



US AIR FORCE
SPECIAL OPERATIONS SCHOOL

2021

FACTBOOK



USAF SPECIAL OPERATIONS SCHOOL



REGISTER

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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 146 iterations of 29 unique formal courses and 55 customized, Mobile Education Events (MEEs) in AY21. 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 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.

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.



Figure 1

USAFSOS Spiral of Expertise Principle

The “Spiral of Expertise” model (Figure 1) illustrates the levels of educational support USAFSOS provides to AFSoF that, when coupled with training and field experience throughout SOF careers, builds an ever-increasing operational capability. The three levels focus first on indoctrination, then teaching critical thinking, and ultimately advanced strategic thinking among leadership.

PRIORITIES

- Develop Superior **C**adre to Drive COMAFSOC’s Enduring Educational Vision
- Evolve Course **C**ontent to Shape Air Commando Force Development
- Reimagine USAFSOS’s **C**ampus to Maximize Education and Ensure Sustainability
- Energize **C**ommunity to Build Partnerships and Strengthen Air Commando Culture

VISION

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

LEADERSHIP TEAM



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

OPERATIONAL MILITARY EDUCATION

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

ACADEMIC YEAR 2021 HIGHLIGHTS & ACCOMPLISHMENTS

In its 54th year of operation, USAFSOS continued to refine its curriculum to provide relevant and responsive OME support to the SOF warrior.

Several profound organizational and educational changes occurred in AY21. Specific details on AY21 changes, events, and accomplishments follow with each department highlighting its respective achievements.

SUPPORT DEPARTMENT



USAF SPECIAL OPERATIONS SCHOOL

Support Department

The Support Department is chaired by Mr. Bob Love who provides direction for 12 civilians, 3 military members, and 4 contractors. The department continues to be the backbone of the school, reaching all aspects of education and instruction. This statement was validated by the department being recognized as the Commandant's 2020 Outstanding Performer "s" of the Year recipient. 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, registrar functions, and the Blackboard Learning Management System. New in AY21, Capt Mike Hollis, joined to team to serve as the Support Department Deputy, replacing Major Johnny Smith, who moved to AFSOC/A6O. Also new in AY21, Ms. Maria Byrd replaced Ms. Florencia Savage in the Audio-Visual (AV) Division and Mrs. Rhonda Byrd was hired on as a Registrar within our Student Support Division.



The dedicated AV specialists provide classified and non-classified multimedia and the associated software, hardware, and presentation systems for the school's auditoriums, classrooms, and conference rooms in order to carry out the mission. The team also saw a change in AY21, with the retirement of Mr. David Cagle. The four remaining superstars continued to be extremely instrumental in the COVID-19 Remote Learning and In-house education success stories which literally spanned the globe.

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 AV Division is also capable of providing presentation systems from legacy to present-day technology. New in AY21, one of the two dedicated Gnome breakout rooms added in AY20 was retrofitted to support the Wing/USAFSOS Unit Control Center.



Our cyber operations division saw two team members, Mr. Robert Buckman and Mr. Robert Brooks retire this past summer. Their departure left our two remaining employees to day-to-day computer support for our faculty members and students. Cybersupport included desktop support, remedying ticket resolution, issuing properly configured student laptops, and ensuring all DoD and subordinate cyber guidance is fully adhered to. USAFSOS would not function as smoothly as it does without their dedication, which is continually tested and proven solid during the pandemic with massive teleworking and remote learning capabilities being fortified.

In AY21, the student support division also had two employees relocated to positions under our Dean's Department, but continued their success also while supporting teleworking operations of the staff. Mrs. Jennifer Stutes led the division of three employees, including training management and guest speaker services. She is also responsible for the behind the scenes support elements of all USAFSOS classes and Mobile Education Events. Student support performs registrar functions, which include loading/maintaining courses, loading/maintaining class iterations, quota allocation management, and maintaining student statuses in various personnel databases. Just like other divisions and departments, the great work produced this year by this dedicated team helped to ensure USAFSOS is the place students want to come back to for more education.



Guest speaker support provides travel itineraries for guest lecturers. 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.

Blackboard Learning Management System

Our Blackboard (Bb) Learning Management System (LMS) function also saw a change in AY21. Mrs. Cynthia Crouch, our Bb Administrator, retired in November, but the work continued with Mrs. Janice Walker serving as the lead. Janice continued optimization and use of Bb LMS and integrated Genius Student Information System (SIS) software which remained key enablers of USAFSOS global classrooms. Our unique capability offers a full spectrum of the student experience, from enrollment through graduation, and delivering transcripts and certificates.

Course ID	Format	Dates	Seats Available
CAA22A	Face-to-face	Nov 29, 2021 Jan 14, 2022	2 seats available
MOIAC-RL22B	Remote Learning	Dec 1, 2021 Dec 31, 2021	27 seats available
FLC22C	Face-to-face	Dec 6, 2021 Dec 10, 2021	19 seats available
INDOPACOM-OPS22A	Face-to-face	Dec 6, 2021 Dec 10, 2021	1 seats available
LDRDEV22A	Face-to-face	Dec 6, 2021 Dec 10, 2021	20 seats available
CENTCOM-RL22B	Remote Learning	Dec 13, 2021 Dec 16, 2021	30 seats available
AFRICOM-RL22B	Remote Learning	Jan 4, 2022 Jan 7, 2022	50 seats available
EUCOM-RL22B	Remote Learning	Jan 10, 2022 Jan 13, 2022	30 seats available
FLC22D	Face-to-face	Jan 10, 2022 Jan 13, 2022	19 seats available
SOFAT22E	Face-to-face	Jan 10, 2022 Jan 13, 2022	30 seats available

Course selection page on Genius Student Information System

All USAFSOS courses are facilitated through the SIS with 24/7 access to formal course iterations. The SIS further assists instructors and registrar personnel with automated student reminders, template e-mails, 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. The team continued mastery of new tools, such as Bb Collaborate Ultra, allowed for successful uninterrupted course delivery both CONUS and OCONUS during the pandemic. The LMS team worked closely with USAFSOS Analytics Specialist, Major David Listro, to incorporate valuable data sets in the SIS to gain a better understanding of USAFSOS student demographics.

These data sets play an integral role in the decision-making process by USAFSOS leadership. The success of our remote learning environment allowed for continued education and contributed to further growth and change. Mrs. Cynthia Crouch, Bb Administrator, retired at the end of 2021, leaving Bb Assistant Administrator, Mrs. Janice Walker, to continue the successful integration and employment of the LMS and SIS. Prior to Mrs. Crouch's departure, the LMS team successfully transitioned our LMS to GovCloud, configured Common Access Card (CAC) authentication for over 10,000 accounts, and delivered secured content to learners. Through realignment, position acquisition, and global crisis our LMS function is at the tip of the spear!

DEAN

DEAN OF ACADEMICS



USAFSOS

USAF SPECIAL OPERATIONS SCHOOL

Office of the Dean of Academics



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

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

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

joined AFSOC in 1998 and soon deployed to Operations ALLIED FORCE, SOUTHERN WATCH, and ENDURING FREEDOM in 2001, and IRAQI FREEDOM, where he was part of TF Viking liberating northern Iraq during the first of his three Iraq tours.

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

Institutional Effectiveness

During AY21, USAFSOS evaluated achievement of course goals and lesson objectives for each course conducted. Using professional observations, verbal feedback, student reaction surveys, and measurements of learning (tests). Course directors prepared end-of-course reports, which re-capped and analyzed all aspects of course conduct. Additionally, Course After-Action Review Boards were conducted for selected courses to all discuss all aspects from student demographics to specific content and delivery, as well as any recommendations for course improvement.

USAFSOS conducted comprehensive Biennial Course Reviews for three USAFSOS courses with associated documentation, to include the syllabus, lesson objectives, and evaluation instruments. Formal course reviews were conducted for the Flight Leaders Course, the AFSOC Leadership Development Course, and the Combat Aviation Advisor 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.



Instructional Design (ID) Team



The instructional design team aims to guide the analysis of performance problems, to systematically design and develop courseware and instructional interventions, and to evaluate both student mastery and program effectiveness. Throughout FY21, the team focused on identifying ways to enhance the student learning experience and instructor performance. Additionally, seven new courses were designed, and courseware was maintained across all USAFSOS departments. Emphasis was placed on developing curriculum maps to visually represent the distribution of key learning outcomes across the USAFSOS educational programs.

To help achieve the USAFSOS goals of developing top-quality cadre and optimized courseware, the instructional design team designed and developed practices for clarifying expectations for performance. During the past year, we introduced several instruments into our inventory of tools to guide the design and development of instruction as well as the evaluation of instructors and courseware.

The team developed the USAFSOS Online Course Quality Review Rubric to evaluate and improve instructor-led and self-paced online courseware. Modeled after industry standards and incorporating best practices, the rubric was designed to guide the development, evaluation, and improvement of all USAFSOS courses which include online elements. The tool defines eight general standards to measure course effectiveness in the following areas: introduction, goals and objectives, assessment, instructional materials, student interaction, technology, student support, and student success. The instructional design team reviews online courseware, identifies successes and areas for improvement, and recommends instructional interventions to increase student engagement, learning, and overall student satisfaction.

We also incorporated the Blackboard Exemplary Course Rubric into the evaluation process as a complementary tool to the USAFSOS Online Course Quality Review Rubric. Both rubrics define key characteristics of high-quality courses across similar standards; however, the Blackboard tool is more objective in nature. The Blackboard Exemplary Course Rubric results in a numerical course score, whereas the USAFSOS rubric is used as a tool to highlight successes as well as potential areas for improvement.

The Essential Academic Graded Learning Evaluation (EAGLE) was developed by the instructional design team to support the Instructor Development and Certification Program. EAGLE is a rubric used to evaluate instructor performance and is the cornerstone of the Certified Instructor and Master Instructor requirements. The tool defines four standards of performance as well as measures of effectiveness and performance. Instructors are evaluated on their ability to align curriculum with best practices.

tices, manage the learning experience, deliver relevant and engaging instruction, and utilize technology to measure the effectiveness of instruction. EAGLE results are used by the Academics team to identify individual instructor training and professional development opportunities.

Instructional designers work closely with course directors and instructors to identify creative ways to connect with students and promote interactions across the force, increase engagement, and develop activities to promote critical thinking. The team introduced a game-based platform to the classroom which allows instructors to assess learning in a fun, interactive environment. When appropriate, scenario-based activities are designed and incorporated into the curriculum to allow students to practice applying new knowledge and skills.

The team also developed evaluation instruments, which complement initiatives to measure the efficacy of education at USAFSOS. The school successfully collects data at the end of each course iteration to measure student satisfaction, student engagement, and content relevance. In addition to these efforts, students are tested to determine if they acquired the attitudes, knowledge, and skills, which the courses are designed to deliver. Most recently, the Academics department introduced another level of evaluation to measure the degree to which students' behavior has changed and how they apply what was learned during the course when they are in an operational environment. The results demonstrate not only if the student has correctly understood the content, but also how it is applicable to the AFSOC mission. Data used in part to identify areas for improvement in design, development, and course delivery.

Efforts to map key learning outcomes across the school contributed to the development of new courses in the Theater Engagement and Warfighting & Leadership departments. Both departments offer tiered programs of learning, which emphasize central concepts important to the Command and develop skills within targeted audiences at key stages in their careers.

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

Project 9 Studios

Project 9 Studios continue to produce a host of audio and visual components in support of student learning at the highest levels. The studio space is outfitted with technologies to support live-streaming capabilities, which provide synchronous instruction for a more dynamic student experience. State-of-the-art multimedia production results in professional products, centrally branded and exclusive to the school. The studio's contemporary podcasting arrangement permits the producing, recording, and editing of engaging debates concerning topics central to AFSOC. Beyond the classroom, the USAFSOS Presents video series continues to flourish. The instructional design team partnered with some of AFSOC's most experienced cadre to develop and produce one-of-a-kind stories from the field as well as generate critical conversations regarding important contemporary issues.

The instructional design team captures 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.



WILD DEPARTMENT



USAFSOS

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Warfighting & Leadership Development Department Chair



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

Warfighting & Leadership Development Department Director

Maj Michael Morriss was commissioned through the Reserve Officer Training Corps upon graduating from the University of Texas at Austin, and began his security forces career at the 90th Missile Security Forces Squadron, F. E. Warren AFB, working as a Flight Commander in the 10K square-mile nuclear missile complex. He has served in a variety of leadership positions at various bases since, including Logistics, Resources and Readiness Officer in Charge, Section Commander and Operations Officer, Chief of Security Forces and both Security Forces and Logistics Readiness Squadron commanders. Additionally, Maj Morriss served an ITDY deployment as Defense Force Commander, and Chief Security Forces Air Advisor to the Kabul Air Wing Security Infantry Battalion, Kabul, Afghanistan. Prior to his current assignment, Maj Morriss served as the Commander, 7th Security Forces Squadron, Dyess Air Force Base, Texas, responsible for securing the Air Force's largest combat-ready B-1B bomber wing and associated combat support for strategic deterrence operations and long range strike.



