

USAFSOS FACTBOOK

2019



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 492nd 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 re-designated USAFSOS. In June 1987, USAFSOS, as an organizational element of the 23rd Air Force, was assigned to the US Special Operations Command (USSOCOM), headquartered at MacDill AFB, FL. In May 1990, the school became a direct reporting unit of the newly established Air Force Special Operations Command (AFSOC). In October 2008, with the stand-up of the Air Force Special Operations Training Center, USAFSOS was placed under that unit, which was later reorganized on 11 February 2013 and renamed the Air Force Special Operations Air Warfare Center. Most recently, USAFSOS aligned to the 492nd 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 136 iterations of 21 unique formal courses and 55 customized, Mobile Education Events (MEEs) in AY19. USAFSOS currently provides SOFs indoctrination, as well as political, military, and cultural studies supporting SOF operations in the various combatant theaters. The school also provides language training, specialized instructions on irregular warfare principles, building partner nation aviation capacity, aviation foreign internal defense, dynamics of international terrorism, and command, control and integration of Air Force Special Operation Forces (AFSOF) assets and AFSOF leadership development.

VISION

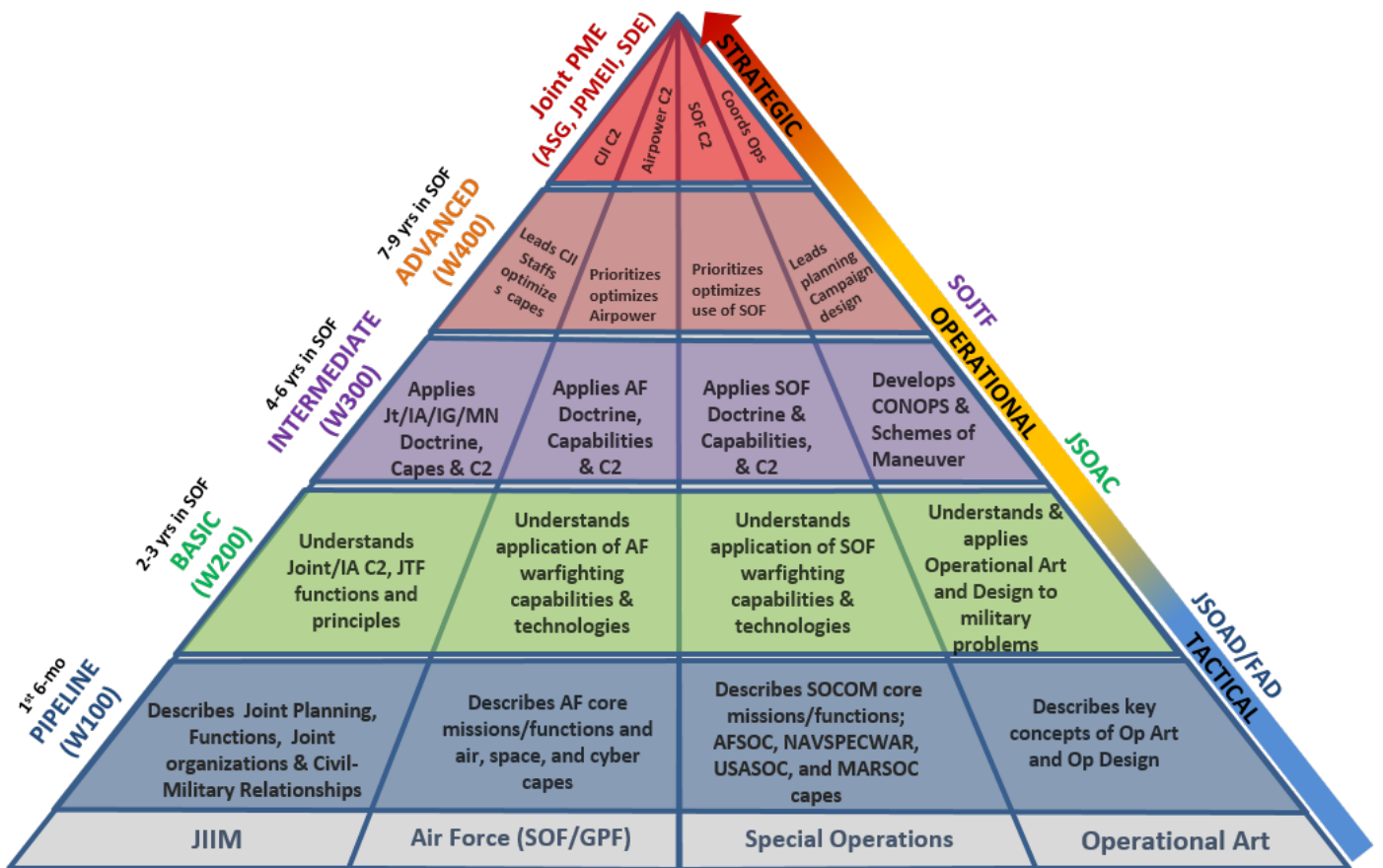
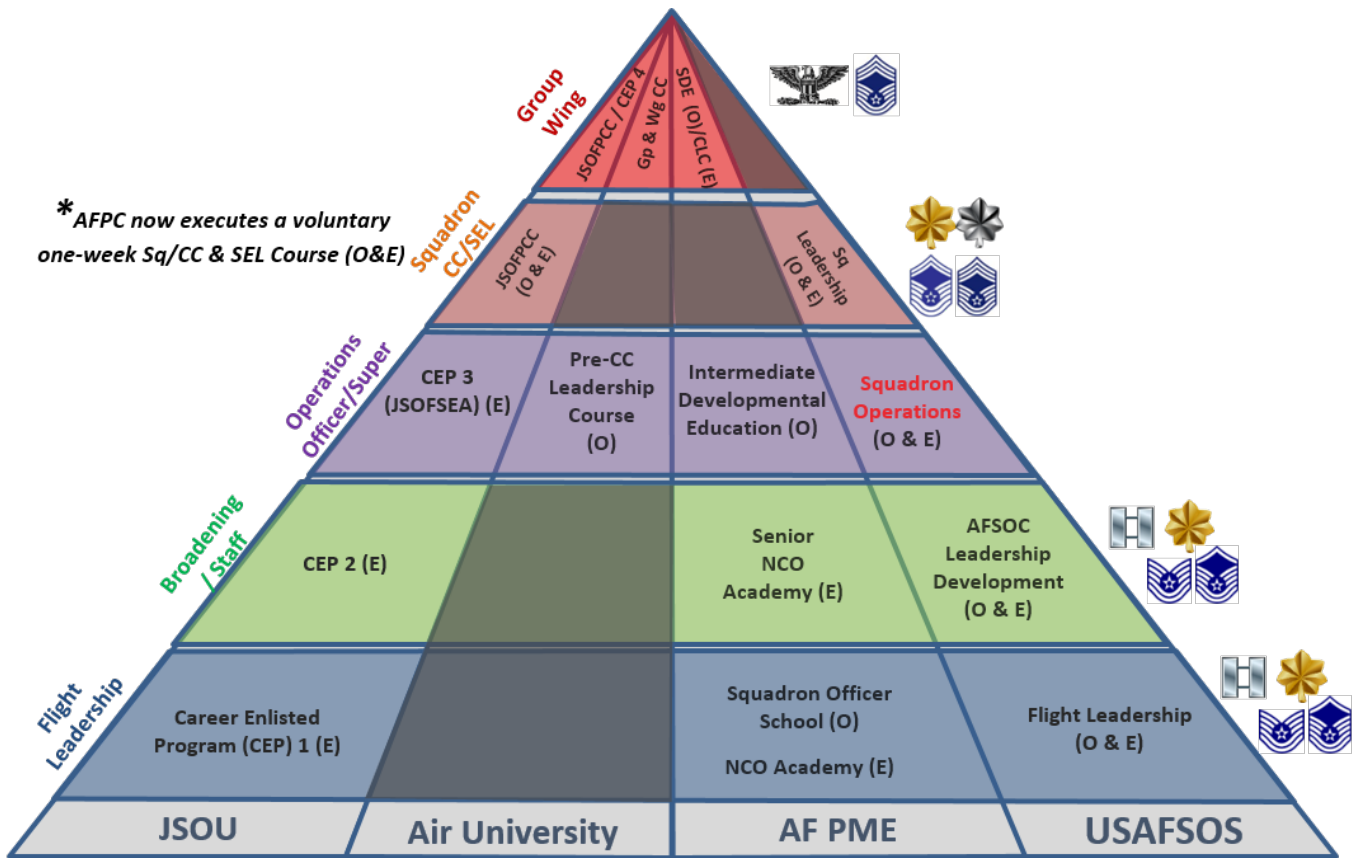
The USAF & SOCOM preeminent educational center of excellence for Airpower in Irregular Warfare, Leadership, Regional, and Cultural studies.

MISSION

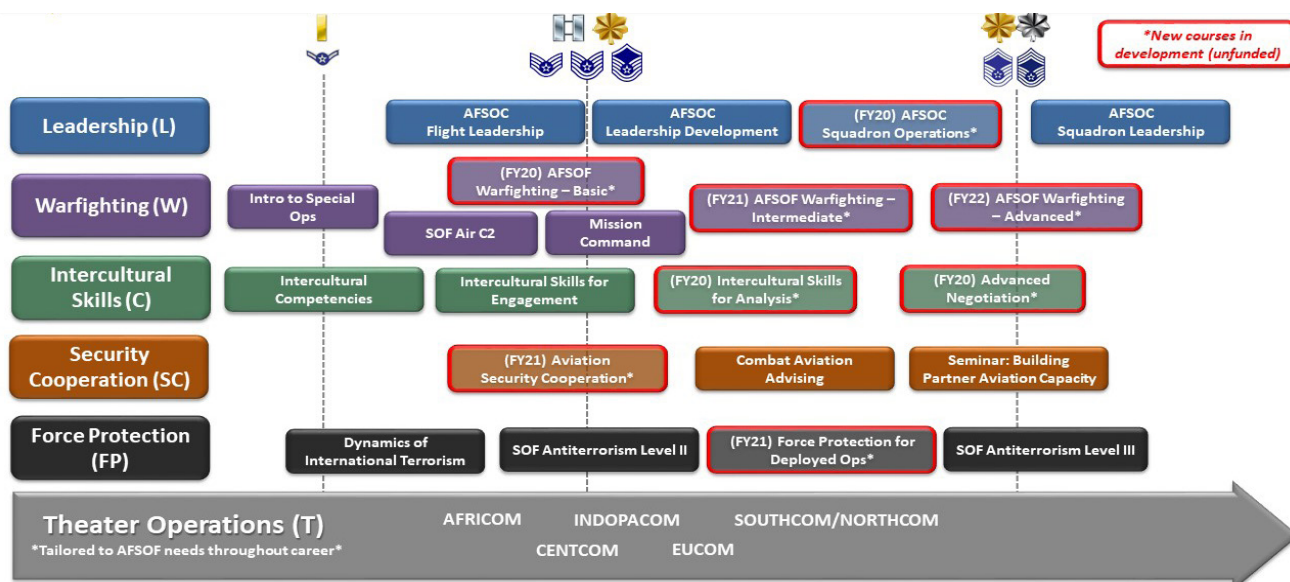
Execute Operational Military Education to forge Air Commandos ready to lead multi-national and joint teams across the spectrum of multi-domain operations during peace and wartime.

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



Deliberate AFSOF Education



USAFSOS Leadership Team



USAFSOS Commandant
Lt Col Adolfo U. Gorbea



USAFSOS Vice Commandant
Lt Col Jared J. Brupbacher



USAFSOS Superintendent
SMSgt Jason Herriges

Recognizing our institutional history and continually committed to evolving its mission, USAFSOS's Command Team is busily reimagining education's role in Air Commando and deliberate force development. Identifying four organizing priorities aim in our attempt to define and deliver the future of education. Our focus on CADRE emphasizes top-tier recruitment, instructor educational opportunities, and an investment in a new Adjunct Instructor Program as we strive to develop a superior force to drive COMAFSOC's enduring educational vision. Our commitment to student need and classroom experience drives a complete examination of current CONTENT and CAMPUS offerings, with an aim to revise, refine, and update in-class and online components as well as introducing fresh delivery models. Our COMMUNITY connection expands and strengthens partnerships with USAF, SOCOM, and AFSOC Heritage organizations in a concentrated effort to broaden and strengthen Air Commando culture.

SUPPORT

DEPARTMENT



Support Department Chair



The Support Department is Chaired by Mr. Bob Love who provides direction for 11 civilians, 3 military members, and 3 contractors. The department is the backbone of the school touching 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, audio-visual, graphics, video teleconferencing, and registrar functions.

The dedicated audiovisual specialists provide classified and non-classified multimedia and the associated software, hardware, and presentation systems for the schools auditoriums, classrooms, and conference rooms in order to carry out its mission.

Our classrooms feature fully upgraded digital systems, secure and non-secure video teleconference (VTC) systems, classroom recording and video editing to support course iterations. The audio-visual division is also capable of providing presentation systems from legacy to present-day technology. New in AY19 was the addition of two dedicated breakout rooms, specifically named Gnome Rooms 1 and 2, to honor the superior work of our AV team!

The always on-the-go cyber operations division team members not only provide day-to-day computer support for our faculty members and 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 tireless dedication.

The student support division includes guest speaker support and is responsible for the 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.

Guest speaker support provides travel itineraries for guest lecturers and manages honoraria payments to non-DoD speakers. Our 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 5,100 students attending 22 unique courses in AY19.



STAFF & FACULTY

To accomplish its mission, USAFSOS employs a diverse workforce, all of whom are hired or assigned under a variety of staffing programs. The staff and faculty include active duty, active reserve, and temporary duty reserve military personnel, government civilians, civilian contractors, private consultants, and guest lecturers and speakers. In AY19, USAFSOS had 103 faculty and staff personnel assigned.

Active duty and reserve military personnel are typically assigned against specific educational support requirements, i.e., to act as Course Directors or Subject Matter Experts (SMEs), but some were assigned to mission support and unit administration positions. Government and non-government civilians also filled both education and support roles. Augmenting the school's resident instructor cadre, in AY19, were over 400 guest lecturers representing active and reservist military, retirees, former ambassadors, general officers, academics from various universities, and representatives from State Department, DoD, and other government agencies.



ADJUNCT INSTRUCTOR PROGRAM

USAFSOS has an active program to recruit Adjunct Instructors (AIs) for enhancing content and bringing subject matter experts into the classroom. Active duty, Reserves, DOD Civilians, and contractors have all improved the operational military education curricula through sharing experiences and lessons learned. Prospective AIs may contact USAFSOS.Adjunct-Instructor@us.af.mil or call DSN 579-3309 for more information.



IDEAN

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

Mr. Grub led four deployments from 2008 to 2014 as a Combat Aviation Advisor (#449) Mi-17/Mi-171 Instructor Pilot to Yemen and Afghanistan where he developed partner nation counterterrorism vertical lift combat capability. As an MH-53J/M Pave Low evaluator pilot (#318) he joined AFSOC in 1998 and soon deployed to Operations ALLIED FORCE, SOUTHERN WATCH, 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 degree in Military History and a Master of Arts degree 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 AY19, USAFSOS evaluated achievement of course goals and lesson objectives for each course conducted using professional observations. 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 discuss all these aspects, from student demographics to specific content and delivery, as well as any recommendations for course improvement.

