

# USAFSOS FACTBOOK



# 2020



USAF SPECIAL OPERATIONS SCHOOL



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## LOCATION

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 492d Special Operations Wing in The Alison Building (Bldg 90503, 357 Tully Street), one block east of the Hurlburt Field Lodging Office.



## HERITAGE

USAFSOS is the product of a 50 year evolutionary process. 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 United States Air Force Special Air Warfare School (USAFSAWS) was originally a Directorate of the 4410th Combat Crew Training Wing at Hurlburt Field. In 1968, the school was redesignated USAFSOS. In June 1987, USAFSOS, as an organizational element of the 23d 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 standup 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. Most recently, USAFSOS aligned to the 492d Special Operations Wing. During its formative years, the school's main thrust was the preparation of Air Force personnel for duty in Southeast Asia. Subsequently, USAFSOS has grown from teaching a single course the first year, to conducting 118 iterations of 26 unique formal courses and 13 customized, Mobile Education Events (MEEs) in AY20. USAFSOS currently provides SOF indoctrination, as well as political, military, and cultural studies supporting SOF operations in the various combatant theaters. The school also provides language training, specialized instructions on irregular warfare principles, building partner nation aviation capacity, aviation foreign internal defense, dynamics of international terrorism, command, control, integration of Air Force Special Operation Forces (AFSOF) assets, and AFSOC leadership development.

## MISSION

Execute Operational Military Education to forge Airmen ready to lead multinational and joint teams across the spectrum of multidomain operations during peace and wartime.



## USAFSOS Spiral of Expertise Principle

The “Spiral of Expertise” model illustrates the levels of educational support USAFSOS provides to AFSOC that, when coupled with training and field experience throughout SOF careers, builds an ever increasing operational capability. The three levels focus first on indoctrination, then teaching critical thinking, and ultimately advanced strategic thinking among leadership.

## PRIORITIES

Develop Superior **Cadre** to Drive COMAFSOC’s Enduring Educational Vision

Evolve Course **Content** to Shape Air Commando Force Development

Reimagine USAFSOS’s **Campus** to Maximize Education and Ensure Sustainability

Energize **Community** to Build Partnerships & Strengthen Air Commando Culture

## VISION

The USAF & SOCOM preeminent educational center of excellence for Airpower in Irregular Warfare, Leadership, Regional-Expertise, and Cultural studies.

## LEADERSHIP TEAM



**USAFSOS Commandant**  
Lt Col Adolfo U. Gorbea



**USAFSOS Vice Commandant**  
Lt Col Jared J. Brupbacher



**USAFSOS Superintendent**  
SMSgt Jason Herriges

The mission of USAFSOS is to deliver United States Special Operations Command's and Air Force's education strategy through professional development, operational military education, and language training. USAFSOS develops and conducts resident and offstation joint, interagency, and multinational special operations courses with focus areas in command and control, language, cultural and geopolitical regional orientation, security cooperation, antiterrorism, and irregular warfare to ensure operational readiness of special operations forces.

## OPERATIONAL MILITARY EDUCATION

USAFSOS provides Operational Military Education (OME) curricula that instill USSOCOM personnel with expertise thus enabling operators to better perform their unique mission sets. The OME curricula are delivered through courses tailored to the unit's mission and theater of engagement.

## ACADEMIC YEAR 2020 HIGHLIGHTS & ACCOMPLISHMENTS

In its 53rd year of operation, USAFSOS continued to refine its curriculum to provide relevant and responsive OME support to the SOF warrior.

Several profound organizational and educational changes occurred in AY20. Specific details on AY20 changes, events, and accomplishments follow with each department highlighting its respective achievements.

# SUPPORT DEPARTMENT



## Support Department Chair



The Support Department is chaired by Mr. Bob Love who provides direction for 12 civilians, 5 military members, and 4 contractors. The department is the backbone of the school reaching all aspects of education and instruction. The department is responsible for the execution of administration, cyber operations, security, facility management, student and guest speaker support, resource management, audiovisual, graphics, video teleconferencing, registrar functions and new in AY20, Blackboard Learning Management System. Also, new in AY20, Major Johnny Smith realigned from the Theater Engagement Department to serve as the Support Department Deputy, which has proved beneficial across the squadron.

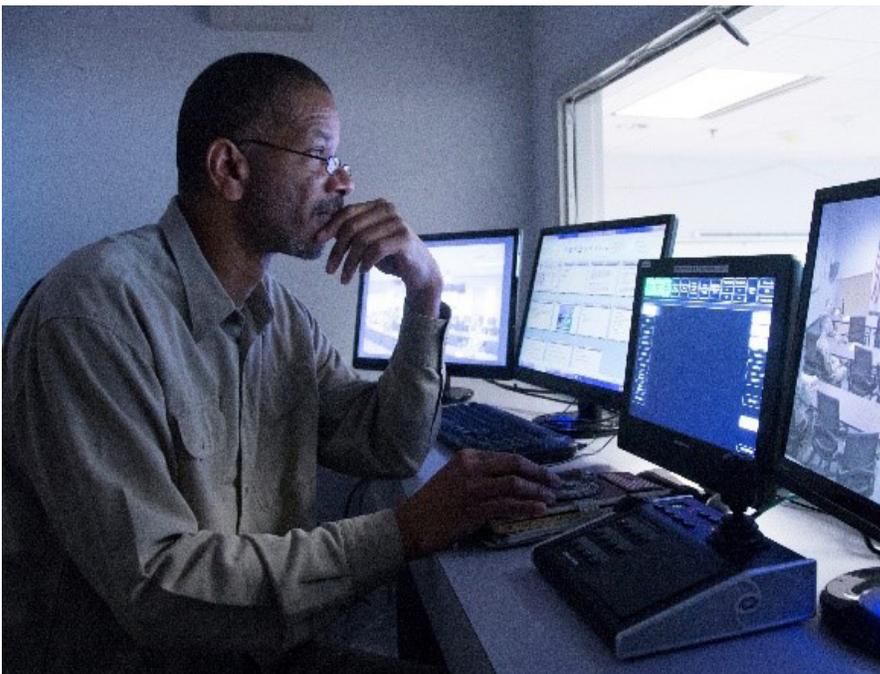
The dedicated audiovisual specialists provide classified and nonclassified multimedia and the associated software, hardware, and presentation systems for the school's auditoriums, classrooms, and conference rooms in order to carry out its mission. The team of five, lead by Mr. David Cagle, were extremely instrumental in the COVID19 Remote Learning and resident education success stories which literally spanned the globe. The dedication of this team was noticed from the very moment USAFSOS was deemed mission essential in March 2020 and continues today with the only difference of service being the mandated social distancing protocols.

USAFSOS classrooms feature fully upgraded digital systems, secure and nonsecure video teleconference (VTC) systems, classroom recording, and video editing to support course iterations. The audiovisual division is also capable of providing presentation systems from legacy to present-day technology. The addition of two dedicated breakout rooms in AY20, specifically named Gnome Rooms 1 and 2, to honor the AV team, have proved to be a great success as the additional space has been utilized greatly during this pandemic.

The always on-the-go four cyber operations division team members, lead by Mr. Robert Buckman, not only provided daytoday computer support for faculty members, but students alike. From desktop support, to remedying ticket resolution, to issuing properly configured student laptops, to ensuring all DoD and subordinate cyber guidance is fully adhered to. USAFSOS would not function as smoothly as it does without their dedication, which was tested and proven solid during the pandemic with massive teleworking and remote learning capabilities being fortified.

In AY20, the student support division saw a change of leadership with Mrs. Linda Urda retiring and Mrs. Jennifer Stutes coming on board. Jennifer leads a division of five including training management, guest speaker services, and is responsible for the behind the scene support elements of all USAFSOS classes and Mobile Education Events. Student support performs registrar functions, which include loading/maintaining courses, loading/maintaining class iterations, quota allocation management, and maintaining student statuses in various personnel databases. Just like other divisions and departments, the great work produced this year by this dedicated team helps to ensure USAFSOS is the place students want to come back to further their education.

Guest speaker support provides travel itineraries for guest lecturers and manages honoraria payments to non-DoD speakers. The registrar coordinates with 300 quota managers among USAF,





sister services, and other DoD agencies to allocate seats in all classes assuring priority to AFSOC and other SOF personnel while also prioritizing other MAJCOM, sister services, and DoD agency training needs. The department provided various levels of support to over 3,975 students attending 26 unique courses in AY20.

Another behind the scene stellar performer is Graphic Artist, Ms. Lori Werth. Lori is a team of one and can be counted on for much of the schools art work, both printed and digital. Her dedication always proves successful by providing timely superior artwork for course name changes, mission, and leadership publications as well as various display name plates, plaques, and other top-notch design products not only for USAFSOS, but the 492d SOW as well. Lori is also the schools longest tenured volunteer as a member of the Dynamics of International Terrorism (DIT) shooting demonstration team.

## Blackboard Learning Management System

The Blackboard (Bb) Learning Management System (LMS) function moved under the Support Department to better align with Student Services functions. It secured an additional position in the Fall of 2020, and completely transitioned the USAFSOS learning environment to unprecedented heights in AY20. Under the leadership of Mrs. Cynthia Crouch, USAFSOS Bb Administrator, continual optimization and use of Bb LMS and integrated Genius Student Information System (SIS) software remained key enablers of USAFSOS global classrooms. This unique capability offers a full spectrum student experience, from enrollment into the classroom through graduation, and delivering transcripts. 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 emails, integrated 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. When COVID19 hit, the team went into overdrive to research, purchase, configure, and implement Bb Collaborate Ultra within just a few weeks. The rapid adoption of Collaborate included outside the box thinking as many were transitioning their entire home life environment and learning to take their work home during a global crisis. USAFSOS obtained help from a sister unit to assist with faculty training, new course development, new

Course ID	Format	Dates	Seats Available
ACINDOC-RL21E	Remote Learning	Feb 1, 2021   Feb 21, 2021	154 seats available
INDOPACOM-RL21C	Remote Learning	Feb 1, 2021   Feb 4, 2021	30 seats available
MOIAC-RL21C	Remote Learning	Feb 1, 2021   Feb 28, 2021	21 seats available
SLC21A	Face to face	Feb 1, 2021   Feb 5, 2021	5 seats available
SOAFAC2-RL	Remote Learning	-	-
SOFAT2	Remote Learning	-	-
AFRICOM-RL	Remote Learning	-	-
ENGAGE	Remote Learning	-	-

Course selection page on Genius Student Information System

course delivery methods using collaborate tools to keep the mission of USAFSOS moving forward. This required near constant communication of defined teams, working nights and weekends, in a dedicated effort toward this singular goal.

The success of the new remote learning environment allowed for continued education while the rest of the world was in lock down and contributed to further growth. The new position brought Ms. Janice Walker, fulltime Bb Assistant, into the fold just in time for more unprecedented successes. USAFSOS also transitioned its LMS to GovCloud and configured Common Access Card (CAC) authentication for over 10,000 accounts, paving the way for USAFSOS to be successful in a remote learning environment which delivers secure content to learners worldwide. Through realignment, position acquisition, and global crisis our LMS function is at the tip of the spear!

# DEAN

## DEAN OF ACADEMICS



## Office of the Dean of Academics

Mr. Michael Grub currently serves as the Dean for the US Air Force Special Operations School at Hurlburt Field, FL.

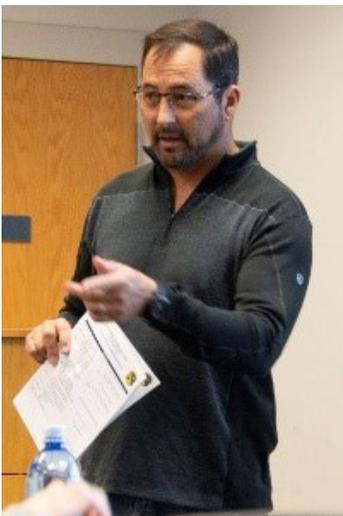
Prior to assuming the role of Dean, Mr. Grub served as the USAFSOS Warfighting & Leadership Department Chair, from 2016 to 2019. Mr. Grub's other major assignments during his 24 year Air Force career included: Air Force Special Operations Air Warfare Center Deputy Director for the Training/Education 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, 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 and a Masters 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.



## Institutional Effectiveness



During AY20, USAFSOS evaluated achievement of course goals and lesson objectives for each course conducted. Using professional observations, verbal feedback, student reaction surveys, and measurements of learning (tests). Course directors also prepared end-of-course reports, which recapped and analyzed all aspects of course conduct. Additionally, Course After Action Review Boards (CAARBs) were conducted for selected courses to highlight student demographics, specific content, and delivery. USAFSOS conducted comprehensive Biennial Course Reviews (BCRs) for three courses with associated documentation, to include the syllabus, lesson objectives, and evaluation instruments. USAFSOS will continue to conduct biennial formal reviews for all its courses and complete required updates to course syllabi and associated lesson plans.

## Instructional Design (ID) Team



The 2020 pandemic imposed many challenges and required USAFSOS to consider how to best achieve the mission. The need to deliberately develop Air Commandos persisted, and the school quickly answered with an innovative approach to education by upgrading instructional technology and expanding the online campus. The Instructional Systems Design (ISD) team was essential to the analysis, design, development, implementation, and evaluation (ADDIE) of the new methodology. USAFSOS responded to the need with a plan to execute emergency remote learning for the Combat Aviation Advising and Non-Standard Aviation pipeline courses.

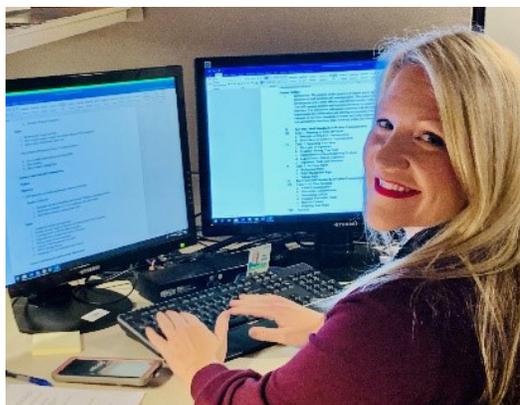
The academics component of the pipelines are comprised of multiple rigorous courses. Course curriculum was evaluated and adjusted for delivery via Blackboard. Face-to-face lessons incorporated virtual teaching tools and were redesigned to allow for web lectures and self-study activities. It was a tremendous effort over 200 hours of instruction were redesigned and ready for execution within 5 short weeks.

The emergency response was a full-force effort and required maximizing the use of the school's existing learning management system with the addition of Blackboard Collaborate, a platform which allows faculty to deliver online instruction and students to synchronously work in teams in a virtual classroom. Faculty had to quickly adjust to new technology, and the instructional design and training teams implemented a hands-on training program to ensure the USAFSOS team was prepared to effectively teach with the new tools. USAFSOS' success with remote delivery methods was the catalyst for analysis and redesign of the school's curriculum.

During the spring of AY20, the Warfighting and Leadership Department rebranded the Introduction to Special Operations Course (ISOC) as Air Commando Indoctrination (ACINDOC-RL). The foundational curriculum endured, but it was revised to incorporate elements of cultural competencies as well as a current perspective on ethical behavior. ACINDOC-RL was configured for 100% remote delivery, which allows AFSOC students across multiple installations and time zones to engage with courseware at the same time.



Over the summer, AFSOC's Methods of Instruction Course was redesigned for online delivery. The current offering, Methods of Academic Instruction Course (MOAIC-RL), emphasizes the academic fundamentals of various teaching methodologies and prepares SOF instructors to develop curriculum. The structure allows students to complete self-study lessons over the course of a month, in contrast to the 2 week in-residence course. Synchronous online sessions provide opportunities for students to discuss coursework with the instructor and receive timely feedback. The new format includes a flexible schedule, accommodating students' needs for training qualifications or professional development.



Throughout the summer and fall of AY20, the ISD team supported the Theater Engagement Department's comprehensive analysis to determine how to educate students about US strategic interests. The result was a tiered program of courses designed to develop regional and cultural understanding to enable SOF personnel to operate more effectively. A Syllabus of Instruction (SOI) for each theater orientation course was drafted and approved for the CENTCOM, AFRICOM,

INDOPACOM, EUCOM, and SONOCOM Areas of Responsibility (AOR). All 100-level orientation courses were optimized for the virtual environment and utilize USAFSOS' suite of virtual tools to create meaningful collaboration in online classrooms. Consequently, the subsequent tier of AOR-specific courses will take a focused approach on operations. The ISD team will help to develop the blended 200 level courses using the flipped classroom model. The courses are scheduled for development in early 2021.

With more coursework occurring outside of the traditional classroom, USAFSOS also adapted their assessment strategy to measure students' progress. Blackboard offers varied measures for analysis, and the ISD team incorporated select tools into each remote learning course.

Most notably, now students complete pre-tests before accessing lessons and post-tests upon completion of the course. Aggregate data is used to support course reviews and identify proficiency in specific areas. Students' pre-test scores are compared with the post-test scores to measure learning. After each iteration, an item analysis is conducted for each course assessment. Item analysis reports provide statistics on overall student performance, test quality, and individual test questions. ISD uses the information to recognize test questions that may be poor discriminators of student performance. In addition to the pre and post-tests, students collaborate on team projects, share ideas across discussion forums, and reflect on learning through written assignments. Opportunity for formative evaluation and feedback are built in to these activities.



## Project 9 Studios



Project 9 Studios continues to design, develop, and produce a host of audio and visual components in continued support of the USAFSOS mission of student learning at the highest levels. The studio space is outfitted with technologies to support instructional lecture recording and livestreaming capabilities, providing realtime instructor demonstrations for a more dynamic student experience. State of the art video production results in captivating graphics and professional products, centrally branded and exclusive to the school. The studio's contemporary podcasting arrangement permits the scripting, producing, recording, and editing of a host of informational, engaging debates concerning topics and ideas central to AFSOC.

With the school's evolution and development of remote learning courses, Project 9 Studios saw an increase in the demand for instructional multimedia.

The studio adapted to the need and expanded its capabilities with the addition of new technology and tools. Supplementary cameras and microphones were used to capture and share inhouse lectures and panel discussions with the larger online community. New lights and studio tools were used to enhance production which resulted in more professional products for USAFSOS' growing collection of contemporary instructional videos.

Beyond the classroom, the USAFSOS Presents video series continues to flourish. ISD partnered with some of AFSOC's most experienced cadre to develop and produce stories from the field as well as generating critical conversations regarding important contemporary issues. The series consists of stories told by the leaders who lived them on the front-lines, important cultural stories shared to bridge knowledge gaps, and broadly focused table discussions paneled by a host of experts and educators engaged in a critical dialog. It is the aim of the ISD team to capture these unique and timely perspectives to populate a library accessible by both students and alumni to educate, inspire, and promote future USAFSOS connections after graduation.



## SOF talks



### Project 9: USAFSOS Presents

SOF Talks is a newly developed speakers program, created to offer a space for the SOF community to come together and share personal stories in an effort to educate, motivate, innovate, and inspire. Each SOF Talks event features two guest speakers, paired via a central theme. Recorded live from the Loftis Auditorium, USAFSOS, each speaker delivers to a real-time audience a major takeaway from a personal experience or event.

### SOF 360 Podcast

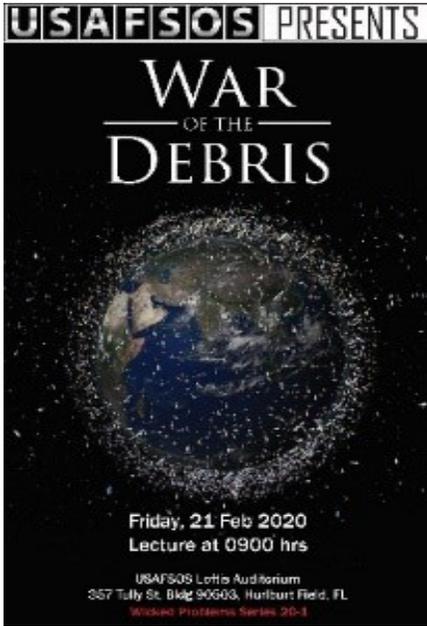
Project 9 Studio's podcast, SOF360, is a collection of recorded audio conversations scripted by resident instructors with an aim to initiate discussion beyond the classroom.