Warfighting & Leadership Development Department

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

In AY21, 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 while revolutionizing course delivery through the creation of an online academic environment. The department focused its efforts on indoctrinating new AFSOF, enhancing SOF staff action and warfighting skills, developing mission commanders, and informing the next generation of AFSOC leaders. Further, it integrated themes of ethical behavior and value-systems, deliberate force development, and joint planning methodologies into many of its courses. This ensured a focused investment in AFSOC human capital while simultaneously preparing Air Commandos for their role in Great Power Competition. Despite COVID mitigations and movement restrictions, the Department was able

to support a limited amount of off-station education opportunities within the CONUS, USINDO-PACOM, and EUCOM theaters. In 2020 the Department expanded its outreach and collaboration with JSOAC-E, Air University's LeMay Center, JSOU, and USINDOPACOM. Further, during the initial reaction to the pandemic, the Department quickly adapted several of its courses to online and remote learning formats. These actions prevented the shutdown of vital AFSOC education and training pipelines and reduced the health risks associated with indoctrinating high volumes of newly assigned AFSOC personnel. Remarkably, during this extremely difficult year, Department personnel also hosted command-wide outreach and educationally infused events through various forums including USAFSOS Presents, SOF Talks, and Wicked Problems.

Leadership Division **Maj Jennifer Schroeder, Division Chief**

Flight Leadership



The AFSOC Commander-endorsed Flight Leadership Course (FLC) is a 5-day educational and mentorship-based course focused on paired officer and enlisted leadership teams. The course is one of the first opportunities for AFSOC to significantly invest in the education of its foundational leadership teams and works to implement many of the goals and lessons learned from the USSOCOM Comprehensive Review, CSAF Action Orders, and AFSOC's 2020 Strategic Guidance. The course is

comprised of three modular blocks of instruction.

Each block of instruction focuses on a core competency of flight leadership. The first day discusses how to effectively lead yourself. It includes education and mentorship on concepts of the role of the flight leader, unpacking value systems, emotional intelligence, and exploring the current ethical climate in the SOF community. The second day discusses how to effectively lead others. It includes instruction on principles of effective leadership and supervision, optimizing available resources, and a group leadership project. The third day discusses how to manage a flight. It addresses effective Air Force writing and communication, a panel-style Q&A with sitting Squadron Leadership Teams, and member resilience from an organizational standpoint. Day 4 is an informational day. It includes presentations from the Inspector General, Finance and Resource Management, and the unit's Judge Advocate General in order to familiarize students with these staff offices and learn how they can support their flight. The 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. Despite COVID-19 restrictions, the FLC has conducted 100% face-to-face classes with additional health and safety measures in place to allow for in-person mentor-based education.

AFSOC Staff Action Officer

The Staff Action Officer Course focuses on developing Air Commandos newly assigned to the MAJCOM staff. The course's aim is to provide nascent staff with the communication skills, strategic background, deliberate planning, and collaborative tool-sets necessary for them to develop innovative, integrated, viable, and comprehensive solutions for the AFSOC Commander. The Staff Action Officer Course is a 10-day blended learning course utilizing both asynchronous remote learning and face-to-face content to prepare Action Officers on HQ AFSOC staff. Learning will focus and build upon knowledge, professional speaking, professional writing, and application. The course aims to develop Action Officers to work efficiently and effectively to support the AFSOC Commander's priorities and programs. Content emphasizes the development of necessary staff skills and knowledge while fostering cross-directorate collaboration. Students will engage in activities that promote problem-solving methodologies and professional networking. The course target audience includes Officer, Enlisted, and Civilian personnel within the first three months of assignment to Headquarters (HQ) AFSOC staff. USAFSOS will consider students outside of this demographic to attend based on the Dean of Academics' approval.



AFSOC Leadership Development

The AFSOC Leadership Development Course is a wing commander-nominated course designed to prepare high-performing O-3s/O-4s, E-7s, and GS-12s/13s for future leadership roles. The course employs four general instructional formats to achieve this goal and interweaves into these components the themes of accountability, discipline, and competence. The first component dissects the strategic vision, guidance, and overarching AFSOC priorities through multiple senior leader mentorship sessions and guided discussions. It does this while emphasizing the role of SOF Airmen in leading current and future SOF formations and core mission areas. The second component explores various programmatic aspects of leading the AFSOC core mission areas, thereby providing students with a functional understanding of leveraging the resources available at their disposal. The third component is devoted to specialized topics that include readiness, resilience, Total Force Integration (TFI), force development and management, and critical thinking sessions. The final component incorporates guided panel discussions with junior AFSOC Airmen, First Sergeants, and Chiefs.



AFSOC Squadron Leadership



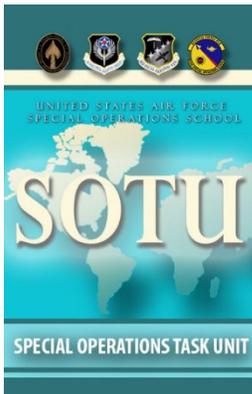
AY21 challenged the consistent execution of the Squadron Leadership Course. Nevertheless, as movement restrictions eased, USAFSOS was able to hold two courses during the late summer months and within a compressed time-period. With tremendous assistance from the 27th Special Operations Wing, one of these iterations was held at Cannon AFB, and marked the first execution of the course away from Hurlburt Field. COVID-19 restrictions prevented many students and instructors from travelling, but innovate technologies like

Blackboard Collaborate allowed USAFSOS to provide new and exciting ways to educate military command teams and spouse teams regardless of the physical location of the students or the instructors.

Due to pandemic mitigations, the Leadership Development Course conducted a reduced number of iterations during AY21 but remained 100% face-to face. Course Directors and USAFSOS faculty members are looking to increase offerings in AY22 to facilitate AFSOC's continued investment in human capital.

Warfighting Division Capt Joel Nafziger, Division Chief

Special Operations Task Unit – New in AY22



The Special Operations Task Unit (SOTU) Course is a multi-day, in-residence course that aims to develop the core competencies and attributes required of SOTU leaders. The AFSOC SOTU course is an educational and mentorship-based education event designed to proactively develop AFSOC's unit-level leaders into a fully effective Mission Command team. Students are instructed on the value of building tactical credibility and joint fluency then learn how these skills impact communication with their senior leadership. The curriculum outlines the duties and responsibilities of the AFSOC SOTU and accounts for the variances between deployed and off-station environments. The course also explores the challenges of standing up an operation and integrating into an established infrastructure.

The SOTU course targets AFSOC officer and enlisted members that are currently eligible to be assigned as a Mission Commander or Senior Enlisted Leader for a SOTU either assigned to an upcoming verified SOFORGEN Tasking, or Higher Headquarters Assigned Mission Tasking (i.e. EMERALD WARRIOR or FLINTLOCK). This course is replacing the Special Operations Mission Command Course and Special Operations Command and Control – Operational Course.

Special Operations Task Group- New in AY22



The Special Operations Tasked Group (SOTG) course is a multi-day, in-residence course that aims to enhance the core competencies and attributes required in SOTG missions and operations. Students are instructed on the value of tactical credibility and joint fluency to favorably impact communication with Senior TSOC leadership. The course curriculum outlines the duties and responsibilities of the AFSOC SOTG and accounts for the variances between deployed and off-station environments. The course builds upon the multi-day in residence SOTU curriculum and course.

Course topics include exploration of joint and service specific warfighting capabilities, joint planning, joint operations, the application of AF warfighting capabilities in joint planning and operations, joint interagency inter-government multinational, considerations, strategic guidance, application of military art and design, irregular warfare, as well as campaign and crisis planning. The methods used in the course include lecture, seminar discussion, instructor and peer-critique of student assessment activities, guided discussion with an application through practical exercise, and warfighting simulation via the current Joint Planning Process.

The SOTG course targets AFSOC officer and enlisted members that are currently eligible to be assigned as a Commander or Senior Enlisted Leader for a SOTG, as well as Staff Positions of a

SOTG, and assigned to an upcoming verified SOFFORGEN Tasking, or Higher Headquarters Assigned Mission Tasking (i.e. EMERALD WARRIOR or FLINTLOCK). This course is replacing the Special Operations Mission Command Course and Special Operations Command and Control – Operational Course.

Air Commando Indoctrination Academics



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

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

This course targets newly assigned personnel to AFSOC within the first 6 months of assignment or other personnel programmed for a position requiring knowledge of joint US special operations.

AFSOC Mission Command - SOTU replaces this course in AY22

AFSOC Mission Command was 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 - SOTU replaces this course in AY22



Special Operations Forces Air Command and Control (SO-FAC2) exposed students to SOF doctrinal concepts and processes necessary to work and operate in various SOF command and control (C2) organizations. The course had two versions, SOFAC2 Remote Learning (SOFAC2-RL) and SOFAC2 Operations (SOFAC2-OPS). SOFAC2-RL is online, self-paced instruction designed to introduce students to SOF doctrinal concepts and processes which they must know to be effective and operate in a SOF C2 organization. SOFAC2-RL was a prerequisite for SOFAC2OPS.

SOFAC2-OPS specific areas of instruction included command relationships, SOF air and ground components, Air Operations Center divisions and liaisons, ROE, case studies, and SOF senior perspectives. Application of concepts and procedures will be reinforced by class exercises to ensure students understand the coordination between SOF ground forces, the Joint Air Operations Center (JAOC)/Special Operations Liaison Element (SOLE), and SOF's integration into the conventional theater C2 structure. The course is mandatory for Advanced Tactical Readiness (ATR) upgrade and prior to certain staff assignments, but also recommended for all other SOF operators, mission planners, and SOF support staff. This course is being replaced by SOTU/SOTG.

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 ca-

pabilities of international, domestic, and regional terrorist movements. The DIT curriculum is highlighted by personal accounts given by individuals directly affected by terrorism. It also includes overviews of regional history and trends, discussions on how it is used by state actors in an era of global competition, an examination of the radicalization process, and reviews of institutional initiatives taken by key organizations (such as the FBI and INTERPOL). DIT revisits a continuing theme throughout the week, emphasizing specific instruction on protective measures that US government personnel and their families can employ to minimize the risks posed by terrorism. The traditional favorite part of the course is its live-fire Terrorist Capabilities Demonstration



(TCD) using non-standard firearms and high yield explosives, and a demonstration illustrating how a quadcopter can be used in a terrorist attack. In response to COVID-19, the DIT cadre constructed a remote-learning version of the course (to include the TCD) and used it to support the Combat Aviation Advisor and Non-Standard Aviation Pipelines during the initial stages of the pandemic response.

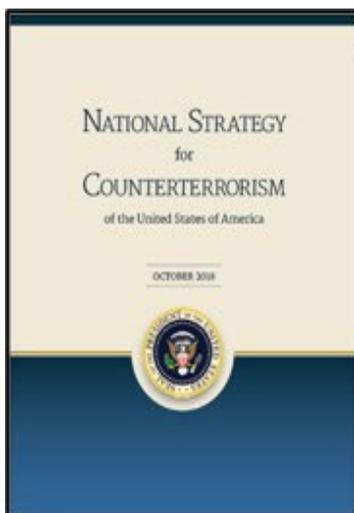
The cadre include a special agent in the Air Force Office of Special Investigations, an Air Force Intelligence Officer, an Explosive Ordnance Disposal technician, a Combat Arms instructor, and Mr. James Wilson, the Range Safety Officer.

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 other 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. The course director and primary instructor is a 3-time unit commander, former AFOSI special agent, and previous DIT course director. Similar to DIT, SOF-AT2 Cadre adapted the course presentation to fulfill Combat Aviation Advisor and Non-Standard Aviation Pipeline requirements during the early stages of pandemic response. Further, AT-2 faculty members provided on-site education to special operations staff personnel supporting USSOUTHCOM.

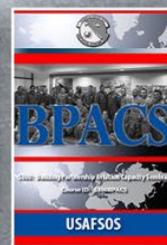
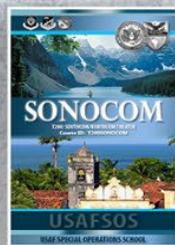
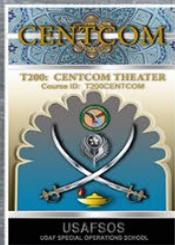


SOF Anti-Terrorism Level 3



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. Its director and primary instructor is a 3-time unit commander, former AFOSI special agent, and previous DIT course director.

THE THEATER ENGAGEMENT



USAFSOS

USAF SPECIAL OPERATIONS SCHOOL

Theater Engagement Department Chair



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

Temporarily replacing Dr. Alaniz as the acting Associate Dean for Theater Engagement is Lt Col Jared Cordell. A rated Navigator/CSO on the C-130 and C-208, Lt Col Cordell has spent most of his Air Force career as a Combat Aviation Advisor and Air Advisor, leading small interdisciplinary teams of airmen working with partner nation air forces in Africa, Europe, and the Middle East. He is also a certified Africa Foreign Area Officer and is fluent in French. He received a Master of Arts degree in African Security Studies from the Naval Postgraduate School and a Master of Science in Operations Management from the University of Arkansas.



