while emphasizing the role of today’s Airmen in leading current and future Special Operations Forces. The second module explores the legal, administrative, and financial responsibilities of SOF leaders within SOCOM organizations, providing students with a functional understanding of what resources are available. The third module is devoted to specialized topics, including the importance of Total Force Integration (TFI). In the fourth module, the students engage in an in-class exercise employing different leadership scenarios that examine legal and ethical issues in real-world simulated situations.

LDRDEV has temporarily been put on hold in FY24 to support competing course requirements.

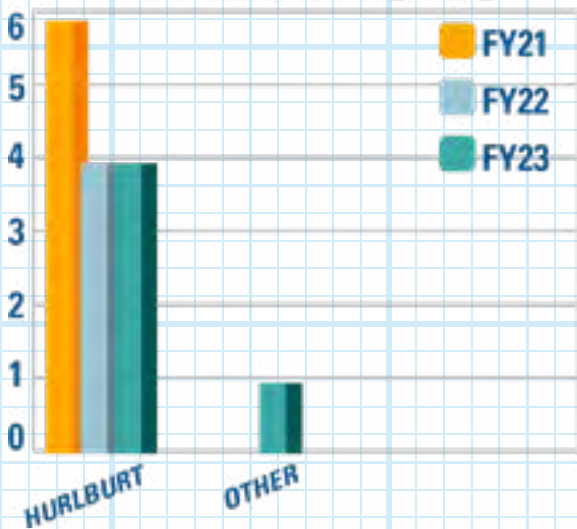
Target Audience: Wing commander-nominated leadership development course designed to prepare high performing 0-3s/0-4s, E-7s, and GS-12s/13s for future leadership roles.

Mr. Billy D. Mason, HQ/Wing Action Officer Course Director

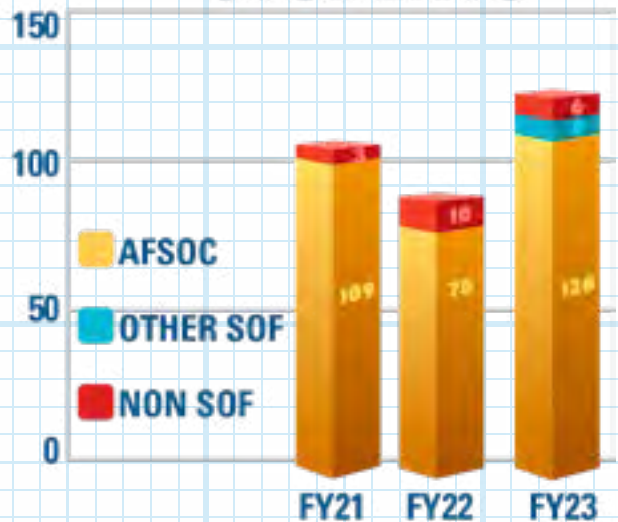
Mr. Mason is a retired Evaluator Flight Engineer with 5600 flight hrs. primarily in the C-141B, MC-130P and AC-130U. He is Combat Aviation Advisor #280. Mr. Mason has participated in joint and combined, combat, foreign internal defense, security assistance, counter violent extremist organization, counter narco terrorism and exercises worldwide. He has lead Airmen at the squadron, group and headquarters level in AMC, USAFE and AFSOC. Mr. Mason has been executing formal classroom instruction since 2018 and has accrued over 4000 instructor hours in Warfighting, Leadership and Joint Planning Process education, experiences and exercises.

LDRDEV FY 21-23 Student Demographics & Iterations

ITERATIONS



STUDENTS





AFSOC Squadron Leadership

Course Code: L421SLC PDS Code: 2FV

Length: 5 Days (3 Days in length starting AY24) Total Course Hours: 36

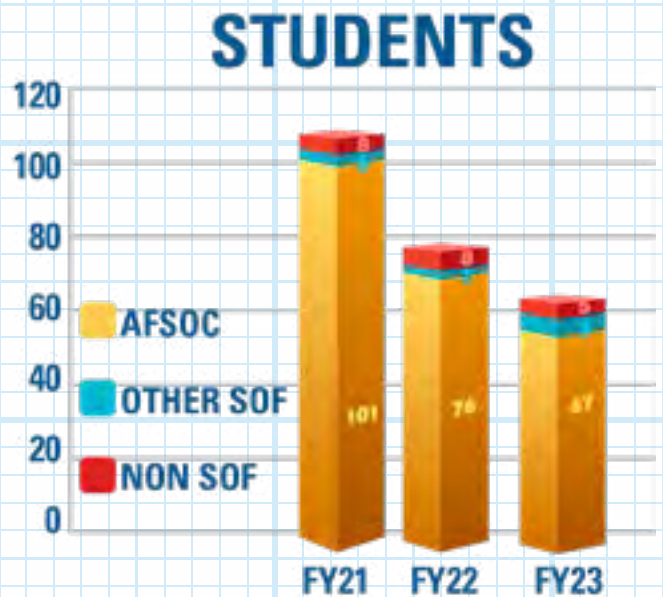
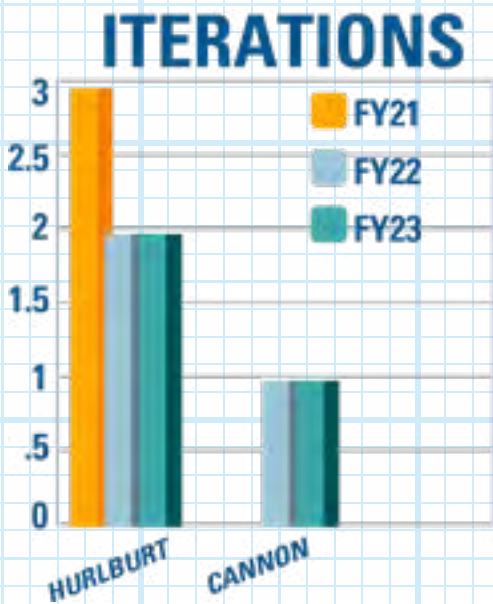
Course Description: Developed in 2019, SLC continues to improve methods to deliberately pair and develop integrated leadership teams through mentor-guided, collaborative learning. The curriculum is structured to emphasize key components of AFSOC squadron command such as cultivating AFSOC culture, mission execution, leadership and personnel management, effective utilization of resources, and unit development. SLC is designed to provide relevant education, practical tools, to develop a sphere of influence through novel activities. Students engage in discussion and complete assignments through the USAFSOS LMS prior to attending the in-residence segment of the course.

Target Audience: The Squadron Leadership Course seeks to provide education to newly hired, first-time Squadron Commanders within AFSOC, their spouses, and sitting Squadron Senior Enlisted Leaders (SELs). It is highly encouraged to attend this course as a leadership team.

Major Dan Kiser, SLC Course Director

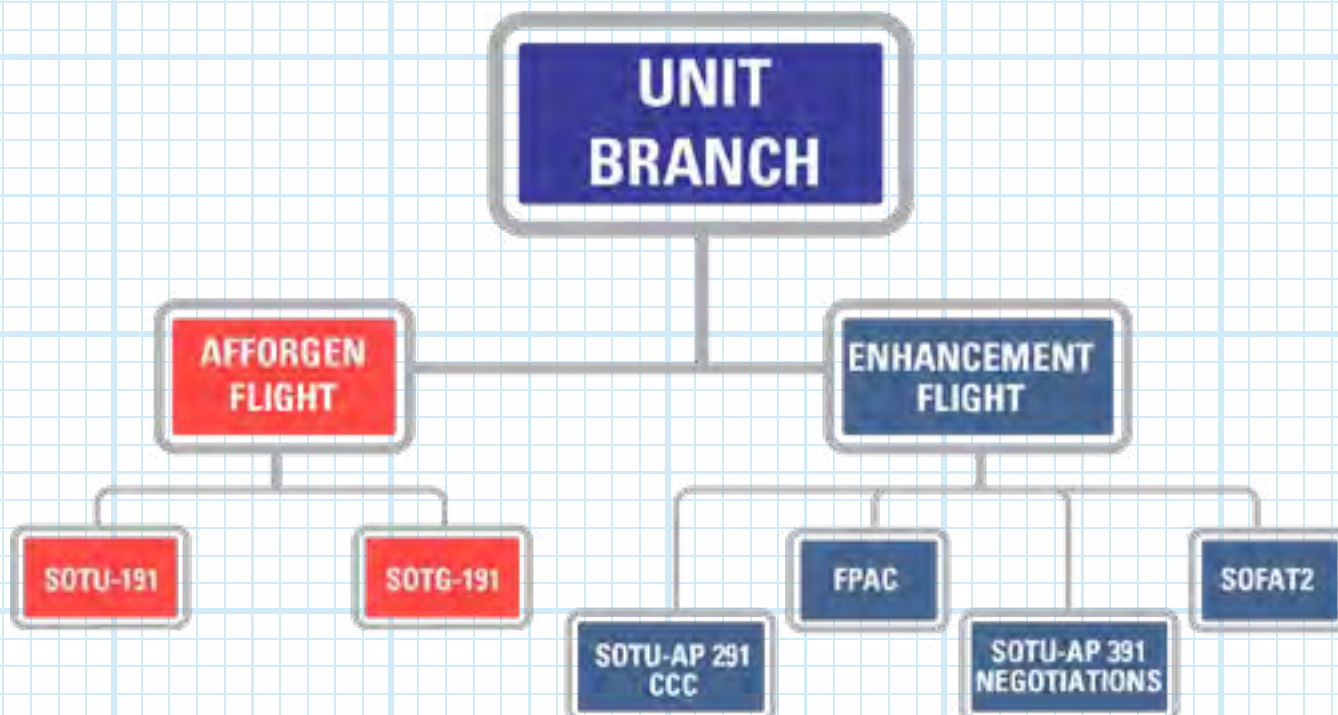
Maj Dan Kiser is an Intelligence Officer with a Master in Intelligence Analysis through American Military University, a Master in Military Operational Art and Science through Air University, and additional certificates in Diversity and Inclusion, Leadership Coaching, and Project Management. He has provided intelligence support to various A-10, F-15E, F/A-18, and F-16 combat squadrons, as well as serving as an ISR Liaison Officer for 101st Airborne Division, the 3rd Cavalry Regiment, and 18th Airborne Corps. Maj Kiser has a breadth of knowledge in layered ISR, leadership, joint warfare, human-centered design, Neurodiversity, and deliberate target development. He has been executing formal classroom and instruction since 2019 and has accrued over 3000 instructor hours, as recognized by his AETC Master Instructor Badge, and Academic Rank of Instructor.

SLC FY 21-23 Student Demographics & Iterations



Unit Branch

The Unit Branch provides Air Commandos with their multi-UTC Full-Spectrum advanced development. The branch builds on baseline skills, first level of multi-UTC integrated training to support overall SOTG taskings. UTCs begin working as a SOTG with focus on AOR specific mission requirements. Developing on full spectrum of competition and conflict. Two flights are in this branch, AFFORGEN and Enhancement flights. AFFORGEN flight offers the SOTU-191 and SOTG-191 courses. Enhancement Flight provides the SOTU-AP 291 for Cross Cultural Competencies and SOTU-AP 391 for Negotiations. Rounding up this branch are the Force Protection for Air Commands and SOF Antiterrorism Officers Level II courses.



Unit Branch ADO, Major Jubriel Meneses

Major Jubriel Meneses currently serves as the Assistant Director of Operations (ADO) for the Unit Branch as well as the CENTCOM Course Director at USAFSOS. He is from Columbia, South Carolina where he received his Bachelor of Arts in International Studies and commissioned into the United States Air Force at the University of South Carolina in 2012. Later, he received a Master of Arts in Security Studies, specializing in Intelligence Studies, from the American Military University and subsequently a Master of Arts in National Security Affairs with a focus on the Middle East from the Naval Postgraduate school in Monterey, California. As an Intelligence Officer, Maj Meneses has served in a variety of operational intelligence assignments at the National Security Agency – Georgia Field Site (NSA-G), U.S. Indo-Pacific Joint Intelligence Operations Center (INDOPACOM JIOC), and Special Operations Command – Pacific (SOCPAC). He’s deployed to the CENTCOM AOR numerous times in support of Operation Enduring Freedom, Operation Inherent Resolve, and Operation Freedom’s Sentinel (Afghanistan and Qatar); and to the INDOPACOM AOR in support of USINDOPACOM, USSOCOM, and SOCPAC priorities at United States Embassies throughout South and Southeast Asia (Singapore, Sri Lanka, Maldives, and Malaysia).



Special Operations Task Unit SOTU-191

Course Code: SOTU191 **PDS Code:** 35G
Length: 4 Days in length starting AY24 **Total Course Hours:** 32

Course Description: SOTU is a five-day, in-residence course that aims to develop the core competencies and attributes required of SOTU leaders. Students are instructed on the value of building tactical credibility and joint fluency, and how these skills impact communication with leadership. The curriculum outlines the duties and responsibilities of the AFSOC SOTU and accounts for the variances between deployed and off-station environments. SOTU explores the challenges of standing up an operation or integrating into an established infrastructure.

Target Audience: Special Operations Task Unit (SOTU) course is designed for Air Force Special Operations Command (AFSOC) personnel who have been selected for or have the potential to serve as a mission commander or Senior Enlisted Leader for a SOTU.

Prerequisite: Students are required to graduate from the ISOC course prior to taking the SOTU course. Individual waivers may be granted by the Course Director on a case-by-case basis.

Mr. Corby Martin, SOTU Course Facilitator

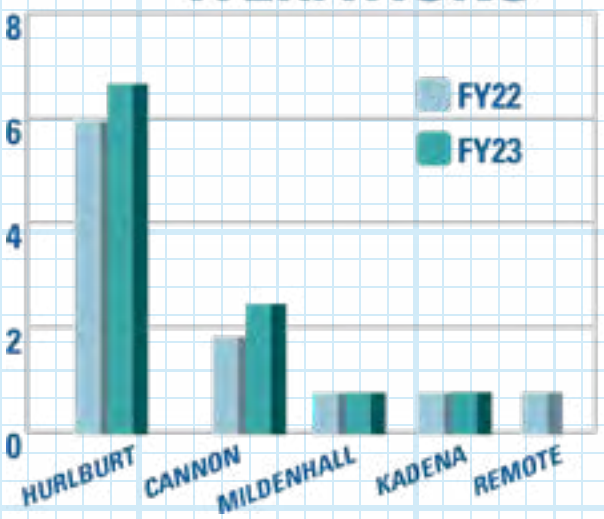
Mr. Martin is a graduate of the United States Air Force Academy and retired MH-53 Helicopter Pilot. He was flight lead for one of the formations of Army and Air Force helicopters that started Desert Storm. He served as squadron commander in Operation Allied Force in Kosovo and Operation Silent Promise in Mozambique. He deployed as part of the 1st Special Operations Wing for both Operation Enduring Freedom and Operation Iraqi Freedom. Mr. Martin has directed the USAFSOS Mission Command Course and SOTU course since 2016.

Mr. Chris Palmer, SOTU 191 Course Facilitator

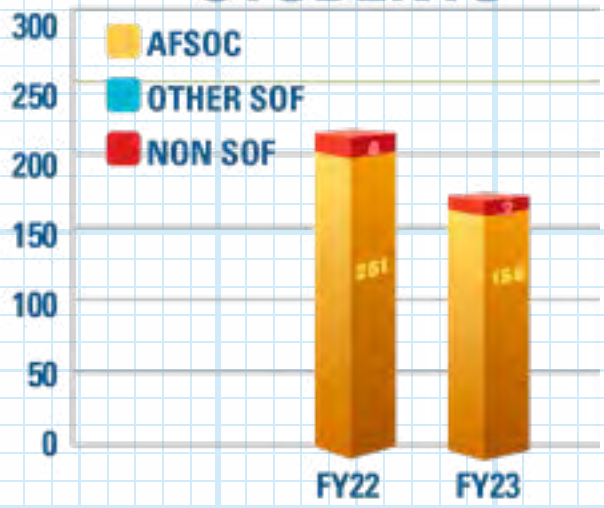
Mr. Palmer is a retired evaluator Loadmaster and Special Missions Aviator with flight hrs in the AC-130U/J, WC-130J, EC-130J, WC-130J and C-130E/H/J. He has a breadth of knowledge in joint and combined combat/exercise planning and execution, most notably Operation Odyssey Dawn in Libya. He also spent 3 years in the AFSOC OC Combat Operations Divisions providing Command and Control to AFSOC assets worldwide.

SOTU FY21-23 Student Demographics & Iterations

ITERATIONS



STUDENTS





Special Operations Task Group (SOTG-191)

Course Code: W341 **PDS Code:** W341
Length: 5 Days in length starting AY24 **Total Course Hours:** 48

Course Description: The SOTG Course replaced the Mission Command and Special Operations Force Air Command and Control courses in FY22. The SOTG Course is a ten-day, in-residence course that aims to develop the core competencies required of a SOTG construct to lead organic forces and integrate AFsOF multi-domain capabilities into JTF operations. Students learn how to exercise command and control (C2) in a multidomain, joint environment. The curriculum explores strategic guidance, warfighting functions and joint planning through the lens of a warfighting staff.