### Dean's Speakers Series

USAFSOS invites a range of special guests into Project 9 Studio to discuss contemporary happenings and pivotal moments in AFSOC history with our own Dean Grub. The Dean's Speakers Series for this year includes a conversation with Bill Walter, a reknown gunship subject matter expert.



## 2020 Events



*Major Robert Lerner, Air Force Space Force, presenting War of the Debris*

# WILD DEPARTMENT



# Warfighting & Leadership Development

## Department Chair



Mr. Jonathan Cary is the Warfighting & Leadership Development Department Chair. He 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 Joint Forces Staff College.

## Warfighting & Leadership Development Department

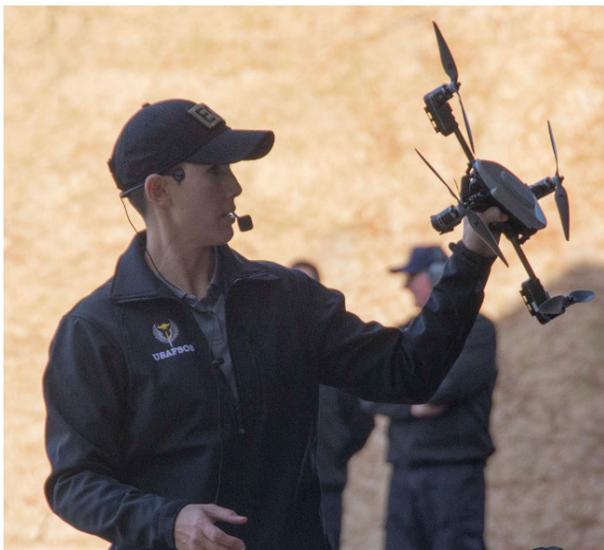
The Warfighting & Leadership Development Department prepares Airmen to conduct and successfully accomplish worldwide special operations missions by educating them on direct and indirect approaches; exposing them to SOCOM's global SOF network, and highlighting AFSOC core mission areas with an eye towards AFSOC's Strategic Vision. The educational goal of the department is to ensure AFSOC personnel know how to use critical thinking, adaptability, and improvisation to achieve tactical, operational, and strategic objectives through unified effort.

In AY20, the Warfighting & Leadership Development Department conducted operational military education for AFSOC and other DoD personnel through a variety of formal courses, and mobile education events while revolutionizing course delivery through the creation of an online academic environment. The department focused its efforts on indoctrinating new AFSOC, enhancing SOF staff action and warfighting skills, developing mission commanders, and informing the next generation of AFSOC leaders. Further, it integrated themes of ethical behavior and value systems, deliberate force development, and joint planning methodologies into many of its courses. This ensured a focused investment in AFSOC human capital while simultaneously preparing Air Commandos for their role in Great Power Competition. Despite COVID19 mitigations and movement restrictions, the Department was able to support a limited amount of off-station education opportunities within the CONUS, PACOM, and EUCOM theaters. In 2020 the Department expanded its outreach and collaboration with JSOAC-E, Air University's LeMay Center, JSOU, and PACOM. Further, during the initial reaction to the pandemic, the Department quickly adapted several of its courses to online and remote learning formats. These actions prevented the shutdown of vital AFSOC education and training pipelines and reduced the health risks associated with indoctrinating high volumes of newly assigned AFSOC personnel. Remarkably, during this extremely difficult year, Department personnel also hosted command-wide outreach and educationally-infused events through various forums including USAFSOS Presents, SOF Talks, and Wicked Problems.

### *Dynamics of International Terrorism*

The Dynamics of International Terrorism (DIT) course is designed for members of AFSOC and other elements of the Special Operations community as an indepth examination of the nature of terrorism and the means by which the United States, the DoD, and SOF can combat it. Attended widely by personnel from all Air Force major commands, other service branches, and many US Government agencies, DIT provides education on the organizations, motivations, and operational capabilities of international, domestic, and regional terrorist movements. The DIT curriculum is highlighted by personal accounts given by individuals





directly affected by terrorism. It also includes overviews of regional history and trends, discussions on how it is used by state actors in an era of global competition, an examination of the radicalization process, and reviews of institutional initiatives taken by key organizations (such as the FBI and INTERPOL). DIT revisits a continuing theme throughout the week, emphasizing specific instruction on protective measures that US government personnel and their families can employ to minimize the risks posed by terrorism. The traditional favorite part of the course is its live-fire Terrorist Capabilities Demonstration (TCD) using non-standard firearms and high yield explosives, and a demonstration illustrating how a quadcopter can be used in a terrorist attack. In response to COVID19, the DIT cadre constructed a remote learning version of the course (to include the TCD) and used it to support the Combat Aviation Advisor and Non-Standard Aviation Pipelines during the initial stages of the pandemic response.

The cadre include a special agent in the Air Force Office of Special Investigations, an Air Force Intelligence Officer, an Explosive Ordnance Disposal technician, a Combat Arms instructor, and Mr. James Wilson, Range Safety Officer.

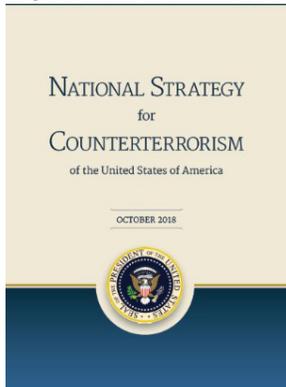
### ***SOF Antiterrorism Level II***

SOF Antiterrorism Level II is a USAF approved Antiterrorism Level II certification course compliant with requirements contained in DoD Instruction O2000.16, Volume 1. While meeting the certification needs of antiterrorism officers (ATOs) from AFSOC, SOFAT2 attracts attendees from all other Air Force major commands, services, and several US Government agencies. Its robust, scenario-based curriculum is designed to prepare special operations forces conducting irregular warfare activities in uncertain and hostile contingency environments. SOFAT2 provides students with the knowledge, skills and attitudes necessary to perform as a commander's terrorism subject matter expert and antiterrorism/mission assurance advisor. The course sequentially builds with realistic and contemporary injects, incremental risk analyses, hands-on technical demonstrations, and course-of-action development. It culminates in a capstone practicum requiring student teams to apply critical thinking and spontaneous problem solving while conducting a site survey for an IW deployment. The course director and primary instructor is a 3 time unit commander, former AFOSI special agent, and previous DIT course director. Similar to DIT, SOFAT2 Cadre adapted the course presentation to fulfill Combat Aviation Advisor and Non-Standard Aviation Pipeline requirements during the early stages of pandemic response. Further, SOFAT2 faculty provided onsite education to special operations staff personnel supporting SOUTHCOM.



### ***SOF Antiterrorism Level III***

SOF Antiterrorism Level III launched in May 2017 to educate unit-level commanders on their responsibilities related to antiterrorism. Constructed in accordance with requirements in DoD Instruction O2000.16 and designed for SOF officers, it supports the USAFSOS Squadron Leadership Course and Mission Commanders Course, but it can also be offered as a stand alone course upon request. With a very short duration, SOFAT3 has the flexibility to be integrated into headquarters all-calls, Wing staff meetings, MAJCOM commander orientation programs, etc. Any military officer, senior noncommissioned officer, or civilian with antiterrorism responsibilities would find this seminar-style overview of strategy, policy, and unit-level responsibilities to be vitally important in today's dynamic terrorism threat environment. Its director and primary instructor is a 3 time unit commander, former AFOSI special agent, and previous DIT course director.



## Leadership Development Division

Major Robert Lerner, Division Chief

### *Flight Leadership Course*



The AFSOC Commander-endorsed Flight Leadership Course (FLC) is a 5-day educational and mentorship-based course focused on paired officer and enlisted leadership teams. The course is one of the first opportunities for AFSOC to significantly invest in the education of its foundational leadership teams and works to implement many of the goals and lessons-learned from the USSOCOM Comprehensive Review, CSAF Action Orders, and AFSOC's 2020 Strategic Guidance. The course is comprised of three modular blocks of instruction. Each block of instruction focuses on a core competency of flight leadership. The first day discusses how to effectively lead yourself. It includes education and mentorship on concepts of the role of the flight leader,

unpacking value systems, emotional intelligence, and exploring the current ethical climate in the SOF community. The second day discusses how to effectively lead others. It includes instruction on principles of effective leadership and supervision, optimizing available resources, and a group leadership project. The third day discusses how to manage a flight. It addresses effective Air Force writing and communication, a panel-style Q&A with sitting Squadron Leadership Teams, and member resilience from an organizational standpoint. The fourth day is an informational day. It includes presentations from the Inspector General, Finance and Resource Management, and the unit's Judge Advocate General in order to familiarize students with these staff offices and learn how they can support their flight. The fifth day is an evaluation day. This day is designed for students to present their Flight Initial Action Plan, which is a working document to help guide them through the first year of their command. This provides flight leaders and soon-to-be flight leaders an opportunity to demonstrate critical thinking skills and an understanding of what they learned throughout the week. Despite COVID19 restrictions, FLC has conducted 100% face-to-face classes with additional health and safety measures in place to allow for in-person mentorbased education.

### *AFSOC Leadership Development*



The AFSOC Leadership Development Course is a wing commander nominated course designed to prepare high performing O3s/O4s, MSGts, and GS12s/13s for future leadership roles. The course employs four general instructional formats to achieve this goal and interweaves in these components the themes of accountability, discipline, and competence. The first component dissects the strategic vision, guidance, and overarching AFSOC priorities through multiple senior leader mentorship sessions and guided discussions. It does this while emphasizing the role of SOF Airmen in leading current and future SOF formations and core mission areas. The second component explores various programmatic aspects of leading the AFSOC core mission areas, thereby providing students with a functional understanding of leveraging the resources available at their disposal. The third component is devoted to specialized topics that include readiness, resilience, Total Force Integration (TFI), force development and management, and critical thinking sessions. The final component incorporates guided panel discussions with junior AFSOC Airmen, First Sergeants, and Chiefs.

Due to pandemic mitigations, the Leadership Development Course conducted a reduced number of iterations during AY20, but remained 100% face-to-face. Course Directors and USAFSOS Faculty are looking to increase offerings in 2021 to facilitate AFSOC's continued investment in human capital.

## ***AFSOC Squadron Leadership***



2020 challenged the consistent execution of the Squadron Leadership Course. Nevertheless, as movement restrictions eased, USAFSOS was able to hold two courses during the late summer months and within a compressed time period. With tremendous assistance from the 27th Special Operations Wing, one of these iterations was held at Cannon AFB, and marked the first execution of the course away from Hurlburt Field. COVID19 restrictions prevented many students and instructors from travelling, but innovate technologies like Blackboard Collaborate allowed USAFSOS to provide new and exciting ways to educate military command teams and spouse teams regardless of the physical location of the students or the instructors.

## **Warfighting Division**

**Major Tyler Tracy, Division Chief**

### ***Air Commando Indoctrination***



Air Commando Indoctrination Remote Learning, is a remote learning course, which introduces the Air Commando culture and reviews historical events which led to the creation of US Special Operations Command (USSOCOM) and the Air Force Special Operations Command (AFSOC). Lessons explore the key concepts of special operations and irregular warfare as well as AFSOC mission areas, aircraft, and special tactics. It also incorporates Intercultural Competencies to help Airmen, quickly and accurately comprehend, then appropriately and effectively act, in culturally complex environments.

The remote learning format gives students the flexibility to accomplish most lessons at their own pace from a computer, tablet, or smart phone. The course has a live session in Blackboard Collaborate that features a SOF Senior Leader's perspective. This is an opportunity for AFSOC leadership to give their view on what it means to be an Air Commando. The live session also includes a lesson and guided class discussion on ethics

and professionalism.

This course targets newly-assigned personnel to Air Force Special Operations Command within the first 6 months of assignment or other personnel programmed for a position requiring knowledge of joint US special operations.

### ***AFSOC Mission Command***

AFSOC Mission Command is an operational military educational seminar designed to prepare prospective AFSOC mission commanders, Senior Enlisted Leaders (SEL), and other applicable DoD personnel for their duties and responsibilities in deployed environments. The course uses presentations, discussions, and personal interactions to educate future mission commanders and SELs on the internal and external processes of leading an AFSOC team, whether it is a unilateral offstation mission or a Joint Special Operations Air Component (JSOAC) mission. This course addresses the pre-deployment, deployment, and post-deployment challenges of standing up a bare base operation or integrating into the infrastructure of an already established deployed location.

During AY20, USAFSOS used several ingenious methodologies to present SOFMC despite restrictions of movement brought about by COVID19. In addition to Face-to-Face offerings, off-station personnel participated in blended formats of the course via Video Teleconference (VTC) capabilities and on-location subject matter experts. The faculty's creative actions ensured AFSOC personnel had every opportunity to attend this valuable education.



## ***SOF Air Command and Control***



Special Operations Forces Air Command and Control (SOFAC2) exposes students to SOF doctrinal concepts and processes necessary to work and operate in various SOF command and control (C2) organizations. The course has two versions, SOFAC2 Remote Learning (SOFAC2-RL) and SOFAC2 Operations (SOFAC2-OPS). SOFAC2-RL is online, self-paced instruction designed to introduce students to SOF doctrinal concepts and processes which they must know to be effective and operate in a SOF C2 organization. SOFAC2-RL is a prerequisite for SOFAC2-OPS.

SOFAC2-OPS specific areas of instruction include command relationships, SOF air and ground components, Air Operations Center divisions and liaisons, ROE,

case studies, and SOF senior perspectives. Application of concepts and procedures will be reinforced by class exercises to ensure students understand the coordination between SOF ground forces, the Joint Air Operations Center (JAOC)/Special Operations Liaison Element (SOLE), and SOF's integration into the conventional theater C2 structure. The course is mandatory for Advanced Tactical Readiness (ATR) upgrade and prior to certain staff assignments, but also recommended for all other SOF operators, mission planners, and SOF support staff.

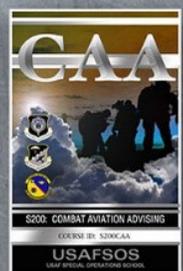
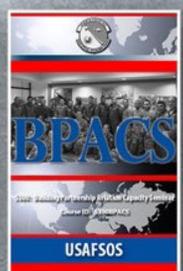
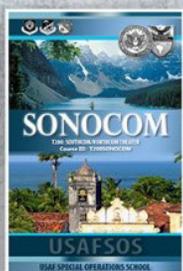
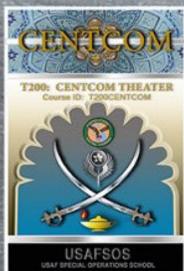
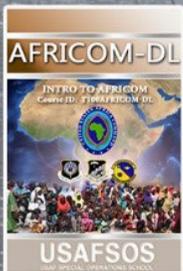
### ***Warfighting and Leadership Courses in development during 2020***

In addition to adapting existing courses following COVID19 restrictions of movement, the Warfighting and Leadership Department broke ground on two substantial courses aimed to deliberately invest and develop AFSOC's human capital within the continuum of leadership and warfighting.

L258, Staff Action Officer Course will focus on developing Air Commandos newly assigned to the MAJCOM staff. The course's aim is to provide nascent staff with the communication skills, strategic background, deliberate planning, and collaborative toolsets necessary for them to develop innovative, integrated, viable, and comprehensive solutions for the AFSOC Commander.

W222, Warfighting Fundamentals will be a comprehensive, in-depth experience aimed at developing Air Commandos for roles as airpower advocates in joint warfighting organizations. Education will focus on the various services' approach to warfighting, how the functional organizations contribute to warfighting, an introduction the joint warfighting functions, a practical experience in the joint planning process, and immersive in-class, and onlocation studies of historic battles. This will ensure AFSOC is ready to answer the nation's call in the current environment of Great Power Competition. Students will have a culminating exercise in which they practice the principles of joint warfare given a realistic problem set. At the end of the course students should have a solid understanding of how to design realistic and integrated airpower solutions which benefit the entirety of the joint force and positively contribute to the achievement of COCOM and national objectives.

# THE THEATER ENGAGEMENT



## Theater Engagement Department



Dr. Susan Alaniz is the Theater Engagement Department Chair. She is a retired USAF Lt Col with 20 years of active duty service and 11 years of service as a federal government civilian. She served as a master communications computer systems officer and a political/military strategist. Her assignments include mobile air control radar squadrons, the White House Communications Agency as an Overseas Presidential Communications Officer, and the HQ AFSOC A6 Communications and Information Directorate. Dr. Alaniz is currently serving as a supervisory political military program analyst. She is a graduate of the USAF Academy with a Bachelor of Science in Human Factors Engineering and a minor in French. She earned her Master of Public Administration degree from the University of Oklahoma. In addition, she earned her PhD in International Development from the University of Southern Mississippi. The focus area of her research is US Military Assistance and Recipient State Political Development.

The Theater Engagement Department prepares AFSOC Airmen to conduct Air Force special operations in the global context for Irregular Warfare (IW) and Great Power Competition (GPC). Students learn about the conflict environment and the competition continuum in each of the Geographic Combatant Commands (GCCs). Additionally, students learn about the Joint, Interagency, Intergovernment, and Multinational defense resources that are available for the specified missions in each of the GCCs. In recognition that US National Defense Strategy requires focus on strengthening allies and attracting new partners, students learn intercultural competence concepts and application skills relevant to the multinational, multicultural environments where partner states may have different cultural preferences from the typical American. To achieve US security goals, students learn about the US policy frameworks and funding authorities to conduct security cooperation. At the most advanced levels, USAFSOS students may be nominated by their commands to attend the Building Partner Aviation Capacity Seminar, the only US Government education and engagement seminar designed to build purposeful international aviation partnerships among national defense aviation decision makers and practitioners.

In AY20, the Theater Engagement Department conducted operational military education for AFSOC, other DoD, US interagency organizations, and 10 international military students from 8 AFRICOM partner states. The COVID19 pandemic crisis certainly had an impact on the delivery of education. Regular course iterations were cancelled beginning in April 2020, but innovation and creativity revolutionized opportunities for remote learning. With lightning speed, region and culture courses were transformed for delivery in less than 2 months to the selected remote learning technology. This new delivery methodology has made possible simultaneous instruction of students in multiple time zones.

### Cultural Competence

#### Captain Melanie Engle, Division Chief

*Intercultural Competence Basic Course (Oct 2019 - March 2020) and Air Commando Indoctrination Course Remote Learning as of April 2020*

The Intercultural Competencies Basic Course is a one day course that provides attendees with introductory knowledge necessary for recognition of the influence of culture and cultural competence in military operations. Students learn about foundational concepts and principles as outlined in the Joint Concept on the Human Aspects of Military Operations published by the Joint Staff in 2016. Focus is placed on the AFSOC relevance of these concepts. In response to the COVID19 pandemic, in April 2020, this course transitioned from being a separate course to being merged with the newly created Air Commando Indoctrination Course (ACINDOC) for deliver via Remote Learning Technology. It also has opened possibilities for greater use of Air University ADLS tools to capitalize on other opportunities to deliver foundational concepts, enabling quicker focus on learning requirements unique to the Air Commando work environment.



Instructors of the Intercultural Competence Basic Course and ACINDOC culture learning objectives included Capt Ben Duffy, Capt Melanie Engle, Mr Mike Sneider, Mr. Dan Courson, Mr. George Velez, Ms. Danica Domokos, and Ms. Naureen Butt. Ms. Danica Domokos was hired in August 2020 and now serves as the lead for Intercultural Competence Course development and delivery.

In AY 2020, the Intercultural Skills for Engagement course was delivered once in May 2020 in a virtual format in response to the global pandemic travel restrictions. However, recognizing the importance of face-to-face interaction to promote culture sensitivity, the course returned to a primarily in residence format in July 2020. AFSOC organizations with a mandatory attendance requirement for this course include Combat Aviation Advisors and the Non-Standard Aviation community. USAFSOS instructors in this course included Capt Melanie Engle, Capt Ben Duffy, Mr. Dan Courson, Mr. George Velez, Ms. Danica Domokos, Ms. Naureen Butt and Mr. Mike Sneider.

### ***Intercultural Skills for Engagement***



The ENGAGE course is a 5-day in-residence course that builds general knowledge and skills to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex military mission environment to achieve the desired effect. Students learn about academic frameworks that help AFSOC members to recognize their own cultural preferences and to compare them with global variations. 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. Students learn communication and negotiation skills for mitigating the differences and also techniques for applying those skills in a variety of scenarios. Finally, this course teaches students how to conduct specific research into culture attributes of a given country or region.