Theater Engagement Department

The Theater Engagement Department prepares AFSOC Airmen to conduct Air Force special operations in the global context. Students learn about the conflict environment and the competition continuum in each of the Geographic Combatant Commands (GCCs). Additionally, students learn about the Joint, Interagency, Inter-governmental, and Multinational defense resources that are available for the specified missions in each of the GCCs. In recognizing that US National Defense Strategy requires focus on strengthening allies and attracting new partners, students learn intercultural competence concepts and application skills relevant to the multinational, multicultural environments where partner forces and personnel have different cultural perspectives than the average American. To achieve US security goals, students learn about the US policy frameworks and funding authorities to conduct security cooperation as well as cross-cultural negotiation techniques. These programs also support the Combat Aviation Advisor and Non-Standard Aviation mission qualification pipelines. At the most advanced levels, USAFSOS students may be nominated by their commands to attend the Building Partner Aviation Capacity Seminar, the only US Government education and engagement seminar designed to promote aviation enterprise development and build purposeful international aviation partnerships among international defense aviation decision makers and practitioners.

In AY21, the Theater Engagement Department conducted operational military education for AFSOF, other DOD, US interagency organizations, and 32 international military students from 19 partner states. The COVID pandemic crisis continued to have an impact on the delivery of education. Some regular course iterations were cancelled or postponed, but innovation and creativity expanded learning opportunities for AFSOC airmen throughout the world while elevating the quality of face-to-face education. Regional courses matured into multiple levels, with Remote Learning region-specific ori-

entation courses supplemented by more advanced, in-person, operations courses. The Theater Engagement Department will continue to lead the command's pivot to Strategic Competition and the "AFSOC we will need" through regionally specific and operationally relevant education.

Theater Operations
Capt Jordan Adams, Division Chief
USAFRICOM Theater

In AY21, USAFSOS offered two distinct courses for SOF airmen interested or preparing to operate in the USAFRICOM AOR. First, a four-day remote learning (RL) course with a hybrid, self-study and live lecture format that provides students with the foundations of US policy, history, culture, and strategic competition. The second course offered was a five-day, in-residence USAFRICOM Operations course, expanding on the topics introduced in the RL course while including SECRET level material, operation and contingency plans and focusing on current U.S., allied, and partner nations operations in the AOR. The intent of this course was to focus on US strategic interests in the AFRICOM AOR with emphasis placed on topics relevant to US Special Operations Force mission sets. Topics were addressed at unclassified and classified levels.



All USAFRICOM curriculum was designed to educate students on knowledge and comprehension level learning objectives to enable successful planning, operations, and deployment in the AOR. These courses present an array of USAFSOS faculty members and guest SMEs to maximize student exposure to a range of military and civilian perspectives.

With topics ranging from the strategic direction of the National Security Strategy to violent extremist organizations and development, USAFSOS's USAFRICOM theater courses aim to provide an overview of SOF operations throughout the continent with specific regard to the Horn of Africa, Northwest Africa, the Lake Chad Basin, and the Sahel and the Maghreb regions. Course objectives also specifically include selected regional overviews and familiarization with the theater special operations command (TSOC), Combined Joint Task-Horn of Africa (CJTF-HOA), and conventional air forces (AFFOR) in the AOR.

USCENTCOM Theater

The USCENTCOM curriculum provides a strategic overview of the USCENTCOM AOR, focusing on history, geopolitics, operational culture, and current operations. Due to the COVID-19 pandemic, the legacy USCENTCOM course was redesigned to be offered remotely and eventually transitioned into what is our current USCENTCOM Orientation course. The syllabus aligns with current operational priorities as laid out by the 2018 National Defense Strategy, USCENTCOM's Campaign Plan, and SOCCENT priorities, but each course iteration varies slightly to capture the ever-evolving nature of the USCENTCOM environment.



During AY21, the USCENTCOM Orientation remote learning course continued while a second course was initiated. This second course, USCENTCOM Operations, is held in residence over five days at USAFSOS on Hurlburt Field. This course builds off the Orientation class content and brings in SECRET materials with an operational focus. The curriculum dives into Strategic Documents, OPLANS, TSOC missions and priorities, Information Operations, and expands on the theater friction points across the region among other topics.

Both courses are taught by our resident USAFSOS faculty, who bring a wealth of knowledge on this region, partnered with guest speakers from academia, military institutions of higher learning, and various other government agencies and positions to deliver riveting lessons relevant to Air Commandos.

USEUCOM Theater



The USEUCOM course constantly adapts to current events and changes in the strategic and operational environment as defined in the National Defense Strategy. The demand for USEUCOM Theater education continues to rise due to increased tensions in Eastern Europe. In addition to our experienced cadre, the USEUCOM department pulls from leading experts in the field – academia, the private sector, and government – to provide the most up-to-date, relevant material to educate SOF personnel. In AY20, the USEUCOM course pivoted from in-person delivery to remote learning via Blackboard due to the COVID pandemic. In AY21 the USEUCOM course material was reorganized

into two separate courses. The Orientation course is delivered remotely over 4 days and focuses on US National Interests and foundational information on the AOR (geography, history, demographics, and root causes of conflicts). The USEUCOM Operations course was added during AY21 and builds on the information provided in the Orientation course. The in-person Operations course focuses on examples of real-world operations – both friendly and competitive – relative to the SOF environment in USEUCOM up to the SECRET level of classification.

USINDOPACOM Theater

The USINDOPACOM courses focus on US interests across Asia and in the Pacific and Indian Oceans, providing AFSOC members with the historical, geographical, political, socioeconomic, and cultural education needed to succeed in theater. The USINDOPACOM Orientation course is offered remotely and provides a background on the cultural, historical, and political factors that built the current order in the USINDOPACOM AOR. In AY21, USAFSOS debuted a new classified level USINDOPACOM Operations in-residence course that helps students understand the dynamics of strategic competition in the western Pacific and the conflicting interests of US allies and partners in the AOR. In addition to the expertise of our USAFSOS cadre, both USINDOPACOM courses bring together a robust cast of guest speakers from the federal government and civilian organizations to give students a future-oriented picture of the AOR.



USSONOCOM Theater



The USSONOCOM Orientation Course is a 4-day remote learning course that orients US Forces to the USNORTHCOM and USSOUTHCOM AORs. This course focuses on the creation of regional, historical, and cultural understanding that will enable AFSOC personnel to operate more effectively within the USNORTHCOM / SOUTHCOM AORs.

Additionally, in AY21 we added a face to face USSOUTHCOM Operations course. This course deliberately aligns its topic selections with applicable AFSOC, COCOM, MAJCOM, and relevant USAF

Headquarters guidance, plans, and operations in order to place tactical-level core SOF mission areas into operational and strategic contexts. These courses are taught by resident faculty members as well as guest civilian and military subject-matter experts, and cover current political, military, social, and economic factors that influence operations in USSOUTHCOM.

Theater Engagement

Major Abdul-Aziz Ali, Division Chief
Combat Aviation Advising

The Combat Aviation Advising (CAA) course is specifically tailored for AFSOC's 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 students 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 CAA to complete remaining Phase 1 requirements. Upon completion of Phase 2, CAAs return to USAFSOS for Phase 3 to receive the 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.

Engage



Intercultural Competencies for Engagement (ENGAGE) is a 4.5-day face to face course that builds general knowledge and skills to quickly comprehend, then appropriately act, in a culturally complex environment to achieve desired effects. Students learn about academic frameworks that help AFSOC members to recognize their own cultural preferences and to compare them with global variations. This course teaches students how to conduct specific research into culture attributes of a given country or region. Specific focus is placed on identifying common tensions in intercultural communications and how those tensions are manifested in the continuum of conflict environment encountered by military members. Finally, students learn and practice communication and negotiation skills for mitigating the differences in a variety of scenarios.

Negotiations for AFSOF



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

Building Partner Aviation Capacity Seminar



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

social and hospitality events during and after normal duty hours to encourage rapport building and create long term relationships. USAFSOS strives to make each seminar responsive to ongoing

aviation security cooperation developments. Since there is a focus on AED, the seminar format facilitates discussions on each PN's aviation structure similarities and differences supported by examples of aviation successes and failures.

Long-term strategic competition is a concern for national and global security. BPACS provides attendees with ways and means to influence strategic competition through security cooperation. It encompasses all Department of Defense (DoD) interactions and multiple programs which will assist our Partner Nations maintaining strong relationships, alliances, and partnership that will promote regional stability and preserve national order. PN and U.S. participants are exposed to US civilian-military relations civilian-military aviation resource cooperation, and perspectives on civilian-military aviation operations. The benefits of a coordinated, comprehensive, and long-term Civilian-Military plan for the PN's aviation resource development are emphasized.

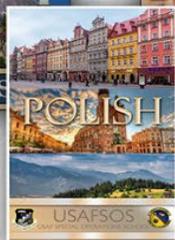
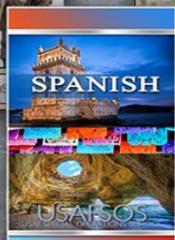


In concert with the United States 2018 National Defense Strategy, and the Interim National Security Strategic Guidance, the primary goal of the BPACS is to strengthen allies and partners while attracting new partners through purposeful aviation partnership as well as reinvigorate and modernize our alliances and partnership around the world. National Security Aviation Topics and activities are selected to create opportunities that build mutual respect, facilitate regional consultative mechanisms, and deepen Special Operations Forces (SOF) aviation interoperability.

In AY21, two BPACS iterations were conducted. The first was in June 2021 in Destin, Florida with a total number of 5 US and 5 International Military Students representing USAFRICOM and USCENTCOM partner states. Subsequently, an additional one-week BPACS was conducted in support of the European Deterrence Initiative in concert with USAFE – AFAFRICA as a European Partnership Flight focusing on strategic competition bringing together 86 participants from across Europe and the US Security Cooperation Enterprise.

LC

LANGUAGE CENTER



USAFSOS

USAF SPECIAL OPERATIONS SCHOOL

Language Training Detachment Dr. Steve Butler, Site Director

The Defense Language Institute Foreign Language Center's (DLIFLC) Language Training Detachment (LTD) continues to lead the way in world class foreign language education, designed specifically for AFSOC personnel. The incredible efforts of the team this year resulted in their selection as the USSOCOM "**Language Program of the Year**." This talented and diverse team includes a Site Director, an Academic Specialist, 13 DLIFLC language professors, and one contract language professor.

The LTD works closely with all departments of the USAFSOS team to ensure synergy between language and culture education across the spectrum of USAFSOS educational programs. The languages offered by the LTD in AY21 included: Arabic (MSA, Egyptian, and Levantine), Dari, Farsi, French, Pashto, Polish, Russian, Spanish, Tagalog, and Thai.



Mixing creative virtual teaching, due to the global pandemic, with innovative classroom teaching; the LTD provided 30,492 student contact hours of language education to 301 students in 86 individual courses. In addition, the LTD administered a total of 689 tests to airmen who require a foreign language to accomplish their extremely important AFSOC missions. This critical testing included 508 Defense Language Proficiency Tests (DLPT) and 181 Oral Proficiency Interviews (OPI).

The 86 courses taught in AY21 included 54 Sustainment and Enhancement Training (SET) courses, designed to ensure AFSOC airmen remain proficient in languages identified by SOCOM as *critical* for AFSOC to accomplish their missions; five Significant Language Training Events (SLTE), which are a minimum of 150 hours to enhance the language capabilities of more advanced speakers; nine Pre-Deployment Courses, provided immediately before deployments to enhance operational readiness; 17 Initial Acquisition Training (IAT) courses, which take AFSOC airmen from zero language capability to mission ready status in 16 – 29 weeks, depending on the language; and one General Officer Pre-Deployment Acculturation Course (GOPAC), which prepares general officers for leadership in deployed locations. The language professors tailor the educational programs to meet the operational requirements of each student who supports the AFSOC mission.

The IAT courses provide the foundation for language capability throughout AFSOC, with special emphasis on the Combat Aviation Advisors (CAA) of the 6th and 711th Special Operations Squadrons (SOS). During the year, the LTD conducted IAT courses in Arabic, French, Polish, Russian, Spanish, Tagalog, and Thai with phenomenal results. The LTD has had a 100% success rate for over 11 consecutive years; and this year, 100% of the IAT graduates exceeded the AFSOC standard.

The results this year highlight the flexibility and dedication of the LTD Team as the global pandemic necessitated teaching virtually for 2/3 of the year. The dedication of the LTD professors enabled the team to be highly successful teaching online and ensured the transition back into the USAFSOS classrooms was accomplished without missing one hour of instruction. Even though everyone agrees that learning a foreign language is much more effective when done face-to-face, the outstanding work of the LTD professors enabled this year's students to achieve results even better than 2019, the last full year of in-class teaching.



Dr. Aleksandra Churinov, Academic Specialist, leads a class in Russian

Most of the IAT students who graduated this year were CAAs, both active duty and Air Force Reserve. Students also came to the LTD from the Language Enabled Airman Program (LEAP), US Army Civil Affairs, 7th Special Forces Group, the Air Force Office of Special Investigations (OSI), the 25th Intelligence Squadron, and medical personnel. The ability of the LTD to continue teaching during the pandemic through Microsoft Teams quickly spread throughout the services. As a result, the team provided virtual education to units from coast to coast for each of our sister services.