Target Audience: The Special Operations Task Group course is designed for AFsOC personnel and aims to develop the core competencies and attributes required of SOTG leaders.

Prerequisite: Students are required to graduate from the USAFSOS W119 Air Command Indoctrination course prior to taking the W341 SOTG course. Individual waivers may be granted by the Course Director on a case-by-case basis.

Capt Nate Baldwin, SOTG 191 Course Director

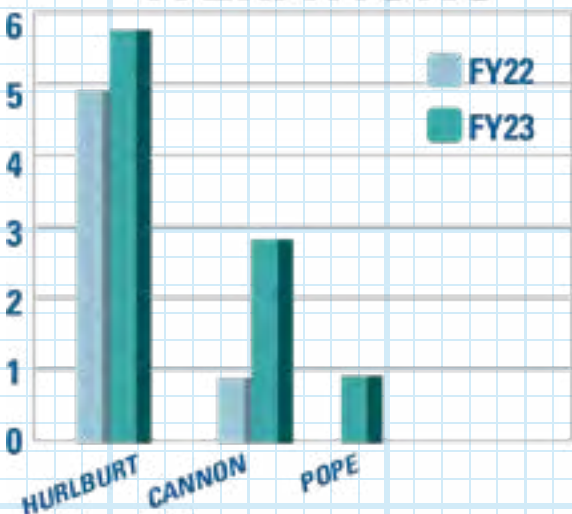
Capt Nate Baldwin served 10 years as an Army Enlisted member and has a Purple Heart for combat injuries. He is a U-28A Evaluator Combat Systems Officer with nearly 2,000 hours of flight time. He has 5 deployments to various locations throughout AFRICOM and CENTCOM. In total, he has over 10,000 hours of instruction including: Air Assault, Pathfinder, Pre-Ranger, U-28A squadron flying operations, U-28A Initial Qualification and Instructor Upgrade.

Mr. Robert Musil, SOTG 191 & 391 Course Facilitator

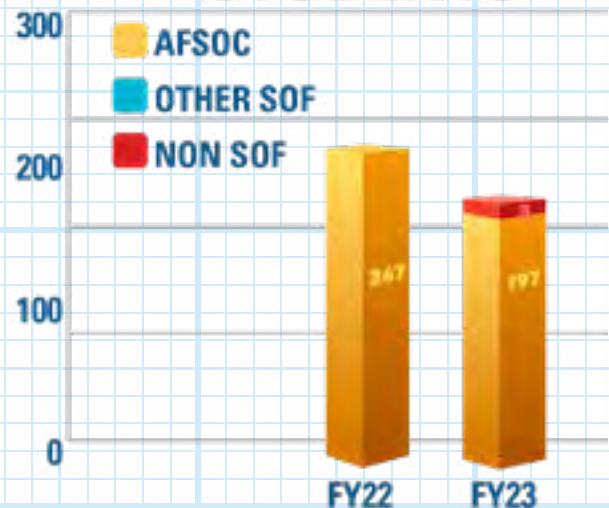
Mr. Robert Musil is a retired Master Sergeant from the United States Army where he served in the 82nd Airborne Division, the F/51st Long Range Surveillance Company, and US Army Special Operations Command in a Special Mission Unit. He served as the Enlisted Advisor and Executive Protection for the Deputy Commanding General of SOCOM. Mr. Musil also served as a Company First Sergeant for XVIII Airborne Corps Headquarters Support Company, and as an United States Army Ranger Instructor in 6th Ranger Training Battalion.

SOTG FY 22-23 Student Demographics & Iterations

ITERATIONS



STUDENTS





Cross Cultural Engagement (SOTU-AP 291)

Course Code: SOTU-AP 291 **PDS Code:** 35F
Length: 5 Days **Total Course Hours:** 31

Course Description: SOTU-AP 291 is a 5-day face-to-face course that builds general knowledge and skills to quickly comprehend, then appropriately act, in a culturally complex environment to achieve desired effects. Students learn about academic frameworks that help AFSOC members to recognize their own cultural preferences and to compare them with global variations. This course teaches students how to conduct specific research into culture attributes of a given country or region. Specific focus is placed on identifying common tensions in intercultural communications and how those tensions are manifested in the continuum of conflict environment encountered by military members. Finally, students learn and practice communication and negotiation skills for mitigating the differences in a variety of scenarios.

Target Audience: Special Ops personnel who will be engaging in face-to-face interactions with international personnel as part of their duties. This includes but is not limited to: Foreign Internal Defense, Irregular Warfare UTC medical personnel, bilateral/multilateral exercise mission planners, Non-Standard Aviation, Civil Affairs, Military Information Support Operations, and Foreign Military Sales. This course is especially constructed for personnel who anticipate going, but have not yet gone, on a deployment that requires this type of interaction. Other government personnel who anticipate working or training with international personnel will also benefit.

Other government personnel who anticipate working or training with international personnel will also benefit.

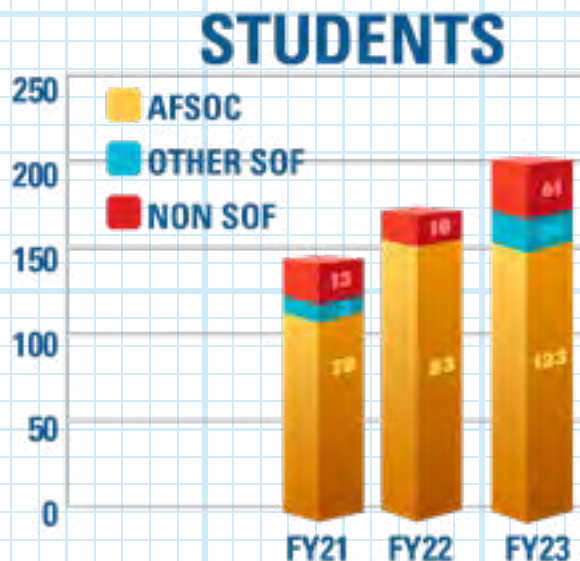
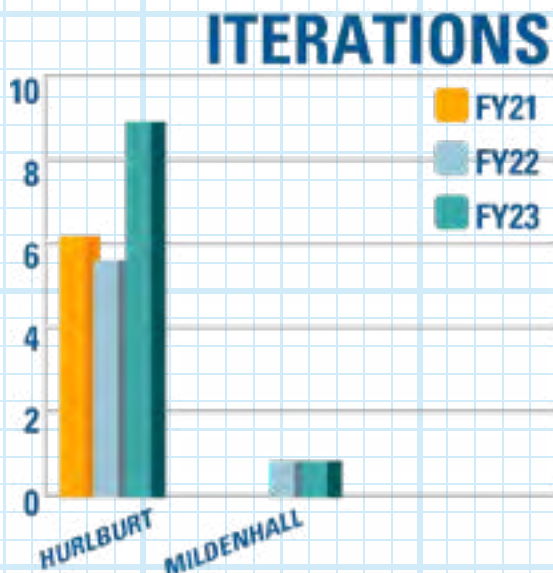
Ms. Danica Domokos, Engagement Course Director

Ms. Domokos has spent most of her 19-year career as a civilian intelligence analyst for the Defense Intelligence Agency. Ms. Domokos has deployed nine times to various AORs supporting state department and special operations missions.

Maj. Guinevere Bernard, Engagement Course Director

Major Guinevere Bernard is an IMA supporting the USAFSOS Theater Engagement department. She was initially assigned as a (13S) Space Officer, working a variety of mission sets. She transferred to become an Intel Officer working at Creech AFB, NV supporting MQ-9s, and shifted to Hurlburt Field in 2020 supporting Video feed Processing, Exploitation and Dissemination.

ENGAGEMENT FY 21-23 Student Demographics & Iterations





NEGOTIATIONS FOR AFSOF (SOTU-AP 391)

Course Code: SOTU-AP 391 **PDS Code:** 35F
Length: 3 Days **Total Course Hours:** 31

Course Description: The Negotiations for AFSOF course is designed to create negotiation skills required of AFSOC operators in culturally complex environments that are characterized by varying degrees of open or potential conflict. Focus is on the creation of frameworks for interaction that acknowledge the effects of stress due to physical and emotional factors. Students examine the military context in which negotiations must occur. To demonstrate learning of the concepts, students participate in multiple practical exercises in different scenarios.

Target Audience: This course is for the AFSOC member who will engage with others at the joint, combined, and interagency levels to support AFSOC missions and TSOC objectives. The course will benefit SOF who routinely work with others outside of their chain of command or who are involved in security cooperation or security force assistance.

Course Prerequisites: Each AFSOC student must complete USAFSOS ISOC-RL and Cross Cultural Engagements courses prior to attendance.

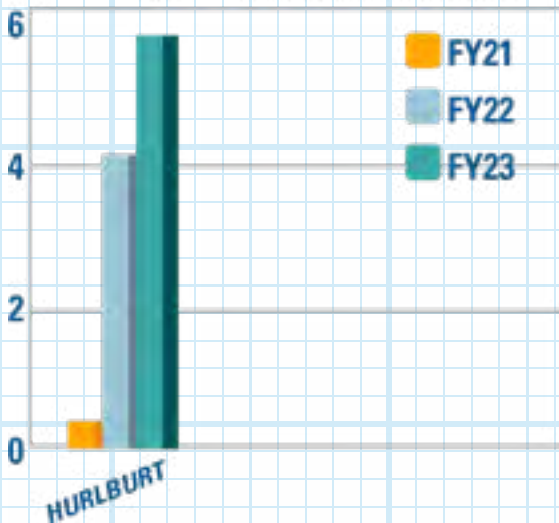
Waiver authority resides with the Theater Engagement Department Director.

Mr. Jaime Trujillo, Negotiations Course Director

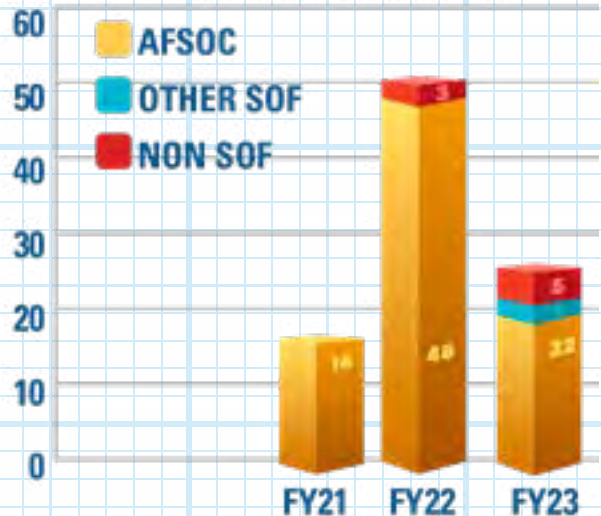
Mr. Trujillo is a retired evaluator Navigator with 3000 flight hrs. He is Combat Aviation Advisor #428, has participated in joint and combined combat, foreign internal defense, security assistance, counter violent extremist organization, and counter narco terrorism exercises worldwide. He is a Joint Fires officer, Mobility Electronic Combat Officer Course graduate, and a former C-130 FTU, CAA pipeline, 371SOCTS and USAFSOS instructor.

SOTG FY 21-23 Student Demographics & Iterations

ITERATIONS



STUDENTS





SOF Anti-Terrorism Level 2 (SOF-AT2)

Course Code: SOFAT2 **PDS Code:** 2H8
Length: 5 Days **Total Course Hours:** 40

Course Description: SOF Antiterrorism Level 2 is a 5-day course that certifies antiterrorism officers (ATOs) through a scenario-based curriculum designed to prepare special operations forces conducting irregular warfare activities in uncertain and hostile contingency environments. SOF-AT2 develops the ATO to advise a commander on antiterrorism and mission assurance through incremental risk analyses, hands-on technical demonstrations, course-of-action development, and field exercises. SOF-AT2 supports Non-Standard Aviation (NSAv), Mission Sustainment Team (MST), and Deployed Aircraft Ground Response Element (DAGRE) pipeline training requirements as a USAF-approved Antiterrorism Level II certification course compliant with DoD Instruction O-2000.16, Volume 1.

Target Audience: Military officers (O-1 to O-4), enlisted (E-5 to E-8), US Government civilian employees designated by the commander to perform Antiterrorism duties, and other individuals involved in or supporting AT/Force Protection programs. SOFAT2 is a nominative course. Students are

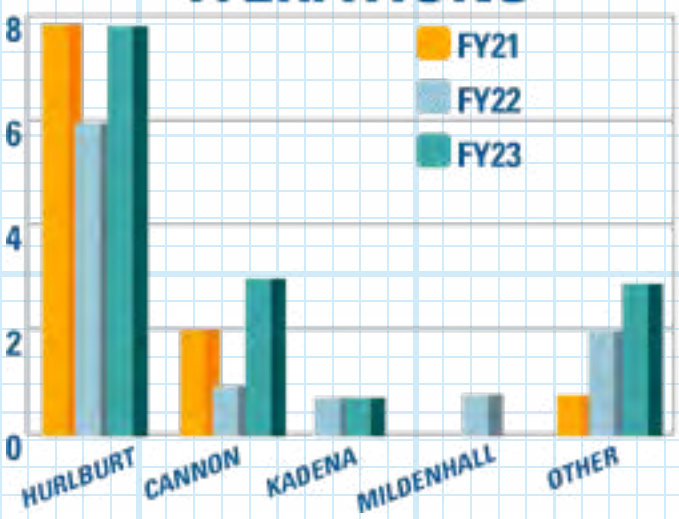
selected on an individual basis and notified of their selection by the course director. Selections are made approximately 4 weeks prior to the course start date. AFSOC and other SOF nominees are given priority, with other personnel accepted as space is available.

Mr Richard Reddecliff, SOFAT2 Course Director

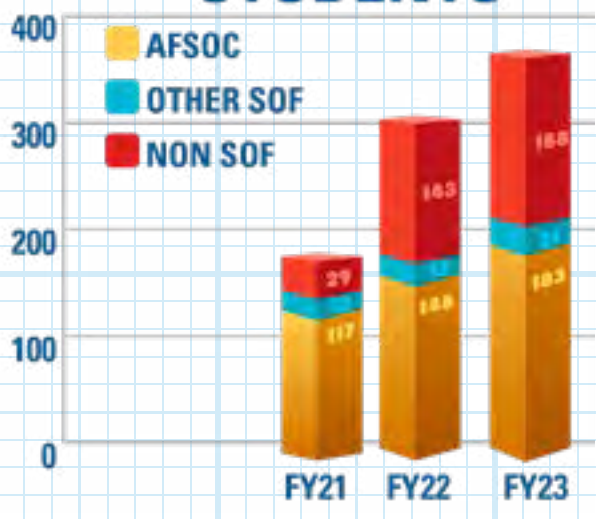
Mr. Reddecliff is a retired AFOSI special agent. In OSI he commanded Detachment 241 (Provisional) at Dhahran, Kingdom of Saudi Arabia; Det 212 at Shaw AFB, South Carolina; and Det 518 at Spangdahlem AB, Germany. He also directed the Dynamics of International Terrorism course for AFSOC from 1999 to 2002, and following the events of 9/11 he was reassigned as the OSI Counterterrorism Liaison Officer to the National Security Agency. Shortly after retirement from active duty, he became the Antiterrorism Officer for the 501st Combat Support Wing, assessing and managing the risk of terrorism at RAF Alconbury, RAF Molesworth, RAF Croughton, RAF Fairford, RAF Welford, Menwith Hill Station, and dozens of other operating sites in the United Kingdom and Norway. He returned to USAFSOS in 2016.

SOF-AT2 FY 21-23 Student Demographics & Iterations

ITERATIONS



STUDENTS





Force Protection for Air Commandos (FPAC-291)

Course Code: FPAC-291 **PDS Code:** 35N
Length: 5 Days in length starting AY24 **Total Course Hours:** 31

Course Description: The Force Protection for Air Commandos a 5-day course that examines the organizations, motivations, and capabilities of terrorism, and the means by which the United States and SOF combat terrorism. FPAC revisits a continuing theme throughout the week, emphasizing protective measures that US government personnel and their families can employ to minimize the risks posed by terrorism, highlighted by personal accounts given by individuals directly affected by terrorism.

Target Audience: AFSOF deployers in any phase prior to COMMIT (Unit or collective preferred). Identified MST/SOTU/SOTG/JTF in AFFORGEN and other USAF/SOF/DOD/USG & allies/partners.

FPAC curriculum replaces the Dynamics of International Terrorism course at the end of 2023. Dynamics of Terrorism (DIT) course is stood down to allow for support of AFFORGEN and SOTU/SOTG.