USAFSOS conducted comprehensive Biennial Course Reviews (BCRs) for six USAFSOS courses with associated documentation, to include the syllabus, lesson objectives and evaluation instruments. Formal course reviews were conducted for AFRICOM, CENTCOM, EUCOM, INDOPACOM, SOUTHCOM/NORTHCOM and BPACS. Course stakeholders participated in the reviews, which also included USAFSOS leadership, subject matter experts, curriculum developers, and course directors. The reviews validated much of the existing content while making recommendations for updates to maintain the highest levels of currency and relevancy for target audiences. USAFSOS will continue to conduct formal reviews for all its courses at least biennially and complete required updates to course syllabi and associated lesson plans.



Blackboard Learning Management System



Continual optimization and use of the Blackboard® Learning Management System (LMS) and integrated Genius Student Information System (SIS) software are the key enablers of USAFSOS global classrooms. Our 100% use policy offers a student experience, with full spectrum support from first 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 offering unprecedented student reach back for six months after graduation. The SIS further assists instructors and registrar personnel with automated student reminders, template e-mails, 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.

Instructional Design (ID) Team



The Instructional Design (ID) team supports the analysis, design, development, implementation, and evaluation of the USAFSOS curricula for blended and in-residence courses. Through collaboration with subject matter experts and stakeholders, the team ensures the syllabi reflect relevant behaviors and learning competencies, and builds designs that course activities are both engaging and effective.

During AY19, the ID team facilitated the design, development, and formative evaluation of several new courses including the Squadron Leadership Course (L400SLC), which is a component of the four-tier series, focused on deliberate development of AFSOC leadership teams. The ID team also supported the redesign of the Introduction to Special Operations (W100ISO) course with an emphasis on the collaborative learning environment. Innovative technology introduced to the W100ISO classroom collected performance data, providing immediate feedback to students and enabling substantive course revisions between iterations.

The ID team's fresh approach to infusing multimedia into curriculum has led to a series of contemporary instructional videos designed, storyboarded, and published in-house, used to illustrate connections between concepts and real-world examples.

Rich multimedia is proving to encourage critical thinking and serve as a catalyst for discussion in and out of the classroom. The effective use of educational technology is a force multiplier, and the ID team exists to clarify and strengthen student learning outcomes, support academic departments and course directors in the creation and refinement of instructional strategies and materials, and improve the efficiency and cost-effectiveness of USAFSOS's educational support to AFSOC.

Project 9 Studios



With the exciting launch of the new Project 9 Studios, the ID team is currently developing 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 live-streaming capabilities, providing real-time 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 a host of informational, engaging debates concerning topics and ideas central to AFSOC.

The functional studio space directly serves the ID team’s fresh approach to infusing multimedia into the curriculum in a myriad of ways. A growing collection of contemporary instructional videos, designed and published in-house, are used in various courses to reinforce connections between concepts and real-world applications. For example, a series of videos highlighting weapons capabilities was produced and integrated into the classroom to replace static material and to support mobile education events.



Beyond the classroom, the team is hard at work on the new USAFSOS Presents video series, dedicated to recording both one-of-a-kind stories from the field as well as generating critical conversations regarding important contemporary issues.

The wide-ranging series already includes conversational interviews and reports from some of our most experienced cadre. Stories told by the leaders who lived them on the frontlines, 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 bring the conversation to a wider military audience.

It is the ultimate aim of the ID team to capture these unique and timely perspectives to populate a one-of-a-kind library accessible by both students and alumni to educate, inspire, and promote future USAFSOS connections after graduation.

Project 9: USAFSOS Presents

Wicked Problems

“Wicked Problems” is a series committed to exploring and crowdsourcing responses to some of today’s most complicated issues. In 2019, USAFSOS developed two “Wicked Problems” events: 20-1 “The Founder & The Spectrum of Innovation” and 20-2 “Operation WATERPUMP: Hmong Pilots in the Vietnam War.” “Wicked Problems” is a two-part event where an initial presentation, screening, or lecture is followed by a full auditorium discussion, as well as employment of instructional technology and live streaming for widest participation and collaboration.

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 SMSgt Jason Herriges on facing the devastation at Tyndall AFB after Hurricane Michael and an engaging conversation with Msgt (Ret) Bart Decker, an original AFSOC Horseman.

SOF Talks



SOF Talks



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 take-away from a personal experience or event.

SOF360

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

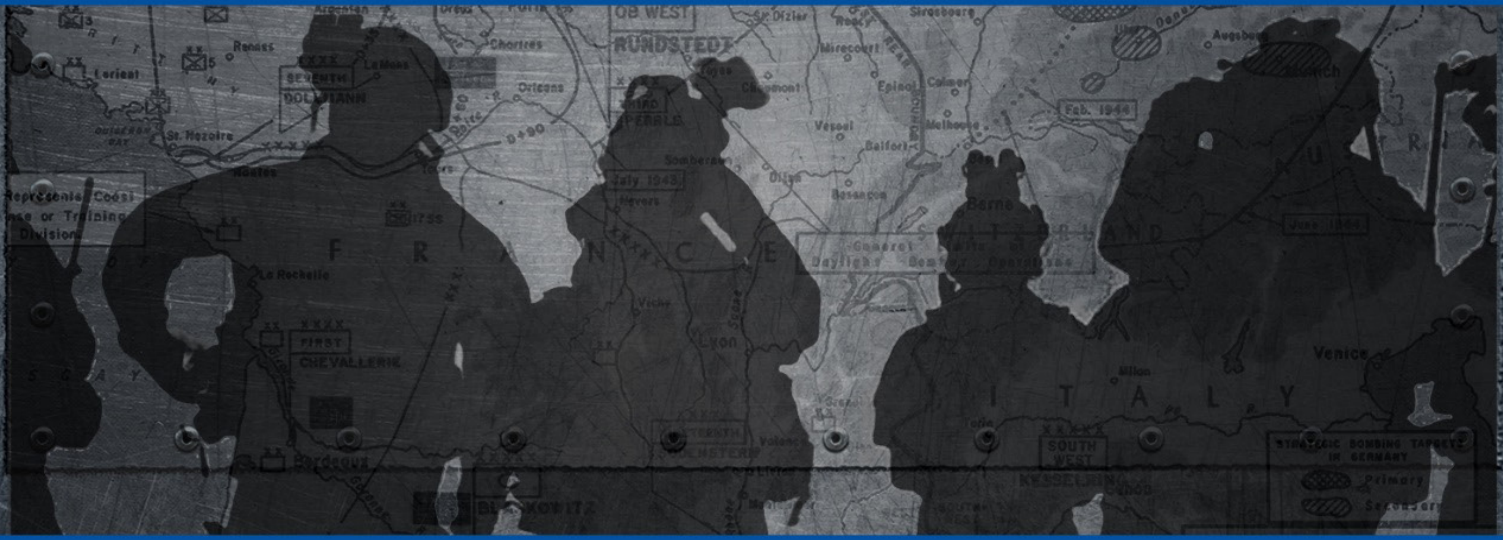


Each of the USAFSOS Presents events are captured, reviewed, and edited by our production team to produce polished media products which can be embedded in a variety of lessons and across several USAFSOS classes, and ultimately placed online, giving access to broadest non-student and alumni communities.

WILD



WARFIGHTING AND LEADERSHIP DEVELOPMENT



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 the HH-60G and UH-1N helicopters. His combat experience includes Operations SOUTHERN WATCH, ALLIED FORCE, ENDURING FREEDOM, and IRAQI FREEDOM. While on active duty, he also had assignments as a Legislative Fellow in the United States Senate, a Plans Officer within the Joint Staff J5, Strategy and Plans Directorate, and within the helicopter flight test community. He is a 1996 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 conducted operational military education for AFSOF and other DOD personnel through a variety of formal courses and mobile education events during AY19. This department focused its efforts on indoctrinating new AFSOF, enhancing SOF force protection skills, developing mission commanders, informing the next generation of AFSOC leaders, and exposing deploying personnel to the intricacies of SOF command and control, and USSOCOM strategic responsibilities.

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

Force Protection Division Mr. Richard M. Reddecliff, Division Chief

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 in-depth 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; an examination of the radicalization process; and 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. New to the General



Dozier Range, the TCD in AY19 was a demonstration illustrating how a quadcopter can be used in a terrorist attack.

In AY19, USAFSOS delivered six resident DIT courses and educated 393 DIT students. Cadre include a special agent in the Air Force Office of Special Investigations, an Explosive Ordnance Disposal technician, a Combat Arms instructor, and Mr. James Wilson, Range Safety Officer; the AY19 winner of the AFSOC Weapons Safety Professional of the Year award.

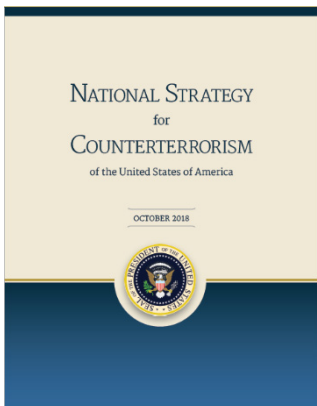
SOF Anti-Terrorism Level 2

SOF Antiterrorism Level 2 is a USAF-approved Antiterrorism Level II certification course compliant with requirements contained in DoD Instruction O-2000.16, Volume 1. While meeting the certification needs of antiterrorism officers (ATOs) from AFSOC, SOF-AT2 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. SOF-AT2 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 assigned to conduct a site survey for an IW deployment. SOF-AT2 certified 317 graduates as DoD ATOs in AY19. Its course director is an active duty Air Force technical sergeant with multiple deployments as a member of Security Forces, plus experience as the current ATO for the 492d Special Operations Wing.



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SOF Anti-Terrorism Level 3



SOF Antiterrorism Level 3 launched in May 2017 to educate unit-level commanders on their responsibilities related to antiterrorism. Constructed in accordance with requirements in DoD Instruction O-2000.16 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 (1-2 hours), SOF-AT3 has the flexibility to be integrated into headquarters all-calls, Wing staff meetings, MAJCOM commander orientation programs, etc. Any military officer, senior non-commissioned 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. In AY19, USAFSOS certified 199 students with the one-time requirement for AT Level III training. Its director and primary instructor is a 3-time unit commander, former AFOSI special agent, and previous DIT course director.

Leadership Development Division

Lt Col Buddy Elliott, Division Chief

Flight Leadership

The AFSOC Commander endorsed Flight Leadership Course is a 5-day educational and mentorship-based course focused on paired officer and enlisted leadership teams that 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 our value systems, 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 ensuring member resilience from an organizational standpoint. Day 4 is an informational day. It includes presentations from the Inspector General, Financial 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 5th 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.



AFSOC Leadership Development



The AFSOC Leadership Development Course is a wing commander-nominated course designed to prepare high-performing O-3s/O-4s, MSgts, and GS-12s/13s for future leadership roles. The course employs four general instructional formats to achieve this goal. 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 Association (TFA), force development and management, and critical thinking sessions. The final component incorporates guided panel discussions with junior AFSOC Airmen, First Sergeants, Chiefs, industry leaders, and current AFSOC Squadron Commanders.

AFSOC Squadron Leadership

Newly appointed AFSOC leadership teams attend the AFSOC Squadron Leadership Course. This is a 5-day experience that discusses AFSOC culture, executing the mission, leading people, managing resources, and improving the unit. Future Squadron Commanders, Senior Enlisted Leaders, and their spouses are provided a broad array of leadership perspectives and orientation to organizations that will provide assistance during the command tour. Each pair-leadership team is presented a “commander’s toolkit” from the AFSOC perspective.

Participants will have many interactions with AFSOC senior leaders. The overall goal is to provide first-hand knowledge on the various complex issues a squadron leadership team may face. Through sharing evaluated experiences, leadership teams will be in the best position possible to begin time in command.



Warfighting Division

Major Robert J. Lerner, Division Chief

Introduction to Special Operations



Introduction to Special Operations is a three-day, team-based, in-residence 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.

SOF Senior Leader’s perspective is an opportunity for AFSOC leadership to give their view on what it means to be an Air Commando, share personal experiences, mold an ethical mindset for new Air Commandos, and answer questions about Special Operations. Finally, students participate in a capstone exercise within their teams, applying new knowledge to a Special Operations scenario.

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 off-station 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.

SOF Air Command and Control

SOFAC2C exposes students to SOF doctrinal concepts and processes necessary to work and operate in various SOF command and control (C2) organizations. Specific areas of instruction include command relationships, SOF C2 nodes, air operations center functionality, CAF integration, and SOF senior perspectives. This course covers operational level SOF C2 concepts. It is designed for AF/SOF personnel who could be tasked to work on a JSOAC or Special Operations Liaison Element (SOLE) staff, or as a liaison in an embassy, Special Operations Joint Task Force, or other agency. 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 members. AY19 found SOFAC2C go from a five day in-residence course to a phased, blended learning approach that combines online study with two days of classroom instruction.

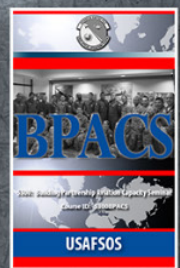
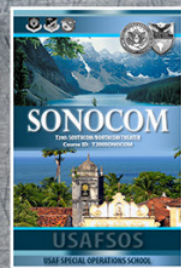


THE

THEATER ENGAGEMENT



<http://gallery.world.wallpaper/584119.html>



Theater Engagement Department Chair



Ms. Susan Alaniz is the Chairperson for the USAFSOS Theater Engagement Department. Ms. Alaniz is a retired Air Force Lt Col who served as a communications officer and political/military strategist. Her previous assignments included 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. She is a graduate of the USAF Academy and the University of Oklahoma. In addition, she is a current PhD Candidate, in International Development at the University of Southern Mississippi. Her focus area of study is US Military Assistance and Recipient State Political Development.

Theater Engagement Department

AY19 continued the long-standing record of excellence by the Theater Engagement Department for providing political, cultural, and security education for AFSOF in each COCOM. Theater Engagement courses educated students on the concepts and skills necessary for successful international SOF engagement in tandem with the other departments at USAFSOS. Formal courses ranged from one-day to two weeks in length and covered topics spanning engagement with partner-nation militaries and civilian defense leaders to tactical operations in ongoing insurgency zones. Department course directors also executed the vast majority of mobile education events for the entire school, illustrating the persistent mission need for updated theater engagement education.

Culture and Language Division

Capt Melanie A. Engle , Division Chief

Intercultural Competencies



The Intercultural Competencies Course is an 8-hour course that provides attendees with basic 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. This course is designed as an introduction to culture and intercultural communication that provides a basic foundation for SOF students to conduct further research into the cultural values, beliefs, behaviors, and norms of people in other countries or regions. C100COMP acts as an enabler to SOF excellence in complex and ambiguous operational environments worldwide. It endeavors to impart the most basic concepts of intercultural competence.