Due to the global pandemic, in country immersions were very limited this year. The LTD team is always planning for immersions that will best prepare students for their important missions after they become operational CAAs. Due to travel restrictions, we were limited this year to CONUS Immersions in Miami (Spanish), Orlando (Arabic), Washington DC (French), and San Diego (Tagalog). When the pandemic is under control and travel restrictions are lifted, we will resume the very successful OCONUS Immersion program that greatly benefits our IAT students.

The consistently excellent teaching of the LTD professors was recognized throughout the AFSOC community, with three of the four 492 Special Operations Training Group's "Civilian Instructor of the Quarter" going to members of the LTD team. Madeleine Mekhail (Arabic), Dr. Aleksandra Churinov (Russian), and Reinaldo Ortiz Sanchez (Spanish) were selected in the first, third, and fourth quarter of FY21 respectively.

In the dynamic world of AFSOC, the key to success is the ability to adapt to the changing missions around the world. The professors of the LTD are continuously looking for ways to enhance



Sujitra Sullivan teaching a Thai IAT

existing programs and develop new ones when necessary to support the foreign language proficiency requirements of current and future CAAs. The additional challenge of accomplishing these critical tasks online for much of this year showcased the incredible talents and dedication to the mission of the Hurlburt Field LTD Team and led to their recognition as the USSOCOM Language Program of the Year.



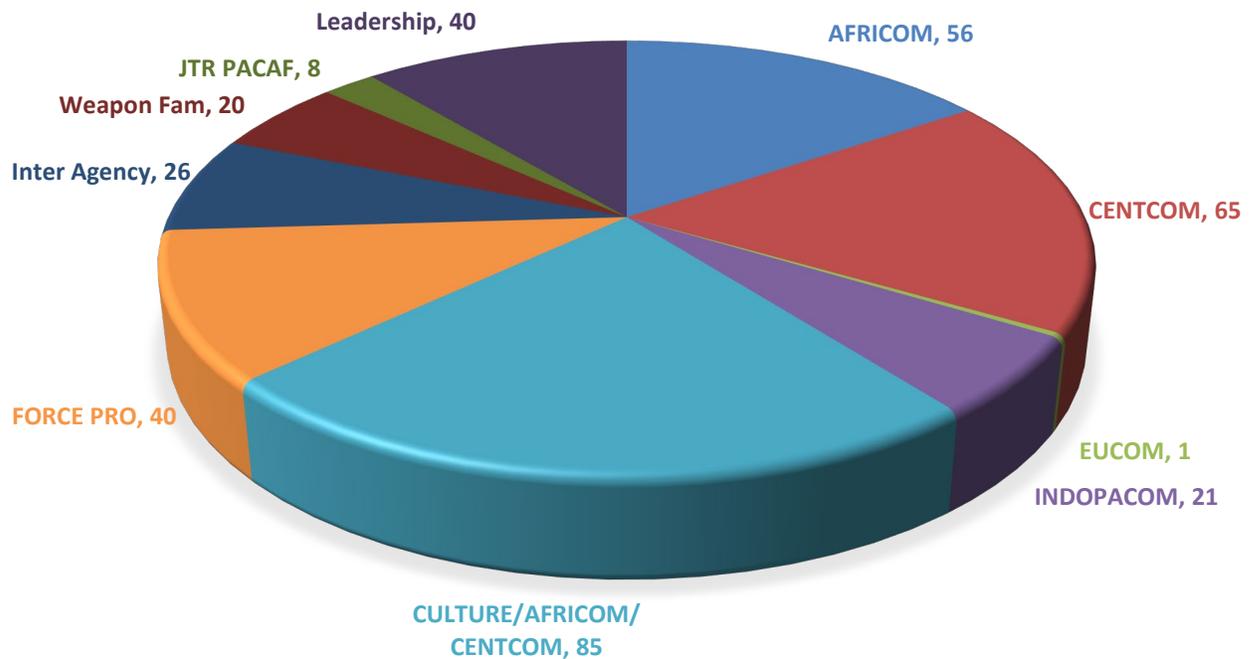
Dr. Butler accepting the USSOCOM Language Program of the Year Award on behalf of the Hurlburt Field Team.

Mobile Education Events (MEEs) for AY21

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 362 SOF members with 55 customized pre-deployment MEEs for AFSOC units in AY21.

MEE Students

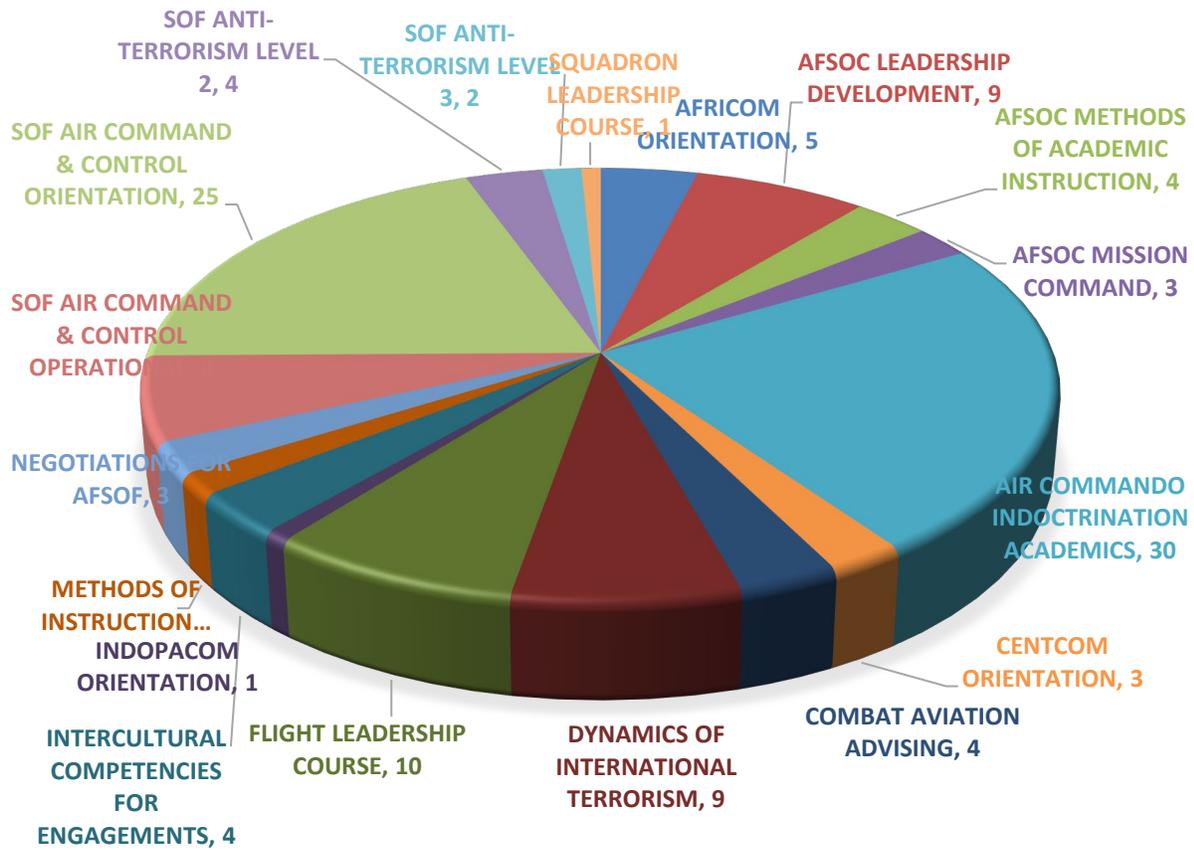


Units interested in inquiring about a MEE at their location may email: USAFSOS.MEE.DL@us.af.mil

Pages 36-42 reflect students that have completed certificate awarding iterations of a course by wings.