### ***Negotiations for AFSOC***

The Negotiations for AFSOC 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. USAFSOS instructors in this course included Mr. Mike Grub and Dr. Dylan Dombret.

## **Theater Operations**

### **Major Nick Mazula, Division Chief**

#### ***AFRICOM Theater***

In AY20, the courseware for the AFRICOM Theater included two separate versions. The first is the 5-day legacy in-residence course. This course existed until March 2020. The intent of this course was to focus on US strategic interests in the AFRICOM AOR with emphasis placed on topics relevant to US Special Operations Force mission sets. Topics were addressed at unclassified and classified levels. The AFRICOM curriculum was designed to educate students on knowledge and comprehension level learning objectives to enable successful planning, operations, and deployment in the AOR. The course presented an array of USAFSOS faculty and guest SMEs to maximize student exposure to a range of military and civilian perspectives.



Starting in June 2020, the AFRICOM Theater Course was transformed for Remote Learning system methodology. Besides the adjustment in how students accessed the information, the course was presented in a 3-day format from June through November 2020. Since the transformation to remote learning, lesson materials are presented to students in both synchronous and asynchronous formats.

Currently, the AFRICOM course is a 4-day remote learning (online) course that focuses on the creation of regional and cultural understanding that will enable SOF personnel to operate effectively within the AFRICOM AOR. The course covers current political, military, social, and economic factors that influence operations in AFRICOM. With topics ranging from the strategic direction of the National Security Strategy to violent extremist organizations and development, the course aims to provide an overview of SOF operations throughout the continent with specific regard to the Horn of Africa, Northwest Africa, the Lake Chad Basin, the Sahel and the Maghreb regions. Course objectives also specifically include selected regional overviews and familiarization with the theater special operations command (TSOC), Combined Joint Task Force Horn of Africa (CJTFFHOA) and conventional air forces (AFFOR) in the AOR.

### ***CENTCOM Theater***



The CENTCOM course provides a strategic overview of the CENTCOMAOR, focusing on history, geopolitics, operational culture and current operations. At the beginning of AY20, four in-residence courses and two mobile education events were held at Cannon AFB, NM; Hurlburt Field, FL; and MacDill AFB, FL. When the COVID19 pandemic forced in-person operations to shut down, the CENTCOM Theater course became the first theater course offered online by USAFSOS. Redesigning the in-residence CENTCOM theater course curriculum for the remote learning environment allowed students and instructors to continue education on CENTCOM issues from home for a safer learning experience. The course featured both resident USAFSOS instructors and guest instructors from academia and military career fields of higher learning, and various other government agencies. The course curriculum aligns with

current operational priorities as laid out by the 2018 National Defense Strategy, CENTCOM's Campaign Plan, and SOCCENT priorities, but each course iteration varies slightly to capture the ever-evolving nature of the CENTCOM environment.

### ***EUCOM Theater***

In AY20, the EUCOM course pivoted from inperson delivery to remote learning via Blackboard due to the COVID19 pandemic. This latest incarnation of the EUCOM course is an orientation course focusing on US National Interests and foundational information on the AOR (geography, history, demographics and root causes of conflicts) necessary for successful operations in theater. The EUCOM course constantly adapts to current events and changes in the strategic and operational environment as defined in the National Defense Strategy. EUCOM pulls from leading experts in the field, to include academia, the private sector, and government to provide the most up-to-date, relevant material to educate SOF personnel. The demand for EUCOM Theater education continues to increase due to increased tensions in Eastern Europe.



## ***INDOPACOM Theater***



The INDOPACOM course focuses on US strategic interests in Asia and the Pacific, providing AFSOC members with the historical, geographical, political, socio-economic, and cultural education needed to succeed in theater. Particular focus is given to AFSOC in-theater organizations. The course addresses security dynamics that influence SOF operations and affect our key partner nations in INDOPACOM, as well as INDOPACOM's Theater Campaign Plans. The course prioritizes education on current National Defense Strategy guidance, with specific material dedicated to the study of peer competition dynamics from China, North Korea and VEOs.

## ***SOUTHCOM/NORTHCOM Theater***

The SONOCOM Course is a Remote Learning course that orients US Forces to the USNORTHCOM and USSOUTHCOM AORs. This course focuses on the creation of regional and cultural understanding that will enable SOF personnel to operate more effectively within the NORTHCOM / SOUTHCOM AOR. This course deliberately aligns its topic selections with applicable AFSOC, Special Operations Command, North (SOCNORTH), Special Operations Command, South (SOC SOUTH) US Southern Command (USSOUTHCOM), US Northern Command (USNORTHCOM), US Special Operations Command (USSOCOM), and relevant Headquarters United States Air Force (USAF) guidance, plans and operations in order to place tactical-level core SOF mission areas into operational and strategic contexts. The course features resident faculty, guest civilian and military subject matter experts, and covers current political, military, social, and economic factors that influence operations in USNORTHCOM / USSOUTHCOM.



The course features resident faculty, guest civilian and military subject matter experts, and covers current political, military, social, and economic factors that influence operations in USNORTHCOM / USSOUTHCOM.

## **Security Cooperation**

**Major Mark Prusinowski, Division Chief**

### ***Combat Aviation Advising***



The Combat Aviation Advising (CAA) course is specifically tailored for AFSOC's Combat Aviation Advisor (CAA) pipeline trainees as well as other SOF and USAF advisors by nomination. The CAA course educates future advisors on irregular warfare (IW) concepts in security force assistance (SFA), foreign internal defense (FID), and unconventional warfare (UW) operations. In addition, students get an overview of the major Security Cooperation and Assistance policies, legal restrictions, and key organizations that must be considered when planning security assistance programs. The course illustrates these concepts through vignettes and current operations lessons.

Experienced CAAs provide operators' perspectives and instruct trainees on challenges and solutions encountered in ongoing advisory operations. A capstone exercise requires students to apply course concepts in a realworld scenario.

The CAA Phase 1 Mission Qualification Course requirements were redesigned to meet all training requirements that include Intro to Special Operations, Intro to Irregular Warfare, Intercultural Skills for Engagement, and the CAA

course. Dynamics of International Terrorism and Antiterrorism Level II follow CAA to complete remaining Phase 1 requirements. Upon completion of Phase 2, CAAs return to USAFSOS for Phase 3 to receive language, regional, and culture education for which they are selected. Furthermore, students may experience an immersion opportunity to employ their language skills in a country where they will likely deploy operationally in the future.

### ***Building Partner Aviation Capacity Seminar***



BPACS is designed to educate US SOF and partner nation aviation members on national security strategy formulation and execution. The seminar aims to expand purposely built networks with our allies and partners to optimize aviation interoperability, integration, and collaboration. Topics are selected to create a community of interest to promote greater understanding of the 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 (DoD), 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. USAFSOS strives to make each seminar responsive to ongoing aviation security cooperation developments. The seminar format facilitates discussions on each PN's aviation structure similarities and differences supported by examples of aviation successes and failures.

In concert with the United States 2018 National Defense Strategy, the primary goal of the Building Partner Aviation Capacity Seminar (BPACS) is to strengthen allies and partners while attracting new partners through purposeful aviation partnership. 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.

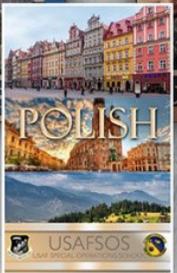
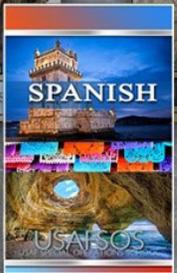
The BPACS schedule includes social and hospitality events during and after normal duty hours to encourage rapport building and the creation of long-term relationships. BPACS participants are expected to participate in all social events to maximize partner building opportunities.

In AY20, one BPACS event was conducted for 26 US and international students. There were 10 international students representing 8 AFRICOM partner states. The pandemic precluded the conduct of additional BPACS iterations in this academic year. Plans had been made to conduct an inaugural EUCOM iteration of BPACS, but the pandemic required that the iteration be moved to AY21. The intent for out years is to conduct two Hurlburt iterations that are open to all GCCs, one in-theater EUCOM.



# LC

## LANGUAGE CENTER



# Language Training Detachment

Dr. Steve Butler, Site Director



The Defense Language Institute Foreign Language Center's (DLIFLC) Language Training Detachment (LTD) continues to lead the way in world class foreign language education, designed specifically for AFSOC personnel. This talented and diverse team includes a Site Director, an Academic Specialist, 14 DLIFLC language professors, and one contract language professor.

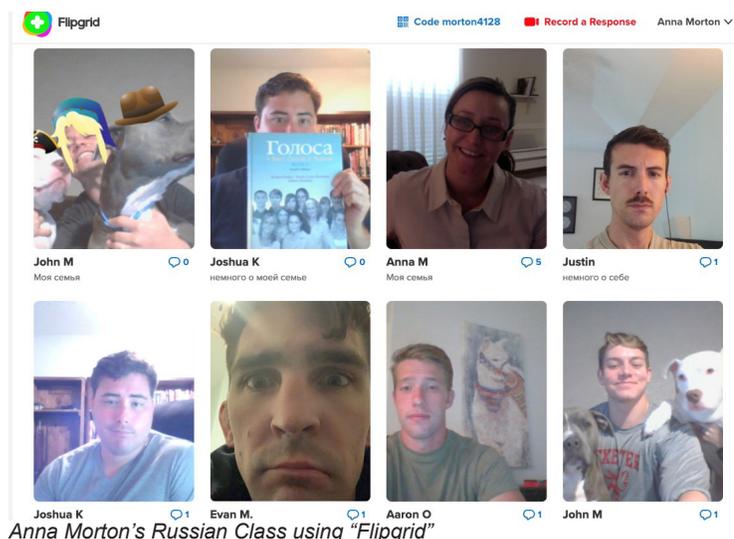
The LTD works closely with all departments of the USAFSOS team to ensure synergy between language and culture education across the spectrum of USAFSOS educational programs. The languages offered by the LTD in 2020 included: Arabic (MSA, Egyptian, Iraqi, and Levantine), Dari, Farsi, French, Indonesian, Pashto, Polish, Portuguese, Russian, Spanish, Tagalog, and Thai.

## Language

Even after losing two months of non-IAT classes to the Pandemic during AY20, the LTD provided 31,334 student contact hours of language education to 275 students in 76 individual courses. In addition, the LTD administered tests to a total of 500 airmen who require a foreign language to accomplish the extremely important AFSOC missions. This critical testing included 360 Defense Language Proficiency Tests (DLPT) and 140 Oral Proficiency Interviews (OPI).

The 76 courses taught in AY20 included 48 Sustainment and Enhancement Training (SET) courses, designed to ensure AFSOC airmen are prepared for the mission; six Significant Language Training Events (SLTE), which are a minimum of 150 hours to enhance the language capabilities of more advanced speakers; nine Pre-Deployment Courses, provided immediately before deployments; and 13 Initial Acquisition Training (IAT) courses, which take AFSOC airmen from zero language capability to mission ready status in 16 – 29 weeks, depending on the language. The language professors tailor the educational programs to meet the operational requirements of each student who supports the AFSOC mission.

The IAT courses provide the foundation for language capability throughout AFSOC, with special emphasis on the Combat Aviation Advisors (CAA) of the 6th and 711th Special Operations Squadrons (SOS). During the year, the LTD conducted IAT courses in Arabic, French, Russian, Spanish, Tagalog, and Thai with phenomenal results. The LTD has had a 100% success rate for over 10 consecutive years; and this year, 100% of the IAT graduates exceeded the AFSOC standard.



The results this year were even more impressive than previous years as the global pandemic necessitated teaching virtually for over half of the year. The dedication of the LTD professors enabled the entire LTD to transition from the classroom to online learning in only two days without missing one hour of instruction. Even though everyone agrees that learning a foreign language is much more effective when done face-to-face, the outstanding work of the LTD professors enabled this year's students to achieve results almost identical to last year's students even though they were forced to learn online.

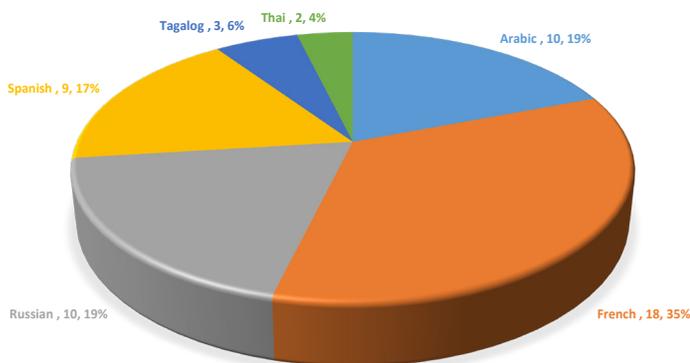
Most of the IAT students who graduated this year were

CAAs, both active duty and Air Force Reserve. Students also came to the LTD from the Language Enabled Airman Program (LEAP), US Army Civil Affairs, 7th Special Forces Group, the Air Force Office of Special Investigations (OSI), the 25th Intelligence Squadron, and medical personnel. A letter from the Director of AFOSI, praised the LTD's efforts in educating one of his field agents. The ability of this OSI agent to speak French was credited with saving multiple lives in a medical evacuation mission in West Africa.

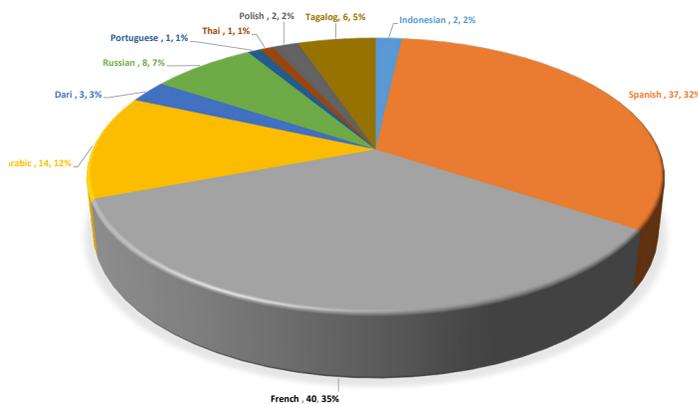
Due to the global pandemic, in country immersions were very limited this year. The LTD team is always planning for the immersions that will best prepare students for their important missions after they become operational CAAs. For example, the cancelled immersions this year included Panama (Spanish), Latvia (Russian), Morocco (French), and Jordan (Arabic). Contacts made with allies in these countries will assist with successful immersions for students in the future.

In the dynamic world of AFSOC, the key to success is the ability to adapt to the changing missions around the world. The professors of the LTD are continuously looking for ways to enhance existing programs and develop new ones when necessary to support the foreign language proficiency requirements of current and future CAAs. The additional challenge of accomplishing these critical tasks online this year showcased the incredible talents and dedication to the mission of the Hurlburt Field LTD Team.

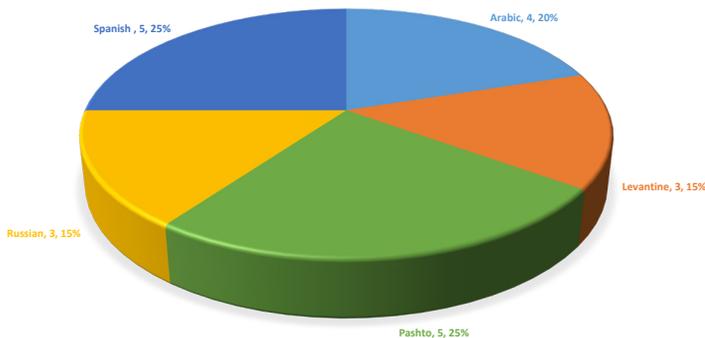
### Initial Acquisition Training



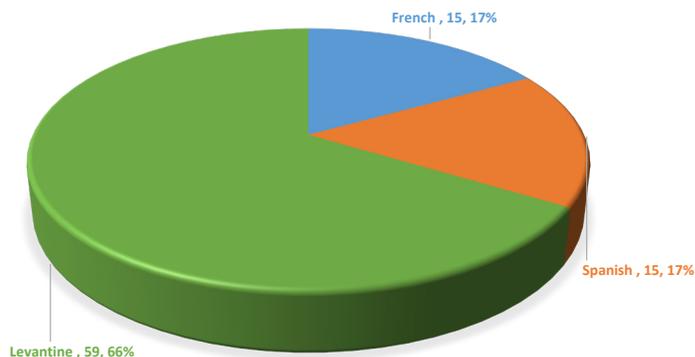
### Sustainment and Enhancement



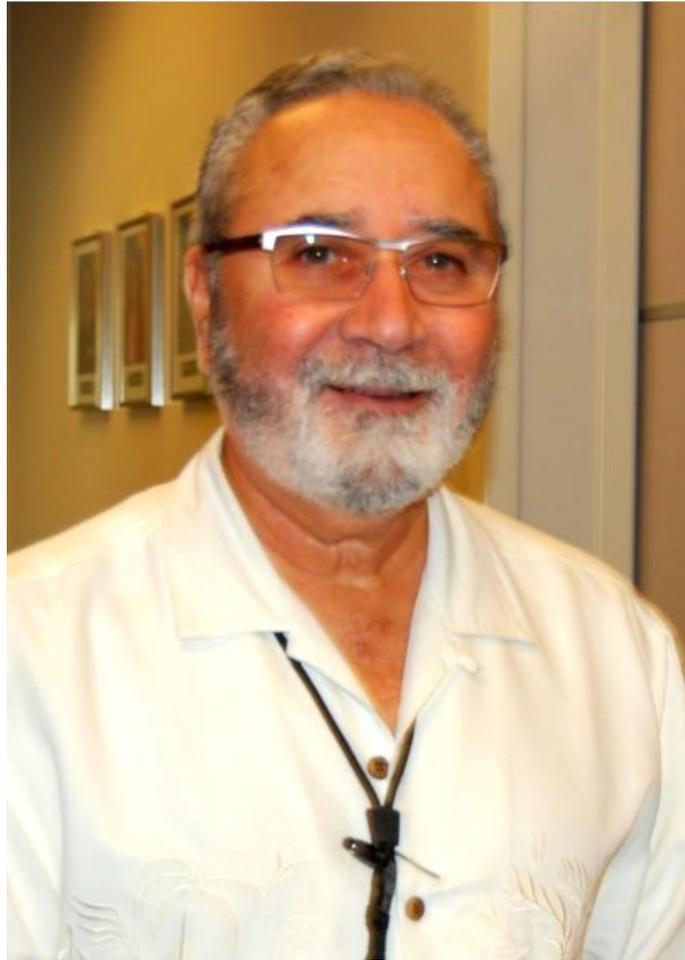
### Significant Language Training Event



### Pre-Deployment Training



## In Memoriam



**Tomas L. DeJesus**  
**23 Feb 52 – 21 Jan 20**

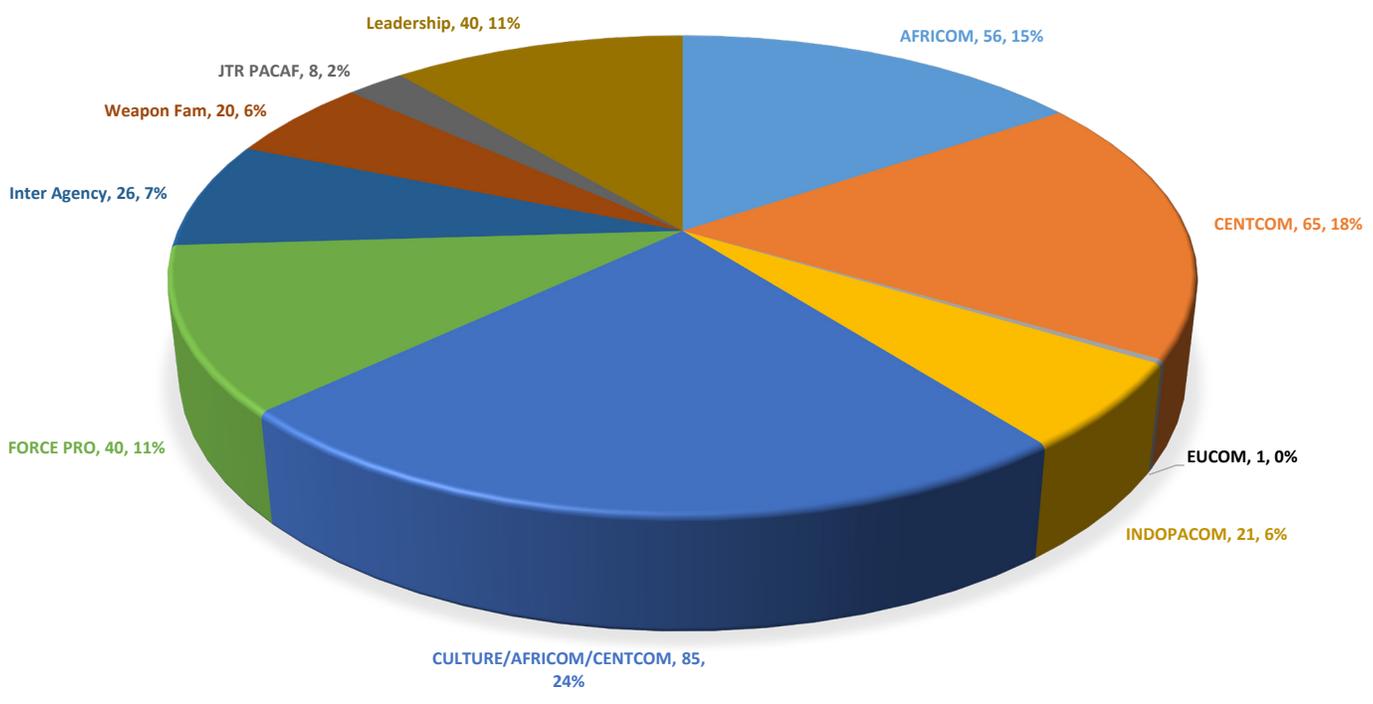
Unfortunately, the LTD lost a beloved member of the team in January. Tomas DeJesus was a decorated Special Forces soldier who served 23 years in the US Army. The picture presented to him upon his retirement summed up Tomas perfectly, it read “The Quiet Professional.” That quiet professionalism enhanced the careers of hundreds of soldiers, sailors, airmen, and Marines during his almost eight years as a DLIFLC Spanish Professor. One student put it perfectly on his postcourse evaluation, “Professor DeJesus was my favorite teacher.”