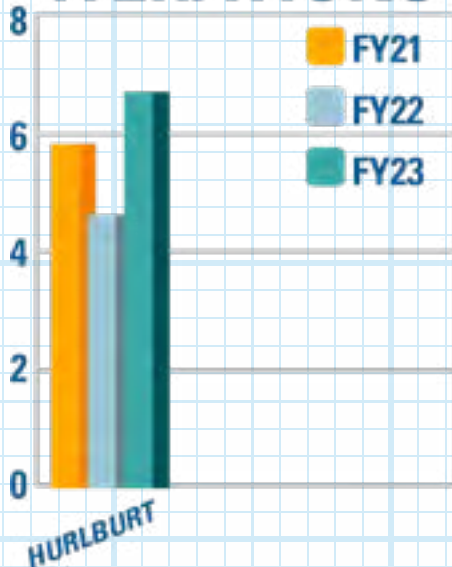


Capt Kyle “GOMR” Bushey, F-PAC Course Director

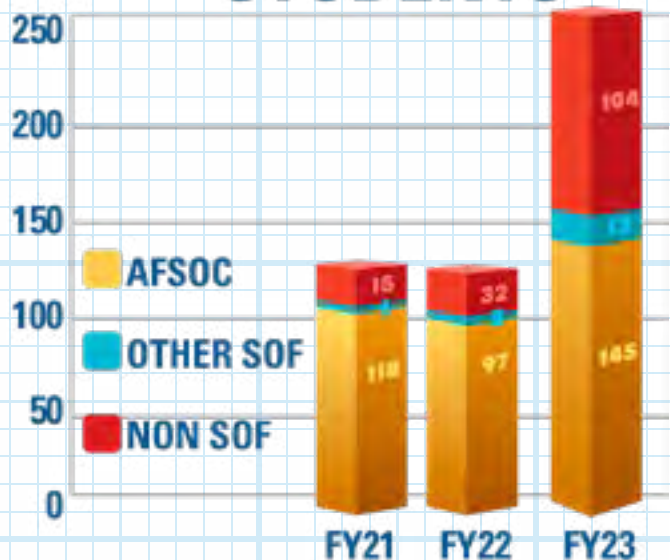
Capt Bushey is an Intelligence Officer with a Bachelors in Aviation Administration and a Masters of Strategic Intelligence with a concentration in Special Operations from the National Intelligence University. He has substantial aviation management experience from civilian work and began his Air Force career at Pilot Training. After retraining into Intelligence, he went to Nellis AFB to teach with the Air Defense Aggressors. There, Capt Bushey was SME for Air Defense Artillery and the SA-10, SA-20, and SA-21 surface-to-air missile systems. He taught at Green Flag, Fighter Electronic Combat Officer Course, and the Adversary Threat Lecture Series. He also led Red Flag, Weapons School, and MAWTS missions for the ground domain as SAM-1.

DIT FY 21-23 Student Demographics & Iterations

ITERATIONS



STUDENTS

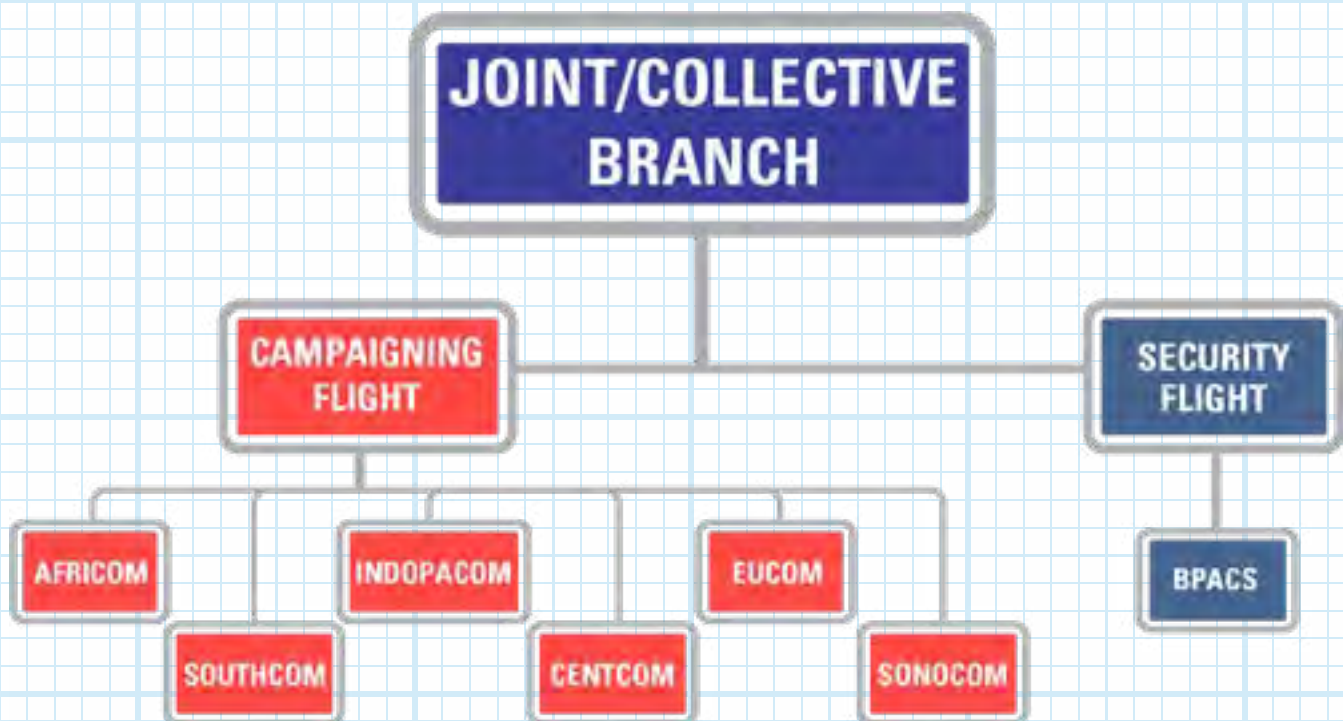


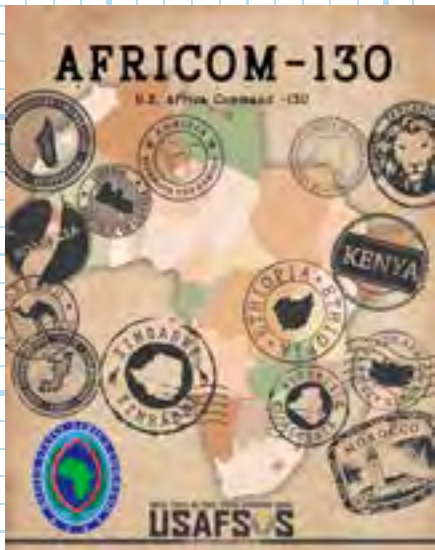
Joint/Collective Branch

The Joint/Collective branch provides Air Commandos with integrated Force Element Development. Initial 300 level training will integrate UTCs from the same SOTG to achieve training objectives. The entire SOTG builds proficiency in generating effects, integrates in AOR campaign plans. Joint/Collective branch prioritizes high-end joint training with theater partners. Two flights are in this branch, Campaigning and Security Cooperations. Campaigning offers the 300 level theater courses and SOTG-391. Security Cooperation offers the Building Partnership Aviation Capacity Seminar (BPACS).

Joint/Collective Branch ADO, Major Matt “BAIN” Garvey

Major Garvey is a EUCOM Foreign Area Officer and F-15E Strike Eagle Weapons System Officer. He graduated from Northern Arizona University in 2010, majoring in Anthropology and a minor in Mandarin Chinese. Maj Garvey went on to complete the F-15E Basic Course at Seymour Johnson AFB and reported to his first duty station at RAF Lakenheath in 2013. During his time at RAF Lakenheath, Maj Garvey deployed to the Middle East twice in support of Operation Inherent Resolve and participated in a variety of NATO exercises with our Allies and Partners. He served as Flight Commander and Instructor Weapons System Officer, while also earning his Master’s Degree in Business Administration from Washington State University. Following that, Maj Garvey returned to Seymour Johnson AFB for another operational tour, deploying again in support of OIR. He then was assigned to the FTU as an Instructor and Evaluator. In 2019, Maj Garvey was selected for the Foreign Area Fellowship, earned an Associate Degree in Russian from the Defense Language Institute and a Master’s Degree in Security Studies from the Naval Postgraduate School, as well as working in the Office of Defense Cooperation in Riga, Latvia.





AFRICOM-130

Course Code: AFRICOM-130 **PDS Code:** 35S
Length: 4 Days (Remote) **Total Course Hours:** 24

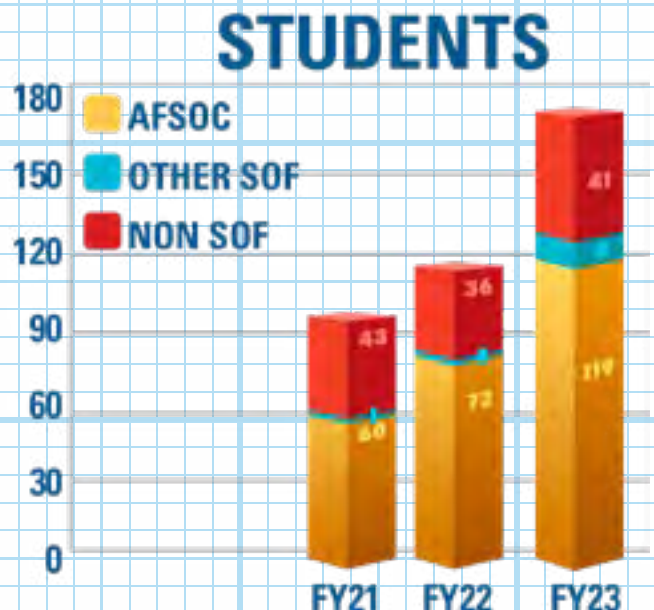
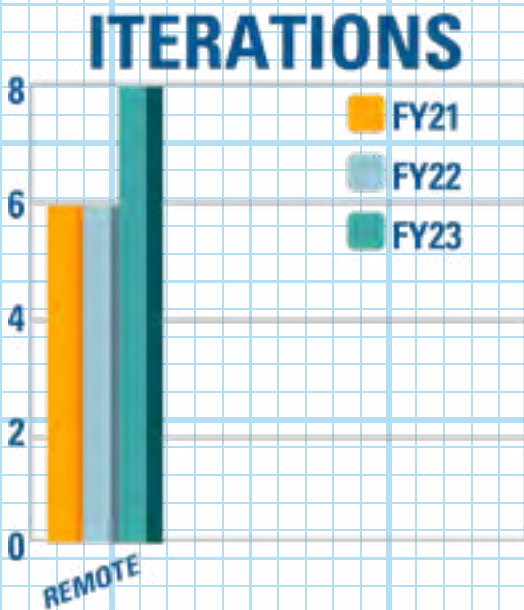
Course Description: AFRICOM Orientation 130 is a 4-day Remote Learning (RL) course focusing on US strategic interests in the AFRICOM AOR. This course focuses on the creation of regional and cultural understanding that will enable SOF personnel to operate more effectively within AFRICOM. This course deliberately aligns its topic selections with applicable AFSOC, Special Operations Command Africa (SOCAF), U.S. Africa Command (USAFRICOM), US Special Operations Command (USSOCOM), and relevant Headquarters United States Air Force (HAF) guidance, plans and operations to place tactical-level core SOF mission areas into operational and strategic contexts. The course covers the political, military, social, and economic factors that have historically influenced operations in AFRICOM.

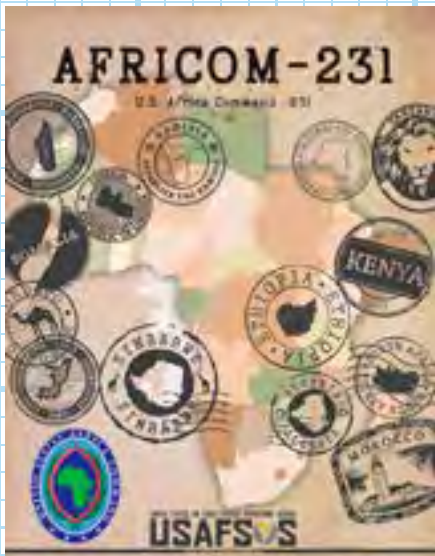
Target Audience: This course is designed for AFSOC members prior to their first deployment to United States Africa Command (AFRICOM), and is intended as a first-step for deploying SOTGs. However, any AFSOC deployer will benefit, as will Joint Special Operations Forces (SOF), USAF Airmen, and DoD-wide SOF enablers. Other DoD and interagency personnel who work in/with US AFRICOM are welcome on a space available basis.

Mr. Hadi Tabit, AFRICOM Course Director

Mr. Hadi Tabit is one of the few DoD specialists in AFRICOM AOR. He earned his Masters and Bachelor’s degrees in Islamic Studies and Educational Science from Rabat, Morocco. He graduated the DoD National Security Education Program NSEP. Currently, he is AFRICOM course director at USAFSOS. He has been leading the course for the last 13 years. He taught practically every US SOF operator that deployed to Africa in the last decade. Lately, he is focusing on Special Operations Task Groups (SOTGs) and Special Operations Task Units (SOTUs).

AFRICOM-RL FY 21-23 Student Demographics & Iterations





AFRICOM-231

Course Code: AFRICOM-231 **PDS Code:** 35T
Length: 5 Days **Total Course Hours:** 33

Course Description: AFRICOM Operations 231 is a 5-day, in-residence course concerning relevant regional and cultural subjects selected to enable AFSOC members deploying in support of a range of theater campaign objectives. Curriculum focus includes understanding operations below the level of armed conflict, topics aligning to USAFRICOM Theater Campaign Plan Lines of effort, subordinate SOF priorities, and AFSOC priorities. The course also focuses on explaining the authorizations and command relationships for deploying SOTGs and SOTUs.

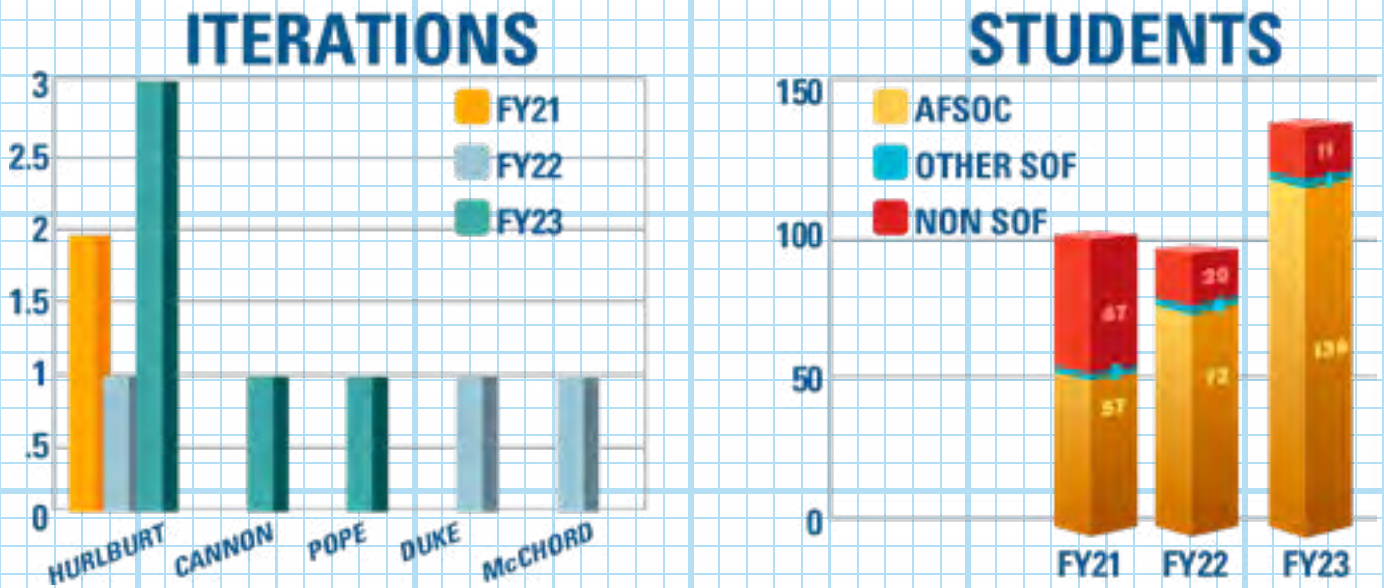
Target Audience: This course is designed for deploying SOTGs, SOTUs, Air Force Special Operations Command (AFSOC) aircrew, battlefield Airmen, and intelligence personnel to complete prior to deploying or integrating with other organizations in support of combat, contingency, or security cooperation operations in the USAFRICOM Area of Responsibility (AOR).

However, any AFSOC deployer will benefit, as will Joint Special Operations Forces (SOF), United States Air Force (USAF) Airmen, and Department of Defense (DoD)-wide SOF enablers. Other DoD and interagency personnel who work in or with USAFRICOM are welcome on a space-available basis.