Intercultural Skills for Engagement



The Intercultural Skills for Engagement course is a 5-day course that provides 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 will apply communication and negotiation skills in role-playing scenarios, and are exposed to a variety of hands-on exercises that challenge their own cultural norms. Moreover, the course addresses topics in comparative religions, corruption, cultural geography, gender dynamics, working with the media, working with interpreters, food, and culture shock. Due to its SOF focus, the course draws on former and current SOF personnel to discuss case studies and lessons learned with the students. Ultimately, this course provides a solid foundation for students to conduct further research, as their mission and individual interests dictate, into the cultural values and

communications styles of specific countries or regions.

Two additional courses are currently being created within the Culture and Language Division with the goal of becoming available for AFSOC in late AY20.

Intercultural Competence Skills for Analysis: This course is being designed to meet the learning needs of AFSOC personnel with a responsibility to plan for AFSOC global missions or to analyze data that will inform global operations. This course will provide attendees with general knowledge and skills to quickly and accurately comprehend articles, videos, and planning strategies presented in or about culturally diverse environments. Topics addressed include global intercultural trait analysis, comparative religion, comparative conflict management, and guidance on recognizing one's own cultural biases.

Advanced Negotiation: This course is being designed to meet the advanced 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 application level skills that students can use to advance their unit's deployed mission effectiveness.

Security Cooperation Division **Major Mark A. 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 real-world 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 S200CAA 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

AFSOC's Building Partner Aviation Capacity Seminar (BPACS) continues to be recognized as a leader in the US Government for integrating aviation enterprise learning objectives for national security with relevant and cutting edge presentations in a joint, interagency and multilateral collaborative seminar.

BPACS, since its inception, has emphasized seminar-style participation by all attendees, guest speakers, and USAFSOS staff. US students can expect to learn as much from their international student counterparts as from the formal presentations and field tours. Engagement opportunities have expanded to events outside the classroom through continuous social activities, site visits, and partner-nation presentations as part of the robust two-week seminar schedule.

The BPACS was conducted three times in FY19. Two were conducted at Hurlburt Field, and for the first time, an iteration was conducted off station at Kadena Air Base in Japan. Between international and US attendees, FY19 BPACS iterations hosted participants from each COCOM, the Joint DoD community, and three interagency organizations.

The seminar's guest speakers were recruited from across the US national aviation enterprise to include Department of Defense, Department of Homeland Security, Federal Aviation Administration, Department of State, US Agency for International Development, and many others. To ensure expert and full-range coverage of the aviation enterprise as it pertains to national security objectives, inclusion of state and civil authorities is critical. To close out the year, USAFSOS executed the 35th iteration of BPACS in September at Kadena Air Base with a specific focus on the INDOPACOM Geographic Combatant Command. The seminar was hosted by the 353rd Special Operations Group. This seminar added many firsts to the BPACS repertoire. Besides being the first off Hurlburt iteration, full funding was provided by the USINDOPACOM authorization for the Asia Pacific Reassurance Initiative.



SOCAPAC served as advocate for the funding and liaison to the embassies of 22 attendees from 10 priority states. In addition, this BPACS was the largest of any iteration yet, with 56 total attendees, 26 international and 34 US. We were honored to

host the SOCPAC/CV, COL Sean Berg as he served as distinguished guest speaker at the graduation luncheon. We are excited about the energy being generated in the US Government Security Cooperation community towards the BPACS as an engagement tool for military cooperation. We are currently planning to execute our first EUCOM focused seminar in FY20.

International Military Student Officer



USAFSOS hosts international visitors as part of Security Assistance Training and Building Partnership Capacity programs. The International Military Student Officer (IMSO) is the point of contact for Security Assistance Training Program (SATP) providing daily oversight and management for all international military student operations. Due to the workload, USAFSOS has two fully certified personnel who are qualified to provide IMSO services.

During this academic year, the IMSO coordinated 42 international visitor events hosting personnel from 33 different countries who participated in BPACS. Duties included establishing contact with Air Force Security Assistance and Training (AFSAT) country managers, Embassy Security Cooperation Officers and Foreign National Staff for student information, Invitational Travel Orders, funding, and travel arrivals and departures. The IMSO also coordinated with AFSOC and Eglin Foreign Disclosure Offices, and the 1 SOW Director of Staff for other international guest visit approvals, base access, and unescorted access as necessary.

IMSOs were responsible for ensuring billeting and transportation arrangements, ensured

students were provided pay advances, and that travel vouchers are completed, as necessary. IMSOs also maintained contact with home countries through arrival and departure reports on all students.



Theater Operations Division Major Johnny C. Smith, Division Chief

AFRICOM Theater



The AFRICOM course synthesizes a wide range of knowledge, research and experience to offer students consolidated education in preparation for a variety of deployment and staff taskings. With topics ranging from the strategic direction of the 2018 National Security Strategy to the impact of environmental challenges on fueling violent extremist organizations, the course aims to provide a strategy-to-task review of SOF operations throughout the continent with specific regard to the Horn of Africa, NW Africa, Lake Chad Basin, and the Mahgreb/Sahel regions. Course objectives also specifically include interoperability with USG entities such as USAID and the Department of State, friendly international organizations to include the UN and World Bank, regional international bodies such as AMISOM and ECOWAS, as well as challenges posed by great power competitor states such as Russia and China in the region. These multi-faceted challenges to mission accomplishment are portrayed atop a backdrop of cultural and religious familiarization geared towards enhancing our SOF warfighters' ability to navigate this challenging landscape and ensure mission success.

CENTCOM Theater

The CENTCOM course provides a strategic overview of the CENTCOM AOR, focusing on history, geopolitics, operational culture and current operations. The course features both resident USAFSOS instructors and guest instructors from academia, military institutions of higher learning, and various other government agencies and positions. In AY19, a total of 148 students attended five total in-residence course iterations and one three-day Mobile Education Event tailored to the specific unit's mission in AY19. Courses were held at AFSOC's primary bases, Hurlburt Field, FL and Cannon AFB, NM. The CENTCOM Course was also held at the Joint Special Operations University on MacDill AFB in order to provide easier course opportunities for Special Operations Command-Central (SOCCENT) personnel. 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 address the evolving nature of the CENTCOM environment.



EUCOM Theater

The EUCOM course increased both on and off-site full-course iterations and MEEs. The demand for EUCOM Theater education continues to increase due to increased tensions in Eastern Europe. These tensions stem from revisionist intentions by Russia, as well as threats from violent extremists organizations and returning foreign fighters from hostilities in MENA. In order to meet this demand, EUCOM full-course iterations and MEEs were conducted to educate SOF personnel at RAF Mildenhall, Fort Bragg, and Will Rogers Air National Guard Base in Oklahoma City, Oklahoma. The EUCOM course constantly adapts to current events and changes in the strategic and operational environment as defined in the National Defense Strategy. Furthermore, the course is tailorable to meet the needs of specific SOF units. 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.



INDOPACOM Theater



The INDOPACOM course focuses on US strategic interests in Asia and the Pacific, providing AFSOC members with the historical, geographical, political, socioeconomic, and cultural education needed to succeed in theater. Particular focus is on the needs of 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 and the instability from nuclear equipped North Korea. Due to its SOF focus, significant time is dedicated to operational perspective lessons presented by special operators who have deployed, conducted joint training with, or participated in exercises with partner nation forces throughout Asia. These lessons provide valuable insights on maximizing cultural

competency in security cooperation with INDOPACOM partners. Students will also learn more about the most relevant terrorist and insurgent groups, transnational crime, and regional organizations.

SOUTHCOM/NORTHCOM Theater

The SOUTHCOM/NORTHCOM Theater course addresses US strategic interests in the US SOUTHCOM and US NORTHCOM AOR, with an emphasis on topics of greatest interest to US SOF. 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.

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. The course covers current political, military, social, and economic factors that influence or are affected by SOF operations. The aim of the course is to provide tactical level knowledge with particular emphasis given to extra-hemispherical actors and their influence in the SOUTHCOM/NORTHCOM regions. 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 Department of Defense (DoD) mission objectives.

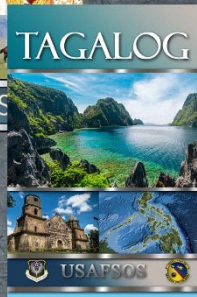
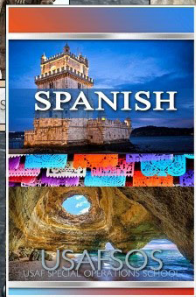


ILC

LANGUAGE CENTER



<http://gallery.world/wallpaper/584119.html>



Language Training Detachment

Dr. Steve Butler, Site Director



The Defense Language Institute Foreign Language Center's (DLIFLC) Language Training Detachment (LTD) is an integral part of the Language and Culture Center (LCC). This talented and diverse team includes a Site Director, an Academic Specialist, 14 DLIFLC language professors, and two contract language professors.

The LTD works closely with the Theater Engagement Department to provide synergy to both the Theater Engagement programs and the foreign language education programs. The languages offered by the LTD in AY19 included: Arabic (MSA, Iraqi, and Levantine), Dari, Farsi, French, Indonesian, Polish, Portuguese, Russian, Spanish, Tagalog, Thai, and Urdu. During AY19, the LTD provided 25,101 student contact hours of language education to 248 students in 13 different languages. In addition, the LTD administered 12 Defense Language Aptitude Batteries (DLAB), 160 Oral Proficiency Interviews (OPI), and 551 Defense Language Proficiency Tests (DLPT).

Language

In addition to Initial Acquisition Training (IAT), the LTD offered multiple versions of Sustainment and Enhancement Training (SET), Significant Language Training Events (SLTE), Familiarization Training, and Pre-Deployment Training. The language professors tailor the education to meet the operational requirements of the USAF Special Operations Command (AFSOC).

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. During the year, the LTD conducted IAT courses in Arabic, French, Polish, Russian, Spanish, Tagalog, and Thai.

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, Office of Special Operations, 25th Intelligence Squadron linguists, and medical personnel.



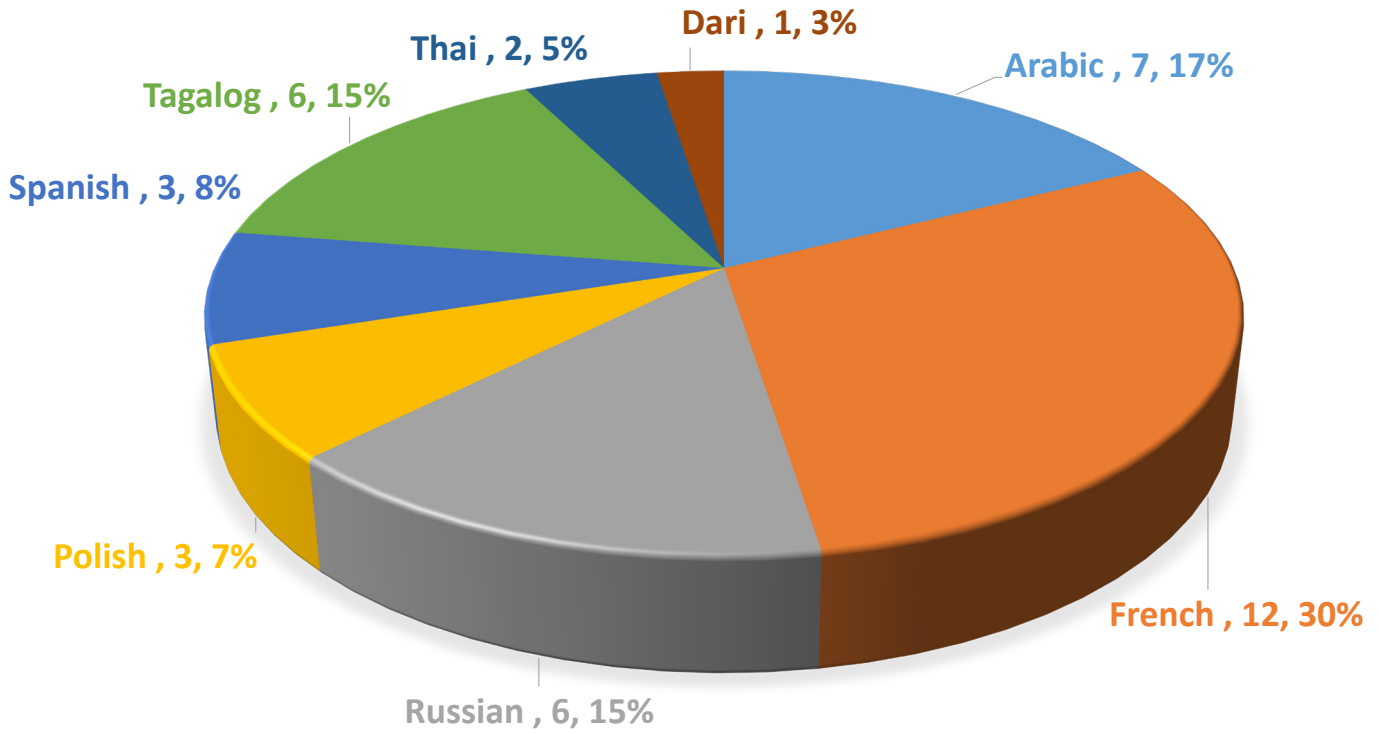
Many of these students experienced in-country immersions, an outstanding opportunity to employ their language and culture skills in a country where they are likely to deploy operationally in the future.

To meet the operational requirements of AFSOC, the LTD is continuously developing courses for airmen with a wide range of language proficiency. From Familiarization courses, where the students come to us with zero language proficiency; to SETs, to enhance the students' current language skills; to intermediate and advanced courses, that provide students with higher level skills to ensure mission success; the LTD meets the diverse requirements of AFSOC continuously.