## Mobile Education Events (MEEs) for AY20

Mobile Education Events 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.

Units interested in inquiring about a MEE at their location may email: [USAFSOS.MEE.DL@us.af.mil](mailto:USAFSOS.MEE.DL@us.af.mil)

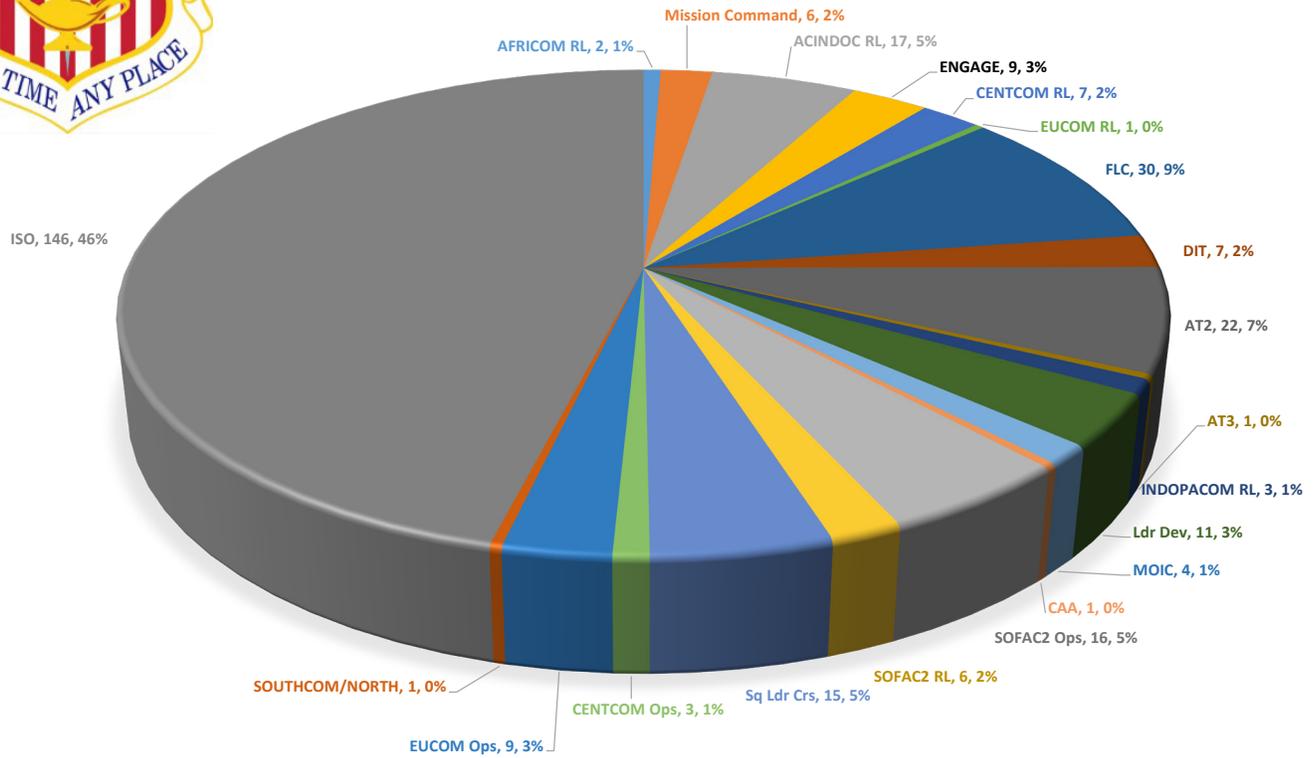
MEE Events





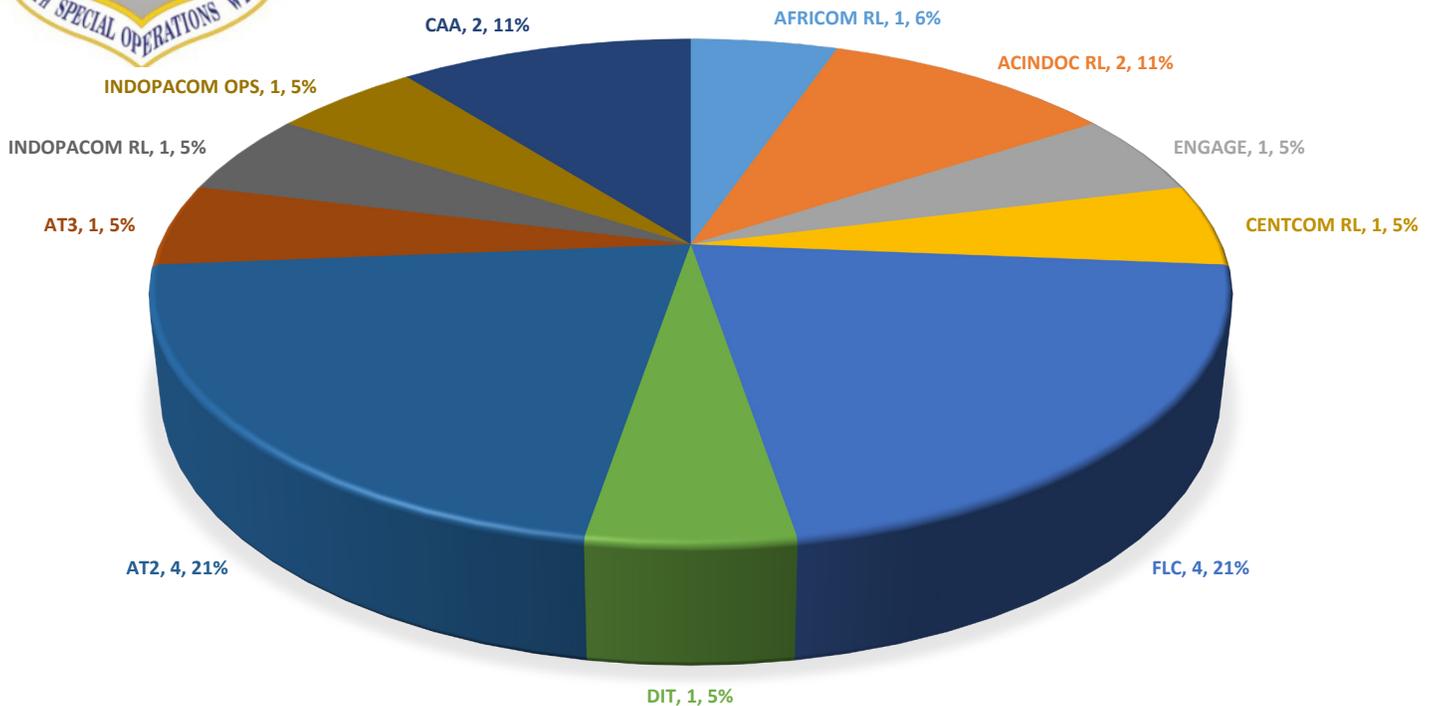
# 1st Special Operations Wing Hurlburt Field, Florida

317 Students



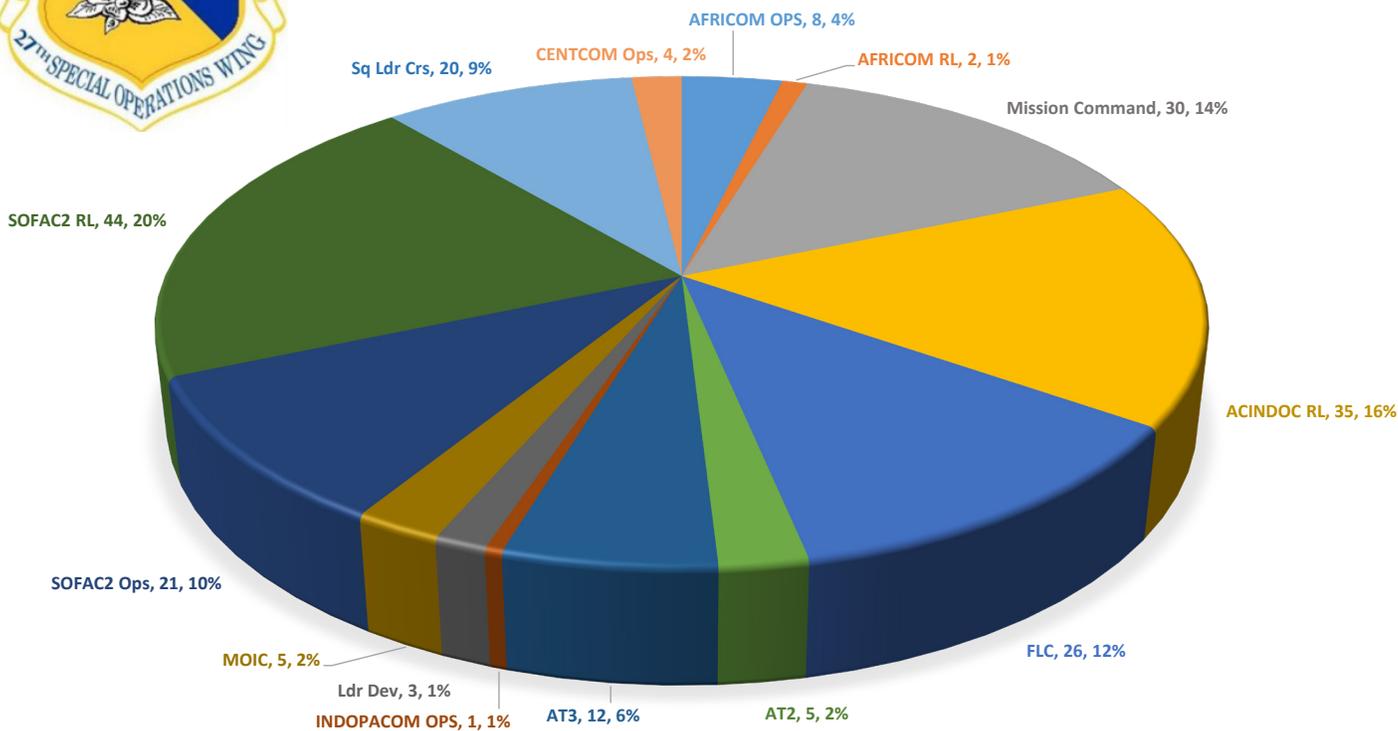
# 919th Special Operations Wing Duke Field, Florida