Capt d’Entremont, AFRICOM Course Director

Capt Joshua d’Entremont is an intelligence officer who has provided intelligence analysis and support at the strategic and operational levels, including deploying in support of Operations Enduring Freedom and Inherent Resolve. He has undergraduate degrees in International Relations, Area Studies, Language, and Instructional System Design and Development. He also holds graduate degrees in Homeland Security and International Relations, including a Master of Arts from Naval Postgraduate School in Security Studies with a focus on Sub-Saharan Africa.

AFRICOM FY 21-23 Student Demographics & Iterations





SONOCOM-170

Course Code: SONOCOM-170 **PDS Code:** 2B4
Length: 4 Days (Remote) **Total Course Hours:** 24

Course Description: SONOCOM 170 is a 4-day course featuring an instructional combination of self-study and live lectures via the Blackboard Collaborate classroom. The course will focus on the SOUTHCOM/NORTHCOM AORs. The goal is to provide each student with a basic understanding of the historical, cultural, and geopolitical backdrop of these ever-changing AORs. As part of the curriculum, guest speakers with years of knowledge and experience in aspects of the SOCOCOM area are brought in whenever possible. Additionally, military members conducting operations in the region are invited to share their experiences interacting with the political, military, social, and geographic environments. In addition to general AOR knowledge, carefully selected key historical topics and contemporary issues are covered to prepare students for the dynamic, operations-focused SOUTHCOM 271 follow-on course. Students of all services and specialties are welcome.

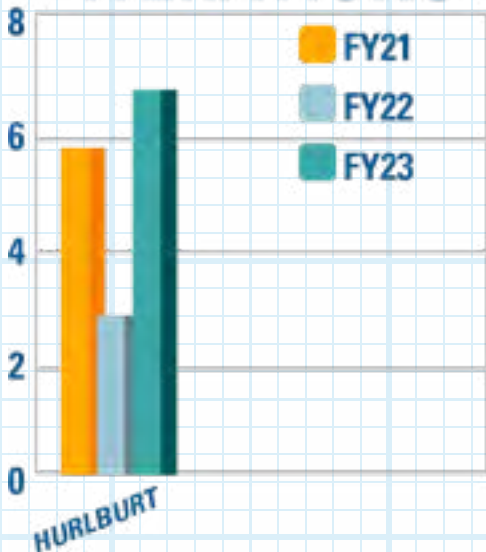
Target Audience: The course’s target audience includes SOTGs, SOTUs, AFSOC, SOF, SOF-enabling Conventional Forces (GPF), and selected interagency personnel, units, or agencies with requirements for a broader regional political-military, security, and cultural education as an enabler for analysis related to or operational missions in the USSOUTHCOM and USNORTHCOM AOR

SSgt Seth Clement, SOUTHCOM Course Director

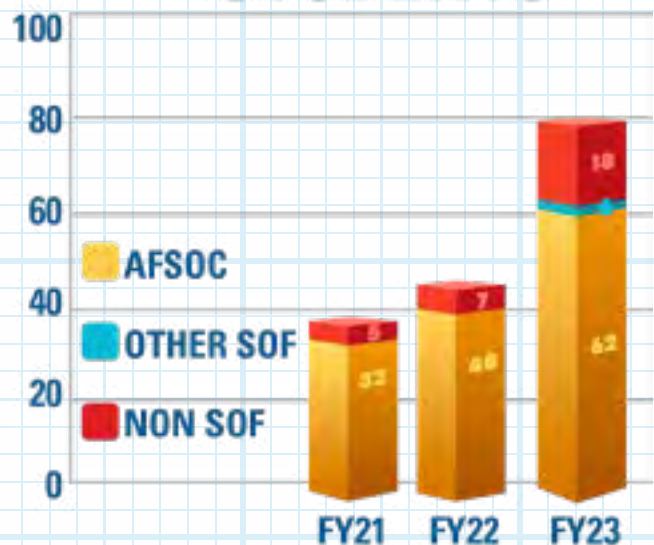
SSgt Seth Clement, from Clyde, Texas, is a reservist all-source intelligence analyst. He enlisted in 2019 as AFSOC analyst at Duke Field FL. In 2020, he deployed to JSOAC-C in Al Udeid, Qatar, as well as 2 deployments to SOUTHCOM supporting C-146A crews within SOTU-S. In 2023, he began at Hurlburt Field as a USAFSOS, SOUTHCOM Theater Course Director. In this role, he delivers operationally focused education on SOUTHCOM to Special Forces and Department of Defense personnel with a focus on theater specific operations, geopolitics, history, demographics, and cultural matters.

SONOCOM-RL FY21-23 Student Demographics & Iterations

ITERATIONS



STUDENTS





SOUTHCOM-271

Course Code: SOUTHCOM-271 **PDS Code:** 35E
Length: 5 Days **Total Course Hours:** 32

Course Description: The SOUTHCOM 271 Operations Course is a 5-day, in-residence course concerning relevant regional and cultural subjects selected to enable AFSOC members to support various theater campaign objectives. Curriculum focus includes understanding operations below the level of armed conflict, topics aligning to SOUTHCOM Theater Campaign Plan Lines of Effort, subordinate SOF priorities, and AFSOC priorities. SOUTHCOM 271 Operations Course is hosted at the USAFSOS main campus on Hurlburt Field, FL and other remote locations as necessary. Instructor-led sessions provide a detailed discussion of high-interest subjects specific to USSOUTHCOM. Instructors are either resident USAFSOS faculty or guest civilian and military subject matter experts, ensuring diversified perspectives to promote critical thinking.

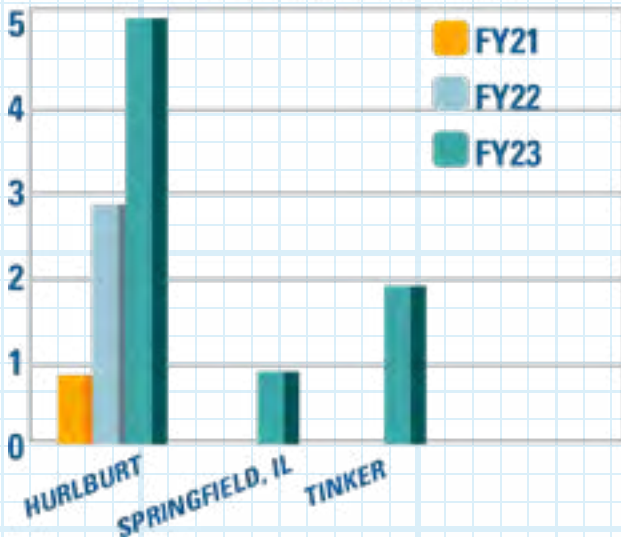
Target Audience: This course is designed for SOTGs, SOTUs, Air Force Special Operations Command (AFSOC) aircrew, battlefield Airmen, and intelligence personnel to complete prior to deploying or integrating with other organizations in support of combat, contingency, or security cooperation operations in the USSOUTHCOM Area of Responsibility (AOR). However, any AFSOC deployer will benefit, as will Joint Special Operations Forces (SOF), United States Air Force (USAF) Airmen, and Department of Defense (DoD)-wide SOF enablers. Other DoD and interagency personnel who work in or with USSOUTHCOM are welcome on a space-available basis.

Maj Shimon Perez-Conde, SOUTHCOM Course Director

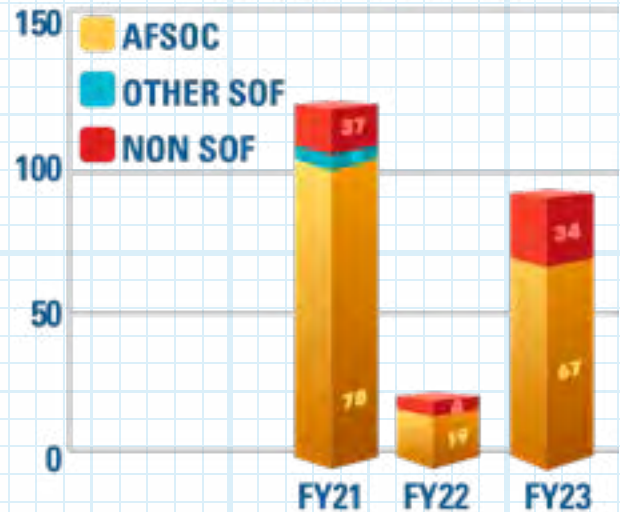
Maj Shimon B. Perez-Conde, from Miami, FL, is an active-duty EUCOM Foreign Area Officer. He enlisted in 2008 as a Contracting Specialist at Eglin AFB. In 2012, he was commissioned through Officer Training School (OTS) and then attended Undergraduate Pilot Training (UPT) at Vance AFB, OK. In 2013, he started his adventure in AFSOC as a U-28 pilot. He flew ISR missions at the 34 SOS for seven years. During that time, he deployed a total of 4 times. In 2020, he left AFSOC to become a FAO for the bigger USAF. As such, he was stationed at Ramstein AB, Germany, in 2021 as the ADO for the sole Air Advising Squadron supporting USAFE's Security Cooperation missions. In 2023, he returned to Hurlburt Field to join USAFSOS as the SOUTHCOM Theater Course Director. In this role, he delivers operationally focused education on SOUTHCOM to Special Forces and Department of Defense personnel, focusing on theater-specific operations, geopolitics, history, demographics, and cultural matters.

SOUTHCOM FY21-23 Student Demographics & Iterations

ITERATIONS



STUDENTS





INDOPACOM-110

Course Code: INDOPACOM110 **PDS Code:** 35L
Length: 4 Days (Remote) **Total Course Hours:** 28

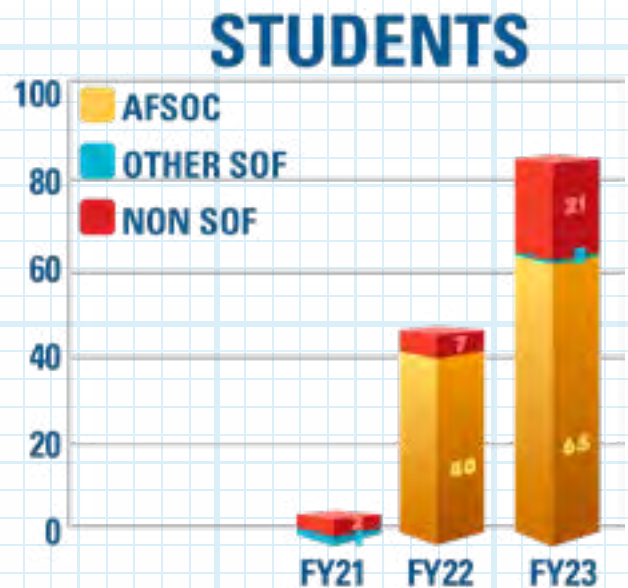
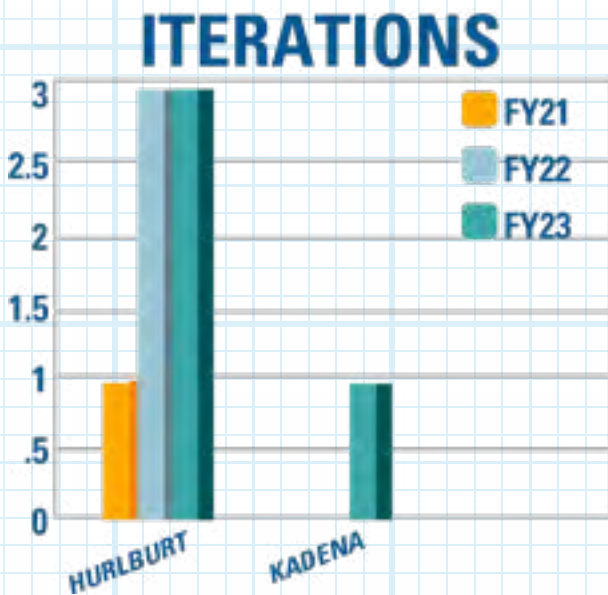
Course Description: INDOPACOM Orientation 110 (INDOPACOM-110) is a 4-day Remote Learning course designed to provide a foundational understanding of US strategic interests and operations in the United States Indo-Pacific Command (USINDOPACOM) Area of Responsibility (AOR). INDOPACOM-110 provides a broad overview of strategic US interests in the USINDOPACOM AOR and the historical background and cultural factors that influence allies, partners, and competitors which impact US policy and DoD operations in theater.

Target Audience: This course is designed for AFSOC personnel deploying to INDOPACOM in a SOTG or SOTU as part of AFFORGEN cycle. However, any AFSOC deployer will benefit, as will Joint SOF, USAF Airmen, and DoD-wide SOF enablers. Other DoD and interagency personnel who work in or with INDOPACOM are welcome on a space available basis.

Mr. Bill Register, INDOPACOM Course Director

Mr. Register is a Course Director for the INDOPACOM courses. He retired after 22 years of active duty Air Force service, as a flight engineer and Combat Aviation Advisor (#348). He has degrees in International Business, International Relations, Homeland Security, Criminal Justice, and Business Management, from Columbia Southern University and University of Management and Technology, as well as an Aviation Operations degree from CCAF.

INDOPACOM RL FY21-23 Student Demographics & Iterations





INDOPACOM-211

Course Code: INDOPACOM211 **PDS Code:** 35M
Length: 5 Days **Total Course Hours:** 32

Course Description: Originally featured at USAFSOS in 1988 as the Southeast Asia Orientation Course (SEAOC), INDOPACOM Operations 211 (INDOPACOM-211) is a classified course that extends over 5 days, offering an advanced exploration of the United States Indo-Pacific Command (USINDOPACOM) Area of Responsibility (AOR). INDOPACOM-211 focuses on US strategic interests in the Asia-Pacific region with emphasis placed upon items of greatest interest to US Special Operations Forces (SOF) and Air Force Special Operations Command (AFSOC). Building upon the foundation of INDOPACOM Orientation 110, the course addresses the socio-economic, cultural, political, historical, and security dynamics that influence SOF operations in support of USINDOPACOM’s Theater Campaign Plan. Students are also exposed to other subjects of interest to the US government including terrorist activities, transnational crime, and regional organizations in Northeast, Southeast, and South Asia. Special emphasis

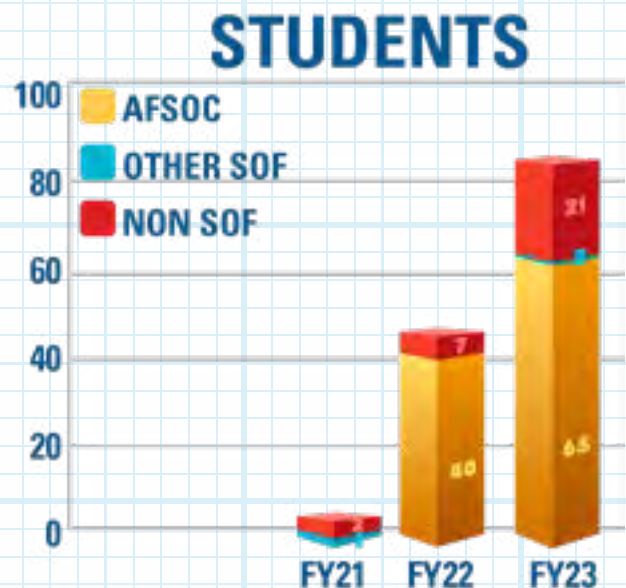
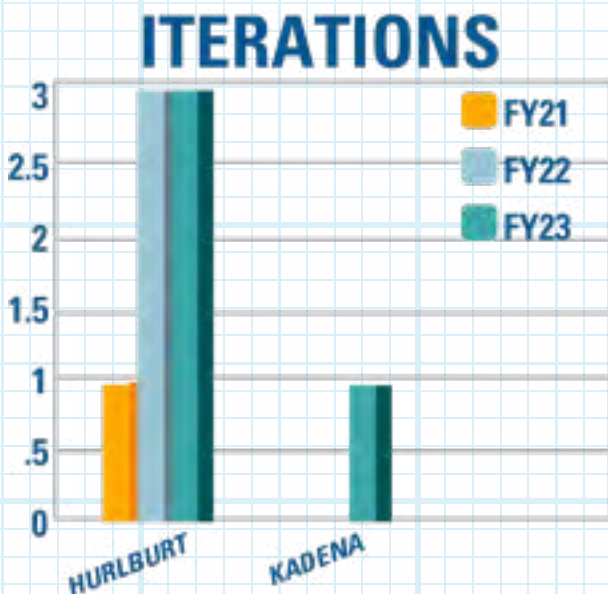
is placed on familiarizing attendees with the critical roles of SOTGs and SOTUs, ensuring that all participants are well-versed in the strategic documents that guide USINDOPACOM initiatives.