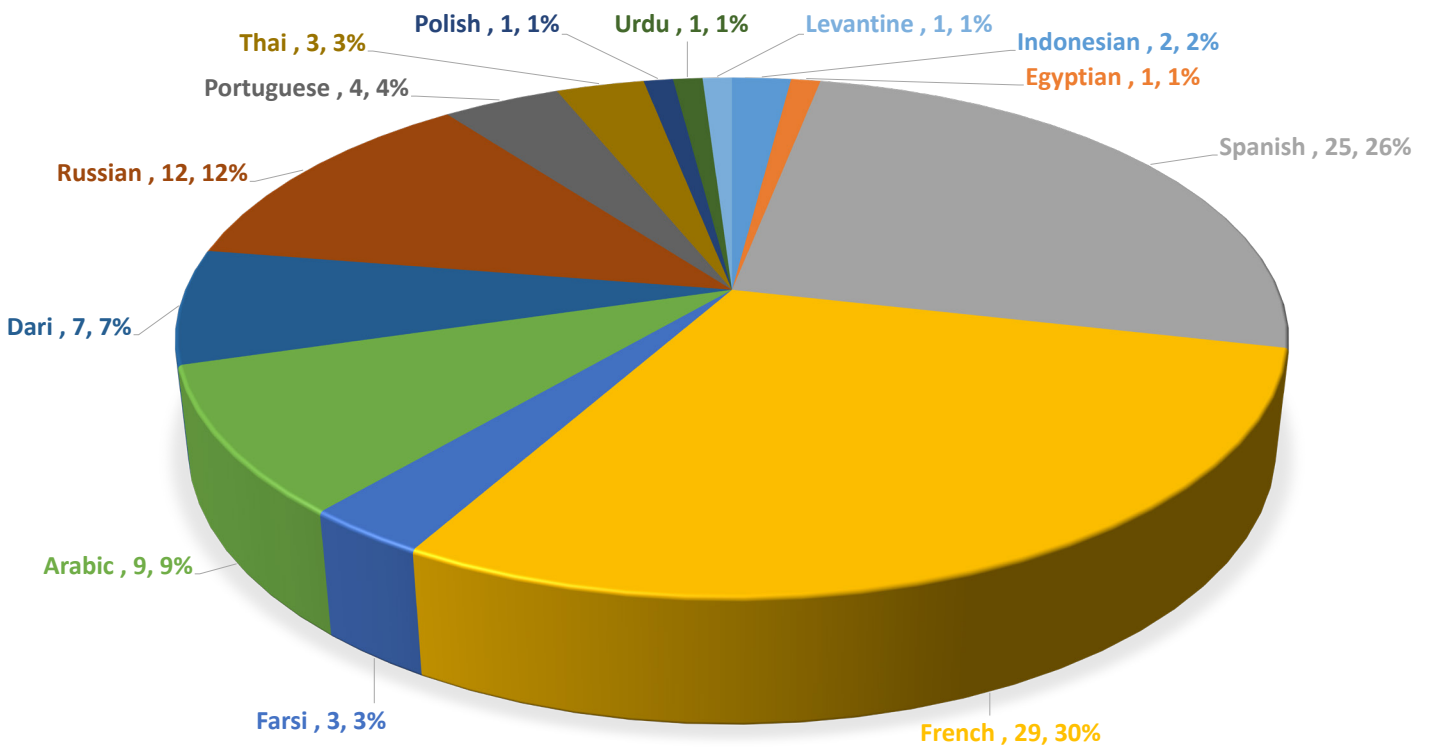
To better meet the needs of its customers stationed at Duke Field, the LTD also offers courses at the Duke Field Language Center. Although, no language professors are permanently assigned to Duke Field, the LTD ensures that professors in the appropriate languages are always available at the Language Center at Duke Field to meet AFSOC language requirements.



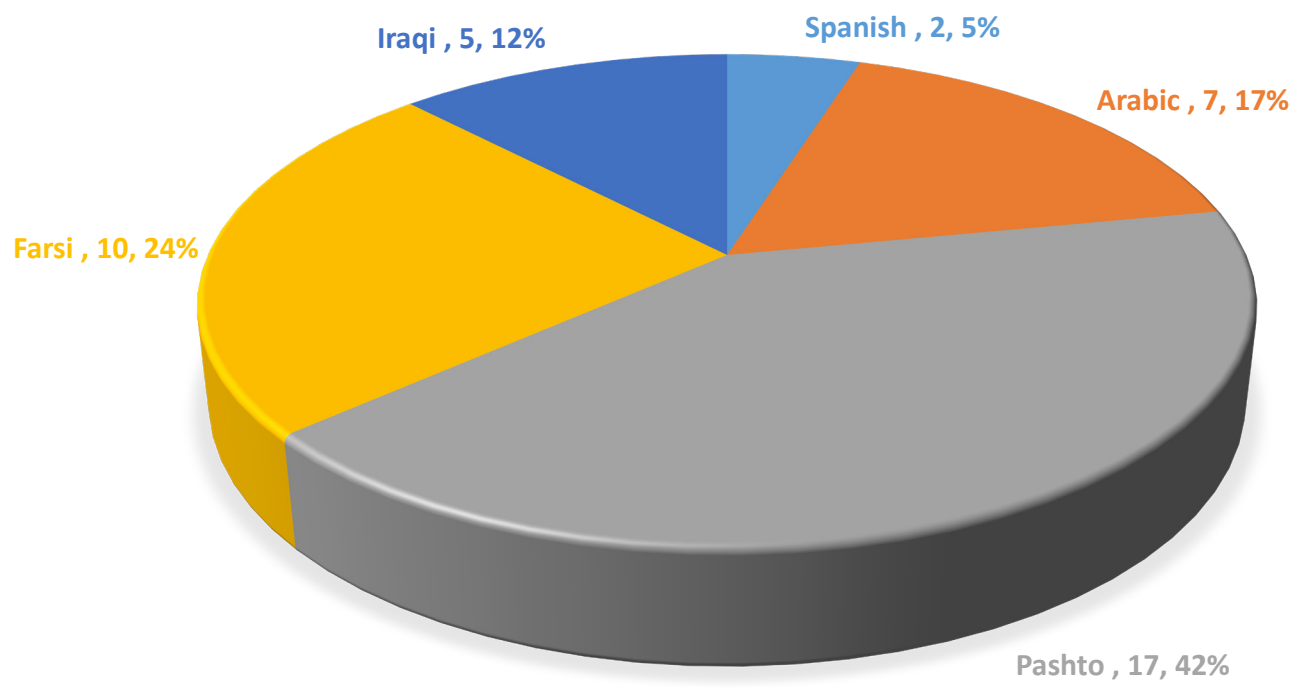
Initial Acquisition Training



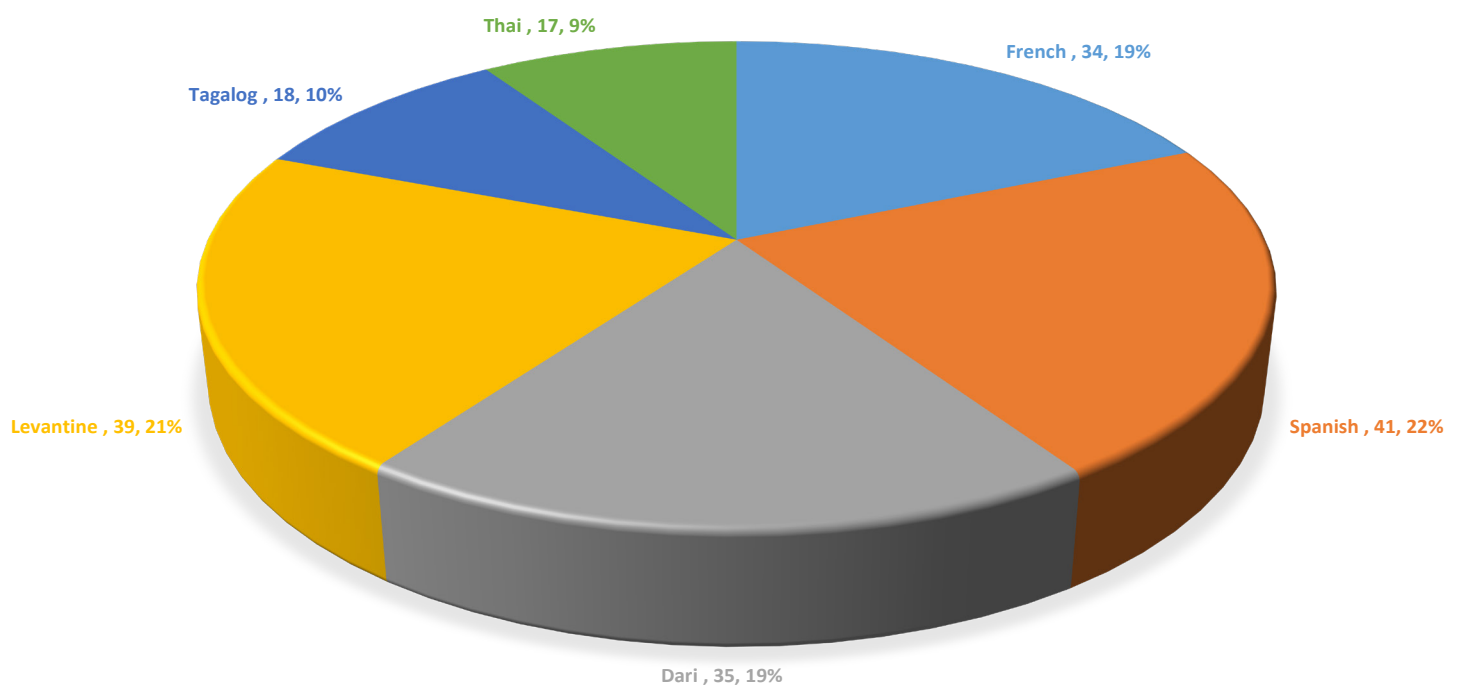
Sustainment and Enhancement



Significant Language Training Event



Pre-Deployment Training



AY19

Formal Courses and Mobile Education Events



<http://gallery.world/wallpaper/584119.html>



STUDENT DEMOGRAPHICS



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

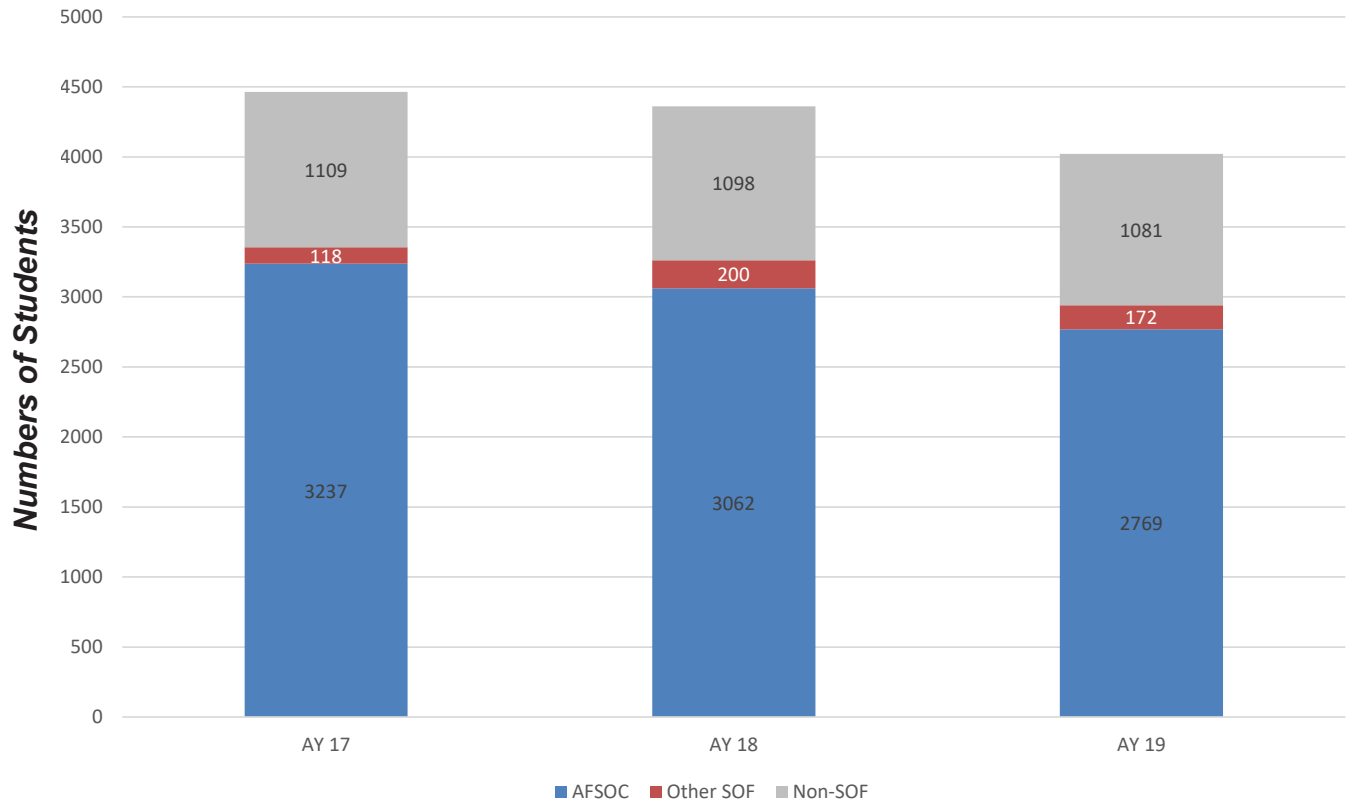
Target Population

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

Formal Course Iterations and Student Attendance by AY

USAFSOS	AY 17	AY 18	AY 19
Courses Conducted	19	20	21
Class Iterations	152	147	136
On-Station	125	81	79
Off-Station	27	66	57
MEE	16	19	41

Percentage Formal Course Attendance by AFSOC/Other SOF



SOF Attendance by Type of Course (AY19)

Type of Course:	Student Numbers / Percentages						
	AFSOC		Other SOF		Non-SOF		Total
Formal ¹	2,769	69%	172	4%	1,081	27%	4,022
MEE ²	595	75%	20	3%	172	22%	795
LANG ³	291	67%	31	7%	112	26%	434
Totals	3,655	70%	223	4%	1,365	26%	5,243