19 Students

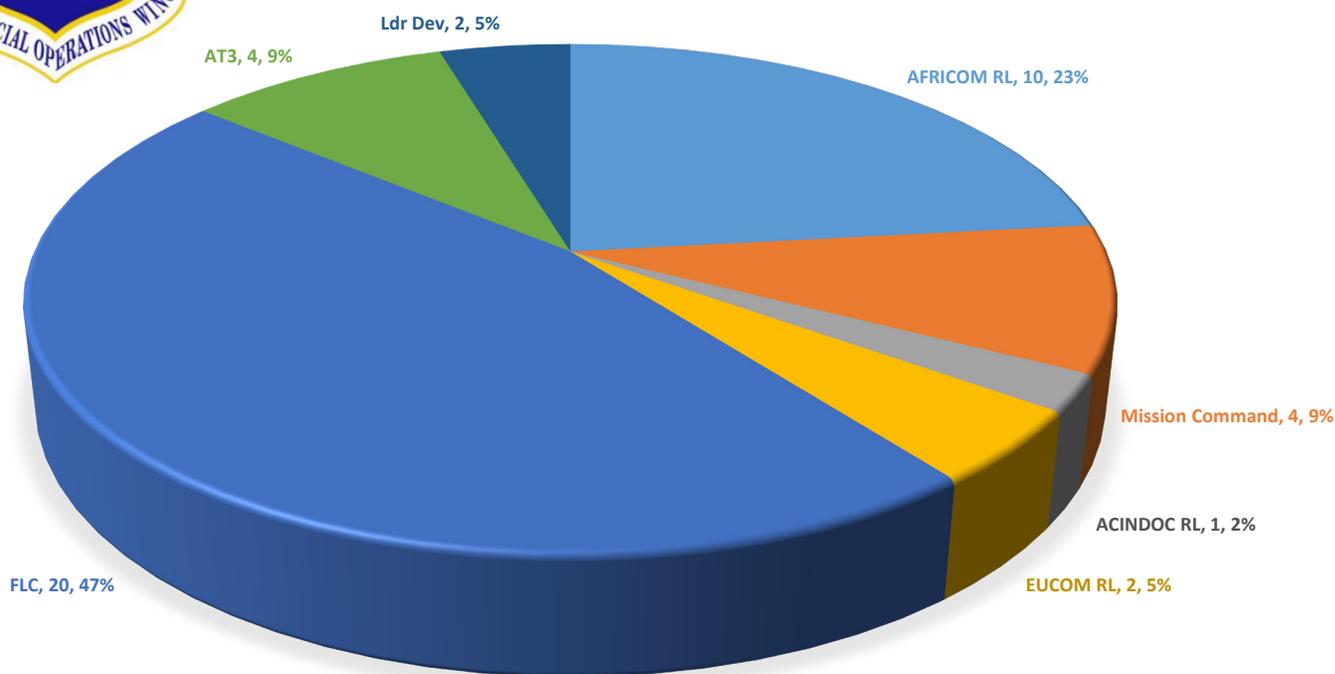




**27th Special Operations Wing**  
**Cannon AFB, New Mexico**  
 216 Students

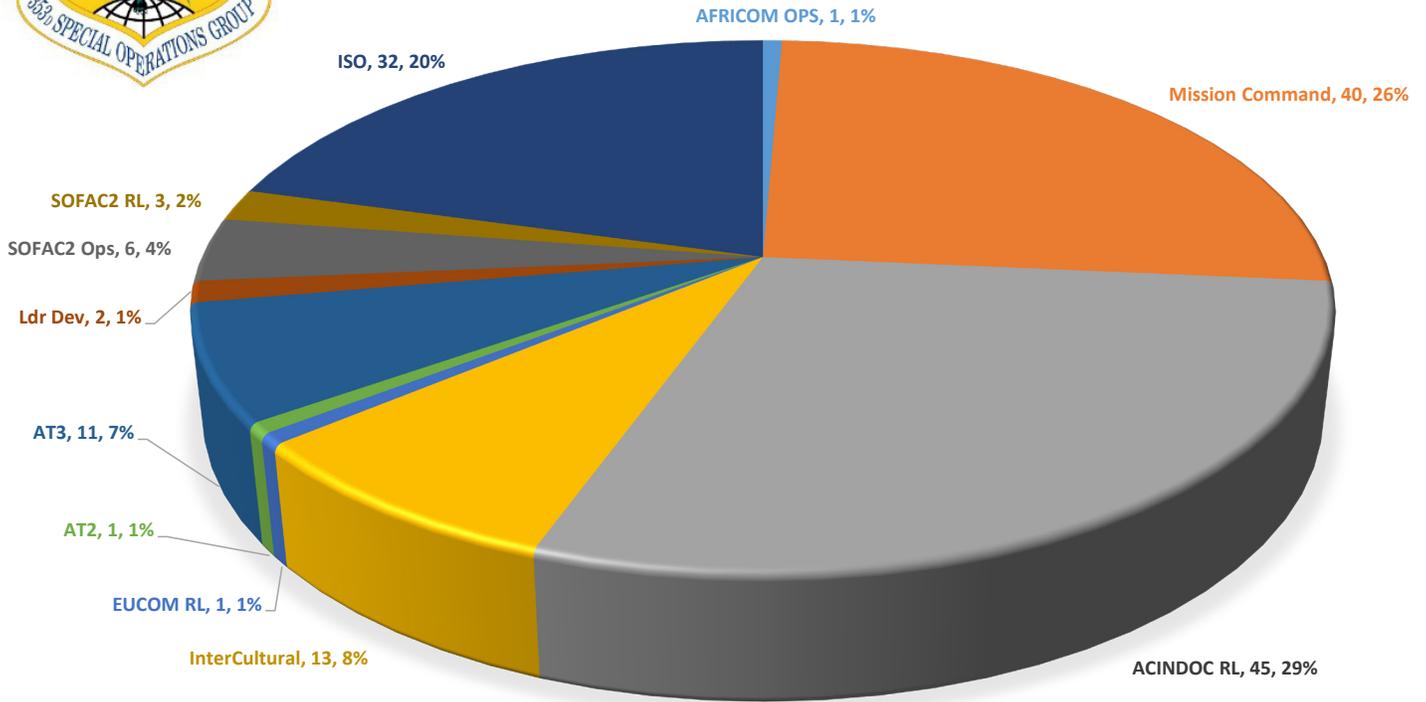


**352d Special Operations Wing**  
**RAF Mildenhall, England**  
 45 Students

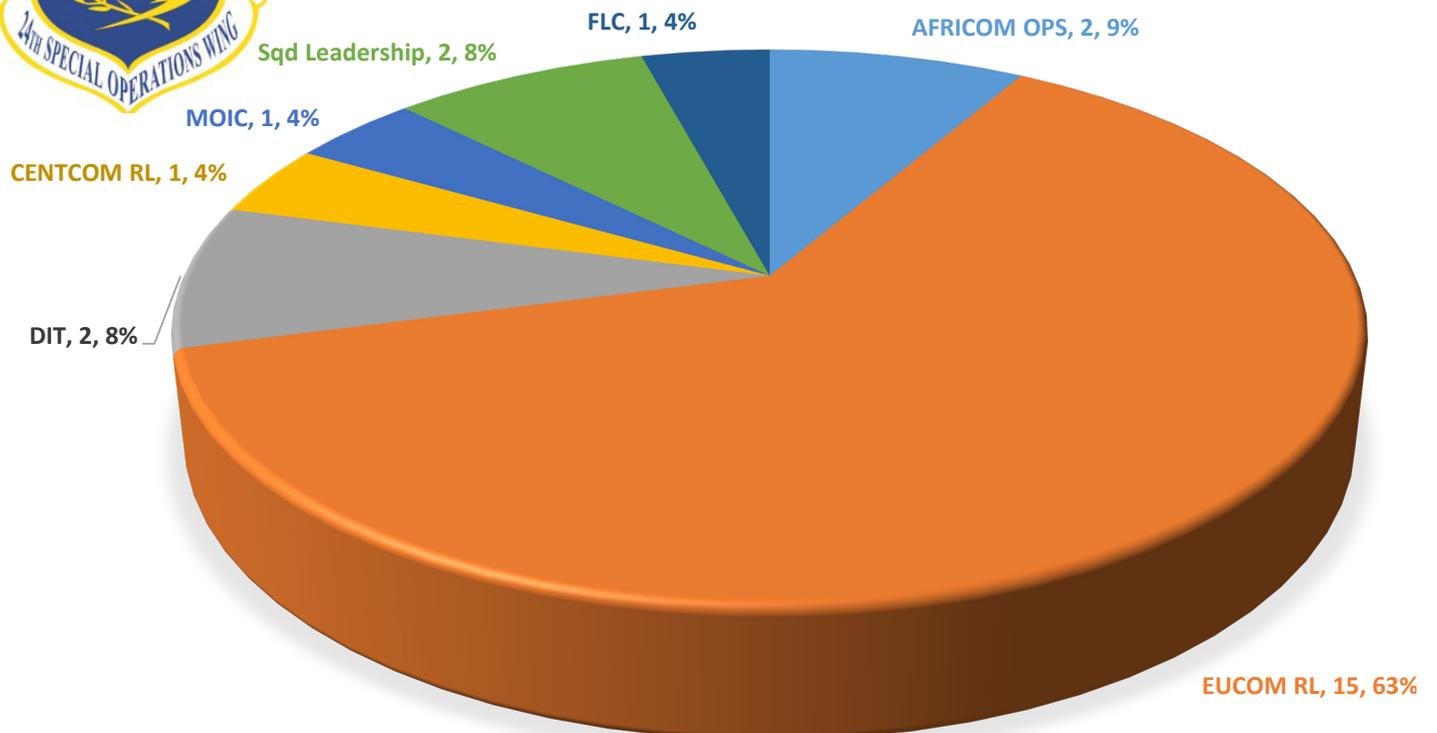




### 353d Special Operations Group Kadena AB, Japan 155 Students

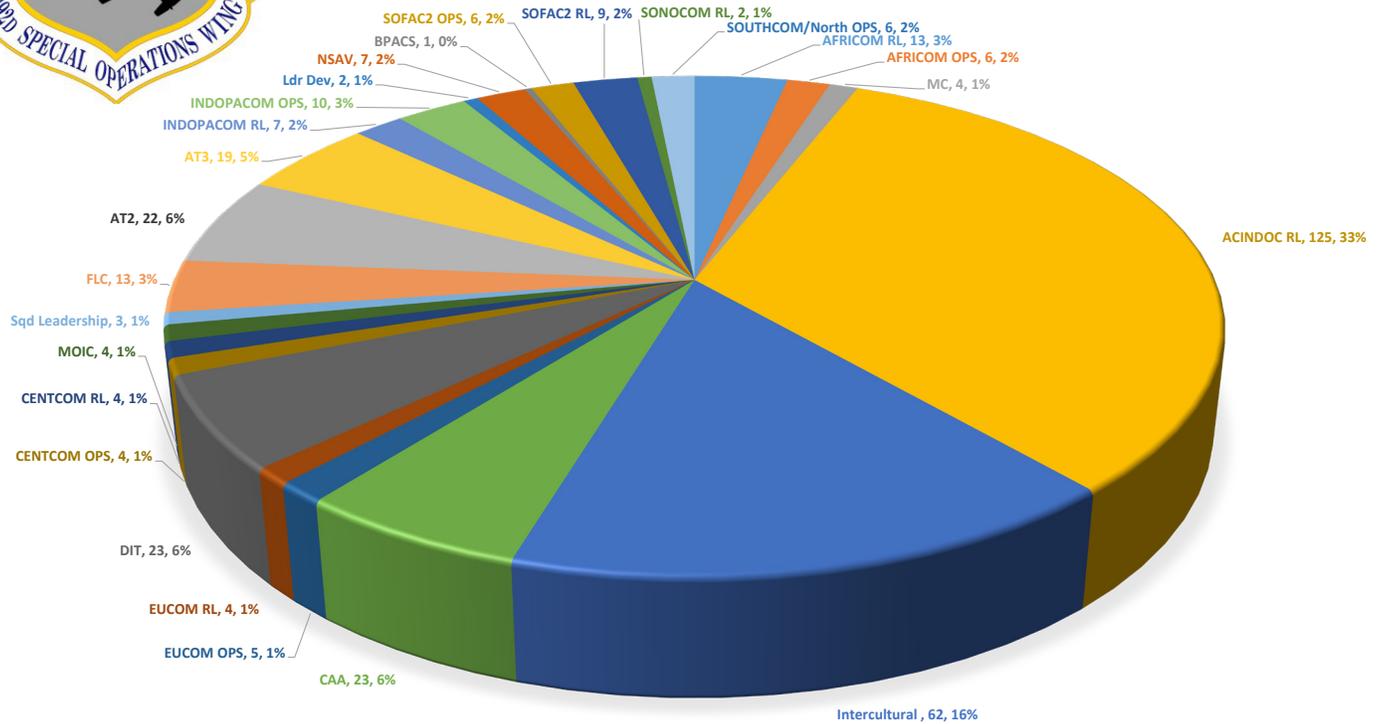


### 24th Special Operations Wing Hurlburt Field, Florida 24 Students





## 492d Special Operations Wing Hurlburt Field, Florida 366 Students



### Student Demographics

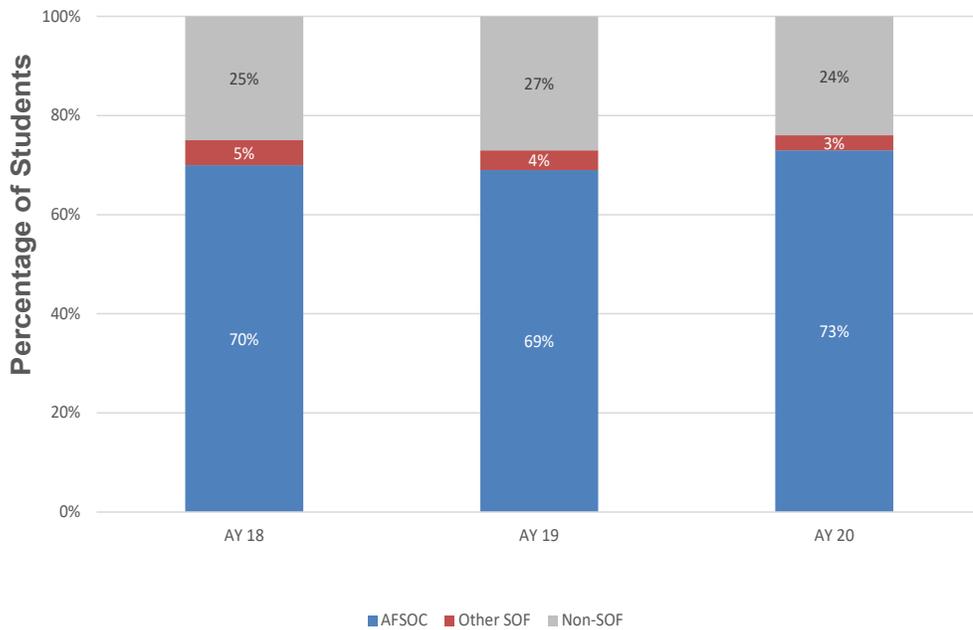
Student attendance and course information in the tables that follow come from the Learning Management System (LMS) Blackboard. Formal courses are those assigned a PDS code and tracked in the USAF personnel data system. This includes all regular courses taught on-station, off-station and remote learning.

### 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 Throughput by AY

USAFSOS	AY 18	AY 19	AY 20
Courses Conducted	20	21	26
Class Iterations	147	136	118
On-Station	81	79	71
Off-Station	66	57	12
Remote Learning	-	-	35
<b>Total Students</b>	<b>4,360</b>	<b>3,904</b>	<b>3,613</b>



**SOF Attendance by Type of Course (AY20)**

Type of Course:	Student Numbers / Percentages						
	AFSOC		Other SOF		Non-SOF		Total
<b>1 Formal</b>	2,644	73%	105	3%	864	24%	3613
<b>2 MEE</b>	337	93%	5	1%	20	6%	362
<b>3 LANG</b>	257	94%	14	5%	2	1%	273
<b>Totals</b>	<b>3,238</b>	<b>70%</b>	<b>124</b>	<b>4%</b>	<b>886</b>	<b>26%</b>	<b>4248</b>

1 Formal – Includes all certificate awarding courses, whether taught on/off station or Remote Learning

2 MEE – Courses of instruction taught by a Mobile Education team, tailored for specific audiences

3 LANG – Language Center Students

## Operational Military Education Course Descriptions

The following section contains detailed information about the courses offered by USAFSOS during AY20. Each course page includes a brief description of the course, course objectives, target audience, overall end-of-course level one evaluation (student feedback) results, and student/course demographic data.

### ***Leadership Development Division***

AFSOC Flight Leadership  
AFSOC Leadership Development  
AFSOC Squadron Leadership  
AFSOC Staff Action Officers Development (Under Development)

### ***Warfighting Division***

Air Commando Indoctrination Academics (Remote Learning)  
AFSOC Mission Commander  
SOF Air Command and Control Course (Operations)  
SOF Air Command and Control Orientation (Remote Learning)  
Dynamics of International Terrorism  
SOF Antiterrorism Officer Level II  
SOF Antiterrorism Officer Level III (Remote Learning)

### ***Theater Operations Division***

AFRICOM Orientation (Remote Learning)  
AFRICOM Operations  
CENTCOM Orientation (Remote Learning)  
CENTCOM Operations  
EUCOM Orientation (Remote Learning)  
EUCOM Operations  
INDOPACOM Orientation (Remote Learning)  
INDOPACOM Operations  
SOUTHCOM/NORTHCOM Orientation (Remote Learning)  
SOUTHCOM/NORTHCOM Theater

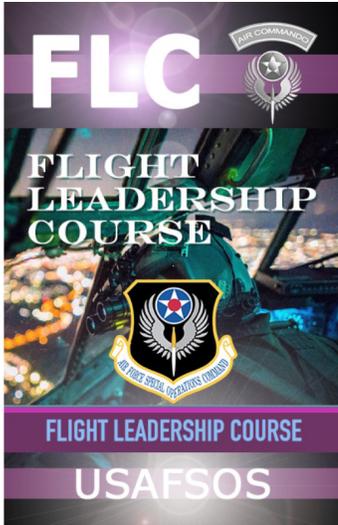
### ***Culture and Language Division***

Negotiations for AFSOC  
Combat Aviation Advising  
Intercultural Competencies for Engagements

### ***Dean of Academics Department***

AFSOC Methods of Instruction Academic Instruction (Remote Learning)  
Methods of Instruction  
Building Partner Aviation Capacity Seminar  
Building Partner Aviation Capacity Seminar – Spanish Version

# FLIGHT LEADERSHIP



**Course Code:** L111FLC  
**PDS Code:** 2D2  
**Length:** 5 Days  
**Total Course Hours:** 35

The Flight Leadership Course is an educational and mentorship-based course designed to proactively develop AFSOC's unit-level flight leadership teams into fully effective leaders. This will be achieved through improving understanding of flight leader roles, duties, and responsibilities, increasing proficiency in key flight-level leadership skills and behaviors, and introducing flight leaders to unit policies, programs, plans, and procedures.

Students will 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 (0-6) level.

### Overall End-of-Course Student Feedback Result.

### Agree

- |    |  |      |
|----|--|------|
| 1. | The content of this course was relevant to my job.               | 95%  |
| 2. | I feel this course was worth my time away from my job.           | 95%  |
| 3. | I believe this course was well organized.                        | 96%  |
| 4. | Course Director effectively adjusted the course to the audience. | 100% |
| 5. | I believe the content reflected AFSOC's mission.                 | 100% |
| 6. | I feel the guest speaker(s) added depth to this course.          | 100% |
| 7. | I would recommend this course to others.                         | 100% |

## AY20 Student Demographics and Iterations

### Demographics

AFSOC	Other SOF	Non-SOF
179	23	1

### Iterations



## 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	1	3	6
Off-Station	0	4	1
Total Academic Days	5	35	35
Total Students	27	222	203

# AFSOC LEADERSHIP DEVELOPMENT



**Course Code:** L221LDRDEV

**PDS Code:** 221

**Length:** 5 Days

**Total Course Hours:** 30

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 at their disposal. The third module is devoted to specialized topics, including the importance of Total Force Integration. 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.

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

## Overall End-of-Course Student Feedback Result.

## Agree

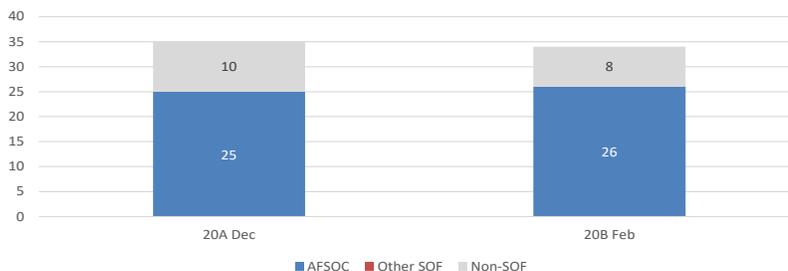
- |    |  |      |
|----|--|------|
| 1. | The content of this course was relevant to my job.               | 96%  |
| 2. | I feel this course was worth my time away from my job.           | 96%  |
| 3. | I believe this course was well organized.                        | 100% |
| 4. | Course Director effectively adjusted the course to the audience. | 96%  |
| 5. | I believe the content reflected AFSOC's mission.                 | 96%  |
| 6. | I feel the guest speaker(s) added depth to this course.          | 100% |
| 7. | I would recommend this course to others.                         | 96%  |

## AY20 Student Demographics and Iterations

### Demographics

AFSOC	Other SOF	Non-SOF
51	18	0

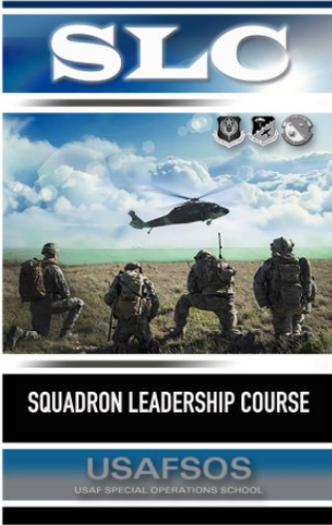
### Iterations



## 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	4	4	2
Off-Station	0	0	0
Total Academic Days	20	20	10
Total Students	149	152	69

# AFSOC SQUADRON LEADERSHIP



**Course Code:** L421SLC  
**PDS Code:** 2FV  
**Length:** 5 Days  
**Total Course Hours:** 36

SLC deliberately pairs and develops 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. L421SLC 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 Learning Management System (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.

## Overall End-of-Course Student Feedback Result.

		<u>Agree</u>
1.	The content of this course was relevant to my job.	100%
2.	I feel this course was worth my time away from my job.	100%
3.	I believe this course was well organized.	100%
4.	Course Director effectively adjusted the course to the audience.	99%
5.	I believe the content reflected AFSOC's mission.	99%
6.	I feel the guest speaker(s) added depth to this course.	100%
7.	I would recommend this course to others.	100%

## AY20 Student Demographics and Iterations

### Demographics

AFSOC	Other SOF	Non-SOF
80	19	0

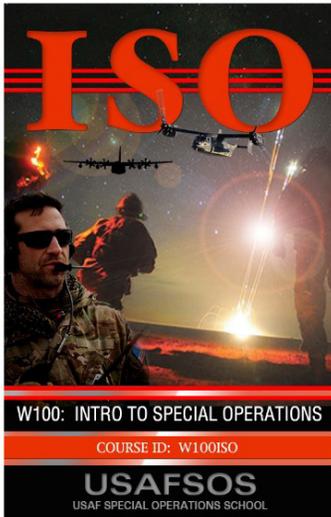
### Iterations



## 2-Year Course Totals

Class Iterations	AY19	AY20
On-Station	2	2
Off-Station	0	1
<b>Total Academic Days</b>	10	15
<b>Total Students</b>	84	100

# INTRODUCTION TO SPECIAL OPERATIONS



## AY21 Discontinued in this version. Now ACINDOC-RL.

ISO is designed to provide students with information that will deepen their knowledge and understanding of US special operations heritage, missions, and capabilities. The course examines the historical evolution, development, organization, and mission activities of US Special Operations Command and its components. It provides a working knowledge of Air Force special operations forces and emphasizes the joint perspective. The course uses personal accounts from elite AF/SOF warriors to analyze select special operations missions.

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

### Overall End-of-Course Student Feedback Result.

		<u>Agree</u>
1.	The content of this course was relevant to my job.	97%
2.	I feel this course was worth my time away from my job.	94%
3.	I believe this course was well organized.	98%
4.	Course Director effectively adjusted the course to the audience.	90%
5.	I believe the content reflected AF/SOC's mission.	100%
6.	I feel the guest speaker(s) added depth to this course.	100%
7.	I would recommend this course to others.	96%

### AY20 Student Demographics and Iterations

#### Demographics

AFSOC	Other SOF	Non-SOF
488	105	6

#### Iterations



### 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	6	7	6
Off-Station	9	7	1
Total Academic Days	45	42	21
Total Students	856	822	600

# AIR COMMANDO INDOCTRINATION ACADEMICS-REMOTE LEARNING (ACINDOC-RL) NEW



**Course Code:** ACINDOC-RL

**PDS Code:** 25D

**Length:** Typically open for 21 days at a time.

The curriculum is an integration of Introduction to Special Operations and Intercultural Competencies. Combined, ACINDOC-RL satisfies all requirements for either course. This course is designed to educate and familiarize you with Air Force Special Operation Command (AFSOC), its mission, and its proud heritage beginning with the First Air Commando Group. It also focuses 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 in conducting Special Operations tasks for US National Defense Strategy objectives. This course provides building blocks to progress your foundational professional military knowledge while enhancing your credibility when working and interacting with joint SOF partners.

The course runs for 21 days and consists of four modules. Each module is 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. You will find that the first nine days of the course offers flexibility to complete your lessons at a self-guided pace. There are roughly 18 hours allocated for independent learning, so plan your time wisely.

**Target Audience:** This course is 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 is available to all others on a space available basis.

### Overall End-of-Course Student Feedback Result.

	<u>Agree</u>
1. The content of this course was relevant to my job.	96%
2. I feel this course was worth my time away from my job.	95%
3. I believe this course was well organized.	100%
4. Course Director effectively adjusted the course to the audience.	98%
5. I believe the content reflected AFSOC's mission.	99%
6. I feel the guest speaker(s) added depth to this course.	100%
7. I would recommend this course to others.	97%

### AY20 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
217	3	2

Iterations



### Course Totals

Class Iterations	AY20
Remote Learning	5
Total Students	282

# AFSOF MISSION COMMAND

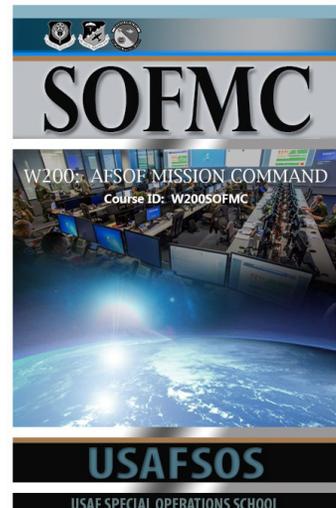
**Course Code:** W231SOFMC

**PDS Code:** 29J

**Length:** 2.5 Days

**Total Course Hours:** 15

The Mission Command course is a professional military educational seminar designed to prepare prospective AFSOC mission commanders for their duties and responsibilities in a deployed environment. The course employs a variety of instructional methods to include presentations, discussions, and collaborative groups to educate mission commanders on the internal and external processes of leading an AFSOC element. This course is specially designed to address the infrastructure of an established, deployed location while examining pre-deployment, deployment, and post-deployment challenges. The course focuses on operational and support considerations for mission commanders including such topics as Air Force Special Operations doctrine, command and control relationships, rules of engagement, legal ramifications, risk management, safety, force protection, and senior enlisted perspectives. The course culminates with leadership perspectives from senior mentors who have served as deployed mission



commanders.

**Target Audience:** This course is designed for Air Force Special Operations Command personnel who have been selected or have the potential to serve as a mission commander (MC) or Senior Enlisted Leader (SEL). This course primarily focuses on preparing future operational MCs and SELs but is open to all others on a space available basis. This is a nominative course whereby students must apply and be accepted to attend.