Target Audience: This course is designed for SOF personnel deploying in a SOTG or SOTU as part of AFFORGEN cycle. The course also is suited for SOF personnel currently serving in or deploying to the Asia Pacific region. INDOPACOM Orientation 110 is a prerequisite. Other DoD and interagency personnel who work in or with INDOPACOM are welcome on a space available basis. SOF quota requests are given priority.

Maj Olivia McQuilkin, INDOPACOM Course Director

Maj McQuilkin is a INDOPACOM 110 /210 Course Director. She is an intelligence officer (14N) and a Language Enabled Airman Program scholar for Ukrainian. She has extensive experience in EUCOM at Ramstein Air Base, where she was the US Air Forces in Europe-Air Forces Africa Air and Air Defense Branch OIC and in that role supported partner nation engagements in over 15 European countries. She supported Operations Enduring Freedom, Nomad Shadow, Freedom’s Sentinel, along with a deployment Camp Arifjan, Kuwait to as the Chief of ISR Strategy in support of Combined Joint Task Force-Operation Inherent Resolve. Maj McQuilkin received a Bachelor of Science from the US Air Force Academy in Foreign Area Studies-Eastern Europe with a minor in Russian, graduated with honors and received her associate degree from the Defense Language Institute in Basic Chinese-Mandarin, and graduated with distinction from the Naval Postgraduate School with a Master of Arts in Security Studies - East Asia and the Indo-Pacific.

INDOPACOM FY21-23 Student Demographics & Iterations





CENTCOM-150

Course Code: CENTCOM150 **PDS Code:** 35Q

Length: 3 Days **Total Course Hours:** 28

Course Description: The 100-level orientation course, USCENCOM-150, focuses on history, culture, and demographics of the AO, providing context and background to the CENTCOM nation states. This course is offered virtually as a 4 day course and presented at the unclassified level.

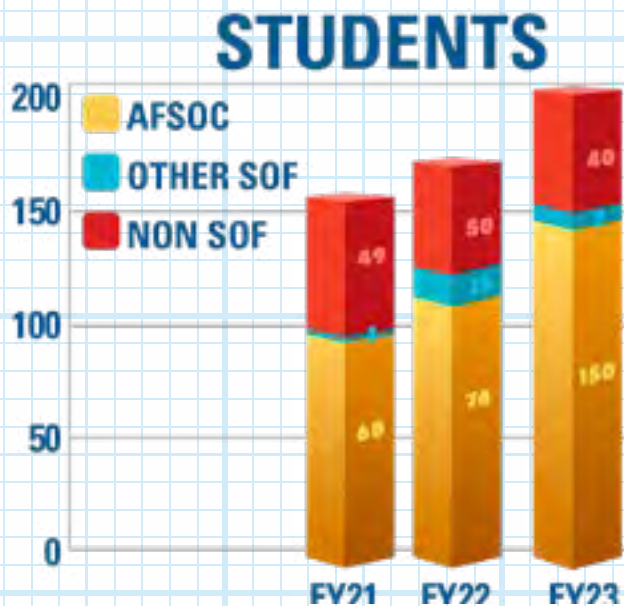
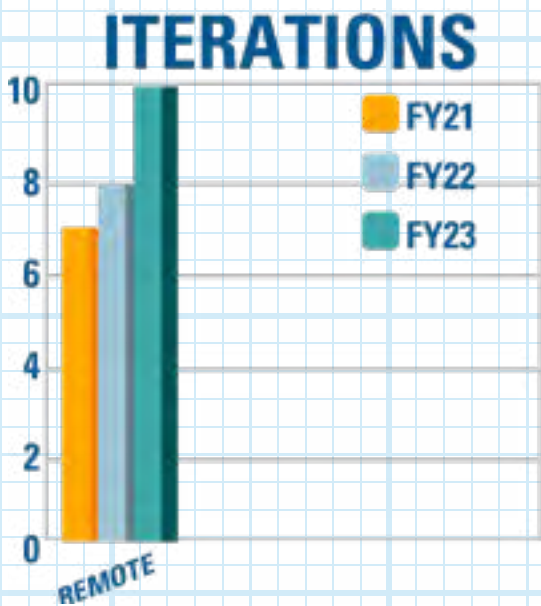
Target Audience: This course is designed for AFSOC personnel deploying to CENTCOM in a SOTG or SOTU as part of AFFORGEN cycle. However, any AFSOC deployer will benefit, as will Joint SOF, USAF Airmen, and DoD-wide SOF enablers. Other DoD and interagency personnel who work in or with CENTCOM are welcome on a space available basis.

Mr. Mike Colangelo, CENTCOM Course Director

Mr. Colangelo is the civilian CENTCOM Course Director and executes 12 iterations annually between the CENTCOM-150 and CENTCOM-251 courses.

He is a retired AFSOC Arabic Direct Support Operator with 15 years of SOF experience who was qualified on 6 different AFSOC airframes in addition to 5 other aircraft and amassed 4,000 total hours and 2,500 combat hours. Mr. Colangelo is fluent in Modern Standard Arabic and also speaks Iraqi, Levantine, Libyan, and Sudanese dialects of Arabic which was used during 13 deployments to the CENTCOM region. He leverages that experience to provide students a comprehensive understanding of the region, countries and histories that impact the warfighters and decision makers during their future deployments to the region.

CENTCOM-RL FY 21-23 Student Demographics & Iterations





CENTCOM-251

Course Code: CENTCOM251 **PDS Code:** 35R
Length: 5 Days **Total Course Hours:**33

Course Description: The 200-level operations course, USCENTCOM-251, is held in residence over five days at USAFSOS on Hurlburt Field. This course builds off the 100-level class content and brings in SECRET materials with an operational focus. The curriculum dives into Strategic Documents, OPLANS, TSOE missions and priorities, Information Operations, and expands on the theater friction points across the region among other topics. Both courses are taught by our resident USAFSOS faculty, who bring a wealth of knowledge on this region, partnered with guest speakers from academia, military institutions of higher learning, and various other government agencies and positions to deliver riveting lessons relevant to Air Commandos.

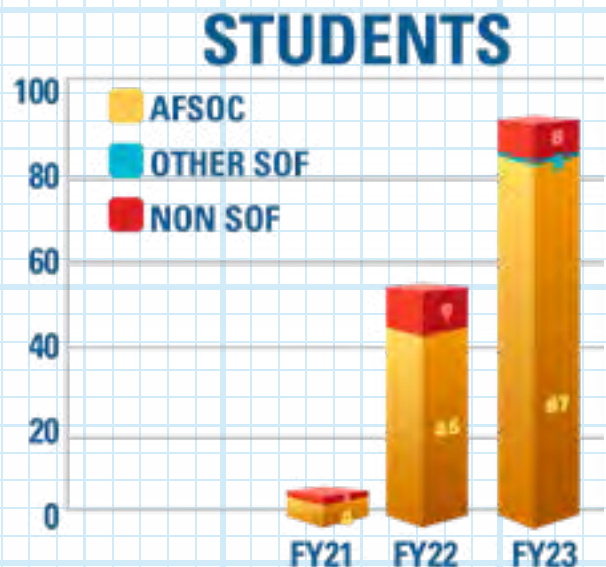
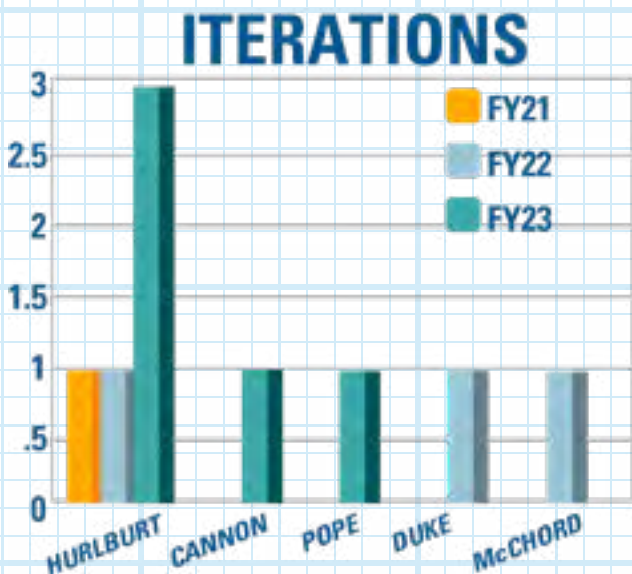
Target Audience: This course is designed for SOF personnel deploying in a SOTG or SOTU as part of AFFORGEN cycle. The course also is suited for SOF personnel currently serving in or deploying to the Asia Pacific region.

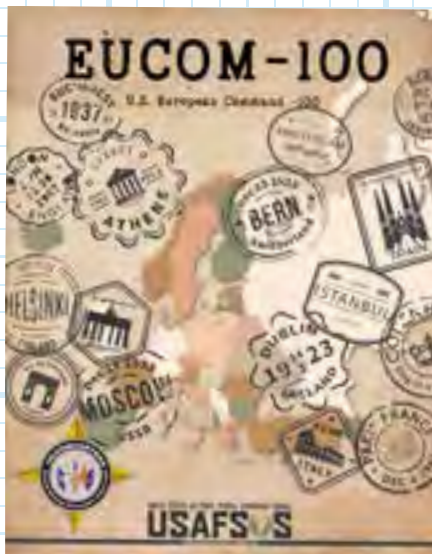
CENTCOM Orientation 150 is a prerequisite. Other DoD and interagency personnel who work in or with CENTCOM are welcome on a space available basis. SOF quota requests are given priority.

Mr. Major Jubriel Meneses, CENTCOM Course Director

Major Jubriel Meneses currently serves as the Assistant Director of Operations (ADO) for the Unit Branch as well as the CENTCOM Course Director at USAFSOS. He is from Columbia, South Carolina where he received his Bachelor of Arts in International Studies and commissioned into the United States Air Force at the University of South Carolina in 2012. Later, he received a Master of Arts in Security Studies, specializing in Intelligence Studies, from the American Military University and subsequently a Master of Arts in National Security Affairs with a focus on the Middle East from the Naval Postgraduate school in Monterey, California. As an Intelligence Officer, Maj Meneses has served in a variety of operational intelligence assignments at the National Security Agency – Georgia Field Site (NSA-G), U.S. Indo-Pacific Joint Intelligence Operations Center (INDOPACOM JIOC), and Special Operations Command – Pacific (SOCPAC). He’s deployed to the CENTCOM AOR numerous times in support of Operation Enduring Freedom, Operation Inherent Resolve, and Operation Freedom’s Sentinel (Afghanistan and Qatar); and to the INDOPACOM AOR in support of USINDOPACOM, USSOCOM, and SOCPAC priorities at United States Embassies throughout South and Southeast Asia (Singapore, Sri Lanka, Maldives, and Malaysia).

CENTCOM FY 21-23 Student Demographics & Iterations





EUCOM-100

Course Code: EUCOM100 **PDS Code:** 35Q

Length: 4 Days **Total Course Hours:** 28

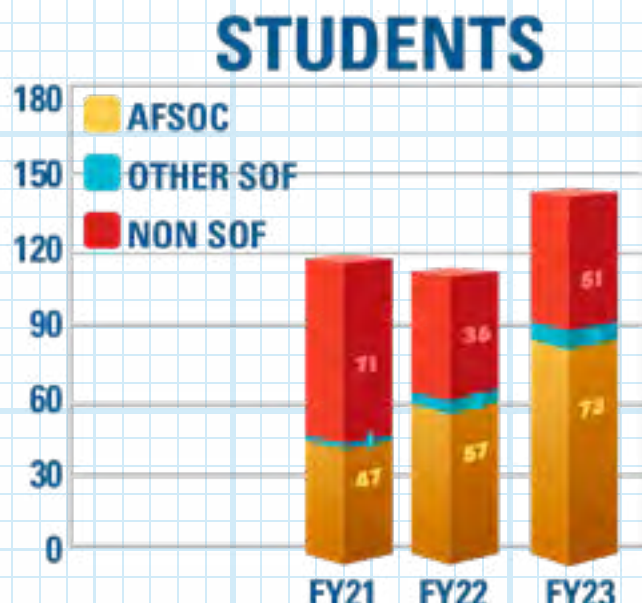
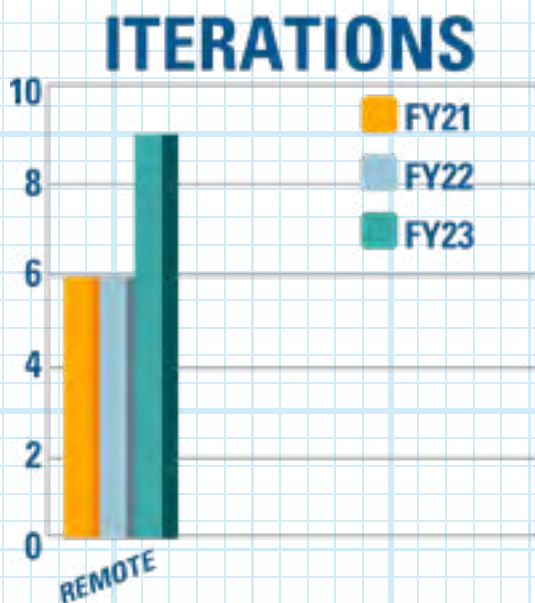
Course Description: The EUCOM Orientation 100 (EUCOM-100) is a 4-day Remote Learning course designed to provide a foundational understanding of US strategic interests and operations in the United States European Command (USEUCOM) Area of Responsibility (AOR). The course introduces basic concepts and methodologies that are further explored in the EUCOM-200 course. It aligns with AFSOC’s transition from the JSOAC construct to the new AFFORGEN model. EUCOM-100 integrates these concepts with current strategies from AFSOC, SOCEUR, USEUCOM, USSOCOM, and USAF, placing tactical-level core SOF mission areas into operational and strategic contexts. The course covers political, military, social, and economic factors in USEUCOM, including the implications of the 2020 USSOCOM Comprehensive Review and the Future AFSoF C2 CONOP. It provides an introductory framework on organizational competencies, joint functions, and multi-domain operations that are vital for effective SOF engagement in the region.

Target Audience: EUCOM Orientation 100 is targeted at AFSOC members prepping for their first deployment to USEUCOM. It is beneficial for all AFSOC deployers, Joint SOF, USAF Airmen, and DoD-wide SOF enablers. The course also welcomes other DoD and interagency personnel working in or with EUCOM, providing a basic yet critical understanding of the strategic, operational, and cultural dynamics in the region.

Ms. Jaime Nowack, EUCOM Course Director

Ms. Jaime Nowack flew as an RC-135 Airborne Cryptologic Language Analyst, Airborne Analyst, and Airborne Mission Supervisor while on active duty where she accumulated over 4,000 hours flying both reconnaissance and contingency operations. She is a Certified Project Manager and holds a B.A. in Business, an A.A.S. in Intelligence Studies and Technology and an A.A.S. in Afghan-Pashto Studies. She served as the 488th Intelligence Squadron’s Mission Planning Cell Office Chief. After moving back stateside, she worked in the Air Dominance Division at Eglin AFB as an Acquisitions Operations Specialist from 2020 to 2023 before becoming part of the USAFSOS team.

EUCOM-RL FY 21-23 Student Demographics & Iterations





EUROM-201

Course Code: EUROM201 **PDS Code:** 35P
Length: 5 Days **Total Course Hours:** 33

Course Description: The USEUCOM curriculum is segmented into two distinct courses. The Orientation course is a remote, 4-day program concentrating on US National Interests and essential background knowledge of the AOR, including geography, history, demographics, and the underlying causes of conflicts. In Fiscal Year '22, we introduced the USEUCOM Operations course, which expands upon the Orientation course. This on-site Operations course delineates the operational framework and guides the force generation of SOTGs and SOTUs in the European theater. It also delves into a spectrum of real-world operations—along the entire range of the strategic competition continuum—relevant to the SOF environment in USEUCOM, up to the SECRET classification level.