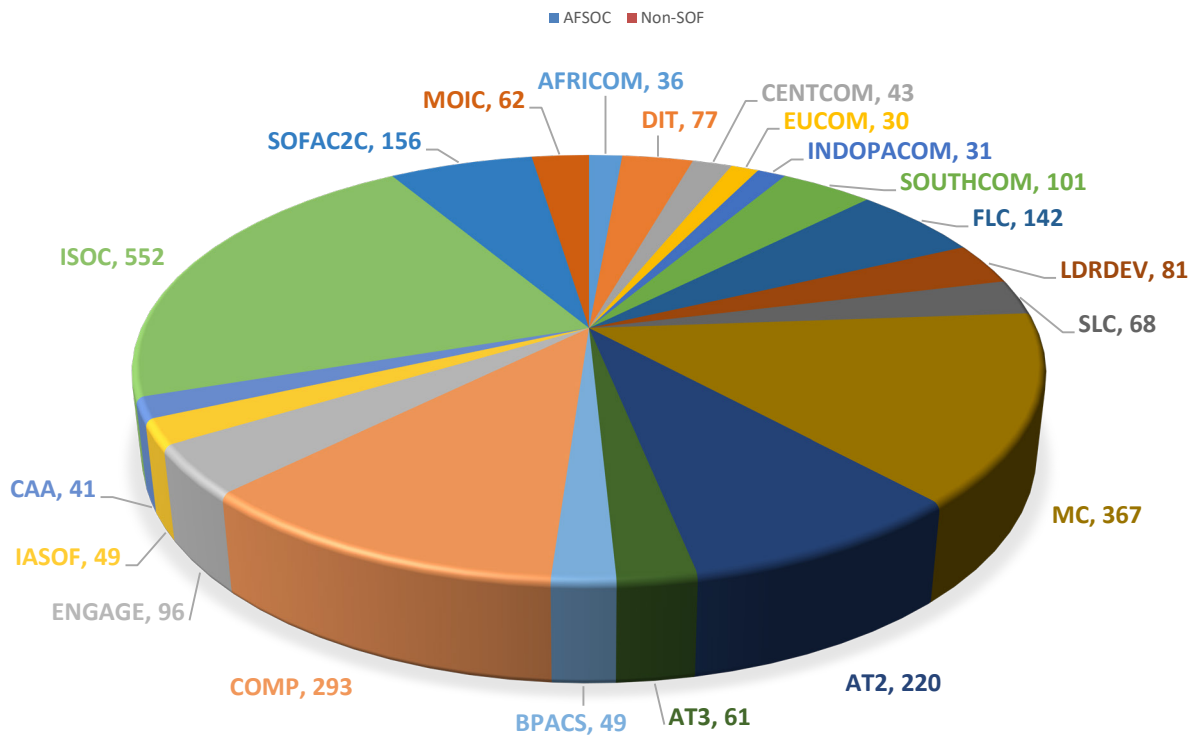
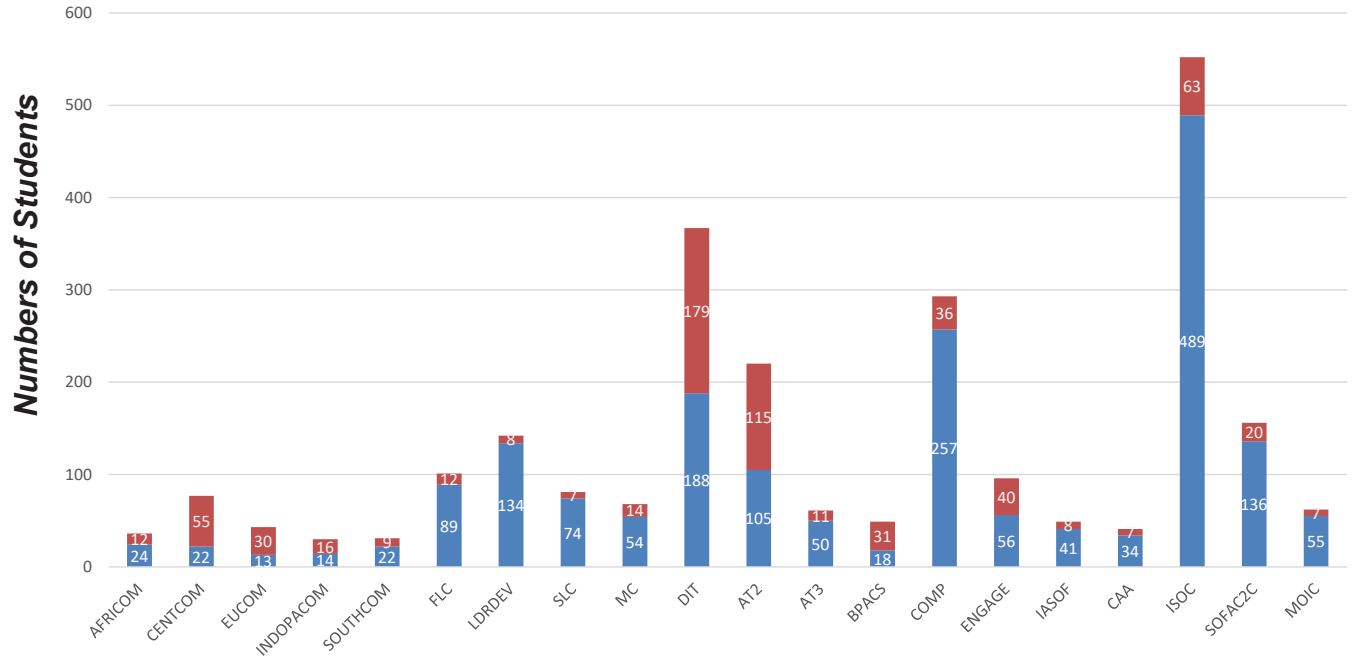
¹**Formal** – Includes all certificate awarding courses, whether taught on-station or off-station

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

³**LANG** – Language Center Students



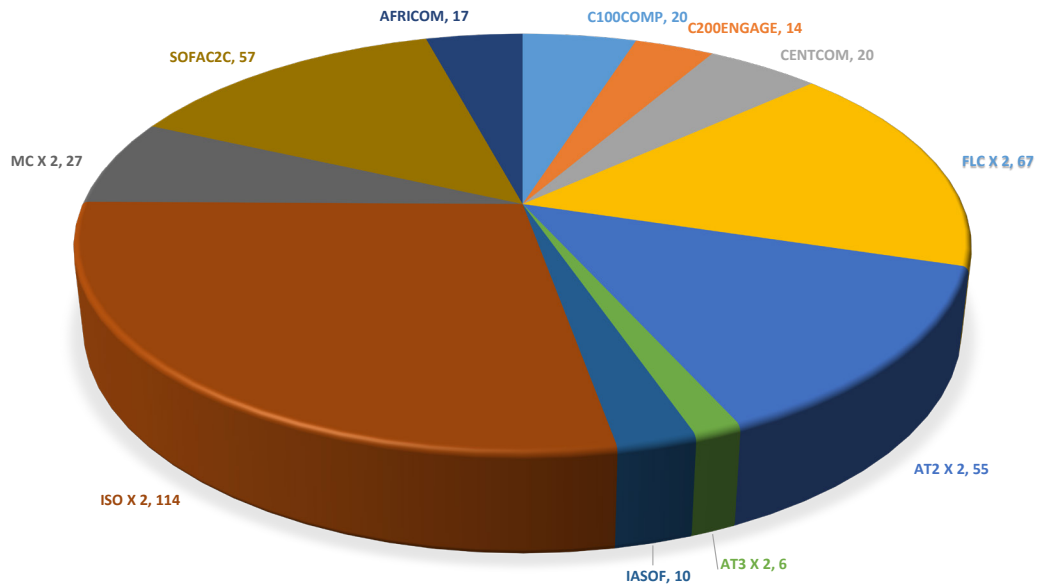
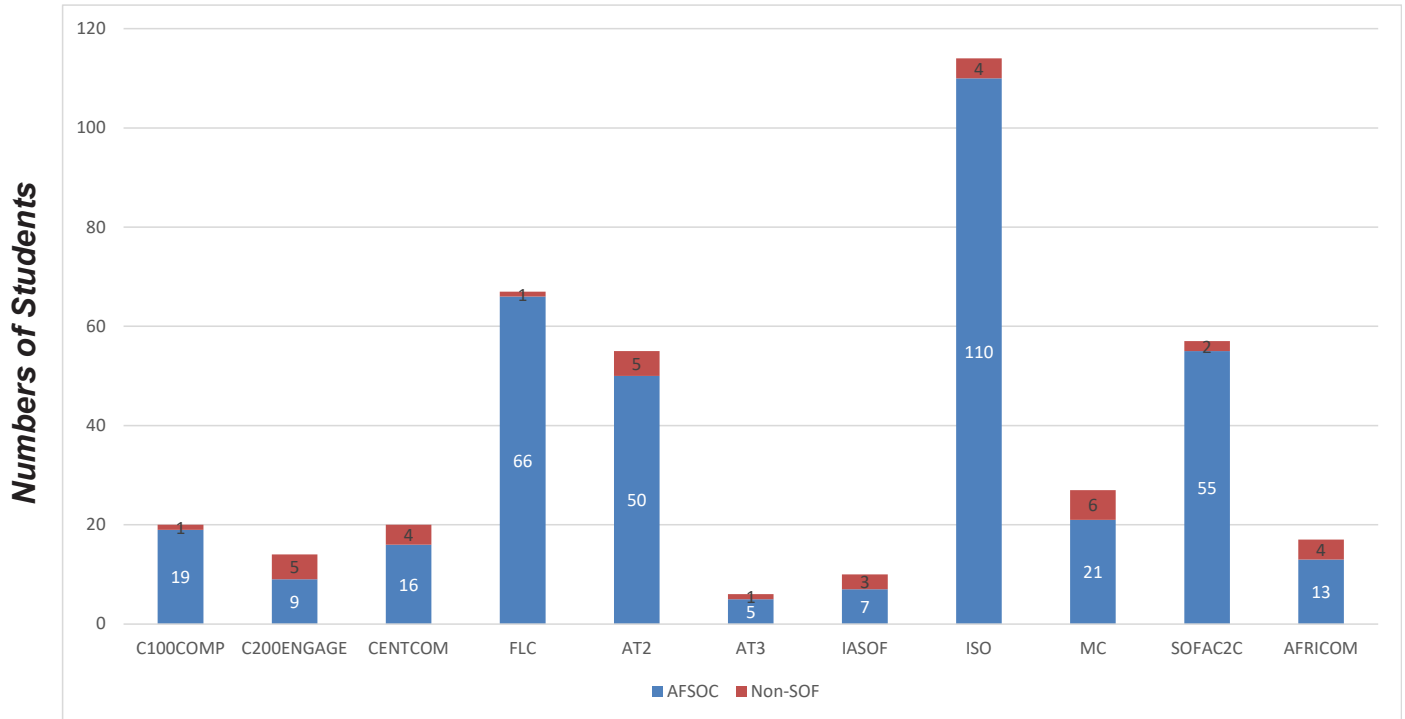
1st SOW/ 24th SOW/ 919th SOW Hurlburt Field, Florida
 Courses conducted at USAFSOS



2555 Students Graduated at Hurlburt



27th Special Operations Wing Cannon AFB, New Mexico
 Courses conducted at Cannon

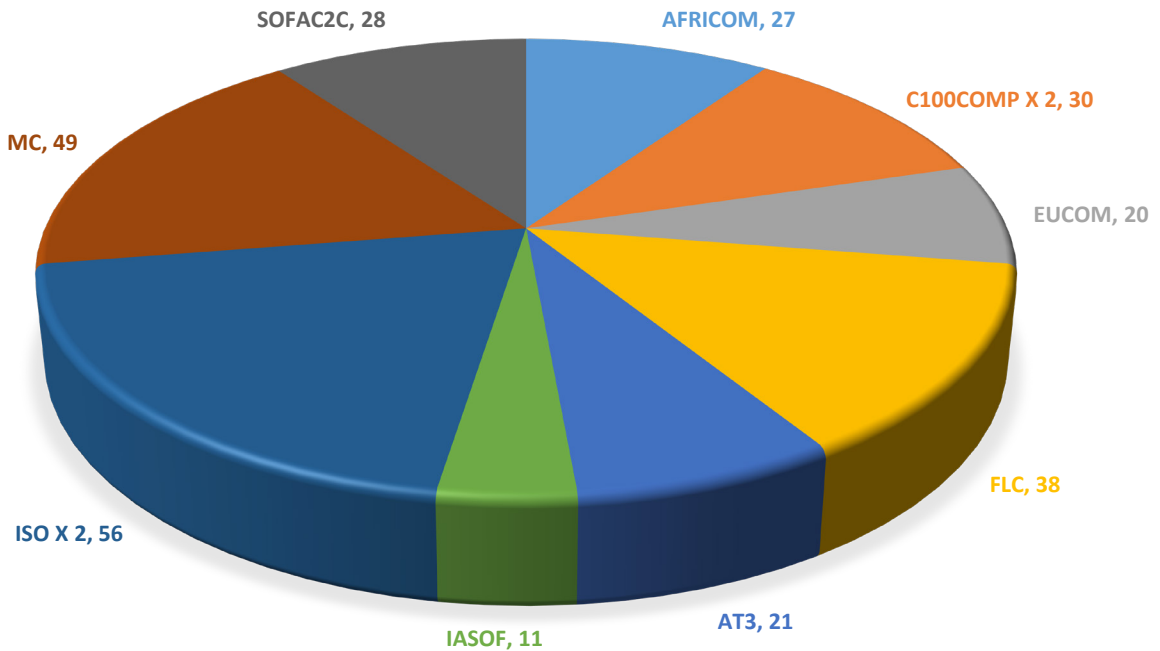
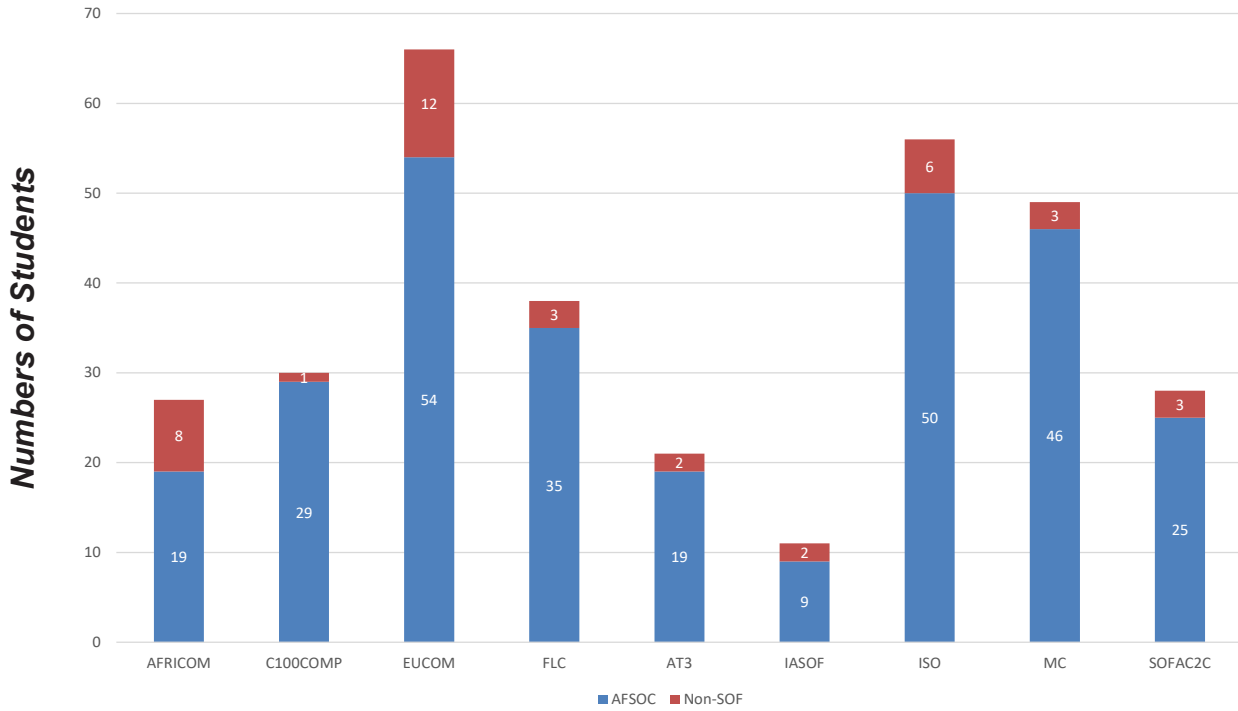