## Overall End-of-Course Student Feedback Result.

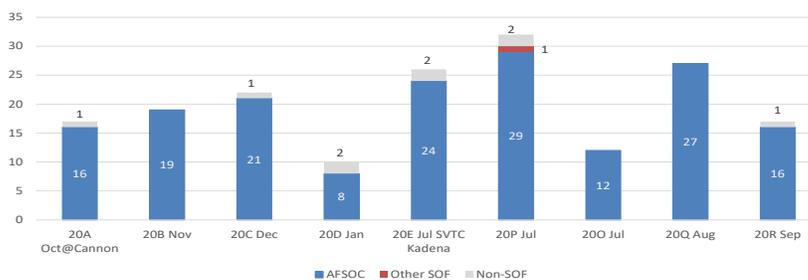
	<u>Agree</u>
1. The content of this course was relevant to my job.	96%
2. I feel this course was worth my time away from my job.	96%
3. I believe this course was well organized.	98%
4. Course Director effectively adjusted the course to the audience.	99%
5. I believe the content reflected AFSOC's mission.	99%
6. I feel the guest speaker(s) added depth to this course.	100%
7. I would recommend this course to others.	98%

## AY20 Student Demographics and Iterations

### Demographics

AFSOC	Non-SOF
172	9

### Iterations



## 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	7	7	8
Off-Station	7	6	1
Total Academic Days	35	32	22
Total Students	215	198	182

# SPECIAL OPERATIONS FORCES AIR COMMAND AND CONTROL OPERATIONS



**Course Code:** SOFAC2-OPS  
**PDS Code:** 29G  
**Length:** 2.5 Days  
**Total Course Hours:** 15

The SOFAC2 course exposes students to SOF doctrinal concepts and processes necessary to work and operate in a SOF C2 organization. Specific areas of instruction include command relationships, SOF air and ground components, air operations center departments, and SOF senior perspectives. Application of concepts and procedures will be reinforced by class exercises to ensure students understand the coordination between SOF ground forces, the Joint Air Operations Center (JAOC)/Special Operations Liaison Element (SOLE), and SOF's integration into the conventional theater C2 structure.

**Target Audience:** Designed for AFSOC who may be tasked to work in a JSOAC, JSOAC, JSOAD, SOLE or JSOTF organization. The course is also applicable to all other SOF operators, mission planners, and SOF support staff members.

## Overall End-of-Course Student Feedback Result.

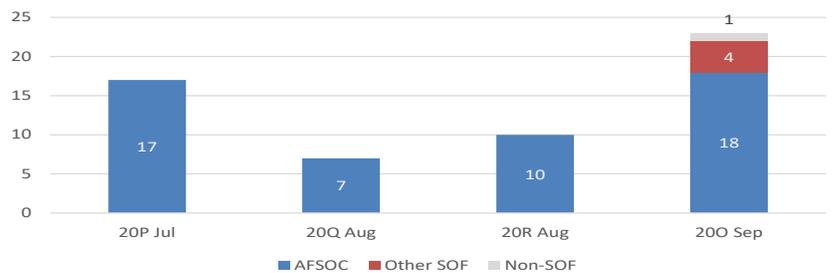
		<u>Agree</u>
1.	The content of this course was relevant to my job.	96%
2.	I feel this course was worth my time away from my job.	95%
3.	I believe this course was well organized.	99%
4.	Course Director effectively adjusted the course to the audience.	97%
5.	I believe the content reflected AFSOC's mission.	98%
6.	I feel the guest speaker(s) added depth to this course.	99%
7.	I would recommend this course to others.	95%

## AY20 Student Demographics and Iterations

Demographics

AFSOC	Non-SOF
52	1

Iterations



## 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	7	5	4
Off-Station	8	7	0
<b>Total Academic Days</b>	67	36	10
<b>Total Students</b>	287	307	52

# SPECIAL OPERATIONS FORCES AIR COMMAND AND CONTROL ORIENTATION REMOTE LEARNING



**Course Code:** W129SOFAC2-RL  
**PDS Code:** 25D  
**Length:** Typically open for 30 days at a time.

SOFAC2 combines eLearning modules with three days of classroom instruction. Students engage with eLearning modules before participating in face-to-face instruction addressing sensitive, changing, or complex topics. Interactive, virtual scenarios and videos have been developed and packaged with technology based lessons to increase student engagement during the initial learning phase.

The subsequent in-residence phase reinforces key concepts and skills essential to successful completion of this course if required/desired.

**Target Audience:** Designed for AFSOF who may be tasked to work in a JSOAC, JSOAC, SOLE , SOJTF, SOFLE or JSOTF organization. The course is also applicable to all other SOF operators, mission planners, and SOF support staff members.

### Overall End-of-Course Student Feedback Result.

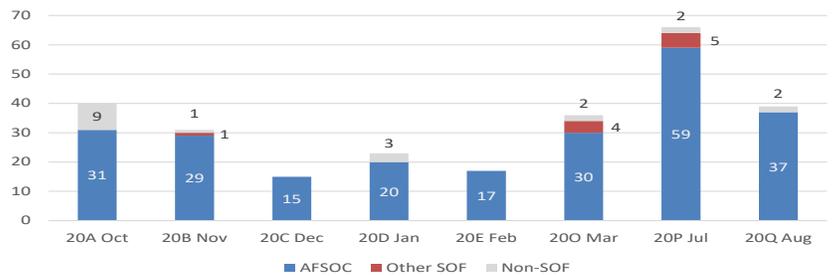
	<u>Agree</u>
1. The content of this course was relevant to my job.	88%
2. I feel this course was worth my time away from my job.	92%
3. I believe this course was well organized.	94%
4. Course Director effectively adjusted the course to the audience.	96%
5. I believe the content reflected AFSOC's mission.	96%
6. I feel the guest speaker(s) added depth to this course.	94%
7. I would recommend this course to others.	90%

### AY20 Student Demographics and Iterations

#### Demographics

AFSOC	Non-SOF
238	19

#### Iterations



### Course Totals

Class Iterations	AY20
Remote Learning	8
Off-Station	0
<b>Total Students</b>	<b>238</b>

# DYNAMICS OF INTERNATIONAL TERRORISM (DIT)



**Course Code:** FP100DIT  
**PDS Code:** 793  
**Length:** 5 Days  
**Total Course Hours:** 28

The Dynamics of International Terrorism (DIT) course is an introductory course designed to provide students with an awareness and appreciation of the organization, motivation, operational capabilities, and threat posed by terrorists at the international, national, and regional basis. It is geared toward individuals who have no previous formal training about terrorism or antiterrorism. Strong emphasis is placed on protective measures that government personnel and their families can employ to minimize threats from terrorists and violent extremist.

**Target Audience:** DIT targets AFSOF, giving them a broad context of knowledge regarding the threat posed by terrorists on an international, national, and regional basis with a desired goal of every AFSOC member attending DIT during the first 12 months of their assignment. DIT also supports other SOF personnel preparing to live

in, operate in, or deploy to overseas areas. Other military members, dependents, federal personnel, and other government employees can attend, as space is available.

## Overall End-of-Course Student Feedback Result.

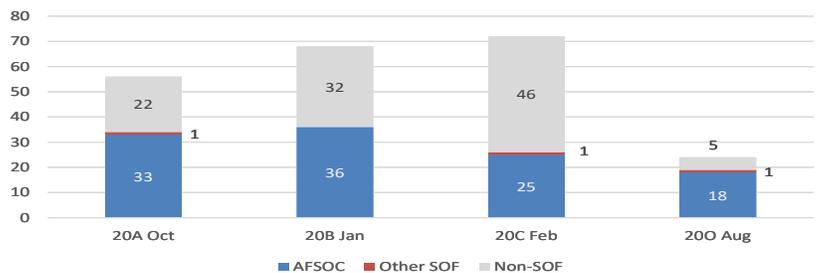
		<u>Agree</u>
1.	The content of this course was relevant to my job.	99%
2.	I feel this course was worth my time away from my job.	96%
3.	I believe this course was well organized.	94%
4.	Course Director effectively adjusted the course to the audience.	100%
5.	I believe the content reflected AFSOC's mission.	97%
6.	I feel the guest speaker(s) added depth to this course.	98%
7.	I would recommend this course to others.	98%

## AY20 Student Demographics and Iterations

### Demographics

AFSOC	Other SOF	Non-SOF
112	4	105

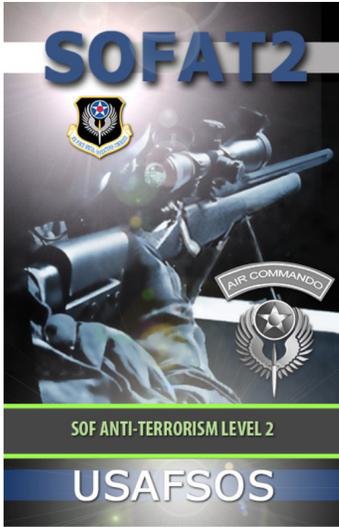
### Iterations



## 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	5	5	4
Off-Station	1	0	0
<b>Total Academic Days</b>	30	25	20
<b>Total Students</b>	445	387	221

# SPECIAL OPERATIONS FORCES ANTITERRORISM OFFICER LEVEL II



**Course Code:** FP200SOF-AT2  
**PDS Code:** 831  
**Length:** 5 Days  
**Total Course Hours:** 35

SOF Antiterrorism Officer Level 2 course is a 5-day certification course for DoD Levels I and II Antiterrorism officers (ATO) (commissioned and non-commissioned). The course is designed to provide students with knowledge and appreciation of the organization, motivation, operational capabilities, and threat posed by terrorists on an international, national, and theater specific basis. It is geared towards individuals who have not received formal education and training regarding terrorism or antiterrorism. Strong emphasis is placed on force protection measures that potentially target AFSOC personnel and their families. Specific strategies are taught to minimize the threat index. Graduates of AT2 will be Level II certified and can perform the functions of ATOs IAW DoDI 2000.16, DoD Antiterrorism (AT) Standards.

**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 (AT) duties and other individuals involved in or supporting AT/Force Protection (FP) programs. AT2 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.

**Overall End-of-Course Student Feedback Result.**

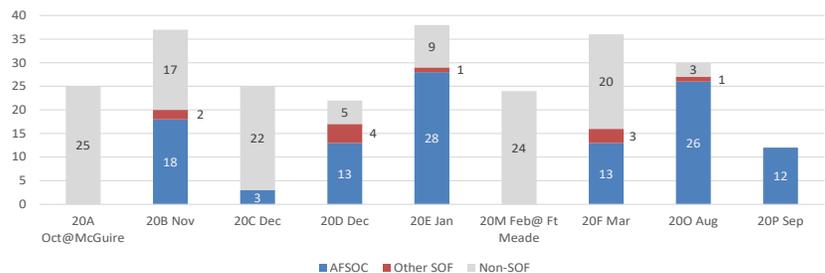
		<u>Agree</u>
1.	The content of this course was relevant to my job.	97%
2.	I feel this course was worth my time away from my job.	98%
3.	I believe this course was well organized.	99%
4.	Course Director effectively adjusted the course to the audience.	99%
5.	I believe the content reflected AFSOC's mission.	97%
6.	I feel the guest speaker(s) added depth to this course.	99%
7.	I would recommend this course to others.	98%

**AY20 Student Demographics and Iterations**

**Demographics**

AFSOC	Other SOF	Non-SOF
112	4	105

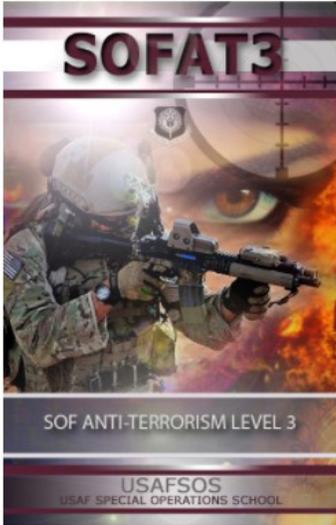
**Iterations**



**3-Year Course Totals**

Class Iterations	AY18	AY19	AY20
On-Station	6	8	7
Off-Station	4	5	2
<b>Total Academic Days</b>	<b>50</b>	<b>65</b>	<b>45</b>
<b>Total Students</b>	<b>386</b>	<b>317</b>	<b>261</b>

# SPECIAL OPERATIONS FORCES ANTITERRORISM OFFICER LEVEL III



**Course Code:** FP300SOF-AT3  
**PDS Code:** 2GD  
**Length:** 1.5hrs

SOF-AT3 satisfies Antiterrorism (AT) Level III training requirements for a SOF installation, unit, or contingency operation commander in accordance with DoD Instruction 2000.16, DoD Antiterrorism Standards, Vol I, Standard 27. AFI 10-245, para 2.27.4, recommends a minimum of one hour to sufficiently address required topics for the AT Level III training.

The SOFAT3 course for unit and mission commanders is suitable for multiple venues, with an optional module for installation commanders.

**Target Audience:** Special Operations Forces (SOF) installation commanders (O-6), SOF unit commanders (O-4 to O-5), and SOF mission commanders (O-3 to O-5).

### Overall End-of-Course Student Feedback Result.

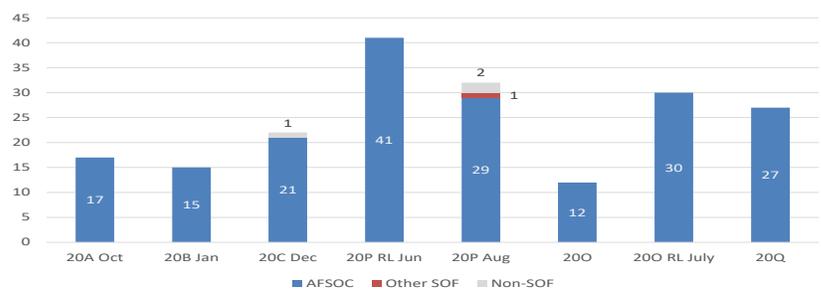
		<u>Agree</u>
1.	The content of this course was relevant to my job.	100%
2.	I feel this course was worth my time away from my job.	100%
3.	I believe this course was well organized.	100%
4.	Course Director effectively adjusted the course to the audience.	100%
5.	I believe the content reflected AFSOC's mission.	100%
6.	I feel the guest speaker(s) added depth to this course.	98%
7.	I would recommend this course to others.	99%

### AY20 Student Demographics and Iterations

#### Demographics

AFSOC	Non-SOF
192	3

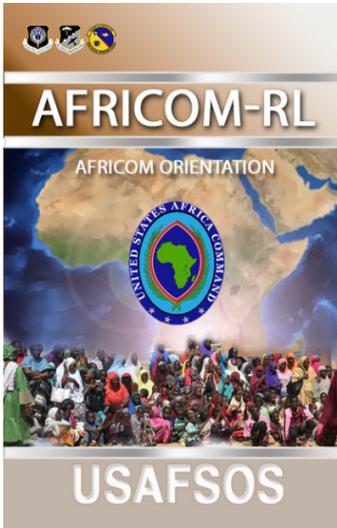
#### Iterations



### 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	8	7	3
Off-Station	9	6	
Remote Learning			5
Total Academic Days	25.5	19.5	8
Total Students	292	199	196

# AFRICOM ORIENTATION-RL



**Course Code:** AFRICOM-RL  
**PDS Code:** 794  
**Length:** 4 Days

**New Course in AY20**

The AFRICOM Remote Learning course addresses US strategic interests in the AFRICOM AOR with an emphasis on topics of greatest interest to Special Operations Forces (SOF). This course focuses on the creation of regional competency and cultural understanding to enable SOF personnel, particularly those from AFSOC, to operate effectively within the AFRICOM AOR.

**Target Audience:** The target audience for this course is AFSOC members who will soon deploy to the AFRICOM AOR, followed by other USAF Airmen who will deploy to the AOR, followed by other US government personnel.

**Overall End-of-Course Student Feedback Result.**

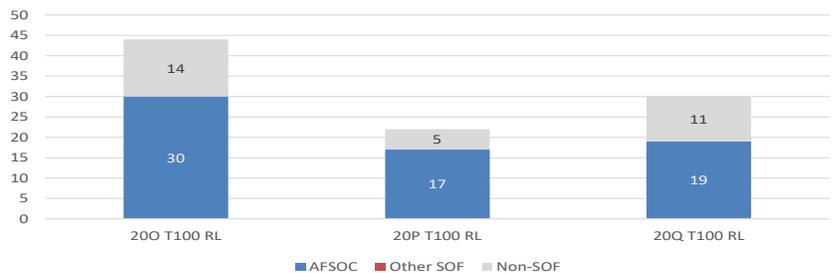
		<u>Agree</u>
1.	The content of this course was relevant to my job.	97%
2.	I feel this course was worth my time away from my job.	97%
3.	I believe this course was well organized.	98%
4.	Course Director effectively adjusted the course to the audience.	93%
5.	I believe the content reflected AFSOC's mission.	97%
6.	I feel the guest speaker(s) added depth to this course.	98%
7.	I would recommend this course to others.	97%

**AY20 Student Demographics and Iterations**

Demographics

AFSOC	Non-SOF
66	30

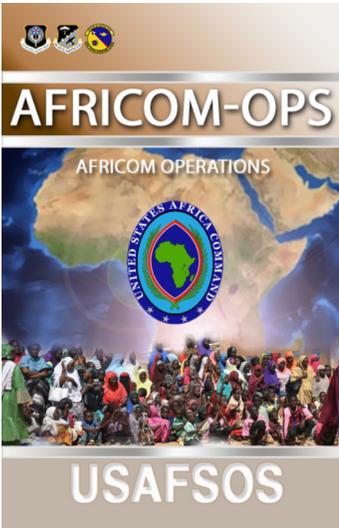
Iterations



**Year Course Totals**

Class Iterations	AY20
Remote Learning T100	3
Total RL Academic Days	12
Total Students	96

# AFRICOM OPERATIONS-OPS



**Course Code:** T248AFRICOM  
**PDS Code:** 794  
**Length:** 5 Days  
**Total Course Hours:** 33

T200AFRICOM is a 5-day course that focuses on US strategic interests on the continent of Africa with emphasis placed upon items of greatest interest to US Special Operations Forces (SOF), in particular, to Air Force Special Operations Command (AFSOC) units that operate within the Africa Command (AFRICOM) Area of Responsibility. The course addresses the socio-economic, cultural, political, historical, and security dynamics that influence SOF operations in support of AFRICOM's Theater Campaign Plan. Due to its SOF focus, significant time is dedicated to operational perspective briefs presented by Special Operators who have deployed or conducted Joint Combined Exchange Training events throughout Africa. Students are exposed to subjects of interest to the US government including terrorist activities, transnational crime, and regional organizations in the five major regions of Africa.

**Target Audience:** This course is designed for SOF personnel currently serving or enroute to the Sub-Saharan Africa region. Other joint, DoD, or government personnel assigned programmed for assignment, or with a professional interest in the area may benefit from this instruction on a space available basis. Adult dependents of individuals on accompanied overseas status may attend the course at their sponsor's expense, which is subject to space availability and USAFSOS approval. SOF quota requests are given priority.

### Overall End-of-Course Student Feedback Result.

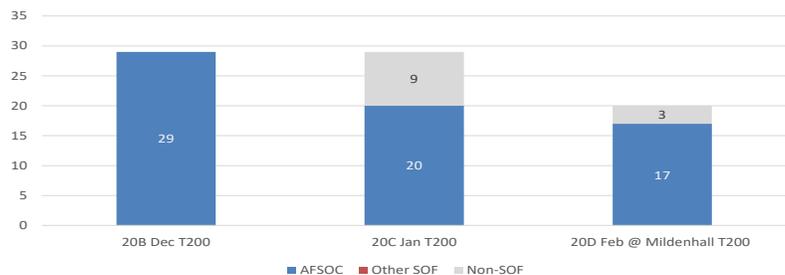
	<u>Agree</u>
1. The content of this course was relevant to my job.	99%
2. I feel this course was worth my time away from my job.	98%
3. I believe this course was well organized.	97%
4. Course Director effectively adjusted the course to the audience.	95%
5. I believe the content reflected AFSOC's mission.	97%
6. I feel the guest speaker(s) added depth to this course.	97%
7. I would recommend this course to others.	98%

### AY20 Student Demographics and Iterations

#### Demographics

AFSOC	Other SOF	Non-SOF
66	0	12

#### Iterations



### 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station T200	4	3	2
Off-Station	2	1	1
Total Academic Days	22.5	22.5	15
Total Students	177	83	78

# CENTCOM ORIENTATION-RL



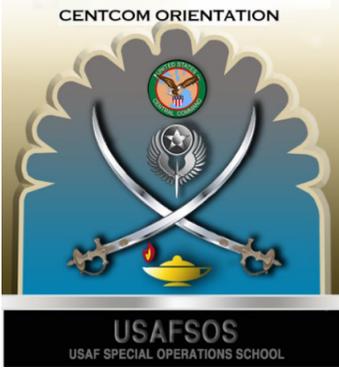
**Course Code:** CENTCOM-RL

**PDS Code:** 25L

**Length:** 4 Days

**Total Course Hours:** 28

**New Course in AY20**



Theater orientation course providing a broad overview of strategic US interests in the CENTCOM AOR and the historical background and cultural factors that influence US policy and DoD operations in theater.