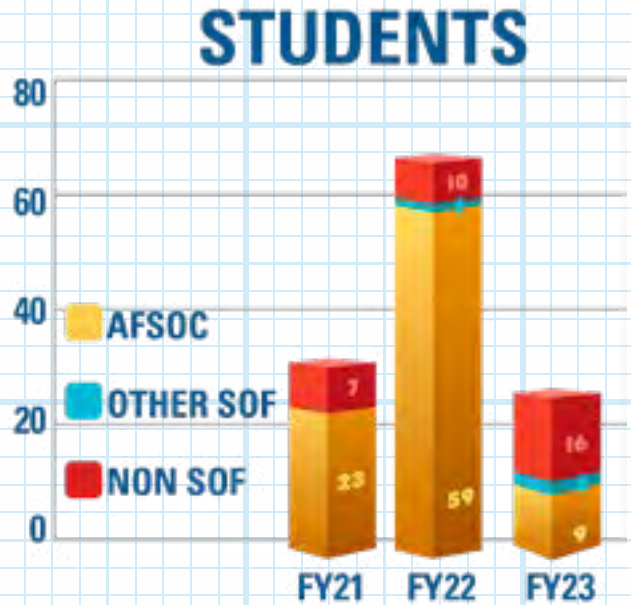
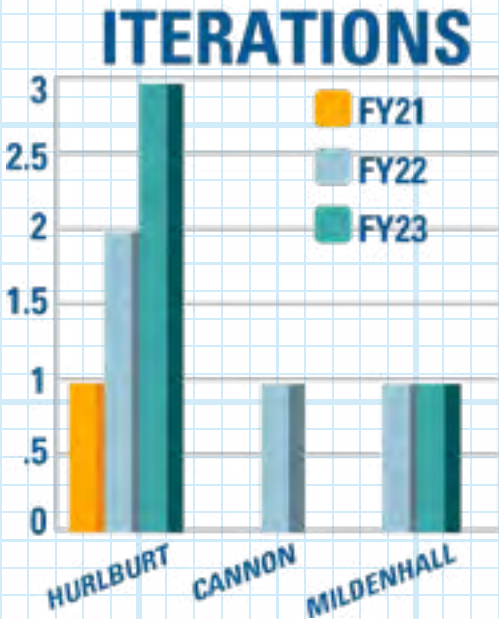
Target Audience: Designed for Special Operations Forces (SOF) personnel actively engaged or soon to be deployed to the Russia/Eurasia region,

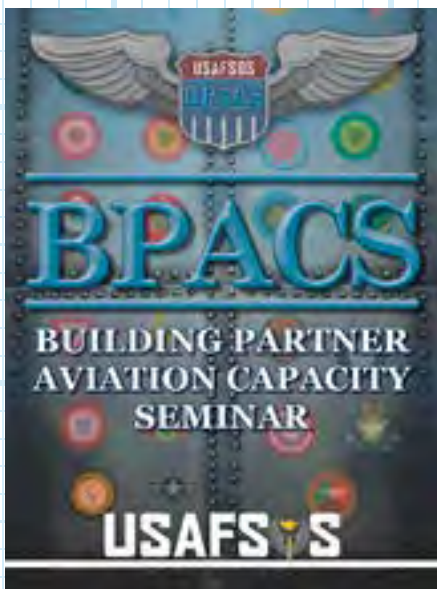
EUROM-201 prioritizes the preparation of these individuals for the complex dynamics of current and future operations. The course also welcomes joint, DoD, and other government personnel with vested interests in the region. Emphasis is placed on familiarizing attendees with the critical roles of SOTGs and SOTUs, ensuring that all participants are well-versed in the strategic imperatives that guide USEUCOM initiatives.

Captain Ed Florack, EUROM Course Director

Captain Florack has a Master of Arts in Eurasian Security Studies from the Naval Postgraduate School and a foundational Bachelor's in International Relations. His practical language skills in Russian, Persian-Farsi, and Pashtu have been instrumental in cultivating a nuanced cultural understanding critical to intelligence and operational roles. Collaborating with SOCEUR, NATO, NATO SOF, and 352 SOW, Capt Florack focuses on ensuring course content is directly applicable to the current strategic environment. His 1400+ hours as crew on the AC-130U & H model gunships and the RC-135V/W as well as experience working as an Intelligence Officer supporting CSAR operations, gives him a clearer sense of AFSOC operations.

EUROM FY 20-23 Student Demographics & Iterations





Building Partnership Aviation Capacity Seminar (BPACS S311)

Course Code: BPACS S311 **PDS Code:** 2G6 (Spanish Version: 1DK)

Length: 10 Days **Total Course Hours:** 73

Course Description: BPACS is designed to educate US SOF and partner nation (PN) aviation experts on the core attributes of Aviation Enterprise Development (AED) as they relate to national security strategy formulation and execution. The seminar aims to expand AED through a purposely built network with our allies and partners to optimize aviation interoperability, integration, and collaboration. BPACS builds understanding through collaborative learning about mutual AED needs and capacities, and exposes unique attributes of aviation capacities that contribute to effective internal and external national security goal achievement. The BPACS uses classroom discussions guided by US Department of Defense personnel, experts from other Government agencies (OGA), university professors, and other experienced military and civilian practitioners; as well as practical exercises, country presentations, and field studies/trips to achieve seminar education

objectives. Topics are presented in a seminar format to encourage collaborative learning. BPACS schedule includes social and hospitality events during and after normal duty hours to encourage rapport building and create long term relationships.

End state: Create a global network of interoperable, high trained, special operations aviation partners, capable of creating a joint effect to prevent adversaries from doing future harm. In concert with the United States 2022 National Defense Strategy Guidance, the primary goal of the BPACS is to strengthen allies and partners while attracting new partners through purposeful aviation partnership as well as reinvigorate and modernize our alliances and partnership around the world. National Security Aviation topics and activities are selected to create opportunities that build mutual respect, facilitate regional consultative mechanisms, and deepen Special Operations Forces (SOF) aviation interoperability.

Target Audience: The BPACS goal is to bring Partner Nation military and civilian personnel together with US military members and civilians to build trust and partnership as they work to build a shared, practical vision for the Partner Nation's aviation resource development. Participants that will be considered for nomination for seminar participation: Mid- to Senior-Level Partner Nation Personnel from E-IMET eligible countries, and US civilians and military (O-4 to O-6 / Civilian equivalent) with a present or future role in Partner Nation-US aviation contacts. Personnel should have a present or future role in aviation acquisition, training, operations, resource planning, or resource management.

Capt Sarah Biro, BPACS Course Director

Captain Biro is originally from Cleveland, Ohio, and entered the Air Force in August 2016 through Officer Training School at Maxwell Air Force Base, Alabama. She completed intelligence officer training in July 2017, and since then has held a variety of intelligence positions related to intelligence support to air operations. She currently serves as an intelligence officer conducting Building Partner Capacity endeavors through USAFSOS and is a formally trained Spanish speaker. As an intelligence officer, Capt Biro supported Close Air Support, Combat Search and Rescue, and non-traditional ISR missions with the 75th Fighter Squadron, to include a combat deployment in support of Operation ENDURING FREEDOM. She was also the Chief of Intelligence Training at the 23d OSS at Moody Air Force Base, Georgia, where she trained and mentored junior analysts on A-10 mission sets and support to operations. Captain Biro was formerly a Combat Aviation Advisor (#907) conducting Aviation Foreign Internal Defense missions in INDOPACOM and joint exercises with allies and partners.

Maj Chris Price, BPACS Course Director

Major Christopher "Precio" Price is originally from Quito, Ecuador and received his commission from the U.S. Air Force Officer Training School in 2012. He has a Bachelor of Science in Business Administration from the University of Arkansas Grantham and a Master of Arts in International Relations, with a focus on Latin America, from American



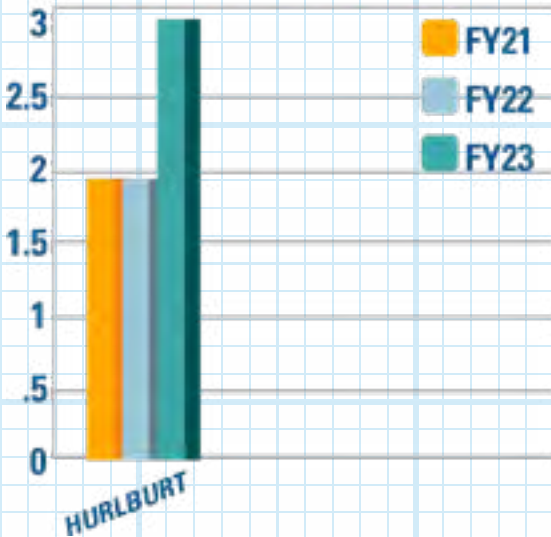
Military University. Maj Price has over 24 years of military service as both a Senior Enlisted Leader and as a Field Grade Officer. He has experience in Aircraft Maintenance, Bioenvironmental Engineering, Inter-Cultural Communications, Contracting, Professional Military Education, and is currently a USSOUTHCOM Foreign Area Officer (FAO). Major Price has deployed in support of Operation Southern Watch, Operation Enduring Freedom, Operation Iraqi Freedom, Operation Inherent Resolve, and supported multiple United States Embassies across the globe (Portugal, Brazil, Colombia and Ecuador).

Mr. Shawn Swift, BPACS Course Director

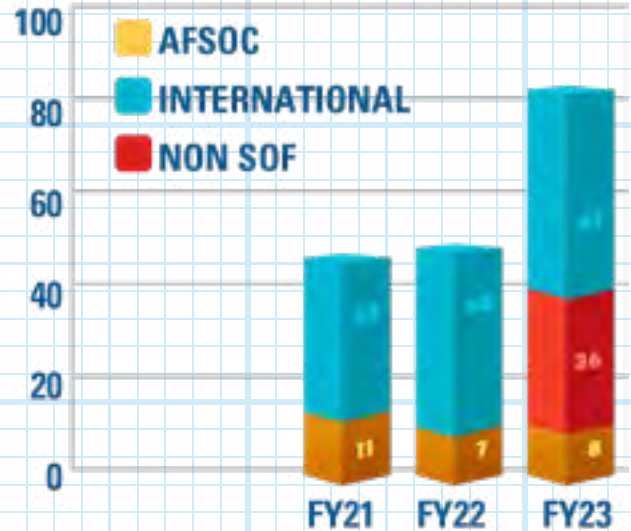
Mr. Swift is a retired Evaluator Flight Engineer for Helicopters, with 4200+ flight hrs. primarily in the MH-60, Mi-17, and UN-1s. A Combat Aviation Advisor #214, doing Foreign Internal Defence (FID) 10 years, he has logged hundreds of combat hours, and participated in joint and combined exercises foreign internal defense, security assistance, counter violent extremist organization, counter narco terrorism and exercises worldwide. Graduate of CAA pipeline, former 371SOCTS Instructor and USAFSOS instructor.

BPACS FY 21-23 Student Demographics & Iterations

ITERATIONS



STUDENTS





Language Training Detachment

The ARMY's Defense Language Institute Foreign Language Center's (DLIFLC) Language Training Detachment (LTD) is an integral part of the USAFSOS educational enterprise. This talented and diverse team consisting of a Site Director and 12 language professors continues to lead the way in world class foreign language education, tailored specifically for AFSOC personnel and affiliated units.

The LTD continuously works in sync with all departments of the USAFSOS team to ensure synergy between language, culture, and regional expertise across the spectrum of USAFSOS educational programs. The languages offered by the LTD in FY23 included: Arabic, Dari, Farsi, French, Spanish, Russian, Tagalog, and Thai.

To meet the ever-changing operational needs of AFSOC, the LTD develops courses for airmen with a wide range of culturally-based global language proficiency. From Pre-Deployment courses, where the students learn the basics of the regional-specific elements of language and culture to SETs and advanced courses, where they enhance their current levels of proficiency and cultural knowledge. The LTD students continuously meet and exceed the diverse requirements of the AFSOC to ensure mission success.

This year the LTD delivered a great variety of courses to include: Modular Initial Acquisition Training (IAT), Sustainment and Enhancement Training, Significant Language Training Events (SLTE), LEAP-ACE, and Pre-Deployment Training. The language professors tailor



all courses to meet the operational requirements of the AFSOC. In addition to teaching, they supported multiple iterations of CULEX operational scenarios with 371 SOCTS, a plethora of operational scenarios for USAFSOS Theater Engagement Courses (BPACS, ENGAGE, EUCOM), and received notes of appreciation from the USAFSOS Commandant and Course Directors.

In 2023, in addition to traditional set of courses, the LTD in collaboration with AFCLC/Maxwell and USAFSOS developed and delivered first iteration of advanced level LEAP-ACE courses for Thai, Tagalog, Spanish, French, and Russian LEAP scholars.

The Air Force Culture and Language Center has partnered with the United States Air Force Special Operations School to leverage their “Intercultural Skills for Engagement (ENGAGE)” course and instruction via Defense Language Institute Language Training Detachment to create a first-of-its-kind Language Intensive Training Event for LEAP scholars. The central theme of this course is preparing multi-capable Airmen for Agile Combat Employment (ACE).



Mission

DLIFLC provides exquisite, culturally based foreign language education, training, evaluation, and degrees for the Department of Defense, globally, to afford a comprehensive understanding of the joint operational environment, a competitive edge to our warfighters, and safeguard the national security of the United States.

Vision

To generate and sustain warrior linguists throughout their military journey from apprentice to master.

LEAP-ACE courses aimed at developing a cadre of advanced language proficiency LEAP scholars in a target strategic language to utilize their skills and experiences for ACE-focused assignments, deployments, and TDYs.

LEAP scholars participated in a week of ENGAGE, followed by two weeks of operationally-focused Advanced language and culture studies, off-sites, utilizing cultural knowledge in the local area, projects, research, technical vocabulary, and MTT-prep role play with ACE, interoperability, and adversary understanding as underlying themes.

Values

We hold ourselves and others accountable for the following values:

Commitment

We are committed to our students, employees, stakeholders, life-long learning, and institutional excellence.

Adaptability

We promote flexibility and drive innovative change as individuals and as an institution.

Integrity

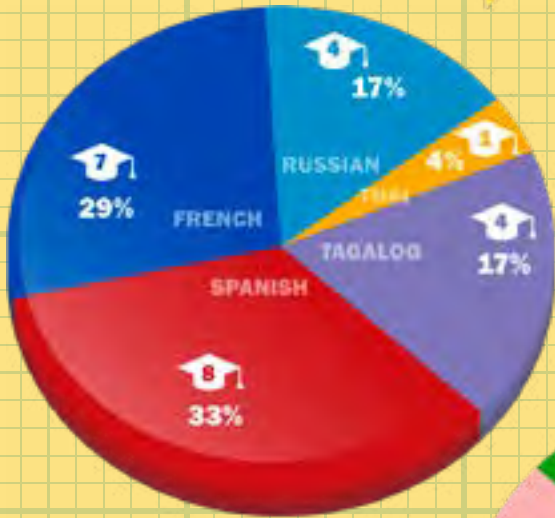
We expect personal and professional integrity.

Respect

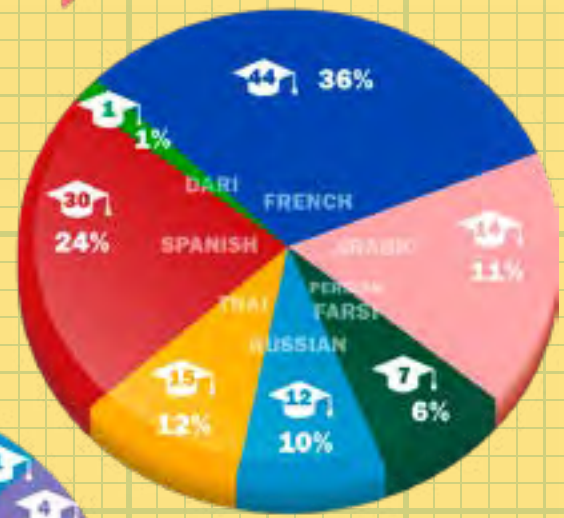
We honor our cultural and social diversity by treating others with dignity and respect.