407 Students Graduated at Cannon



352nd Special Operations Wing RAF Mildenhall, England

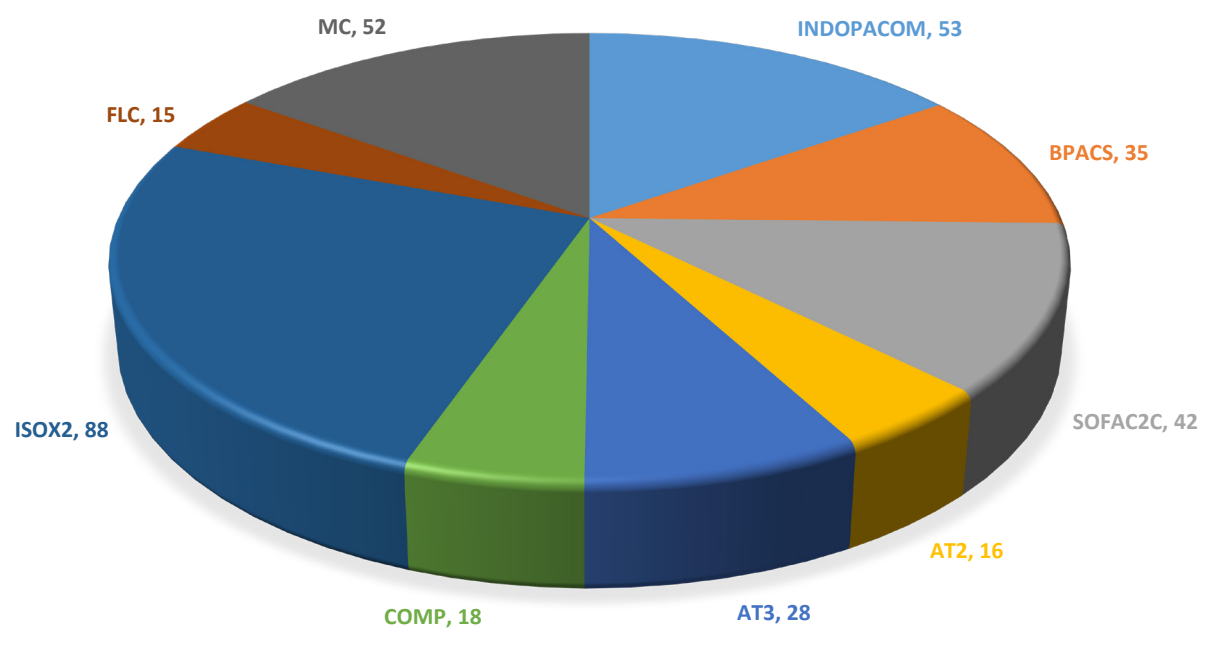
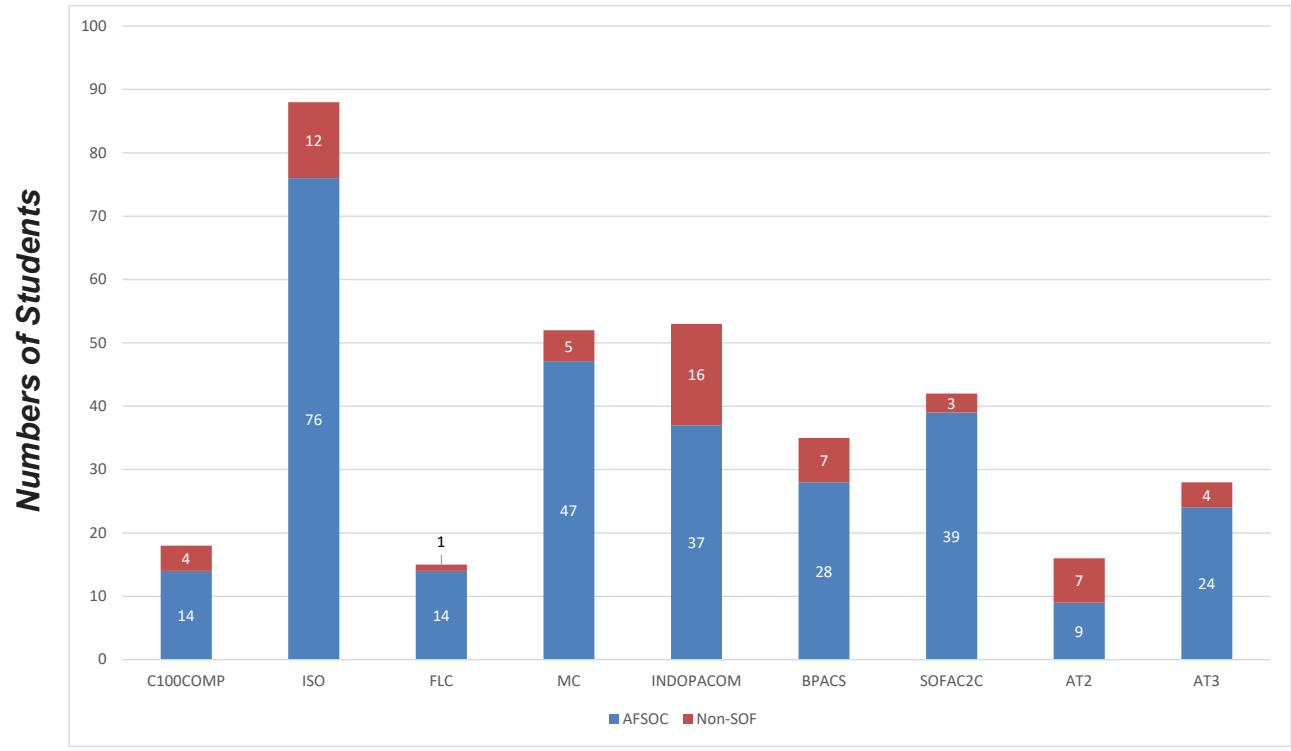
Courses conducted at Mildenhall



280 Students Graduated at Mildenhall



353rd Special Operations Group
Kadena AB, Japan



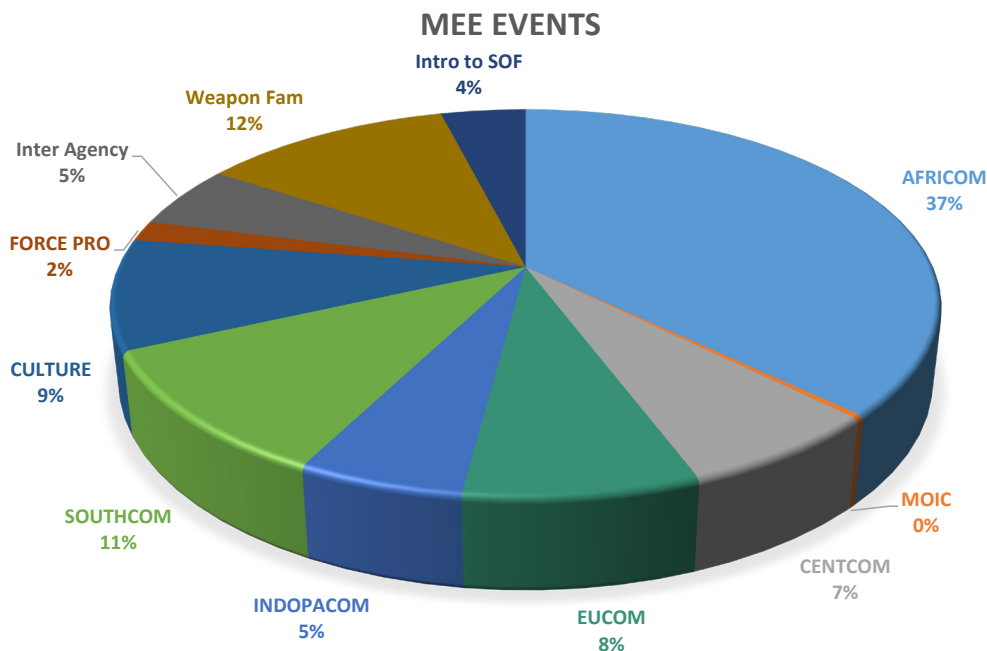
347 Students Graduated at Kadena

Mobile Education Events (MEEs) for AY19

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.

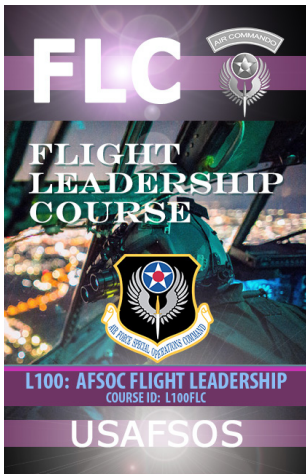
USSOCOM, USAF, and US Government agencies collaborate with USAFSOS to customize a 1-3 day MEE event for special operations forces and pre-deployment events. Impressively, USAFSOS educated 795 SOF members with customized pre-deployment MEEs for AFSOC units in AY19.

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



USAFSOS FY19 Courses

Flight Leadership



Course Code: L100FLC
PDS Code: 823
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.

FLC End-of-Course Student Survey

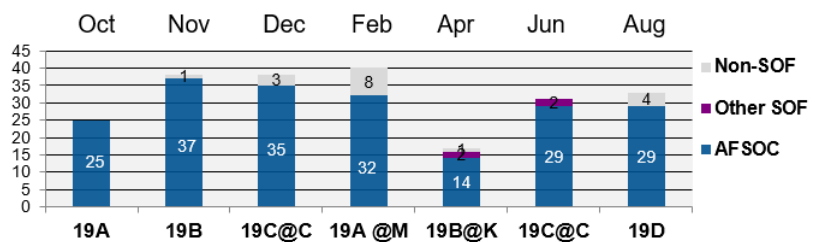
	<u>Agree</u>
1. The content of this course was relevant to my job.	98%
2. I feel this course was worth my time away from my job.	97%
3. I believe this course was well organized.	95%
4. Course Director effectively adjusted the course to the audience.	97%
5. I believe the content reflected AFSOC's mission.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

FLC AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
201	4	17

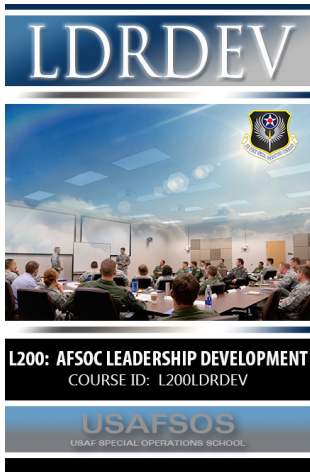
Iterations



FLC 2-Year Course Totals

Class Iterations	AY18	AY19
<i>On-Station</i>	1	3
<i>Off-Station</i>	0	4
Total Students	27	222

AFSOC Leadership Development



Course Code: L200LDRDEV
 PDS Code: 830
 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 (TFI), role of industry in furthering the AFSOC/SOCOM missions, introduction to the Air Commando Association, and effective writing/communications workshop. 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 O-3s/O-4s, MSgts, and GS-12s/13s for future leadership roles.

LDRDEV End-of-Course Student Survey

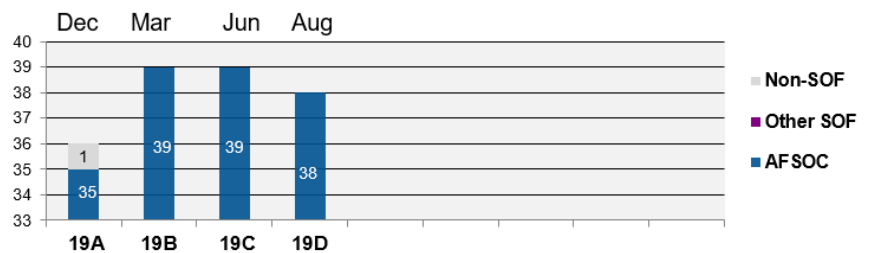
		<u>Agree</u>
1.	The content of this course was relevant to my job.	96%
2.	I feel this course was worth my time away from my job.	100%
3.	I believe this course was well organized.	100%
4.	Course Director effectively adjusted the course to the audience.	98%
5.	I believe the content reflected AFSOC's mission.	92%
6.	I feel the guest speaker(s) added depth to this course.	96%
7.	I would recommend this course to others.	97%

LDRDEV AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
69	2	2

Iterations



LDRDEV 3 Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	4	4	4
<i>Off-Station</i>	0	0	0
Total Students	130	149	152

AFSOC Squadron Leadership



Course Code: L400SLC
PDS Code: 892
Length: 5 Days
Total Course Hours: 36

L400SLC 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. L400SLC 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 (L400SLC) 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.

SLC End-of-Course Student Survey

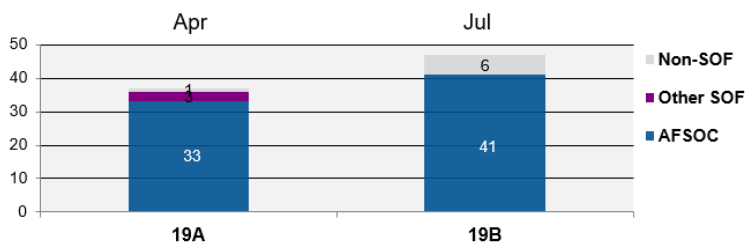
		<u>Agree</u>
1.	The content of this course was relevant to my job.	100%
2.	I feel this course was worth my time away from my job.	100%
3.	I believe this course was well organized.	100%
4.	Course Director effectively adjusted the course to the audience.	99%
5.	I believe the content reflected AFSOC's mission.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

SQLDR AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
74	3	7

Iterations

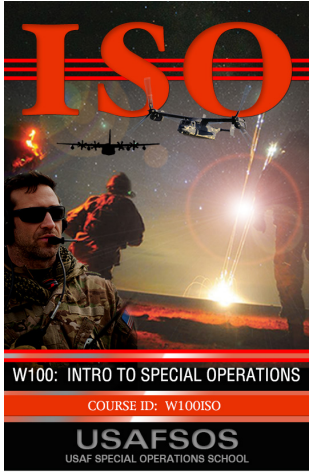


SQLDR Year Totals

Class Iterations			*AY19
<i>On-Station</i>			2
<i>Off-Station</i>			0
Total Students			84

*New Course for AY19

Introduction to Special Operations



Course Code: W100ISO
PDS Code: 795
Length: 3 Days
Total Course Hours: 18

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 AFSCOF warriors to analyze select special operations missions.

Target Audience: This course is designed for newly assigned personnel (within 6 months of arrival) to AFSCOF. 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.

ISO End-of-Course Student Survey

Agree

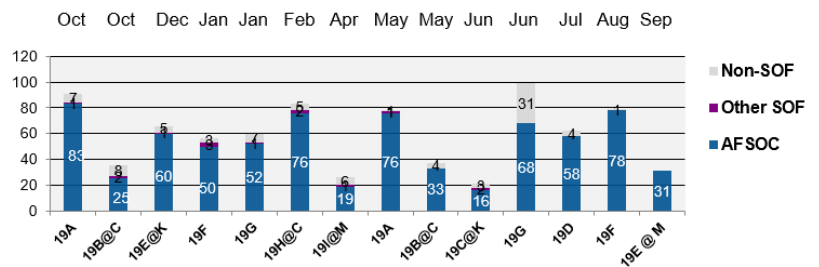
- | | | |
|----|--|------|
| 1. | The content of this course was relevant to my job. | 96% |
| 2. | I feel this course was worth my time away from my job. | 94% |
| 3. | I believe this course was well organized. | 100% |
| 4. | Course Director effectively adjusted the course to the audience. | 98% |
| 5. | I believe the content reflected AFSCOF'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% |

ISO AY19 Student Demographics and Iterations

Demographics

AFSCOF	Other SOF	Non-SOF
725	12	85

Iterations



ISO 3 - Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	9	6	7
<i>Off-Station</i>	6	9	7
<i>MEE</i>	3	0	5
Total Students	1031	856	880

Interagency for Special Operations Forces Course (IASOF)



Course Code: SOED-IASOF
PDS Code: 0P2
Length: 2 Days
Total Course Hours: 16

The IASOF course provides attendees with the general knowledge and skills necessary to successfully operate within a US interagency environment. This course provides fundamental principles and guidance to facilitate collaboration with other US Government agencies, IGOs, and NGOs while performing SOF missions across the full spectrum of conflict. The course features guest speakers from different organizations integral to successful IASOF collaboration. Lecture presentations and discussions are utilized to provide an overview of the doctrine, planning, coordination, integration, employment and implementation of effective IASOF collaboration at the operational level of conflict or crisis resolution.