**Target Audience:** AFSOC members prior to their deployment to the AOR, as well as any Joint SOF, SOF-enablers, USAF Airmen, and DoD and interagency personnel who support operations in the CENTCOM AOR.

### Overall End-of-Course Student Feedback Result.

		<u>Agree</u>
1.	The content of this course was relevant to my job.	99%
2.	I feel this course was worth my time away from my job.	98%
3.	I believe this course was well organized.	99%
4.	Course Director effectively adjusted the course to the audience.	99%
5.	I believe the content reflected AFSOC's mission.	100%
6.	I feel the guest speaker(s) added depth to this course.	99%
7.	I would recommend this course to others.	99%

### AY20 Student Demographics and Iterations

#### Demographics

AFSOC	Other SOF	Non-SOF
37	38	49

#### Iterations



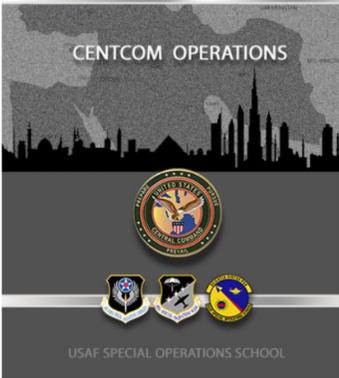
### Year Course Totals

Class Iterations	AY20
Remote Learning T100	4
Total RL Academic Days	16
Total Students	124

# CENTCOM OPERATIONS-OPS



**Course Code:** T200CENTCOM  
**PDS Code:** 813  
**Length:** 5 Days  
**Total Course Hours:** 28



This course covers the entire CENTCOM region. It covers political, military, cultural, and historical factors, which influence SOF operations in CENTCOM. It also provides relevant background information and effective strategies for inter-cultural communication with people from the region. Due to the major combat operations ongoing in Iraq and Afghanistan, significant time is dedicated to those regions and other regions of interest to SOF. The origins and development of political Islam and its motivational effect on extremists are also covered, as well as US policies and interests. The course features resident faculty instructors, guest civilian and military subject-matter experts, as well as AFSOC Warriors. This is a nominative course for which students must apply and be accepted to attend.

**Target Audience:** This course is designed for SOF personnel who will be operating in the CENTCOM theater, with emphasis on SOF aviation. The target audiences include combat aviation advisors, aviation special tactics personnel, and standard- and non-standard aviation mission planners. Other audiences include non-aviation SOF and those who support them.

## Overall End-of-Course Student Feedback Result.

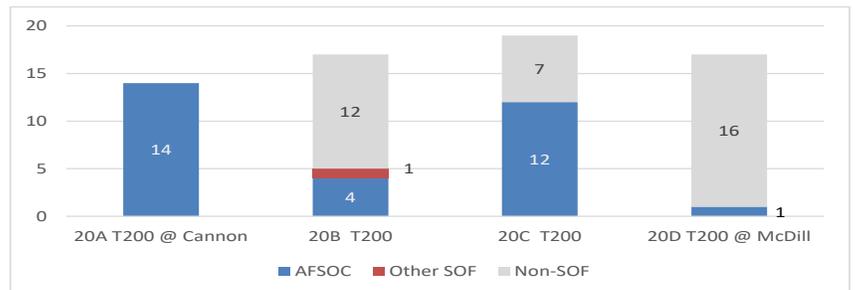
		<u>Agree</u>
1.	The content of this course was relevant to my job.	99%
2.	I feel this course was worth my time away from my job.	99%
3.	I believe this course was well organized.	99%
4.	Course Director effectively adjusted the course to the audience.	99%
5.	I believe the content reflected AFSOC's mission.	100%
6.	I feel the guest speaker(s) added depth to this course.	99%
7.	I would recommend this course to others.	98%

## AY20 Student Demographics and Iterations

### Demographics

AFSOC	Other SOF	Non-SOF
31	1	35

### Iterations



## 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station T200	4	2	2
Off-Station	3	3	2
Total Academic Days	31.5	31.5	20
Total Students	149	169	67

# EUCOM ORIENTATION-RL



**Course Code:** T139EUCOM  
**PDS Code:** 29V  
**Length:** 4 Days  
**Total Course Hours:** 28  
**New Course in AY20**

T139 EUCOM Theater Orientation Course is a 4-day Remote Learning (RL) course that focuses on US strategic interests in the EUCOM AOR. This course creates regional and cultural understanding that will enable SOF personnel to operate more effectively within EUCOM. T139 EUCOM-RL deliberately aligns its topic selections with applicable AFSOC, Special Operations Command Europe (SOCEUR), USEUCOM, US Special Operations Command (USSOCOM), and relevant Headquarters United States Air Force (USAF) guidance, plans, and operations in order to place tactical-level core SOF mission areas into operational and strategic contexts. The course covers the political, military, social, and economic factors that influence operations in EUCOM.

**Target Audience:** This course is designed for AFSOC members prior to their first deployment to United States European Command (USEUCOM). 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 EUCOM are welcome on a space available basis.

**Overall End-of-Course Student Feedback Result.**

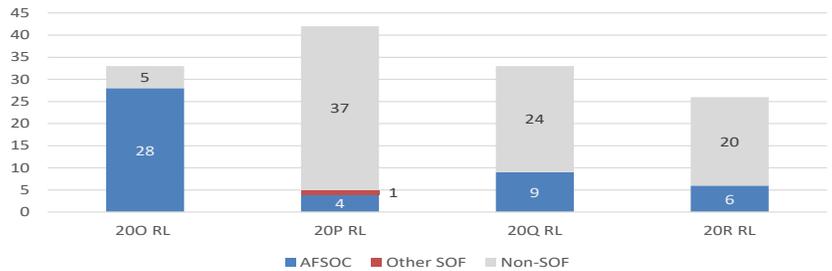
		<u>Agree</u>
1.	The content of this course was relevant to my job.	99%
2.	I feel this course was worth my time away from my job.	98%
3.	I believe this course was well organized.	97%
4.	Course Director effectively adjusted the course to the audience.	96%
5.	I believe the content reflected AFSOC's mission.	99%
6.	I feel the guest speaker(s) added depth to this course.	98%
7.	I would recommend this course to others.	98%

**AY20 Student Demographics and Iterations**

Demographics

AFSOC	Other SOF	Non-SOF
47	1	86

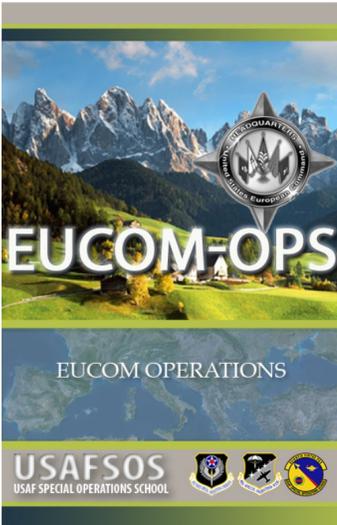
Iterations



**Year Course Totals**

Class Iterations	AY20
Remote Learning T100	4
Total RL Academic Days	16
Total Students	86

# EUCOM OPERATIONS-OPS



**Course Code:** T200EUCOM  
**PDS Code:** 29V  
**Length:** 5 Days  
**Total Course Hours:** 28

The European Command (EUCOM) Theater course focuses on US strategic interests within the EUCOM AOR with emphasis placed on items of greatest importance to AFSOC personnel/units that operate within the theater. In support of the EUCOM Theater Campaign Plan, the course covers the political, historical, religious, cultural, and economic aspects of the region and examines the comparative military capabilities within the region. Due to its SOF focus, significant time is dedicated to operational-perspective lectures presented by Special Operators who have deployed in the conduct of operations, exercises, or Joint Combined Exchange Training events throughout the AOR. Additionally, the course features resident faculty instructors as well as civilian and military guest speakers who are subject matter experts on various topics related to Russian, Eurasian, and Eastern European affairs.

**Target Audience:** This course is designed for SOF personnel currently serving or en route to the Russia/Eurasia region. As space is available, others may benefit from this instruction. This secondary group includes joint personnel, DoD, or other government personnel with a professional interest in the area and/or personnel currently assigned or programmed for assignment in the Russia/Eurasia region. Adult dependents of individuals on accompanied overseas status may attend the course at their sponsor's expense, subject to space availability and USAFSOS approval. SOF quota requests are given priority.

## Overall End-of-Course Student Feedback Result.

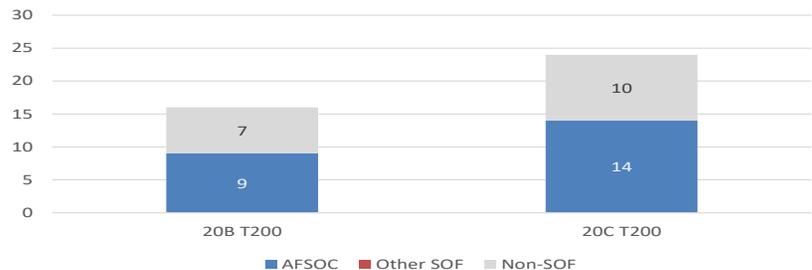
		<u>Agree</u>
1.	The content of this course was relevant to my job.	99%
2.	I feel this course was worth my time away from my job.	99%
3.	I believe this course was well organized.	99%
4.	Course Director effectively adjusted the course to the audience.	99%
5.	I believe the content reflected AFSOC's mission.	100%
6.	I feel the guest speaker(s) added depth to this course.	99%
7.	I would recommend this course to others.	98%

## AY20 Student Demographics and Iterations

### Demographics

AFSOC	Other SOF	Non-SOF
23	0	17

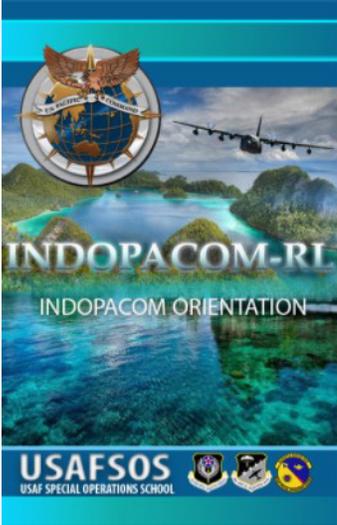
### Iterations



## 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	3	3	2
Off-Station	1	3	
<b>Total Academic Days</b>	18	30	10
<b>Total Students</b>	165	165	40

# INDOPACOM ORIENTATION-RL



**Course Code:** T200INDOPACOM  
**PDS Code:** 817  
**Length:** 5 Days  
**Total Course Hours:** 32  
**New Course in AY20**

Theater orientation course providing a broad overview of strategic US interests in the INDOPACOM AOR and the historical background and cultural factors that influence US policy and DoD operations in theater.

**Target Audience:** This course is designed for AFSOC members prior to their first deployment to INDOPACOM Theater. 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.

**Overall End-of-Course Student Feedback Result.**

		<u>Agree</u>
1.	The content of this course was relevant to my job.	97%
2.	I feel this course was worth my time away from my job.	99%
3.	I believe this course was well organized.	98%
4.	Course Director effectively adjusted the course to the audience.	97%
5.	I believe the content reflected AFSOC's mission.	100%
6.	I feel the guest speaker(s) added depth to this course.	100%
7.	I would recommend this course to others.	98%

**AY20 Student Demographics and Iterations**

Demographics

AFSOC	Other SOF	Non-SOF
61	3	22

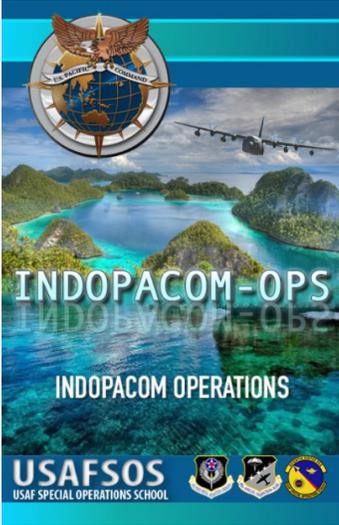
Iterations



**3-Year Course Totals**

Class Iterations	AY20
Remote Learning	4
Total RL Academic Days	16
Total Students	86

# INDOPACOM OPERATIONS-OPS



**Course Code:** INDOPACOM  
**PDS Code:** 24N  
**Length:** 5 Days  
**Total Course Hours:** 32

The INDOPACOM Theater course covers all of the region. PACOM for SOF focuses on US strategic interests in the Asia-Pacific region with emphasis placed upon items of greatest interest to US Special Operations Forces (SOF). In particular, to Air Force Special Operations Command (AFSOC) units that operate within the Pacific Command (PACOM) Area of Responsibility. The course addresses the socio-economic, cultural, political, historical, and security dynamics that influence SOF operations in support of PACOM's Theater Campaign Plan. Due to its focus SOF focus, significant time is dedicated to operational perspectives presented by Special Operators who have deployed or have conducted Joint Combined Exchange Training events throughout Asia. 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.

**Target Audience:** This course is designed for SOF personnel currently serving or enroute to the Asia-Pacific region. As space is available, others may be in attendance to benefit from this instruction. This secondary group includes government personnel who work or train with foreign nationals, in either a stateside or overseas location. Adult dependents of individuals on accompanied overseas status may attend the course at their sponsor's expense, subject to space availability and USAFSOS approval. SOF quota requests are given priority.

### Overall End-of-Course Student Feedback Result.

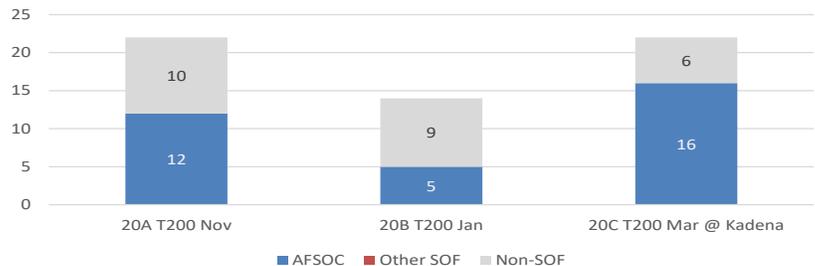
		<u>Agree</u>
1.	The content of this course was relevant to my job.	97%
2.	I feel this course was worth my time away from my job.	100%
3.	I believe this course was well organized.	98%
4.	Course Director effectively adjusted the course to the audience.	97%
5.	I believe the content reflected AFSOC's mission.	99%
6.	I feel the guest speaker(s) added depth to this course.	100%
7.	I would recommend this course to others.	98%

### AY20 Student Demographics and Iterations

#### Demographics

AFSOC	Other SOF	Non-SOF
33	0	25

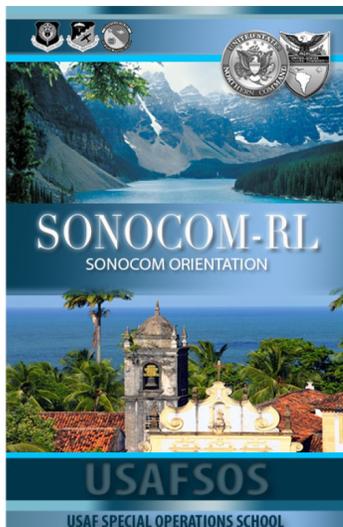
#### Iterations



### 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	2	1	2
Off-Station	3	2	1
<b>Total Academic Days</b>	<b>25</b>	<b>15</b>	<b>15</b>
<b>Total Students</b>	<b>181</b>	<b>87</b>	<b>58</b>

## SOUTHCOM/NORTHCOM ORIENTATION-RL



**Course Code:** SONOCOM-RL

**PDS Code:** 2B4

**Length:** 4 Days

**Total Course Hours:** 32

**New Course in AY20**

Course will focus on the SOUTHCOM/NORTHCOM AORs. It is our goal to provide each student a basic understanding of the historical, cultural, and geopolitical backdrop of these ever-changing AORs. In addition to general AOR knowledge, we have carefully selected key historical topics and contemporary issues in order to prepare students for the dynamic, operations-focused T200 SONOCOM follow-on course. Students of all services and specialties are welcome.

SONOCOM-RL is a 4-day course featuring an instructional combination of self-study and live lectures via our Collaborate classroom. As part of the curriculum, USAFSOS brings in guest speakers with years of knowledge and experience in aspects of the SONOCOM area whenever possible. Additionally, USAFSOS invites military members who have conducted operations in the region to share their experiences of how they

interacted with the political, military, social, and geographic environments.

**Target Audience:** The course target audience includes AFSOC, SOF, SOF-enabling Conventional Forces (GPF), and selected interagency personnel, units, or agencies with a 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.

### Overall End-of-Course Student Feedback Result.

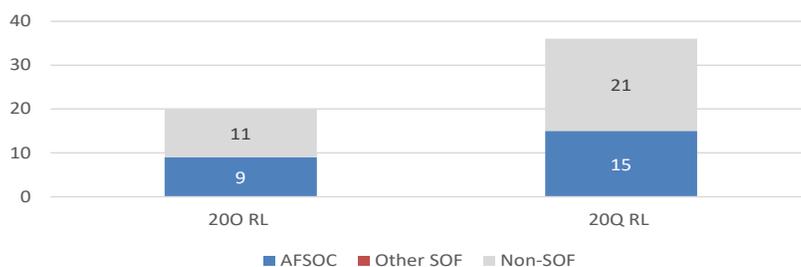
		<u>Agree</u>
1.	The content of this course was relevant to my job.	97%
2.	I feel this course was worth my time away from my job.	98%
3.	I believe this course was well organized.	97%
4.	Course Director effectively adjusted the course to the audience.	99%
5.	I believe the content reflected AFSOC's mission.	98%
6.	I feel the guest speaker(s) added depth to this course.	100%
7.	I would recommend this course to others.	98%

### AY20 Student Demographics and Iterations

#### Demographics

AFSOC	Other SOF	Non-SOF
24	0	22

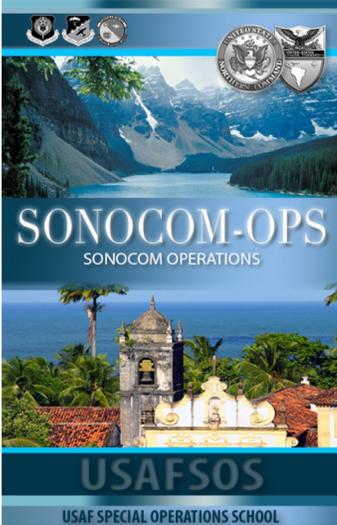
#### Iterations



### 3-Year Course Totals

Class Iterations	AY20
Remote Learning	2
Total Academic Days	8
Total Students	97

# SOUTHCOM/NORTHCOM OPERATIONS-OPS



**Course Code:** T200 SONOCOM

**PDS Code:** 819

**Length:** 5 Days

**Total Course Hours:** 32

The SOUTHCOM/NORTHCOM Theater course addresses US strategic interests in the USSOUTHCOM and USNORTHCOM AOR, with an emphasis on topics of greatest interest to US SOF. As directed by the US National Defense Strategy (NDS) and USSOCOM Commander's Training Guidance (CTEG), this course focuses on the creation of regional expertise and cultural understanding to enable SOF personnel, particularly those from AFSOC, to operate more effectively within the USSOUTHCOM/USNORTHCOM AOR. Course material covers relevant policies, directives, rules of engagement, risk management procedures, force protection, and associated funding authorities for the USSOUTHCOM/USNORTHCOM AOR. In recognition of the changing nature of international conflict, emphasis is placed on the role of US and international interagency structures in the accomplishment of DoD mission objectives. The course features resident faculty, guest civilian and military subject-matter experts.