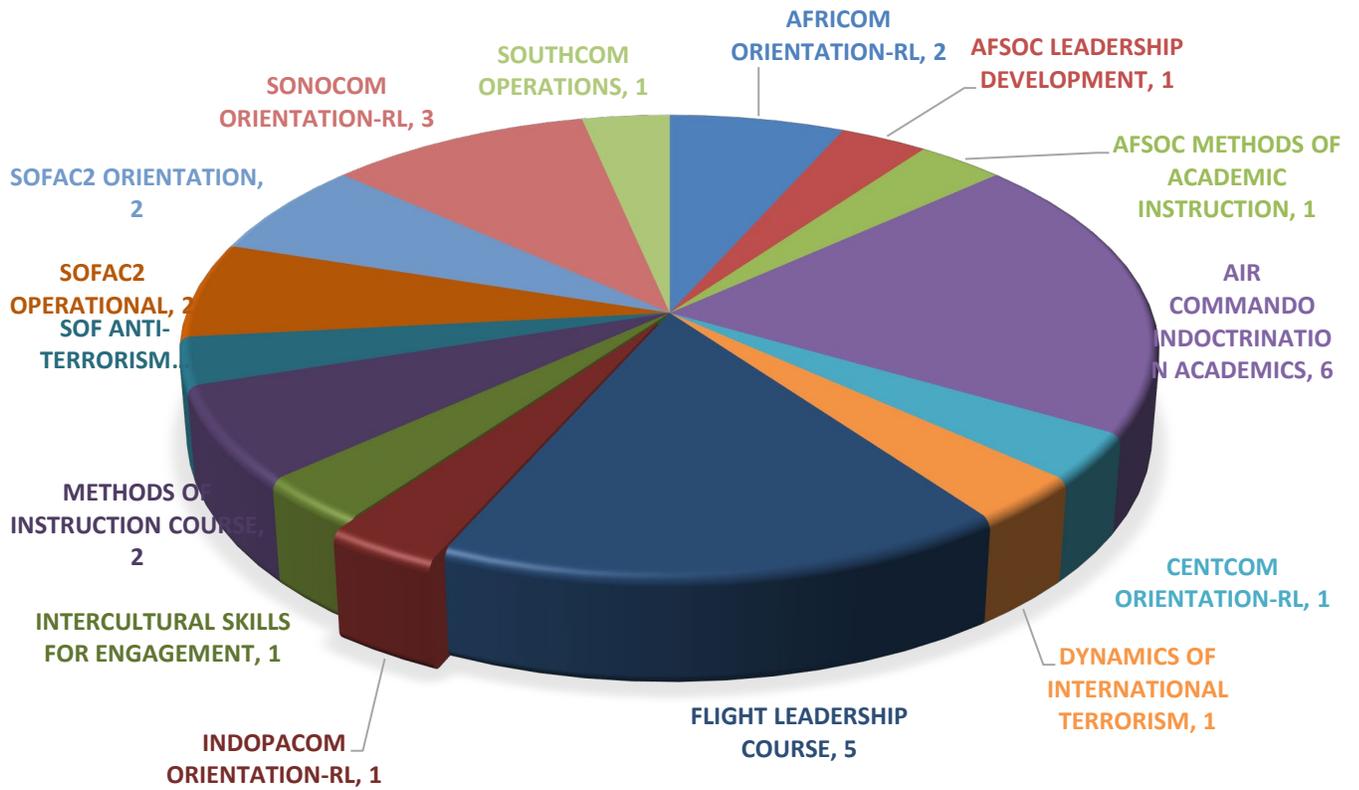


1st Special Operations Wing (1 SOW)
Hurlburt Field, Florida
127 Students



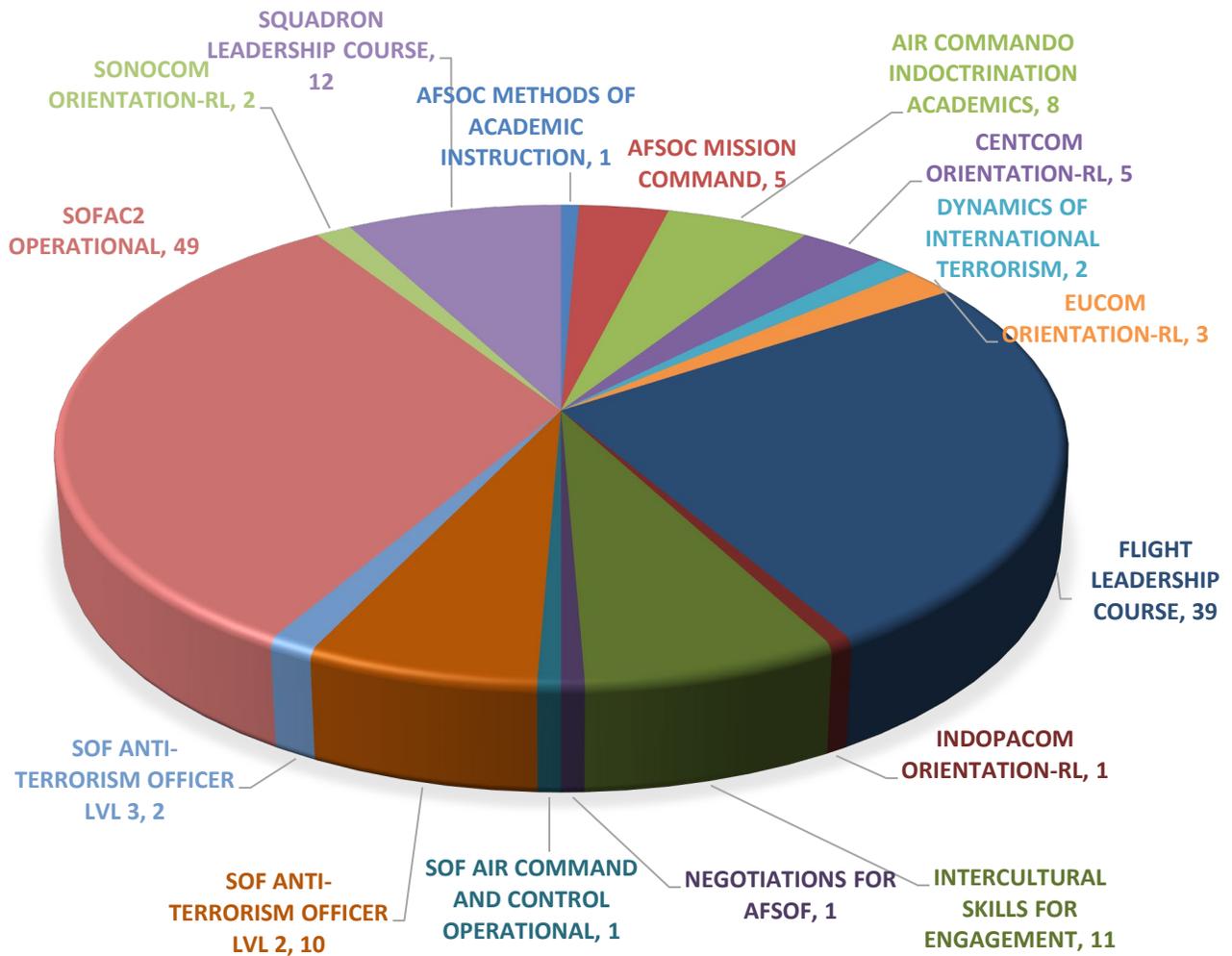


919th Special Operations Wing (919 SOW)
Duke Field, Florida
30 Students



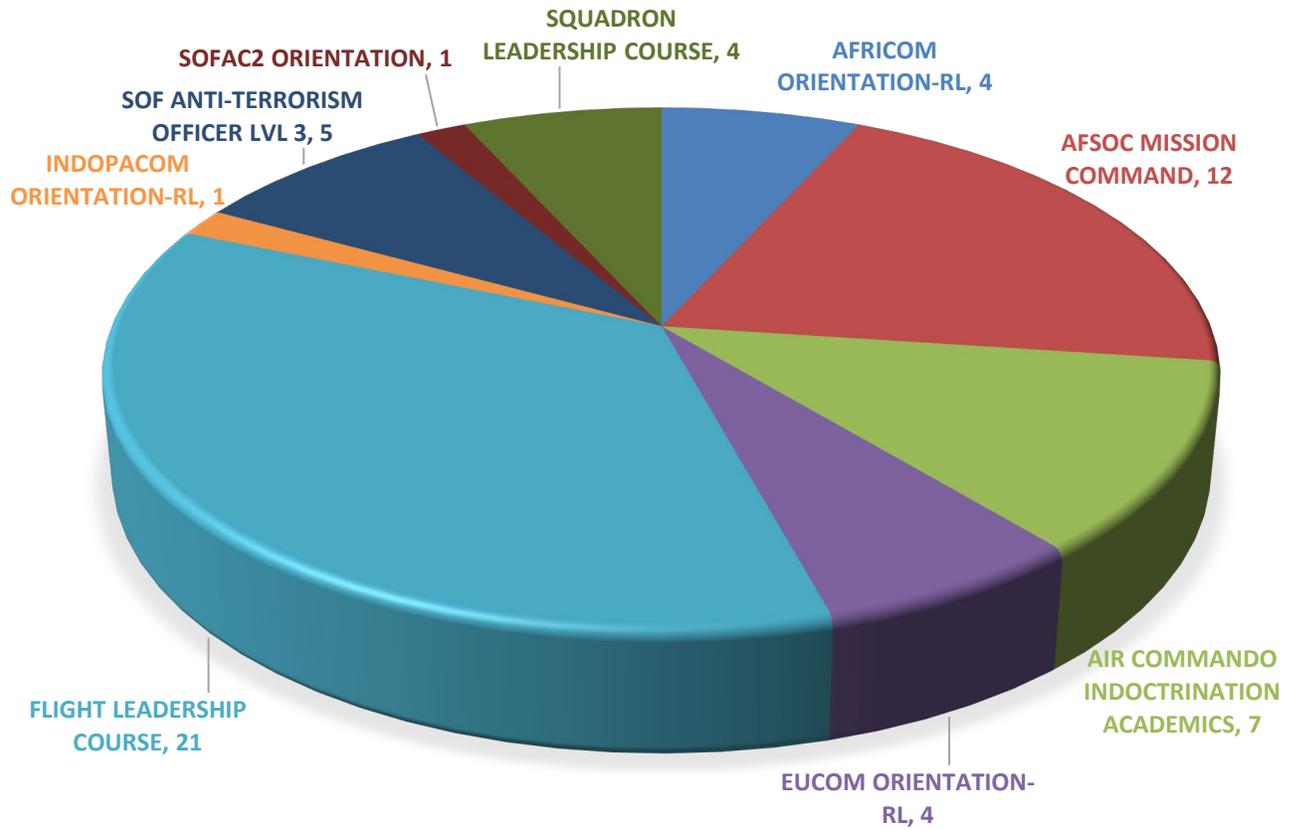


27th Special Operations Wing (27 SOW)
Cannon AFB, New Mexico
152 Students





352nd Special Operations Wing (352 SOW)
RAF Mildenhall, England
59 Students

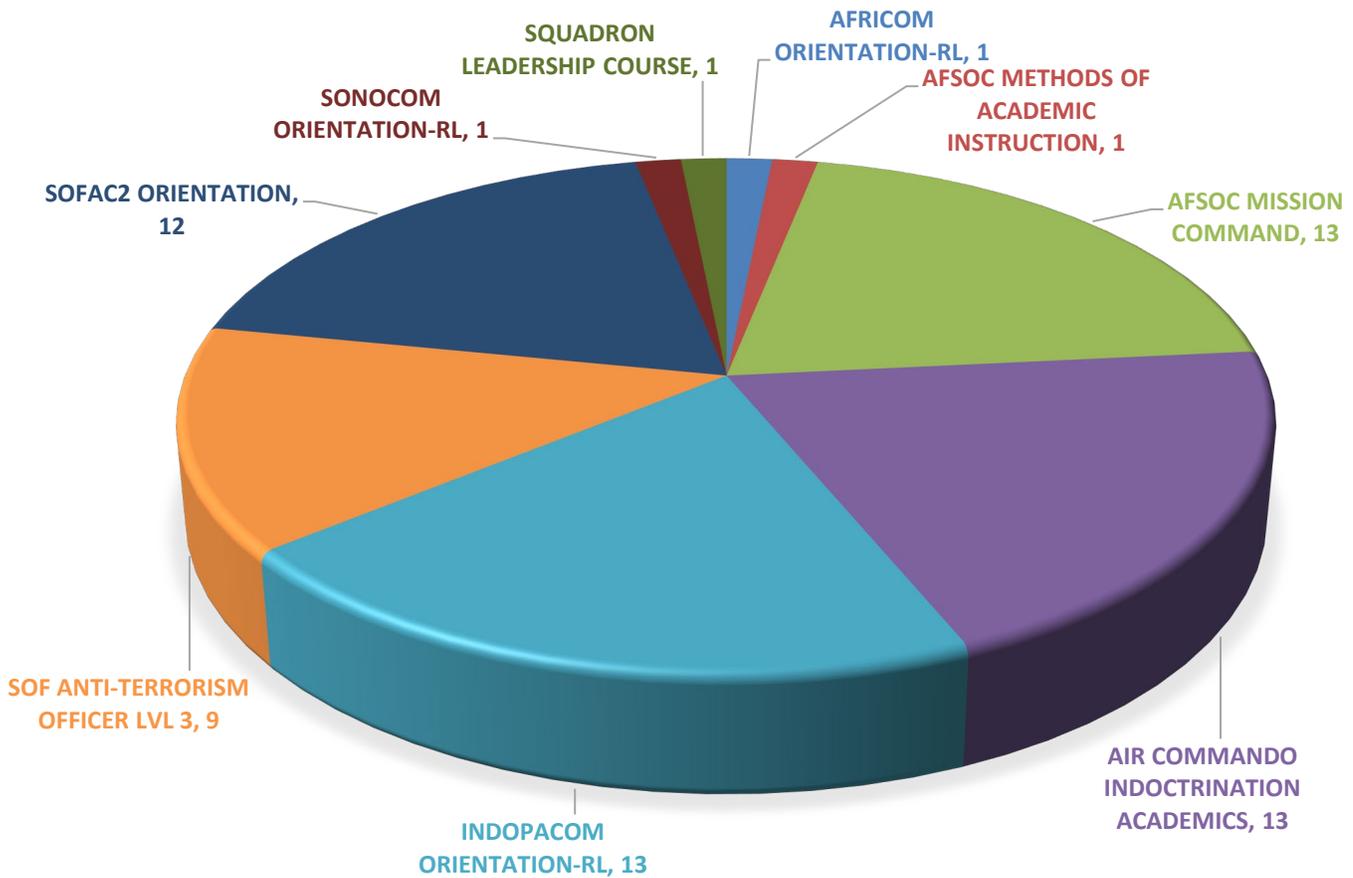




353rd Special Operations Group (353 SOG)