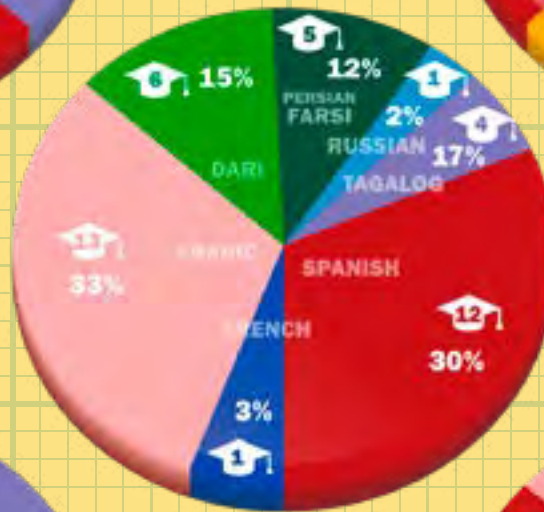
Language Training Detachment Student Throughput



INITIAL ACQUISITION TRAINING



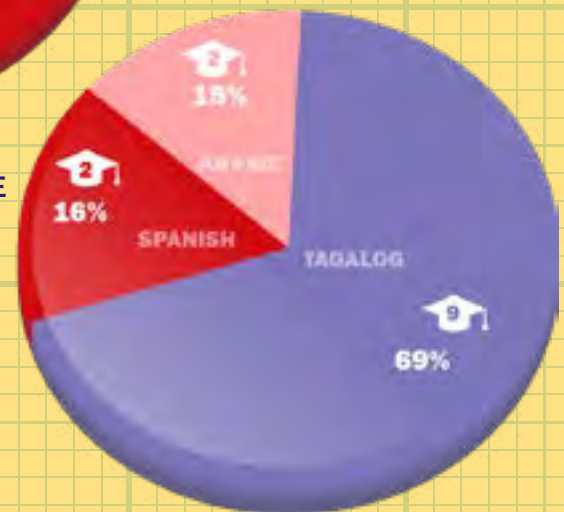
SUSTAINMENT AND ENHANCEMENT



SIGNIFICANT LANGUAGE TRAINING EVENT



FAM TRAINING



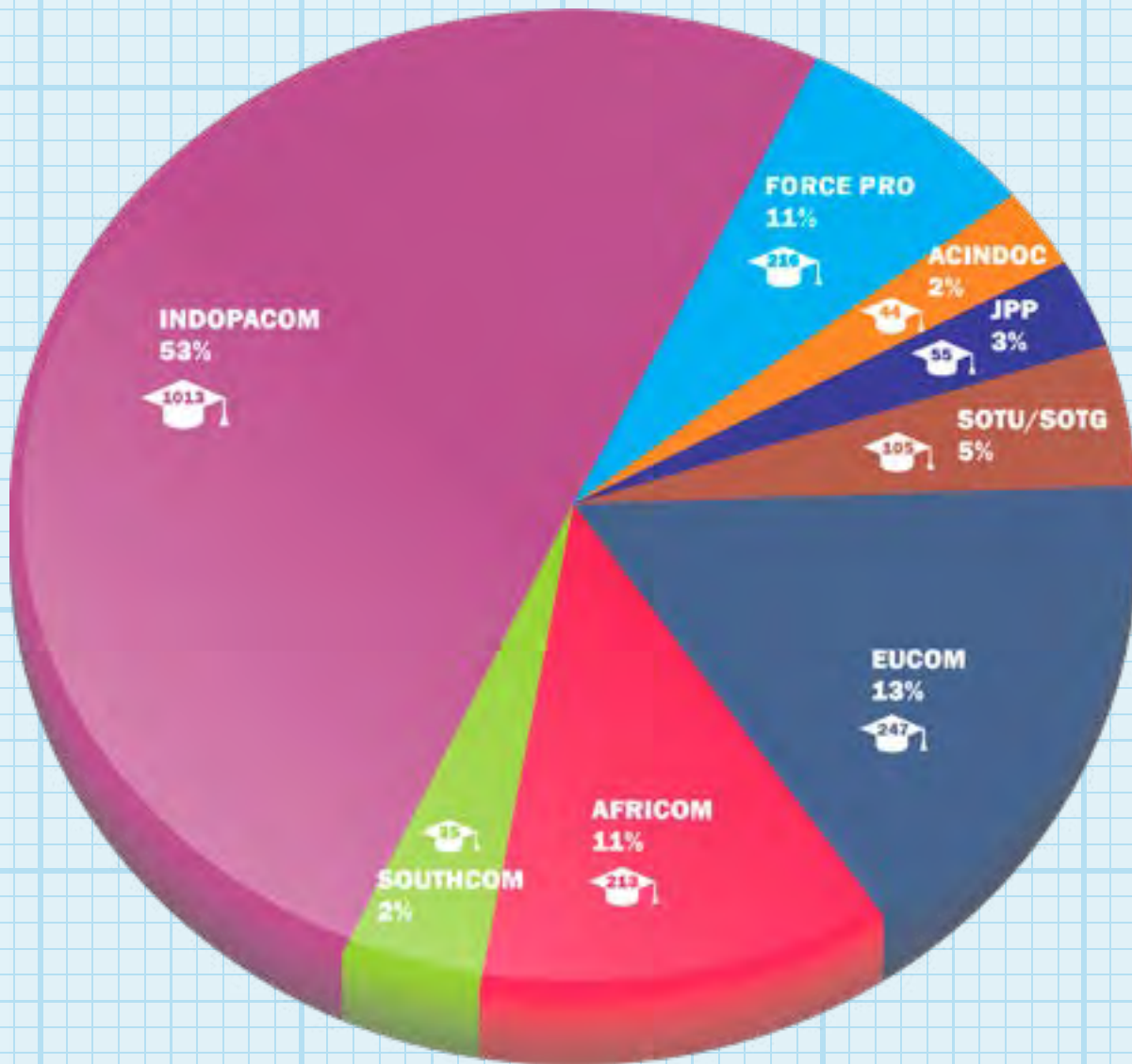
LEAP-AGILE ACE COURSE

MOBILE EDUCATION EVENTS FOR AY23

Mobile Education Events (MEEs) continued to provide a unique high demand instructional asset to USAFSOS. Its capability to deliver customized operational military education and deployed cultural and language expertise at locations worldwide maximized AFSOC and SOF mission success. MEE instructors include both in-house USAFSOS cadre and expert guest lecturers. Instructors adapt existing lessons and create new lessons in order to deliver focused operational military education. MEEs range in duration from several hours to several days and are delivered locally and at locations worldwide. The primary target audience is AFSOC and other SOF units.

USSOCOM, USAF, and US Government agencies collaborate with USAFSOS to customize 36 events from a 1-3 day MEE event for special operations forces and pre-deployment events. Impressively, USAFSOS educated 1,928 members with customized pre-deployment MEEs for AFSOC units in AY23.