This course deliberately seeks to align its topic selections with the applicable AFSOC, USSOCOM, SOCSOUTH, USSOUTHCOM, SOCNORTH, USNORTHCOM and relevant Headquarters USAF guidance, plans and operations.

**Target Audience:** The course target audience includes AFSOC, SOF, SOF-enabling Conventional Forces (GPF), and selected interagency personnel, units, or agencies with a 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.

**Overall End-of-Course Student Feedback Result.**

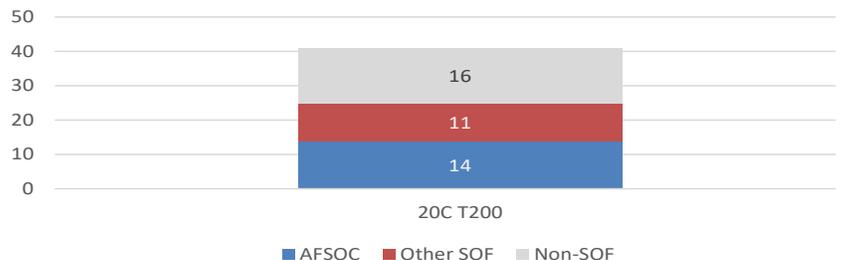
	<u>Agree</u>
1. The content of this course was relevant to my job.	97%
2. I feel this course was worth my time away from my job.	96%
3. I believe this course was well organized.	97%
4. Course Director effectively adjusted the course to the audience.	99%
5. I believe the content reflected AFSOC's mission.	98%
6. I feel the guest speaker(s) added depth to this course.	98%
7. I would recommend this course to others.	98%

### AY20 Student Demographics and Iterations

**Demographics**

AFSOC	Other SOF	Non-SOF
14	11	16

**Iterations**



### 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	3	3	1
Off-Station	0	0	0
<b>Total Academic Days</b>	15	15	5
<b>Total Students</b>	61	73	48

# BUILDING PARTNER AVIATION CAPACITY SEMINAR



**Course Code:** S300BPACS  
**PDS Code:** YHO (Spanish Version: 1DK)  
**Length:** 10 Days  
**Total Course Hours:** 73

BPACS is designed to expose Partner Nation (PN) participants to the political, military, economic, social information, and infrastructure benefits of aviation resources in the development and defense of the Partner Nation. PN participants will learn specifically about US civilian-military relations, civilian-military aviation resource cooperation, and perspectives on civilian-military aviation operations. Students will gain knowledge about the benefits of a coordinated, comprehensive, and long-term Civilian-Military plan for the Partner Nation's aviation resource development.

Students will appreciate the role of aviation in extending the Partner Nation government's reach into "un-governed and under-governed spaces" – a US National Security Strategy goal. Furthermore, students will be educated on US Security Assistance prerequisites, programs, and processes to facilitate and ease Partner Nation-US Building Partner Aviation Capacity efforts. Various classroom exercises

and field trips that give Partner Nation and US personnel opportunities to learn about the Partner Nation's aviation capabilities and security challenges will facilitate this experience.

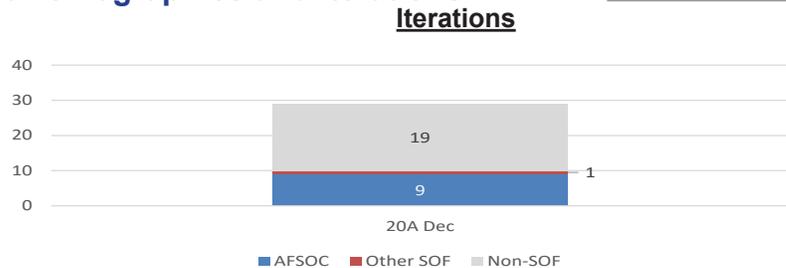
**Target Audience:** The BPACS goal is to bring Partner Nation military and civilian personnel together with US military and civilians to build trust and partnership as they work to build a shared, practical vision for the Partner Nation's aviation resource development. Participants that will be considered 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.

### Overall End-of-Course Student Feedback Result.

	<u>Agree</u>
1. The content of this course was relevant to my job.	97%
2. I feel this course was worth my time away from my job.	97%
3. I believe this course was well organized.	100%
4. Course Director effectively adjusted the course to the audience.	100%
5. I believe the content reflected AFSOC's mission.	100%
6. I feel the guest speaker(s) added depth to this course.	100%
7. I would recommend this course to others.	100%

### AY20 Student Demographics and Iterations

<u>Demographics</u>		
AFSOC	Other SOF	Non-SOF
9	1	19



### 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	5*	2	1
Off-Station	0	1	0
<b>Total Academic Days</b>	50	30	10
<b>Total Students</b>	158	112	29

# COMBAT AVIATION ADVISING

Updated Course in AY20.



**Course Code:** S200CAA

**PDS Code:** 837

**Length:** 15 Days

**Total Course Hours:** 96

The S200CAA course is a 15-day educational course that consists of four major sections of instruction: W100 Introduction to Special Ops; Introduction to Irregular Warfare Course; C200ENGAGE; and the S200CAA course as required by training requirements. The first portion of the course provides the foundation on the fundamentals of Air Commandos. The second portion provides students with rudimental concepts of irregular warfare (IW) and how IW relates to SOF missions. The third portion provides a solid foundation of cultural values and communications styles of specific countries and regions. The final portion of the course is devoted to specialized topics pertaining to Foreign Internal Defense (FID) doctrine, security cooperation activities, to include historical and current examples of CAA support in FID.

The Combat Aviation Advising Course begins with an examination of insurgency and instability to frame the operational environment in which Combat Aviation Advisors

(CAA) perform a FID mission. CAA gives students a greater understanding of strategic and operational drivers, as well as the necessity for comprehensive, realistic assessments when planning and conducting FID missions. CAA has an integrated practical exercise with a strategic/operational perspective. Throughout the exercise, and the course, students apply knowledge/understanding to analyze, design, and present a FID plan, that will assist a notional host nation, and its air forces, in their efforts to provide security and stability to the population.

**Target Audience:** S200CAA is the first phase of the Mission Qualification Course (MQC). This course is also for personnel who, through Air Advising (AA) engagements, conduct Foreign Internal Defense (FID) and/or Security Force Assistance (SFA) activities.

## Overall End-of-Course Student Feedback Result.

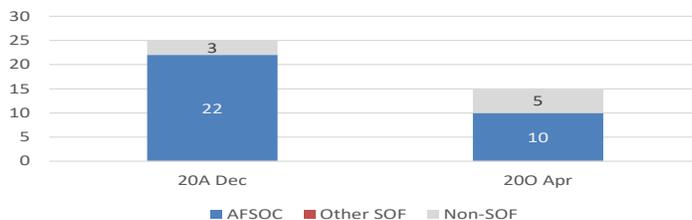
	<u>Agree</u>
1. The content of this course was relevant to my job.	100%
2. I feel this course was worth my time away from my job.	97%
3. I believe this course was well organized.	88%
4. Course Director effectively adjusted the course to the audience.	97%
5. I believe the content reflected AFSOC's mission.	97%
6. I feel the guest speaker(s) added depth to this course.	100%
7. I would recommend this course to others.	100%

## AY20 Student Demographics and Iterations

### Demographics

AFSOC	Other SOF	Non-SOF
32	0	5

### Iterations



## 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	3	2	2
Off-Station	0	0	0
Total Academic Days	15	5	20
Total Students	41	50	37

# INTERCULTURAL COMPETENCIES



**Course Code:** C100COMP  
**PDS Code:** 796  
**Length:** 1 Day  
**Total Course Hours:** 8

The Intercultural Competencies course is not tied to a particular Language, Region, or Culture (LRC). Therefore, it provides AFSOF with maximum adaptability for unforeseen or short-notice deployments and serves as a foundation for follow-on specific LRC learning prior to departure. The USAF Chief of Staff's Culture, Region and Language Flight Plan defines cross cultural competence (3C) (a.k.a. Intercultural Competence) as "the ability to quickly and accurately comprehend, then appropriately and effectively act, in culturally complex environments, to achieve the desired effect." This course provides an introduction to 3C concepts for all AFSOF.

**Target Audience:** The Intercultural Competencies course enables Special Operations Forces (SOF) excellence in complex and ambiguous operational environments worldwide. The primary audience includes SOF personnel who engage in direct, face-

to-face interactions with foreign people as part of Irregular Warfare, Counterinsurgency, Counterterrorism, Foreign Internal Defense, Unconventional Warfare, medical operations, intelligence analysis, bilateral/multilateral exercise mission planning, Non-Standard Aviation, Civil Affairs, Military Information Support Operations, Humanitarian Assistance/Disaster Relief, Security Assistance and/or Foreign Military Sales. COMP is especially designed for SOF personnel anticipating a deployment outside CONUS. In addition, non-SOF government personnel who work or train with partner nations.

**Overall End-of-Course Student Feedback Result.**

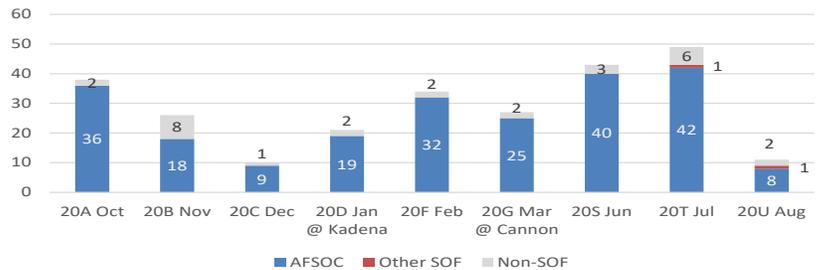
		<u>Agree</u>
1.	The content of this course was relevant to my job.	97%
2.	I feel this course was worth my time away from my job.	93%
3.	I believe this course was well organized.	98%
4.	Course Director effectively adjusted the course to the audience.	94%
5.	I believe the content reflected AFSOC's mission.	98%
6.	I feel the guest speaker(s) added depth to this course.	99%
7.	I would recommend this course to others.	95%

**AY20 Student Demographics and Iterations**

Demographics

AFSOC	Other SOF	Non-SOF
229	2	28

Iterations



**3-Year Course Totals**

Class Iterations	AY18	AY19	AY20
On-Station	5	8	7
Off-Station	5	4	2
Total Academic Days	10	12	9
Total Students	265	363	259

# INTERCULTURAL SKILLS FOR ENGAGEMENT

## ENGAGE



INTERCULTURAL COMPETENCIES FOR ENGAGEMENT

## USAFSOS

USAF SPECIAL OPERATIONS SCHOOL

**Course Code:** C200ENGAGE

**PDS Code:** 820

**Length:** 5 Days

**Total Course Hours:** 31.5

The Intercultural Skills for Engagement course seeks to provide attendees with general knowledge and skills to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex environment to achieve the desired effect without necessarily having prior exposure to a particular group, region, or its language. Students apply communication and negotiation skills in role-playing scenarios, and are exposed to a variety of interactive exercises that challenge their cultural norms. Additionally, the course addresses topics in comparative religions, military culture, food and health concerns in an intercultural setting, and culture shock. With an emphasis on SOF focus, the course will draw on former and current SOF personnel to discuss case studies and relevant concepts to enhance student learning. Ultimately, this course is designed as an introduction to provide a solid foundation for students to conduct further research into the cultural values and communications styles of specific

countries or regions.

**Target Audience:** Special Operations personnel who will be engaging in direct, 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 from this course.

### Overall End-of-Course Student Feedback Result.

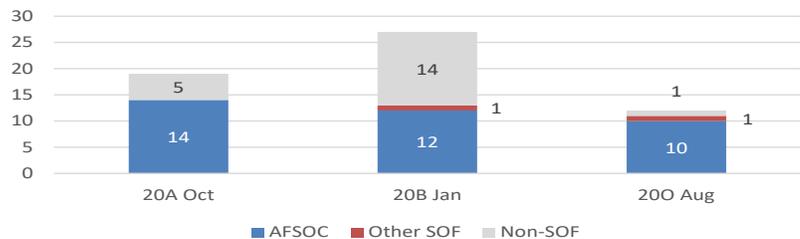
	<u>Agree</u>
1. The content of this course was relevant to my job.	98%
2. I feel this course was worth my time away from my job.	98%
3. I believe this course was well organized.	98%
4. Course Director effectively adjusted the course to the audience.	95%
5. I believe the content reflected AFSOC's mission.	100%
6. I feel the guest speaker(s) added depth to this course.	100%
7. I would recommend this course to others.	99%

### AY20 Student Demographics and Iterations

#### Demographics

AFSOC	Other SOF	Non-SOF
229	2	28

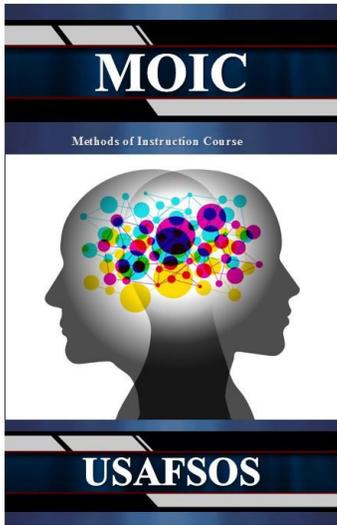
#### Iterations



### 3-Year Course Totals

Class Iterations	AY18	AY19	AY20
On-Station	7	6	3
Off-Station	3	1	0
<b>Total Academic Days</b>	<b>45</b>	<b>35</b>	<b>15</b>
<b>Total Students</b>	<b>154</b>	<b>118</b>	<b>58</b>

# AFSOC METHODS OF INSTRUCTION



**Course Code:** AFSOC MOIC  
**PDS Code:** O30  
**Length:** 10 Days  
**Total Course Hours:** 76

MOIC prepares AFSOC and other selected SOF instructors to develop and teach curriculum. Students will develop skills by creating active learning environments focused on higher levels of learning by implementing various instructional methodologies. A brief overview of learning theory, the Instructional Systems Development process, and development of level-of-learning lesson plans is provided to allow immediate application of the instructional strategies that are discussed and practiced within the course. The course introduces learning evaluation and addresses basic principles in test item validity and construction. Students teach a variety of lessons using different instructional methodologies. The instructional methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions and demonstration performance. The course is delivered

in a group lock step format. The Community College of the Air Force (CCAF) awards 3-SH for this course.

**Target Audience:** AFSOC faculty members are the top priority and SOF personnel teaching in any service or joint education/training environment. MOIC is a SOF academic instructor course.

**Overall End-of-Course Student Feedback Result.**

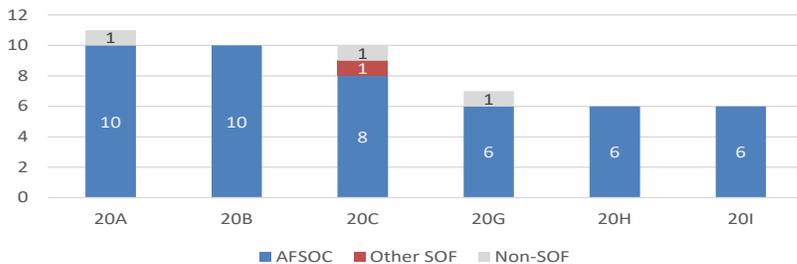
		<u>Agree</u>
1.	The content of this course was relevant to my job.	98%
2.	I feel this course was worth my time away from my job.	99%
3.	I believe this course was well organized.	98%
4.	Course Director effectively adjusted the course to the audience.	99%
5.	I believe the content reflected AFSOC's mission.	96%
6.	I feel the guest speaker(s) added depth to this course.	97%
7.	I would recommend this course to others.	98%

## AY20 Student Demographics and Iterations

**Demographics**

AFSOC	Other SOF	Non-SOF
46	1	2

**Iterations**



## 3-Year Course Totals

Class Iterations	AY19	AY20
On-Station	5	6
Off-Station	0	
Remote Learning		2
<b>Total Academic Days</b>	50	80
<b>Total Students</b>	63	48

\*AY19 first year USAFSOS instructed this course

## GLOSSARY

<b>AFSAT</b>	<b>Air Force Security Assistance and Training</b>
<b>AFSOF</b>	<b>Air Force Special Operation Forces</b>
<b>ATO</b>	<b>Antiterrorism Officer</b>
<b>AV</b>	<b>Audio Visual</b>
<b>AY</b>	<b>Academic Year</b>
<b>BCR</b>	<b>Biennial Course Review</b>
<b>BPACS</b>	<b>Building Partner Aviation Capacity Seminar</b>
<b>CAA</b>	<b>Combat Aviation Advisor</b>
<b>CAARB</b>	<b>Course After-Action Review Board</b>
<b>CLPM</b>	<b>Command Language Program Manager</b>
<b>CTEG</b>	<b>Commander's Training and Education Guidance</b>
<b>DIT</b>	<b>Dynamics of International Terrorism</b>
<b>DLAB</b>	<b>Defense Language Aptitude Batteries</b>
<b>DLIFLC</b>	<b>Defense Language Institute Foreign Language Center</b>
<b>DoD</b>	<b>Department of Defense</b>
<b>FBI</b>	<b>Federal Bureau of Investigation</b>
<b>FID</b>	<b>Foreign Internal Defense</b>
<b>FLC</b>	<b>Flight Leaders Course</b>
<b>IA</b>	<b>Interagency</b>
<b>IAT</b>	<b>Initial Acquisition Training</b>
<b>ID</b>	<b>Instructional Design</b>
<b>IGO</b>	<b>International Governmental Organizations</b>
<b>IMSO</b>	<b>International Military Student Officer</b>
<b>INTERPOL</b>	<b>International Criminal Police Organization</b>
<b>ISD</b>	<b>Instructional Systems Design</b>
<b>JSOAC</b>	<b>Joint Special Operations Air Component</b>
<b>JSOU</b>	<b>Joint Special Operations University</b>

<b>LEAP</b>	<b>Language Enabled Airman Program</b>
<b>LMS</b>	<b>Learning Management System</b>
<b>LTD</b>	<b>Language Training Detachment</b>
<b>MAJCOM</b>	<b>Major Command</b>
<b>MCC</b>	<b>Mission Commander Course</b>
<b>MEE</b>	<b>Mobile Education Event</b>
<b>NGO</b>	<b>Non-governmental Organizations</b>
<b>OME</b>	<b>Operational Military Education</b>
<b>OPI</b>	<b>Oral Proficiency Interviews</b>
<b>PACE</b>	<b>Profession of Arms Center of Excellence</b>
<b>SATP</b>	<b>Security Assistance Training Program</b>
<b>SEL</b>	<b>Senior Enlisted Leader</b>
<b>SFA</b>	<b>Security Force Assistance</b>
<b>SIS</b>	<b>Student Information System</b>
<b>SLTE</b>	<b>Significant Language Training Event</b>
<b>SME</b>	<b>Subject Matter Experts</b>
<b>SOCOM</b>	<b>Special Operations Command</b>
<b>SOF</b>	<b>Special Operations Forces</b>
<b>SOFAC2</b>	<b>SOF Air Command and Control Course</b>
<b>SOF-AT2</b>	<b>SOF Antiterrorism Level II Course</b>
<b>SOF-AT3</b>	<b>SOF Antiterrorism Level III Course</b>
<b>SOLE</b>	<b>Special Operations Liaison Element</b>
<b>TCD</b>	<b>Terrorist Capabilities Demonstration</b>
<b>TFA</b>	<b>Total Force Association</b>
<b>TSOC</b>	<b>Theater Special Operations Command</b>
<b>TTP</b>	<b>Tactics, Techniques, and Procedures</b>
<b>USAFSAWS</b>	<b>United States Air Force Special Air Warfare School</b>
<b>USAFSOS</b>	<b>United States Air Force Special Operations School</b>

<b>USINDOPACOM</b>	<b>Indo-Pacific Command</b>
<b>USSOCOM</b>	<b>US Special Operations Command</b>
<b>UW</b>	<b>Unconventional Warfare</b>
<b>VTC</b>	<b>Video Teleconference</b>

# USAFSOS FACTBOOK

2020



USAFSOS Homepage

OPR: USAFSOS/IE

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AIR COMMANDOS...QUIET PROFESSIONALS