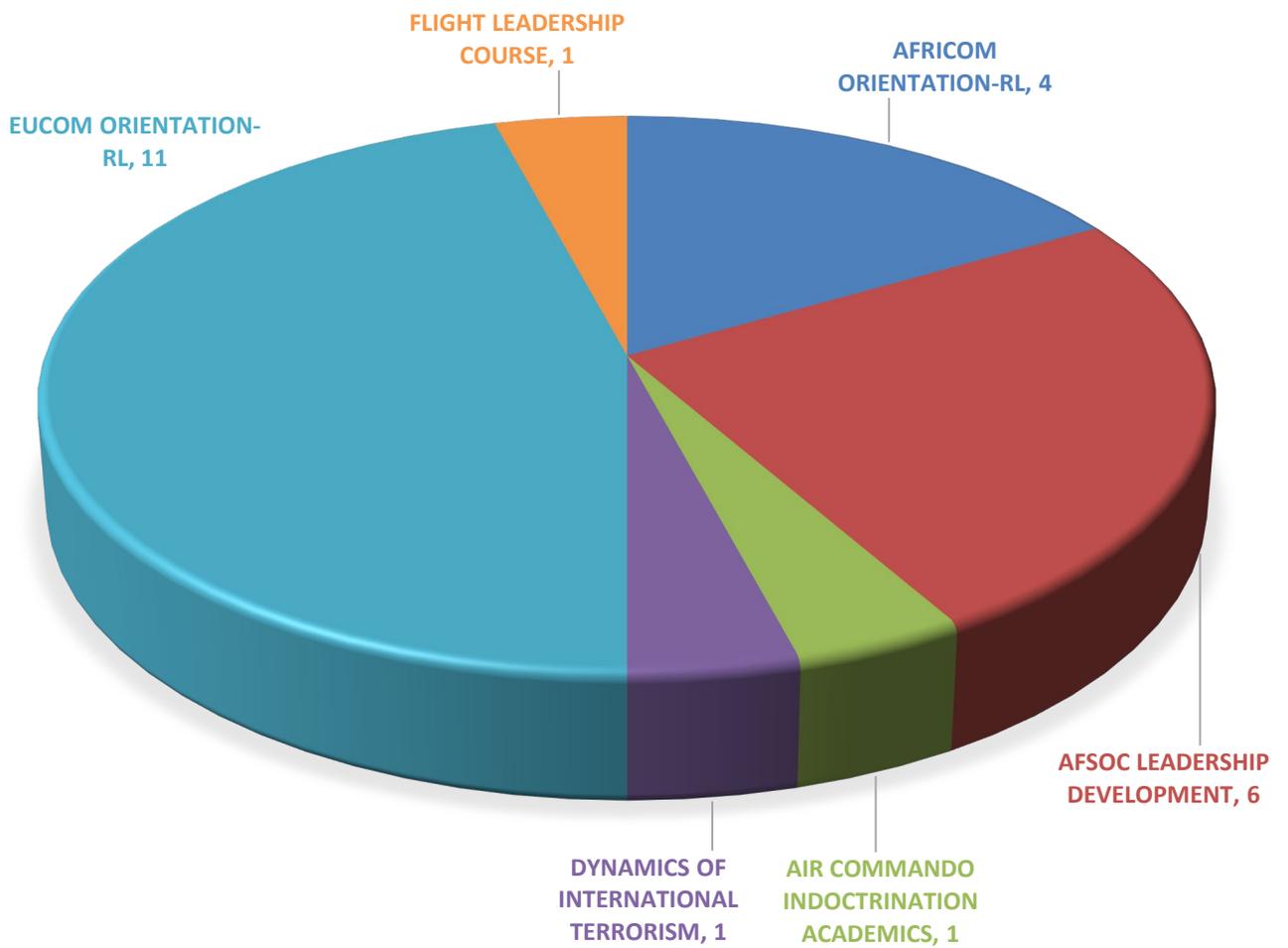
Kadena AB, Japan

64 Students



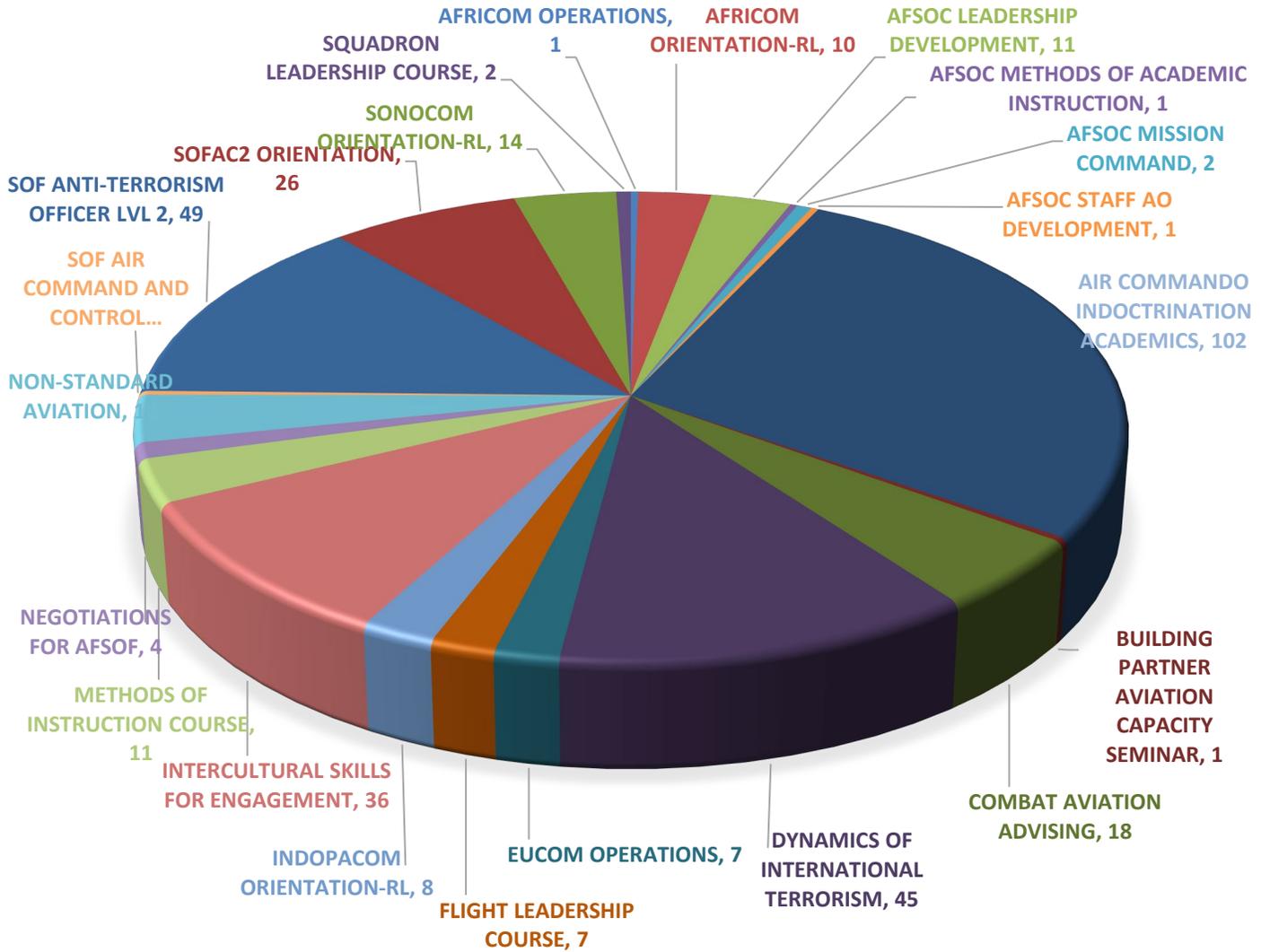


24th Special Operations Wing (24 SOW)
24 Students





492nd Special Operations Wing (492 SOW)
369 Students



STUDENT THROUGHPUT



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.

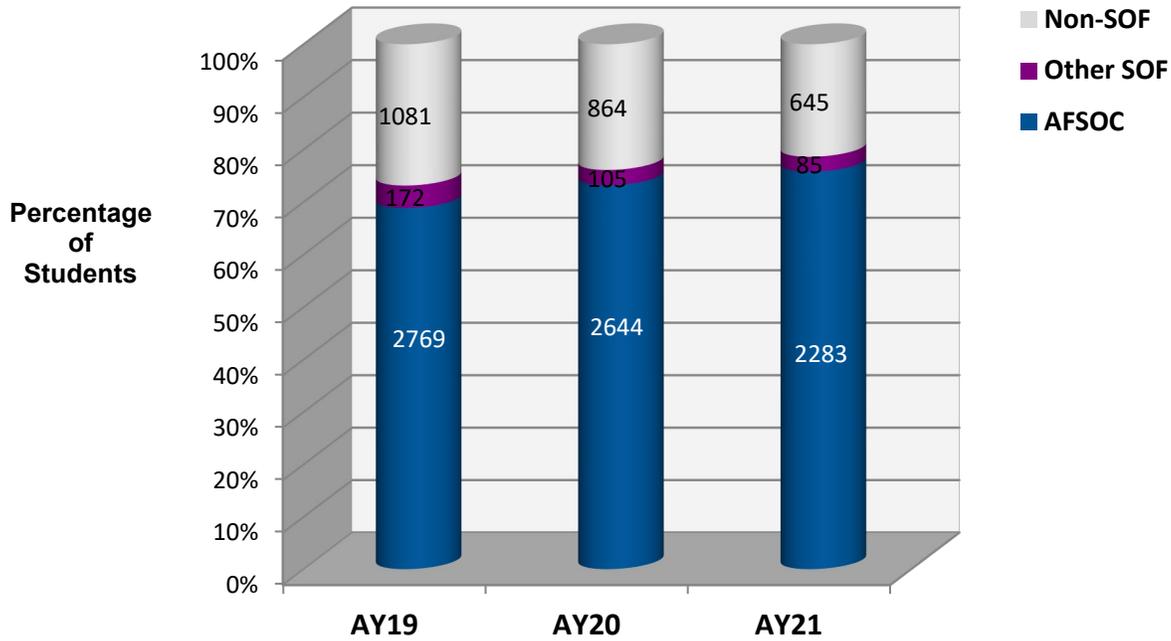
Target Population

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 and USAF members.

Formal Course Iterations and Student Attendance by AY

USAFSOS	AY 19	AY 20	AY 21
Courses Conducted	21	26	29
Class Iterations	136	118	146
On-Station	79	71	142
Off-Station	57	12	4
Remote Learning	-	35	31
Total Students	3,904	3,613	3,013

Percentage of Formal Course Attendance by AFSOC/Other SOF



SOF Attendance by Type of Course (AY21)

Type of Course:	Student Numbers / Percentages						
	AFSOC		Other SOF		Non-SOF		Total
Formal ¹	2,283	77%	85	3%	645	21%	3,013
MEE ²	362	100%	0	0%	0	0%	362
LANG ³	283	94%	15	5%	3	1%	301
Totals	2,928	80%	100	3%	648	18%	3,676

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

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

³**LANG** – Language Center Students

Operational Military Education Course Descriptions

The following section contains detailed information about the courses offered by USAFSOS during AY21. Each pair of course pages includes a brief description of the course, course objectives, target audience, overall end-of-course level-one evaluation (student feedback) results, and student/course demographic data.

Leadership Development Division

- AFSOC Flight Leadership
- AFSOC Leadership Development
- AFSOC Squadron Leadership
- AFSOC Staff Action Officers Development

Warfighting Division

- Air Commando Indoctrination Academics (Remote Learning)
- Special Forces Task Unit
- Special Forces Task Group
- AFSOF Mission Commander
- SOF Air Command and Control Course (Operations)
- SOF Air Command and Control Orientation (Remote Learning)
- Dynamics of International Terrorism
- SOF Antiterrorism Officer Level II
- SOF Anti-Terrorism Officer Level III (Remote Learning)

Theater Operations Division

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

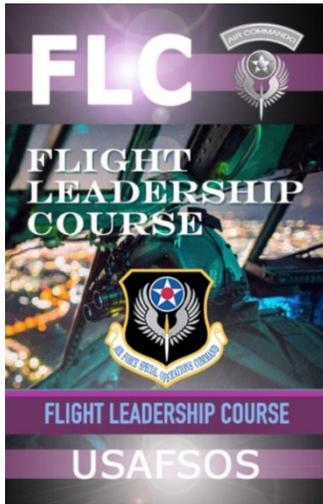
Culture and Language Division

- Negotiations for AFSOC
- Combat Aviation Advising
- Engage

Dean of Academics Department

- AFSOC Methods of Instruction Academic Instruction (Remote Learning)
- Methods of Instruction
- Building Partner Aviation Capacity Seminar

Flight Leadership



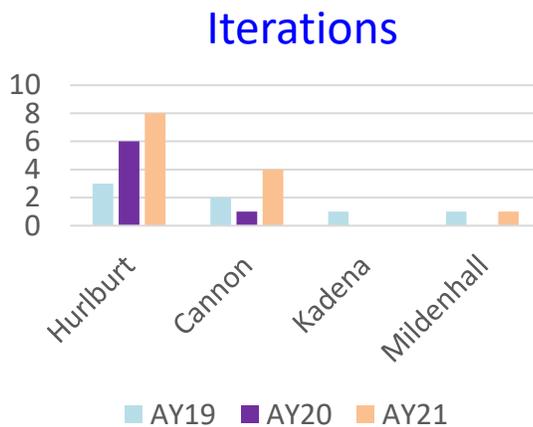
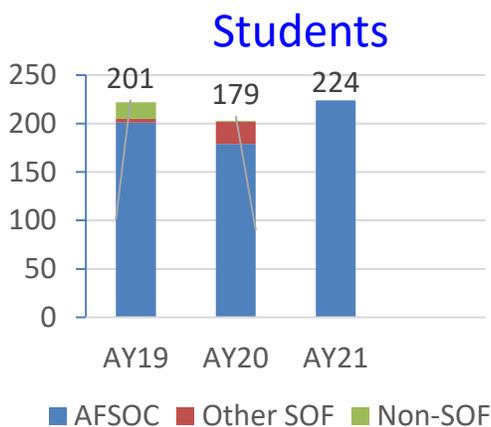
Course Code: FLC
 PDS Code: 2D2
 Length: 5 Days
 Total Course Hours: 35

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

Students will participate in instructor and student-led discussions, solve scenario-based challenges, and develop an Initial Action Plan in support of their role as a Flight Leader.

Target Audience: All students will accomplish this course prior to assuming flight leadership duties; unit leaders should proactively work with their wing-level leadership to schedule their members. Ideally, this course will be followed up by a wing-led event that builds upon this course and trains members on local procedures, priorities, working with functional and key staff networks, etc. This is a nominative USAFSOS course and attendees must be submitted by their chain of command and approved at the wing or group (0-6) level.