Target Audience: IASOF is designed for USSOCOM and subordinate command personnel in the grades of noncommissioned officer through O-5. This course also accepts DoD and non-DoD US Government personnel whose job requires knowledge of interagency operations and will likely deploy outside of the United States. Non-SOF personnel and governmental personnel who work or train with interagency personnel will also benefit from participation in this course.

IASOF End-of-Course Student Survey

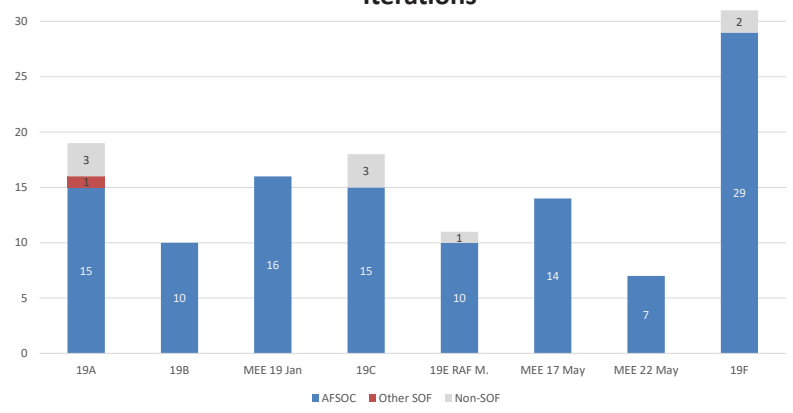
		<u>Agree</u>
1.	The content of this course was relevant to my job.	98%
2.	I feel this course was worth my time away from my job.	98%
3.	I believe this course was well organized.	100%
4.	Course Director effectively adjusted the course to the audience.	100%
5.	I believe the content reflected AFSOC's mission.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

IASOF AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
94	1	13

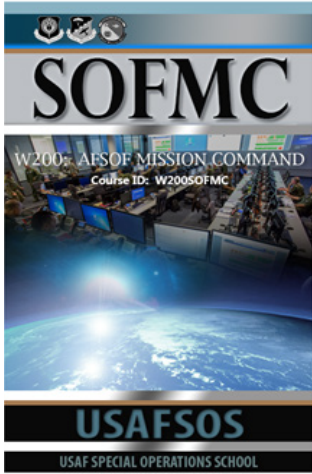
Iterations



IASOF 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	5	2	3
<i>Off-Station</i>	3	4	1
<i>MEE</i>	1	0	4
Total Students	86	83	108

AFSOF Mission Command



Course Code: W200SOFMC
PDS Code: 825
Length: 3 Days
Total Course Hours: 18

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.

MC End-of-Course Student Survey

Agree

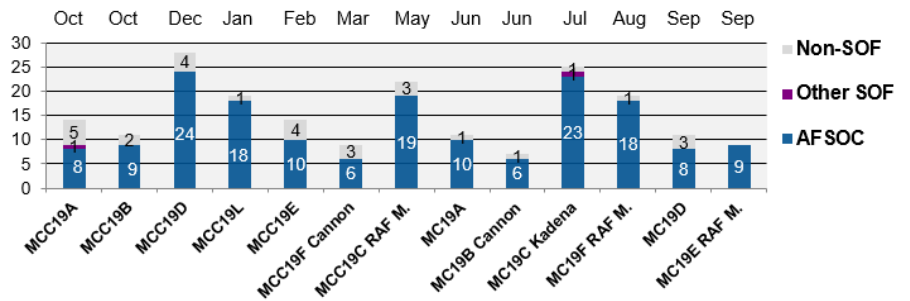
1.	The content of this course was relevant to my job.	97%
2.	I feel this course was worth my time away from my job.	95%
3.	I believe this course was well organized.	99%
4.	Course Director effectively adjusted the course to the audience.	98%
5.	I believe the content reflected AFSOC's mission.	99%
6.	I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

MC AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
168	2	28

Iterations



MC 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	8	7	7
<i>Off-Station</i>	4	7	6
Total Students	161	215	198

Special Operations Forces Air Command and Control



Course Code: W200SOFAC2-BL
PDS Code: 825
Length: 3 Days
Total Course Hours: 40



The SOFAC2C 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.

W200: SOF AIR COMMAND AND CONTROL - BLENDED

COURSE ID: W200SOFAC2 - BL



SOFAC2C 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.

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

SOFAC2C-BL End-of-Course Student Survey

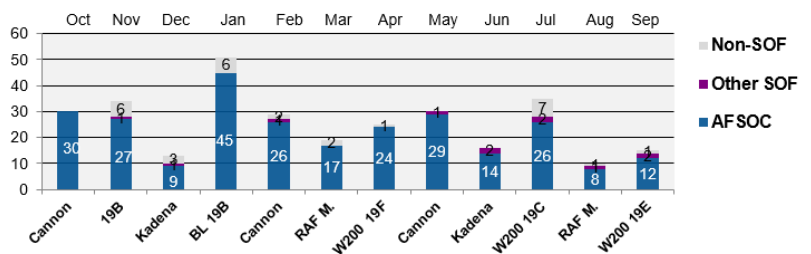
	<u>Agree</u>
1. The content of this course was relevant to my job.	95%
2. I feel this course was worth my time away from my job.	96%
3. I believe this course was well organized.	98%
4. Course Director effectively adjusted the course to the audience.	96%
5. I believe the content reflected AFSOC's mission.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

SOFAC2C-BL AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
267	11	29

Iterations



SOFAC2C-BL 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	4	7	5
<i>Off-Station</i>	7	8	7
Total Students	320	287	307

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.

DIT End-of-Course Student Survey

Agree

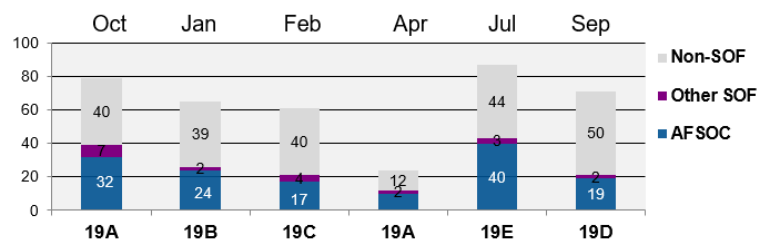
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|----|--|-----|
| 1. | The content of this course was relevant to my job. | 98% |
| 2. | I feel this course was worth my time away from my job. | 98% |
| 3. | I believe this course was well organized. | 99% |
| 4. | Course Director effectively adjusted 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. | 99% |
| 7. | I would recommend this course to others. | 98% |

DIT AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
142	20	225

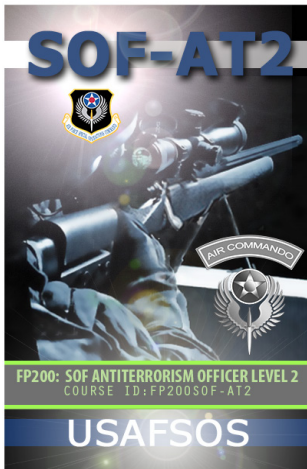
Iterations



DIT 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	5	5	6
<i>Off-Station</i>	1	1	0
Total Students	435	445	425

SOF 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. ATOC 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.

SOF-AT2 End-of-Course Student Survey

Agree

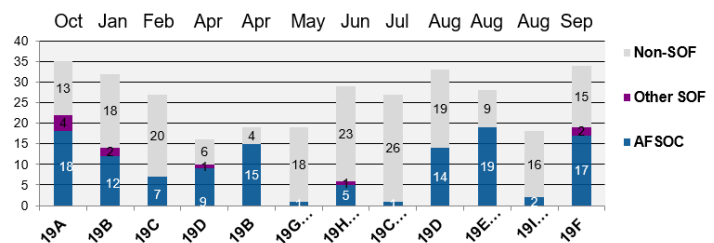
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|----|--|-----|
| 1. | The content of this course was relevant to my job. | 98% |
| 2. | I feel this course was worth my time away from my job. | 98% |
| 3. | I believe this course was well organized. | 98% |
| 4. | Course Director effectively adjusted the course to the audience. | 98% |
| 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. | 97% |

SOF-AT2 AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
137	8	186

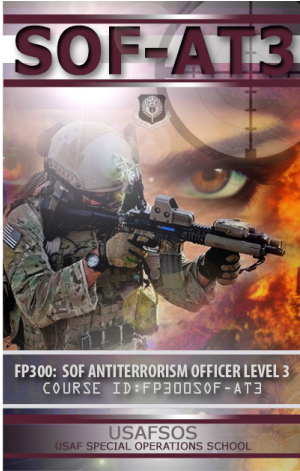
Iterations



SOF-AT2 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	6	6	8
<i>Off-Station</i>	4	4	5
<i>MEE</i>	2	0	4
Total Students	327	386	357

Special Operations Forces Anti-terrorism Officer Level III



Course Code: FP300SOF-AT3
PDS Code: 832
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).

SOF-AT3 Level III End-of-Course Student Survey

Agree

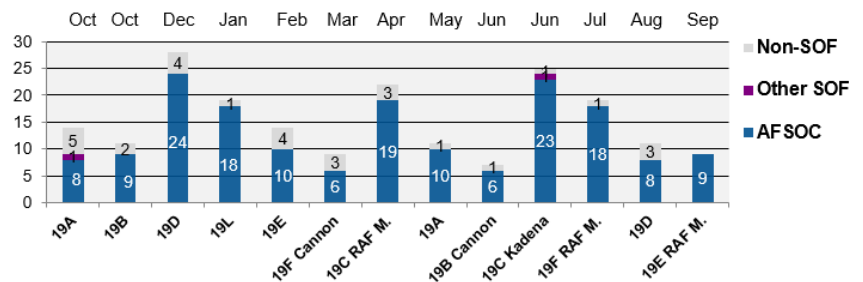
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|----|--|------|
| 1. | The content of this course was relevant to my job. | 100% |
| 2. | I feel this course was worth my time away from my job. | 100% |
| 3. | I believe this course was well organized. | 100% |
| 4. | Course Director effectively 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. | 100% |
| 7. | I would recommend this course to others. | 100% |

SOF-AT3 AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
168	2	29

Iterations



SOF-AT3 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	4	8	7
<i>Off-Station</i>	2	9	6
Total Students	64	292	199

AFRICOM Theater



Course Code: T200AFRICOM
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 en-route 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.

AFRICOM End-of-Course Student Survey

Agree

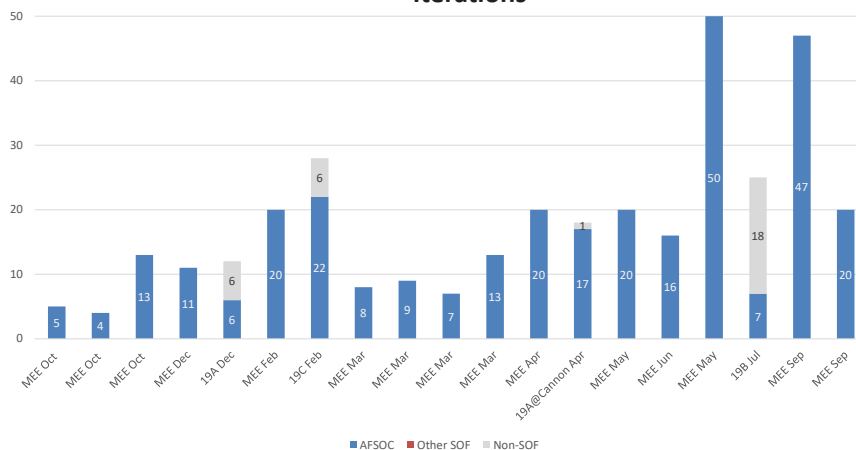
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|----|--|-----|
| 1. | The content of this course was relevant to my job. | 97% |
| 2. | I feel this course was worth my time away from my job. | 97% |
| 3. | I believe this course was well organized. | 97% |
| 4. | Course Director effectively adjusted 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. | 97% |
| 7. | I would recommend this course to others. | 97% |

AFRICOM AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
315	4	35

Iterations



AFRICOM 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	4	4	3
<i>Off-Station</i>	1	2	1
<i>MEE</i>	3	10	15
Total Students	153	277	359

CENTCOM Theater



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.

CENTCOM End-of-Course Student Survey

Agree

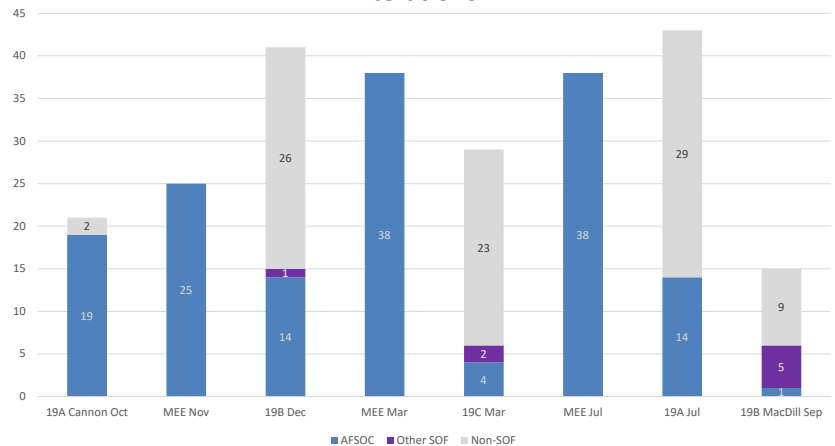
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|----|--|------|
| 1. | The content of this course was relevant to my job. | 99% |
| 2. | I feel this course was worth my time away from my job. | 98% |
| 3. | I believe this course was well organized. | 99% |
| 4. | Course Director effectively adjusted 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. | 97% |

CENTCOM AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
153	17	100

Iterations



CENTCOM 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	2	4	2
<i>Off-Station</i>	4	3	3
<i>MEE</i>	2	1	2
Total Students	202	174	255

EUCOM Theater



Course Code: T200EUCOM
PDS Code: 818
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.