MEE TOPICS and STUDENTS

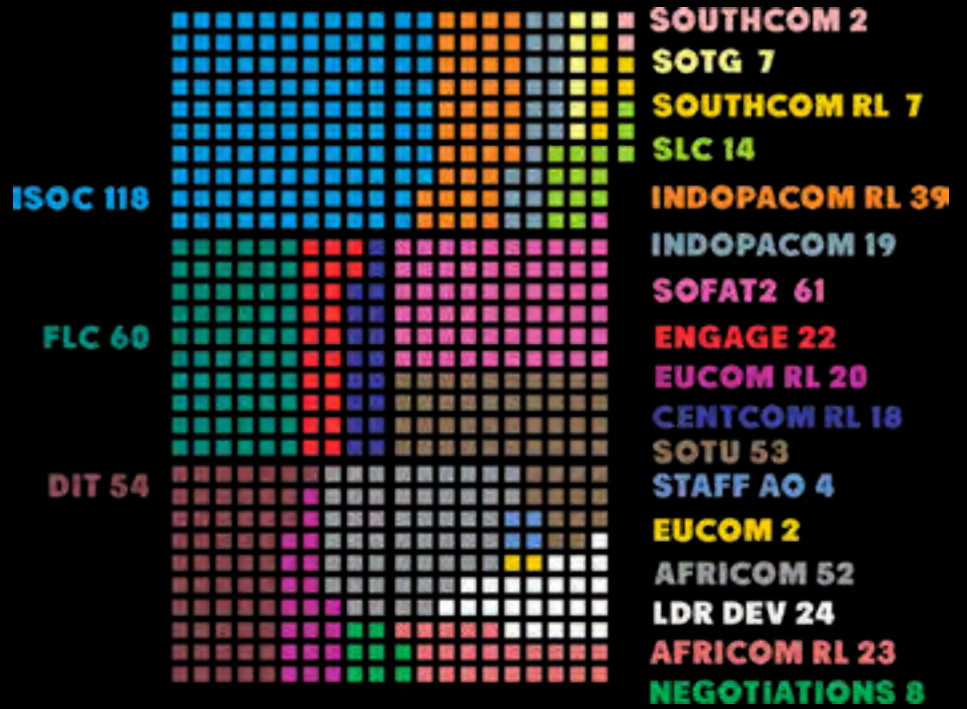


1st Special Operations Wing Hurlburt Field, Florida



1 SOW
607 Students

607 STUDENTS

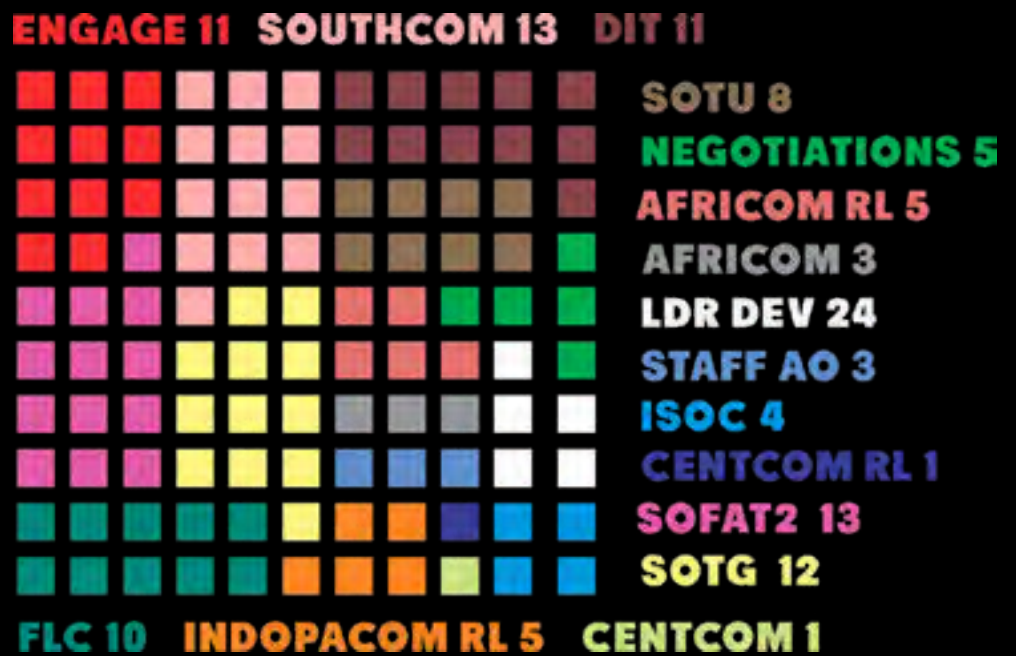


919TH Special Operations Wing Duke Field, Florida



919 SOW
110 Students

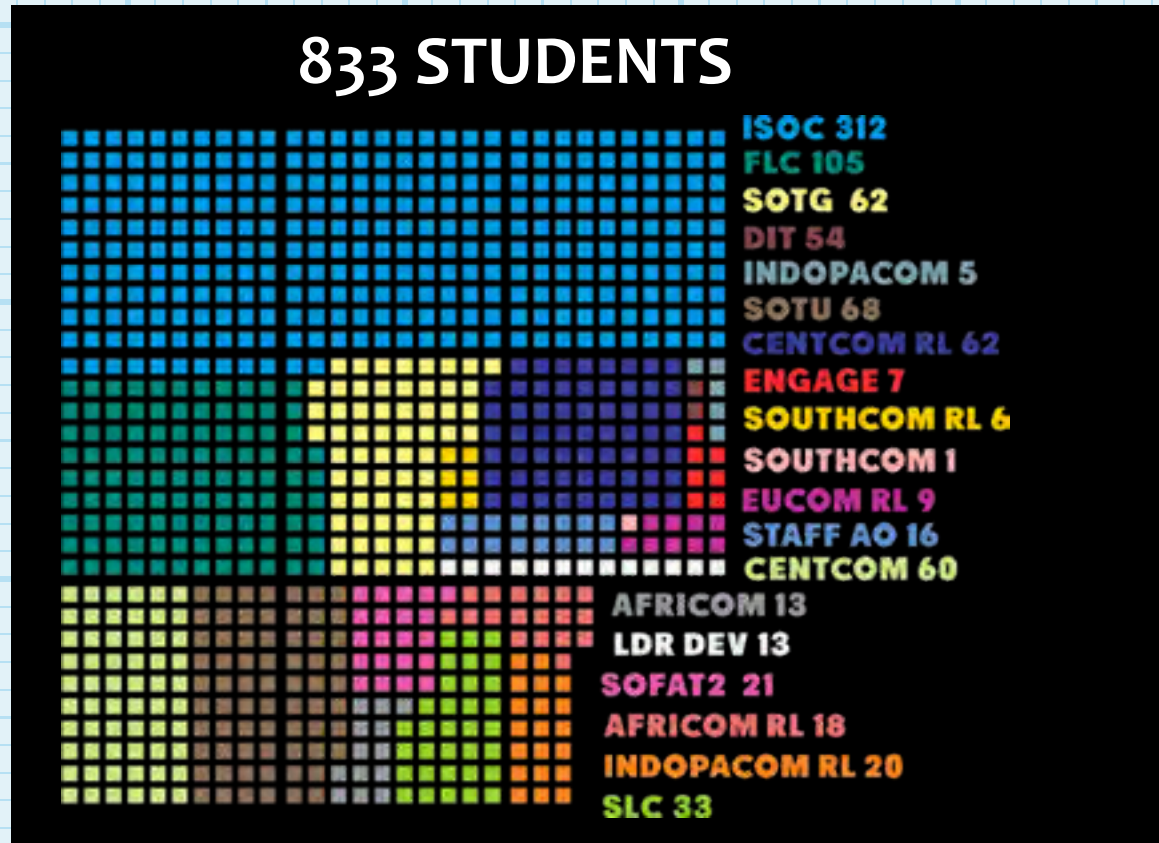
110 STUDENTS



27th Special Operations Wing Cannon AFB, New Mexico



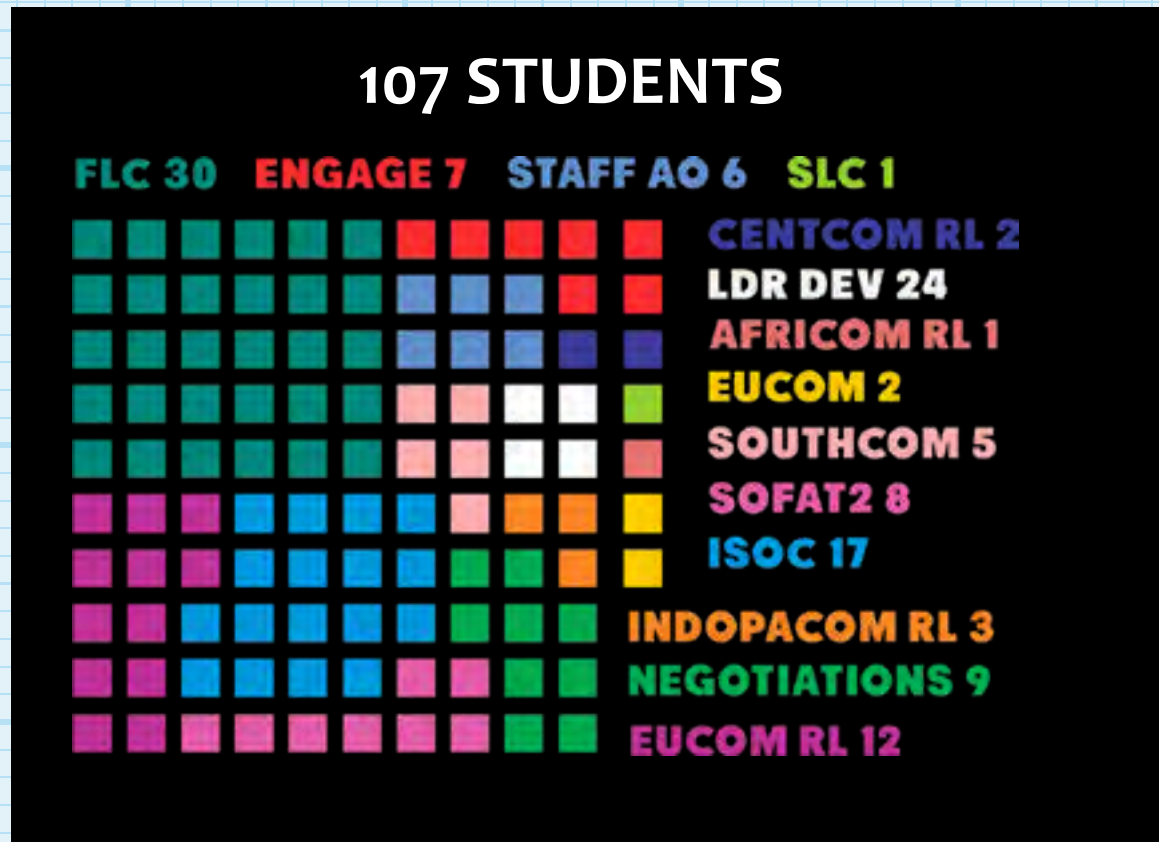
27 SOW
833 Students



352nd Special Operations Wing RAF Mildenhall, England



352 SOW
107 Students



353rd Special Operations Group Kadena AB, Japan



353 SOG
47 Students

47 STUDENTS



24th Special Operations Wing Hurlburt Field, Florida



24 SOW
173 Students

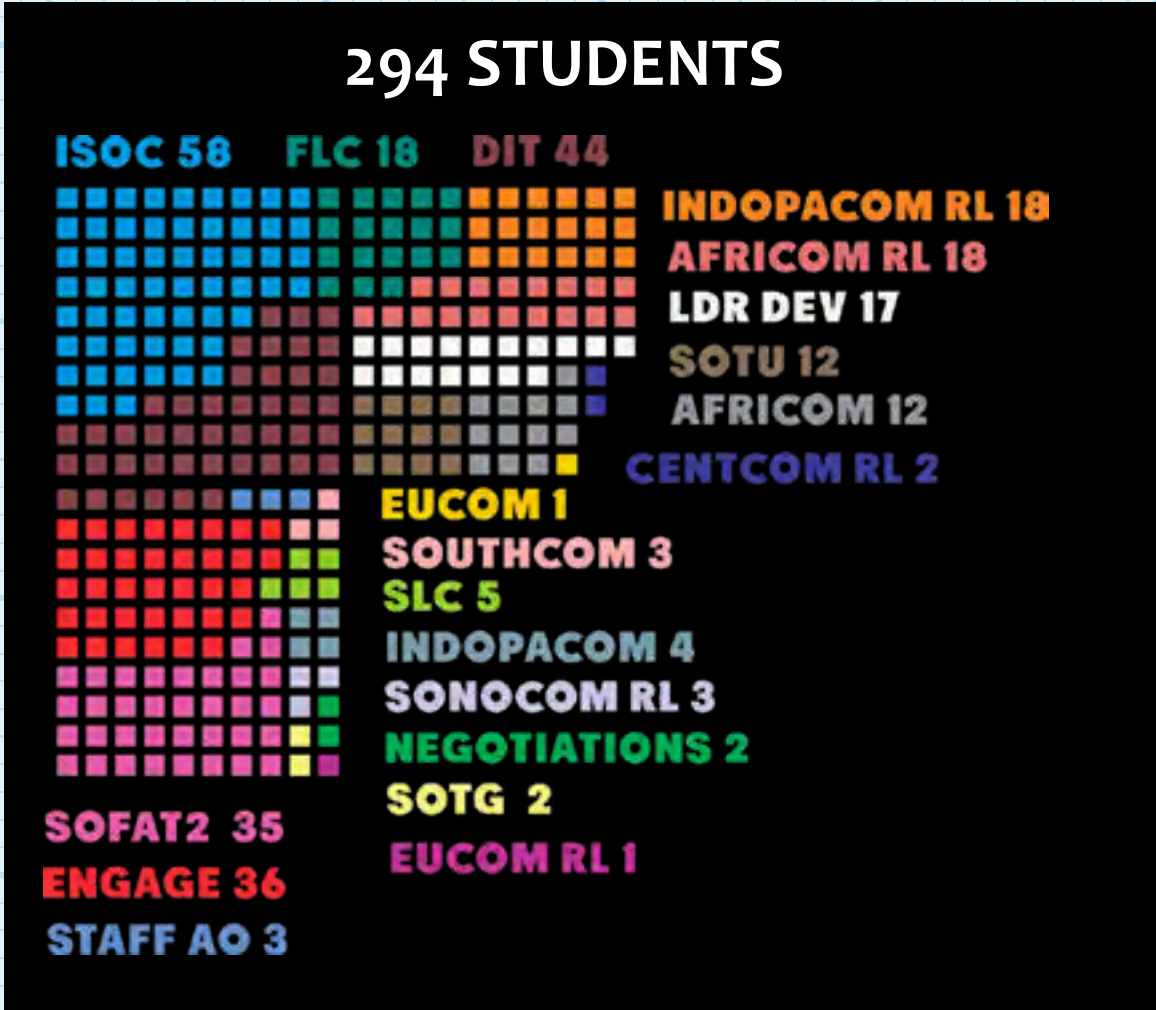
173 STUDENTS





492 SOW

294 Students



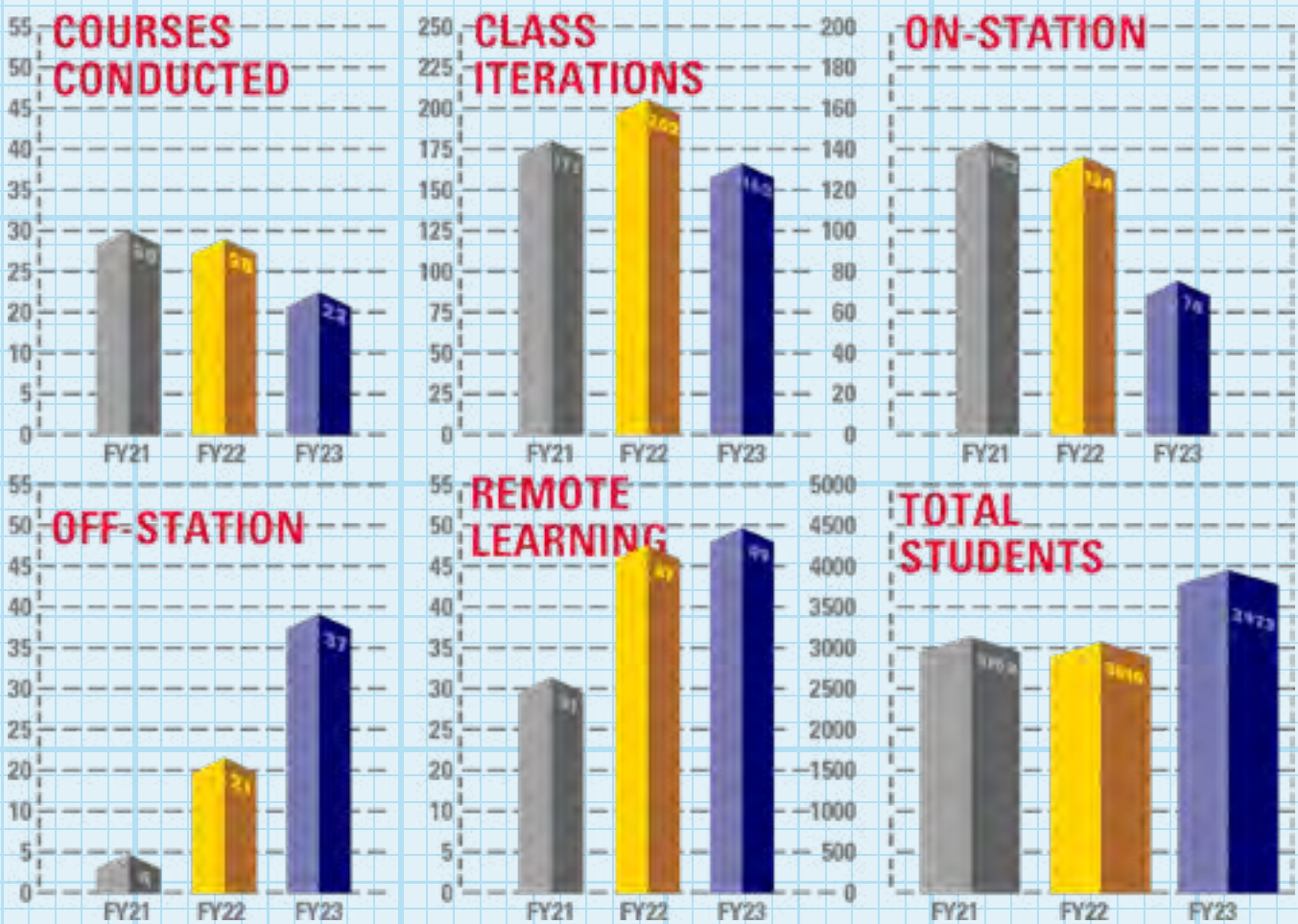
STUDENT DEMOGRAPHICS

Student attendance and course information in the tables that follow come from the Learning Management System (LMS) Blackboard. Formal courses are those assigned a PDS code and tracked in the USAF personnel data system. This includes all regular courses taught on-station and off-station. Student data for tailored Mobile Education Events (MEE) and Video Tele-Instruction (VTI) teaching activities are also included where appropriate for comparison purposes.

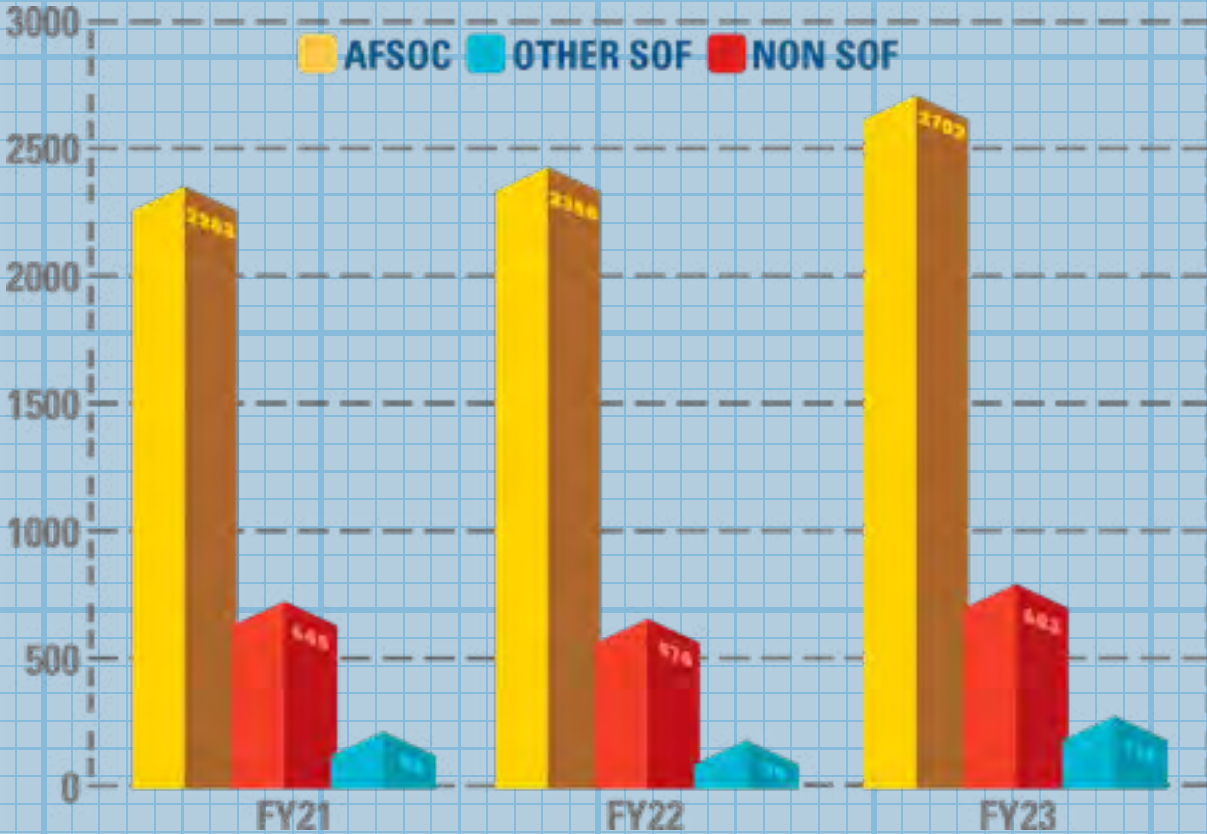
TARGET POPULATION

AFSOC and other SOF students are given first priority. Remaining open course quotas are offered to conventional units on a space-available basis with USAF having priority. Course capacity is determined by the size of the courses' target populations and practical scheduling considerations. Major target populations include: AFSOC personnel, other SOF, interagency partners, and coalition partners.

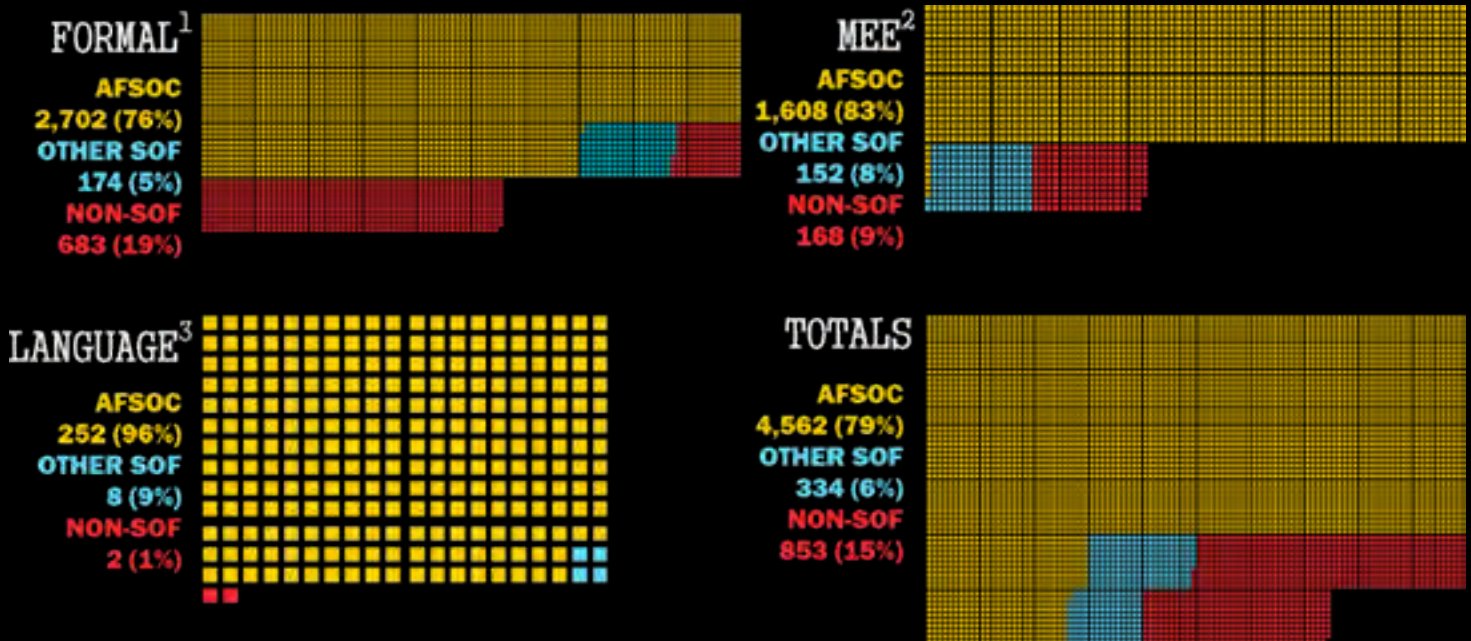
FORMAL COURSE ITERATIONS AND STUDENT ATTENDANCE BY ACADEMIC YEAR



STUDENT ATTENDANCE BY FISCAL YEAR



ATTENDANCE BY TYPE OF COURSE (FY23)



¹Formal – Includes all certificate awarding courses, whether taught on/off station or Remote Learning
²MEE – Courses of instruction taught by a Mobile Education team, tailored for specific audiences
³ – Language Center Students

GLOSSARY

AFSOF	Air Force Special Operation Forces	MAJCOM	Major Command
ATO	Anti-Terrorism Officer	MEE	Mobile Education Event
ATOC	Antiterrorism Officer Course	NGO	Non-governmental Organizations
AV	Audio Visual	OME	Operational Military Education
AY	Academic Year	SATP	Security Assistance Training Program
BCR	Biennial Course Review	SFA	Security Force Assistance
BPACS	Building Partner Aviation Capacity Seminar	SIS	Student Information System
CAA	Combat Aviation Advisor	SLC	Squadron Leadership Course
CAARB	Course After-Action Review Board	SLTE	Significant Language Training Event
CTEG	Commander's Training and Education Guidance	SME	Subject Matter Expert
DIT	Dynamics of International Terrorism	SOCOM	Special Operations Command
DLAB	Defense Language Aptitude Battery	SOF	Special Operations Forces
DLIFLC	Defense Language Institute Foreign Language Center	SOTG	Special Operations Task Group
DOD	Department of Defense	SOTU	Special Operations Task Unit
FBI	Federal Bureau of Investigation	TSOC	Theater Special Operations Command
FID	Foreign Internal Defense	USAFSAWS	United States Air Force Special Air Warfare School
FLC	Flight Leadership Course	USAFSOS	United States Air Force Special Operations School
IAT	Initial Acquisition Training	USINDOPACOM	US Special Operations Command INDOPACOM
ID	Instructional Design	USSOCOM	US Special Operations Command
IGO	International Governmental Organizations	UW	Unconventional Warfare
IMSO	International Military Student Officer	VTC	Video Teleconference
INTERPOL	International Criminal Police Organization		
ISD	Instructional Systems Design		
JSOAC	Joint Special Operations Air Component		
LEAP	Language Enabled Airman Program		
LMS	Learning Management System		
LTD	Language Training Detachment		

MISSION:

EXECUTE OPERATIONAL MILITARY EDUCATION
TO FORGE AIRMEN
READY TO LEAD
MULTI-NATIONAL AND JOINT TEAMS
ACROSS THE SPECTRUM
OF MULTI-DOMAIN OPERATIONS
DURING PEACE AND WARTIME

VISION:

THE USAF'S SOCOM PREEMINENT EDUCATIONAL
CENTER OF EXCELLENCE
FOR AIR POWER IN
A REGULAR WARFARE,
LEADERSHIP
REGIONAL AND CULTURAL STUDIES