FLC AY 19-21 Student Demographics & Iterations



AFSOC LEADERSHIP DEVELOPMENT

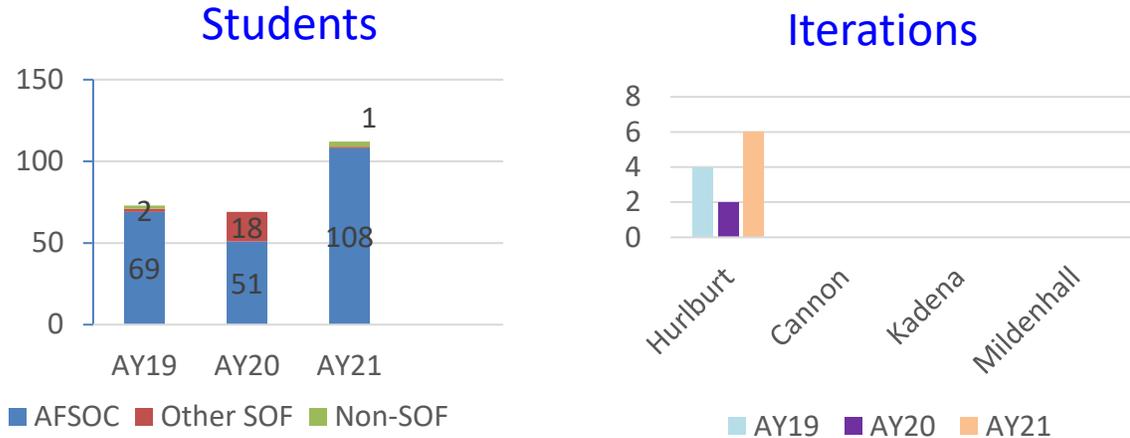


Course Code: LDRDEV
 PDS Code: 2HX
 Length: 5 Days
 Total Course Hours: 30

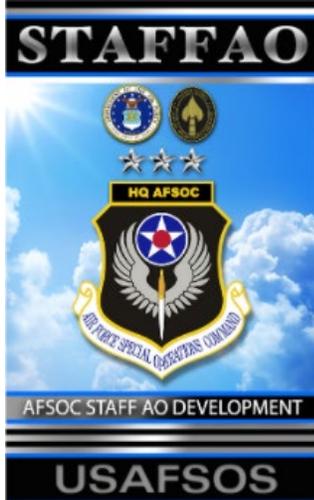
Leadership Development is a 5-day educational course that has four modular areas of instruction. The first module lays out the strategic vision and mission of AFSOC while emphasizing the role of today's Airmen in leading current and future Special Operations Forces. The second module explores the legal,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

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

LDRDEV AY 19-21 Student Demographics & Iterations



HQ AFSOC ACTION OFFICER DEVELOPMENT



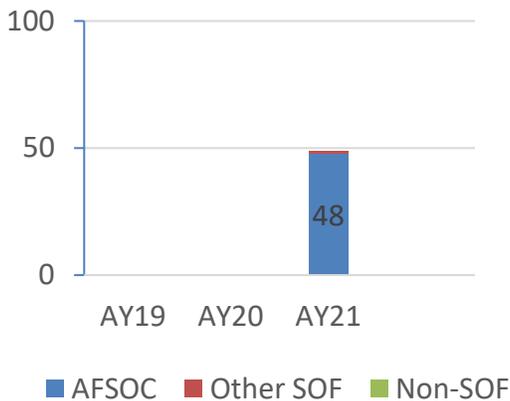
Course Code: STAFFAODEV
 PDS Code: 2JA
 Length: 10 Days
 Total Course Hours: 45

L258 Staff Action Officer Course is a 10-day blended learning course utilizing both asynchronous remote learning and face-to-face content to prepare Action Officers on HQ AFSOC staff. Education will focus and build upon knowledge, professional speaking, professional writing, and application. The course aims to develop Action Officers to work efficiently and effectively to support the AFSOC Commander's priorities and programs. Content emphasizes the development of necessary staff skills and knowledge while fostering cross-directorate collaboration. Students will engage in activities that promote problem-solving methodologies and professional networking.

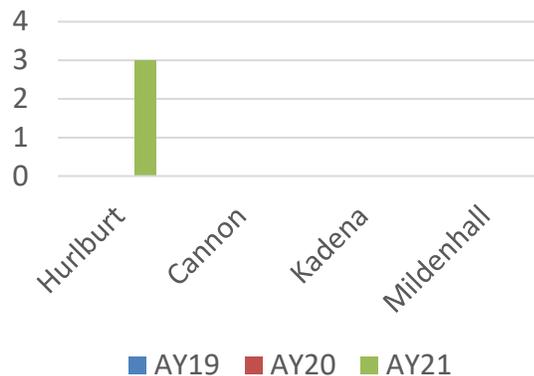
Target Audience: The course is intended for officers, enlisted, and civilians within the first three months of their staff assignment.

Staff AO Dev AY19-21 Student Demographics & Iterations

Students



Iterations



AFSOC SQUADRON LEADERSHIP

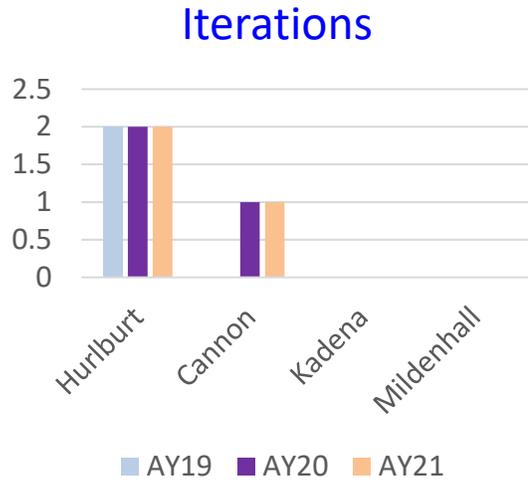
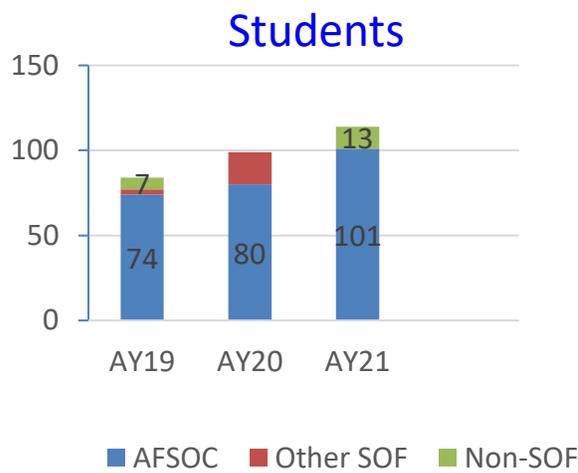


Course Code: L421SLC
 PDS Code: 2FV
 Length: 5 Days
 Total Course Hours: 36

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

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

SLC AY19-21 Student Demographics & Iterations



AIR COMMANDO INDOCTRINATION ACADEMICS REMOTE LEARNING



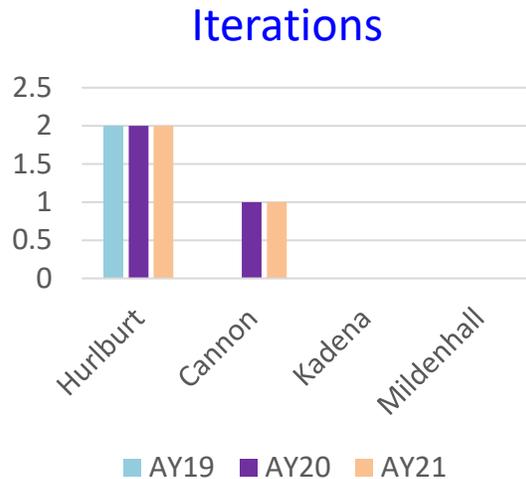
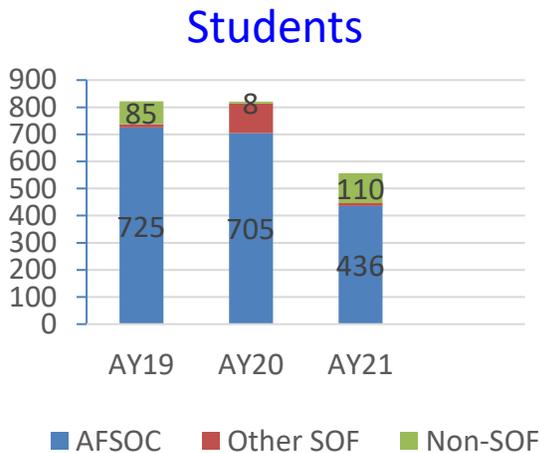
Course Code: ACINDOC-RL
PDS Code: 24R
Total Course Hours: 18

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

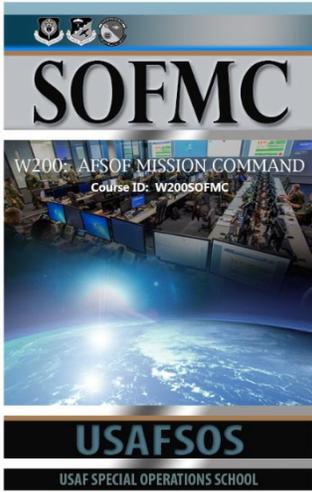
The course runs for 21 days and consists of four modules. Each module is designed to be completed sequentially, including the pre-test, self-guided lessons, live Collaborate session lessons, and post-test with the end of course critique. Students will find that the first nine days of the course offer flexibility to complete lessons at a self-guided pace. There are roughly 18 hours allocated for independent learning, so students must plan their time wisely.

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

ACINDOC AY19-21 Student Demographics & Iterations



AFSOF MISSION COMMAND REPLACED BY SOTU FOR AY22

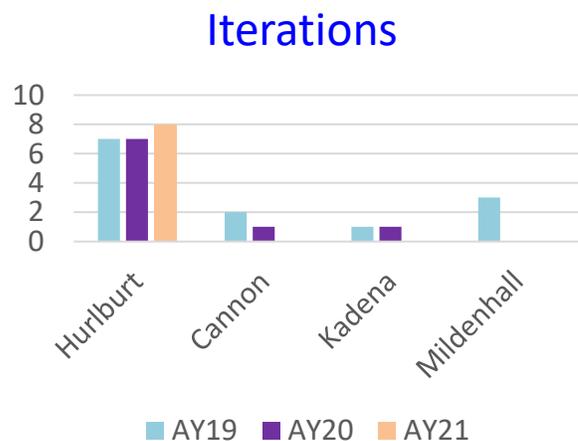
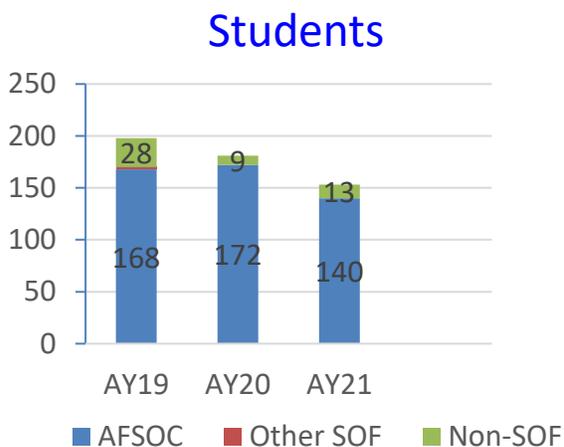


Course Code: W231SOFMC
 PDS Code: 29J
 Length: 3 Days
 Total Course Hours: 18

The Mission Command course was a professional military educational seminar designed to prepare prospective AFSOC mission commanders for their duties and responsibilities in a deployed environment. The course employed 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 was specially designed to address the infrastructure of an established, deployed location while examining pre-deployment, deployment, and post-deployment challenges. The course focused 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 culminated with leadership perspectives from senior mentors who have served as deployed mission commanders.

Target Audience: This course was 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 focused on preparing future operational MCs and SELs but was open to all others on a space available basis. This was a nominative course whereby students must apply and be accepted to attend.

SOFMC AY19-21 Student Demographics & Iterations



SPECIAL OPERATIONS FORCES AIR COMMAND AND CONTROL OPERATIONS

REPLACED BY SOTU FOR AY22



Course Code: SOFAC2-OPS
 PDS Code: 29G
 Length: 3 Days
 Total Course Hours: 45

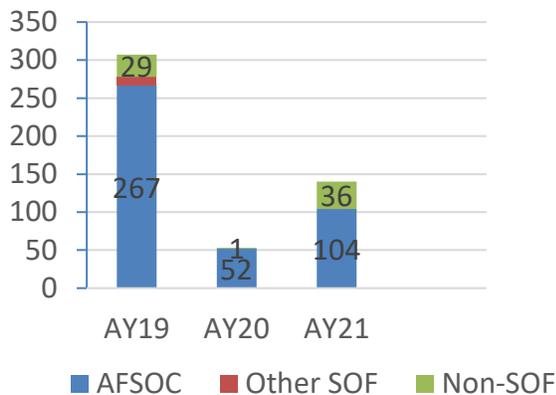
The SOFAC2C course exposed students to SOF doctrinal concepts and processes necessary to work and operate in a SOF C2 organization. Specific areas of instruction included command relationships, SOF air and ground components, air operations center departments, and SOF senior perspectives. Application of concepts and procedures were 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.

SOFAC2C combined eLearning modules with three days of classroom instruction. Students engaged 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 reinforced key concepts and skills essential to successful completion of this course.