EUCOM End-of-Course Student Survey

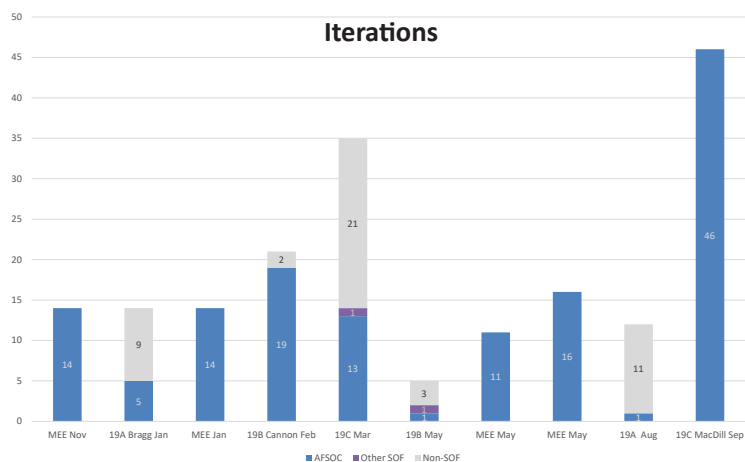
		<u>Agree</u>
1.	The content of this course was relevant to my job.	99%
2.	I feel this course was worth my time away from my job.	98%
3.	I believe this course was well organized.	95%
4.	Course Director effectively adjusted the course to the audience.	96%
5.	I believe the content reflected AFSOC's mission.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

EUCOM AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
140	35	53

Iterations



EUCOM 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	3	3	3
<i>Off-Station</i>	0	1	3
<i>MEE</i>	1	2	4
Total Students	47	193	220

INDOPACOM Theater



Course Code: T200INDOPACOM
PDS Code: 817
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 U.S. 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 en route 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.

INDOPACOM End-of-Course Student Survey

Agree

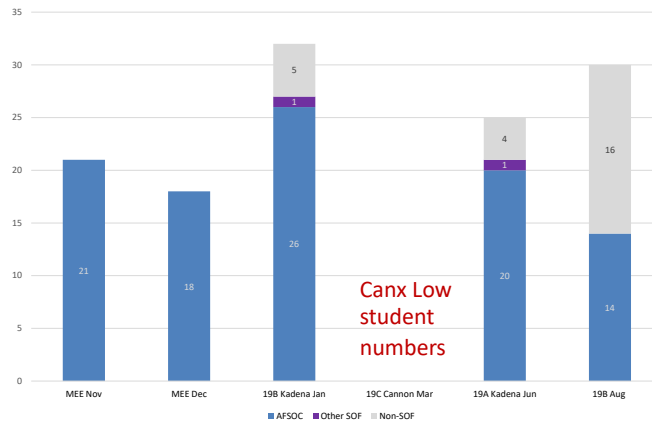
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|----|--|------|
| 1. | The content of this course was relevant to my job. | 100% |
| 2. | I feel this course was worth my time away from my job. | 100% |
| 3. | I believe this course was well organized. | 98% |
| 4. | Course Director effectively adjusted 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. | 100% |

INDOPACOM AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
99	4	32

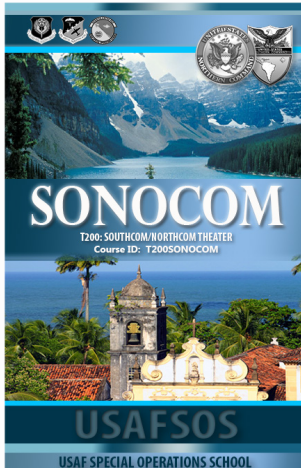
Iterations



INDOPACOM 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	2	2	1
<i>Off-Station</i>	1	3	2
<i>MEE</i>	0	2	2
Total Students	95	220	126

SOUTHCOM/NORTHCOM Theater



Course Code: T200 SONOCOM
PDS Code: 819
Length: 5 Days
Total Course Hours: 32

The SOUTHCOM/NORTHCOM Theater course addresses U.S. strategic interests in the U.S. SOUTHCOM and U.S. NORTHCOM AOR, with an emphasis on topics of greatest interest to U.S. SOF. As directed by the U.S. 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 U.S. 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.

SOUTHCOM/NORTHCOM End-of-Course Student Survey

Agree

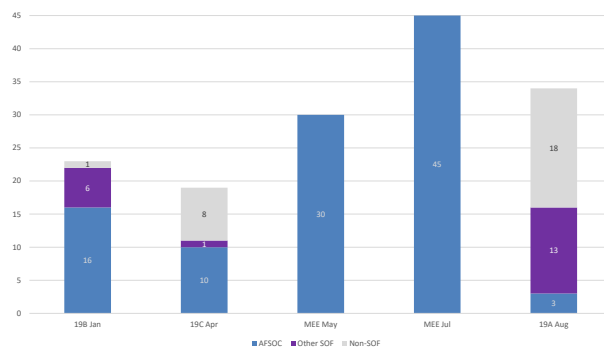
1.	The content of this course was relevant to my job.	97%
2.	I feel this course was worth my time away from my job.	100%
3.	I believe this course was well organized.	100%
4.	Course Director effectively adjusted the course to the audience.	100%
5.	I believe the content reflected AFSOC’s mission.	98%
6.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

SOUTHCOM/NORTHCOM AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
104	13	38

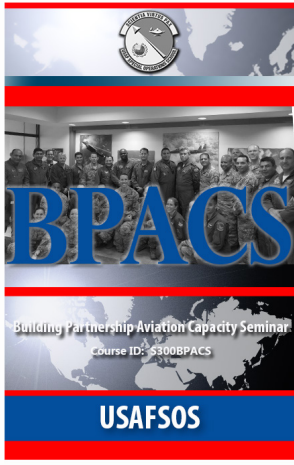
Iterations



SOUTHCOM/NORTHCOM 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	2	3	3
<i>Off-Station</i>	1	0	0
<i>MEE</i>	3	0	2
Total Students	60	61	148

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.

BPACS End-of-Course Student Survey

Agree

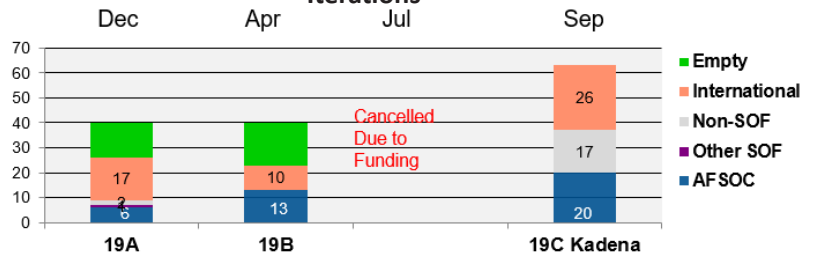
- | | | |
|----|--|------|
| 1. | The content of this course was relevant to my job. | 97% |
| 2. | I feel this course was worth my time away from my job. | 97% |
| 3. | I believe this course was well organized. | 100% |
| 4. | Course Director effectively adjusted the course to the audience. | 100% |
| 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% |

BPACS AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF	International
39	0	19	53

Iterations



BPACS 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	3*	5*	2
<i>Off-Station</i>	0	0	1
Total Students	61	158	112

*Class Conducted In Spanish

Combat Aviation Advising

Updated Course in FY20



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 rudimentary 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 AA 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. ICAAC give students a greater understanding of strategic and operational drivers, as well as the necessity for comprehensive, realistic assessments when planning and conducting FID missions. ICAAC 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.

CAA End-of-Course Student Survey

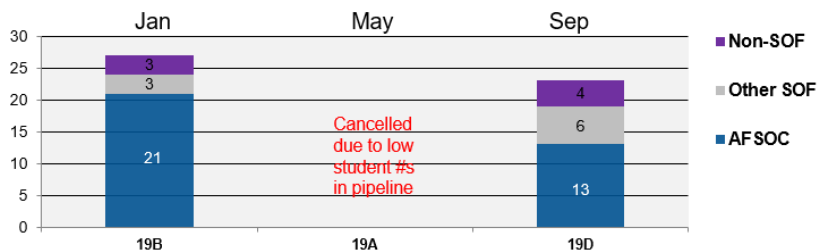
		<u>Agree</u>
1.	The content of this course was relevant to my job.	100%
2.	I feel this course was worth my time away from my job.	97%
3.	I believe this course was well organized.	88%
4.	Course Director effectively adjusted the course to the audience.	97%
5.	I believe the content reflected AFSOC's mission.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

CAA AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
34	9	7

Iterations



CAA 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	2	3	2
<i>Off-Station</i>	0	0	0
Total Students	49	41	50

*This page highlights the AY19 five day version.



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 world-wide. 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. ICC is especially designed for SOF personnel anticipating a deployment outside CONUS. In addition, non-SOF government personnel who work or train with partner nations.

COMP End-of-Course Student Survey

Agree

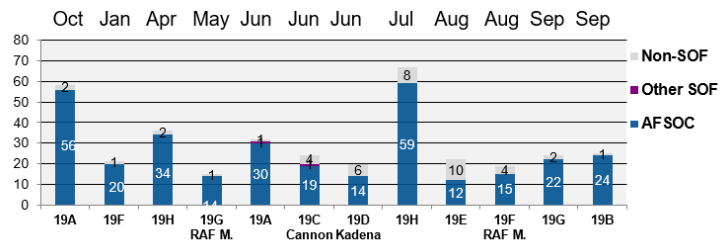
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|----|--|-----|
| 1. | The content of this course was relevant to my job. | 97% |
| 2. | I feel this course was worth my time away from my job. | 86% |
| 3. | I believe this course was well organized. | 98% |
| 4. | Course Director effectively adjusted the course to the audience. | 94% |
| 5. | I believe the content reflected AFSOC’s mission. | 97% |
| 6. | I feel the guest speaker(s) added depth to this course. | 97% |
| 7. | I would recommend this course to others. | 93% |

COMP AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
319	2	42

Iterations



COMP 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	7	5	8
<i>Off-Station</i>	11	5	4
<i>MEE</i>	1	4	7
Total Students	744	348	483

Intercultural Skills for Engagement



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.

ENGAGE End-of-Course Student Survey

Agree

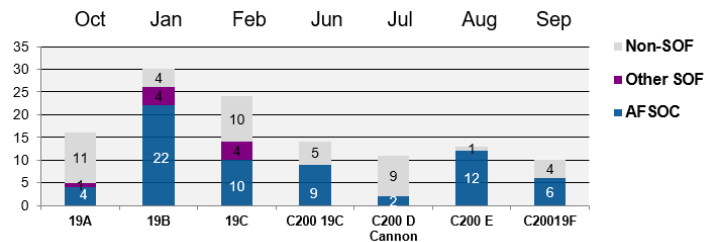
1.	The content of this course was relevant to my job.	99%
2.	I feel this course was worth my time away from my job.	98%
3.	I believe this course was well organized.	98%
4.	Course Director effectively adjusted the course to the audience.	94%
5.	I believe the content reflected AFSOC's mission.	100%
6.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

ENGAGE AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
65	9	44

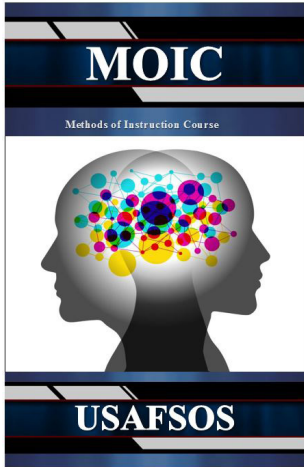
Iterations



ENGAGE 3-Year Course Totals

Class Iterations	AY17	AY18	AY19
<i>On-Station</i>	8	7	6
<i>Off-Station</i>	3	3	1
Total Students	223	154	118

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.

MOIC End-of-Course Student Survey

Agree

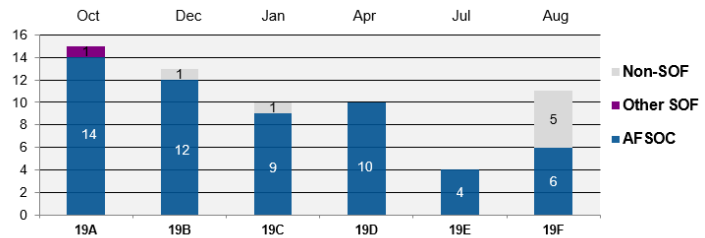
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|----|--|------|
| 1. | The content of this course was relevant to my job. | 97% |
| 2. | I feel this course was worth my time away from my job. | 97% |
| 3. | I believe this course was well organized. | 100% |
| 4. | Course Director effectively adjusted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

MOIC AY19 Student Demographics and Iterations

Demographics

AFSOC	Other SOF	Non-SOF
55	1	7

Iterations



MOIC 3-Year Course Totals

Class Iterations	*AY19
<i>On-Station</i>	5
<i>Off-Station</i>	0
Total Students	63

*AY19 first year USAFSOS instructed this course.

GLOSSARY

AFSAT	Air Force Security Assistance and Training
AFSOF	Air Force Special Operation Forces
ATO	Anti-Terrorism Officer
ATOC	Antiterrorism Officer Course
ATSOF	AFRICOM Theater For SOF Course
AV	Audio Visual
AY	Academic Year
BCR	Biennial Course Review
BPACS	Building Partner Aviation Capacity Seminar
CAA	Combat Aviation Advisor
CAARB	Course After-Action Review Board
CLPM	Command Language Program Manager
CTEG	Commander's Training and Education Guidance
DIT	Dynamics of International Terrorism
DLAB	Defense Language Aptitude Batteries
DLIFLC	Defense Language Institute Foreign Language Center
DOD	Department of Defense
FBI	Federal Bureau of Investigation
FID	Foreign Internal Defense
FLC	Flight Leaders Course
IA	Interagency
IASOF	Interagency for SOF Course
IAT	Initial Acquisition Training
ID	Instructional Design
IGO	International Governmental Organizations
IMSO	International Military Student Officer
INTERPOL	International Criminal Police Organization
ISD	Instructional Systems Design
JSOAC	Joint Special Operations Air Component
JSOU	Joint Special Operations University
LEAP	Language Enabled Airman Program
LMS	Learning Management System
LTD	Language Training Detachment
MAJCOM	Major Command
MCC	Mission Commander Course
MEE	Mobile Education Event
NGO	Non-governmental Organizations
OME	Operational Military Education
OPI	Oral Proficiency Interviews
PACE	Profession of Arms Center of Excellence
SATP	Security Assistance Training Program

SEL	Senior Enlisted Leader
SFA	Security Force Assistance
SIS	Student Information System
SLTE	Significant Language Training Event
SME	Subject Matter Experts
SOCOM	Special Operations Command
SOF	Special Operations Forces
SOFAC2C	SOF Air Command and Control Course
SOF-AT3	SOF Anti-Terrorism Level 3 Course
SOLE	Special Operations Liaison Element
TCD	Terrorist Capabilities Demonstration
TFA	Total Force Association
TSOC	Theater Special Operations Command
TTP	Techniques, Tactics and Procedures
USAFSAWS	United States Air Force Special Air Warfare School
USAFSOS	United States Air Force Special Operations School
USINDOPACOM	Indo-Pacific Command
USSOCOM	US Special Operations Command
UW	Unconventional Warfare
VTC	Video Teleconference



USAFSOS FACTBOOK 2019



USAFSOS Homepage

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