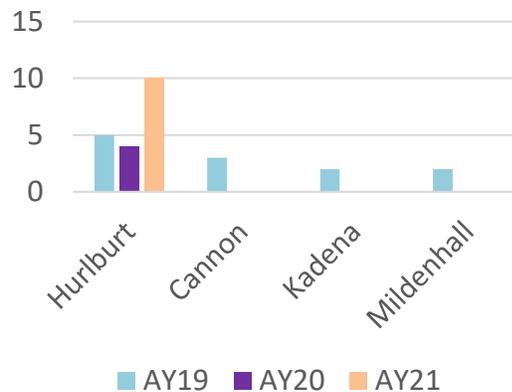
Target Audience: Designed for AFSOF who may be tasked to work in a JSOAC, JSOAD, SOLE or JSOTF organization. The course was also applicable to all other SOF operators, mission planners, and SOF support staff members

SOFAC2 AY19-21 Student Demographics & Iterations

Students



Iterations



SPECIAL OPERATIONS FORCES AIR COMMAND AND CONTROL ORIENTATION

REMOTE LEARNING REPLACED BY SOTU FOR AY22



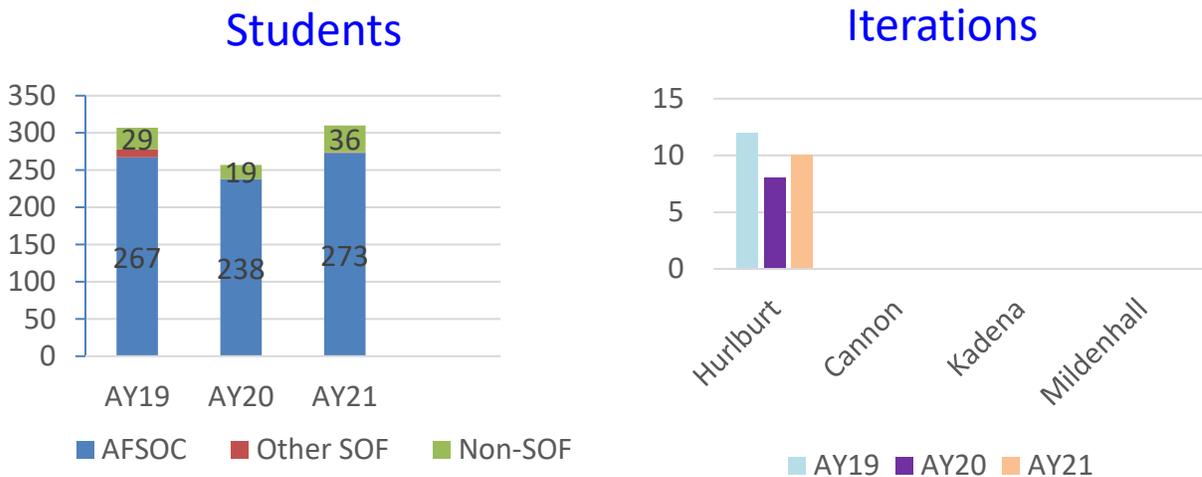
Course Code: W129SOFAC2-RL
 PDS Code: 25D
 Length: Typically open for 30 days at a time.
 Total Course Hours: 13

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.

SOFA2C2 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, JSOAD, SOLE, or JSOTF organization. The course is also applicable to all other SOF operators, mission planners, and SOF support staff members.

SOF Air C2 Basic RL AY19-21 Student Demographics & Iterations



DYNAMICS OF INTERNATIONAL TERRORISM (DIT)



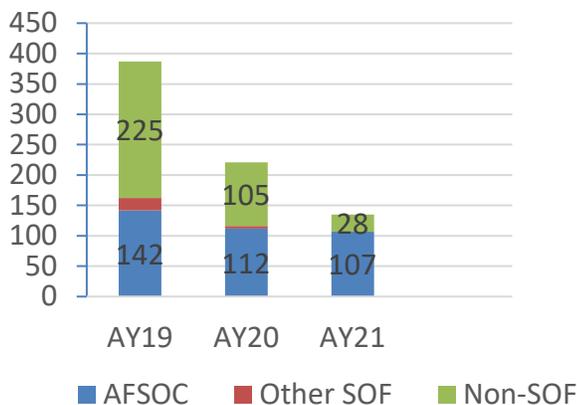
Course Code: DIT
 PDS Code: 2H7
 Length: 5 Days
 Total Course Hours: 28

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 levels. 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 extremists.

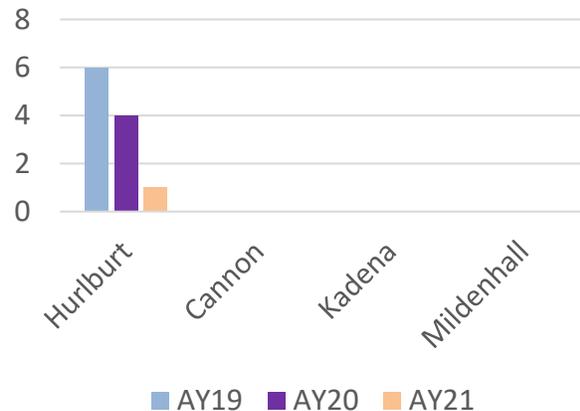
Target Audience: DIT targets AFSOF, giving them a broad context of knowledge regarding the threat posed by terrorists on an international, national, and regional basis with a desired goal of every AFSOC member attending DIT during the first 12 months of their assignment. DIT also supports other SOF personnel 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 AY19-21 Student Demographics & Iterations

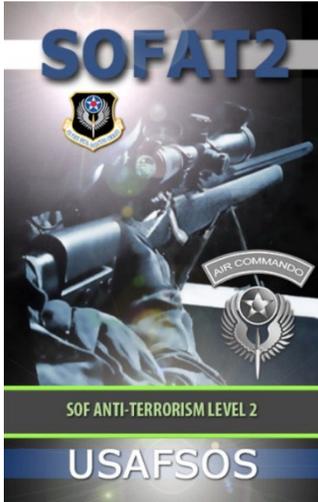
Students



Iterations



SOF ANTITERRORISM OFFICER LEVEL II

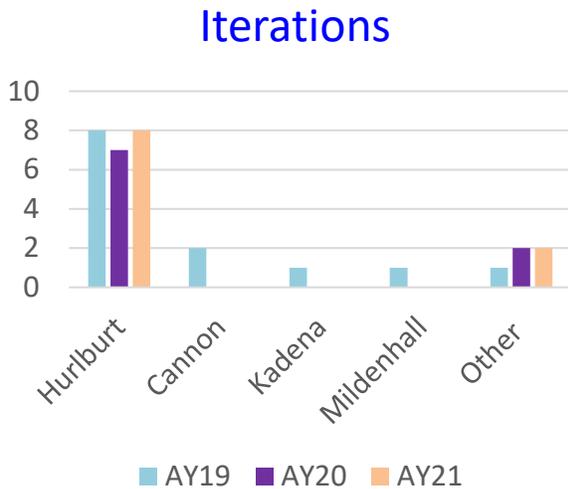
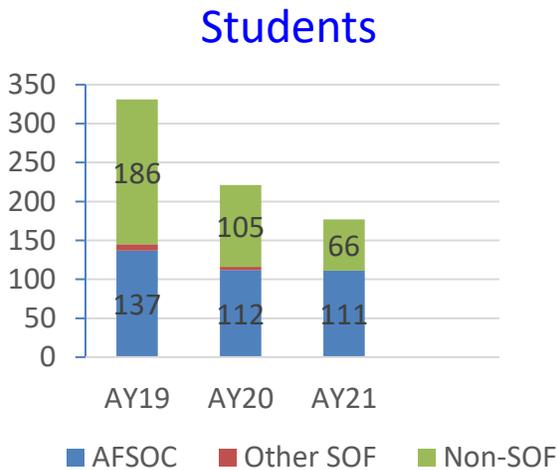


Course Code: SOF-AT2
 PDS Code: 831
 Length: 5 Days
 Total Course Hours: 35

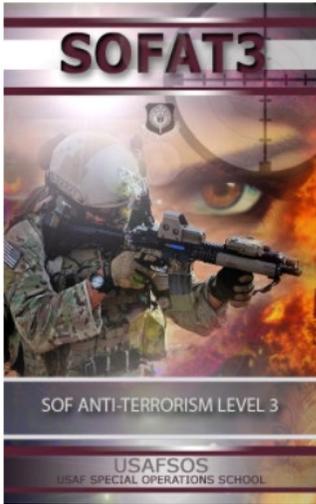
SOF Antiterrorism Officer Level 2 course is a 5-day certification course for DOD Levels I and II Antiterrorism officers (ATO) (commissioned and non-commissioned). The course is designed to provide students with knowledge and appreciation of the organization, motivation, operational capabilities, and 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 for threats 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 AY19-21 Student Demographics & Iterations



SPECIAL OPERATIONS FORCES ANTITERRORISM OFFICER LEVEL III



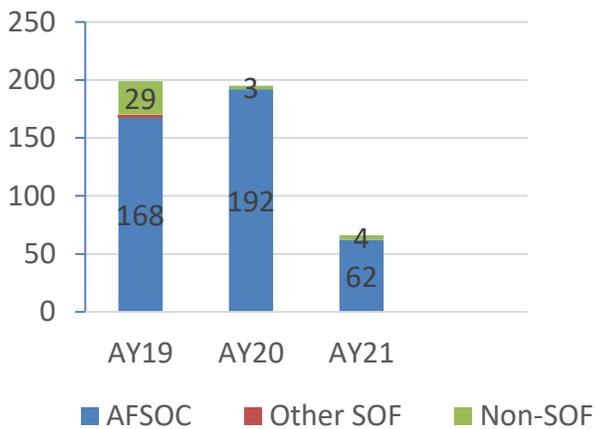
Course Code: SOF-AT3
 PDS Code: 2GD
 Length: 1.5hrs

SOF-AT3 satisfies Antiterrorism (AT) Level III training requirements for a SOF installation, unit, or contingency operation commander in accordance with DoD Instruction 2000.16, DoD Antiterrorism Standards, Vol I, Standard 27. AFI 10-245, para 2.27.4, recommends a minimum of one hour to sufficiently address required topics for the AT Level III training. The SOFAT3 course for unit and mission commanders is suitable for multiple venues, with an optional module for installation commanders.

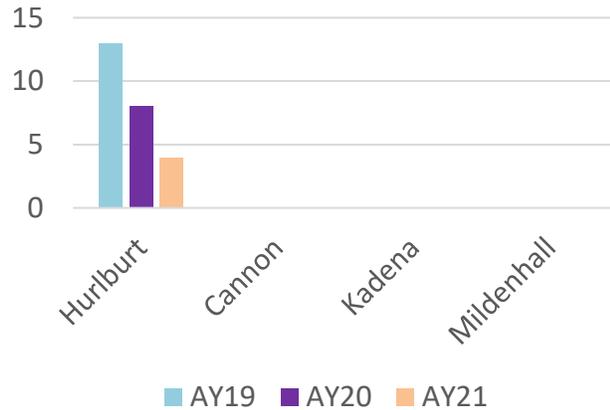
Target Audience: Special Operations Forces (SOF) installation commanders (O-6), SOF unit commanders (O-4 to O-5), and SOF mission commanders (O-3 to O-5).

SOF-AT3 AY19-21 Student Demographics & Iterations

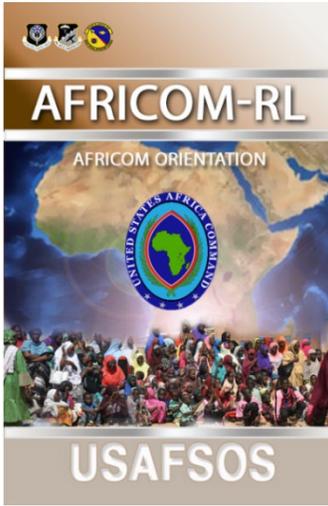
Students



Iterations



AFRICOM ORIENTATION REMOTE LEARNING



Course Code: AFRICOM-RL
 PDS Code: 2B4
 Length: 4 Days
 Total Course Hours: 24

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

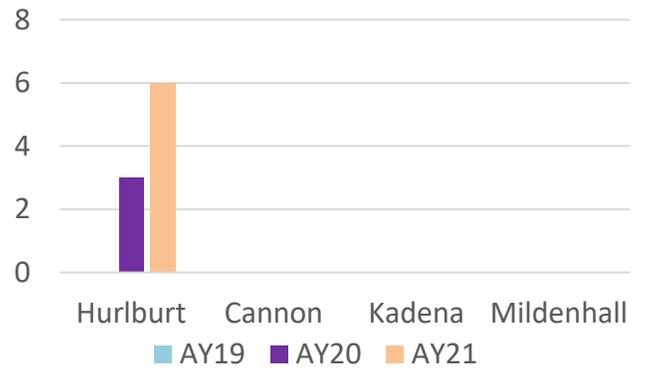
Target Audience: The target audience for this course is AFSOC members who will soon deploy to the USAFRICOM AOR, followed by other USAF Airmen who will deploy to the AOR, followed by other US government personnel.

AFRICOM-RL AY20-21 Student Demographics & Iterations

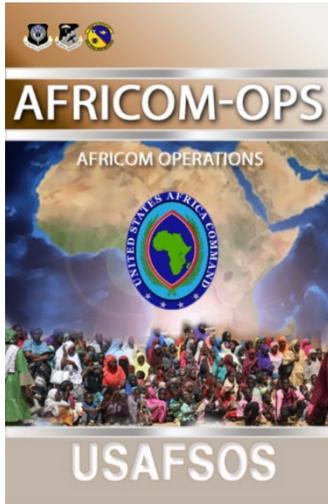
Students



Iterations



AFRICOM OPERATIONS



Course Code: AFRICOM-OPS
 PDS Code: 2HV
 Length: 5 Days
 Total Course Hours: 33

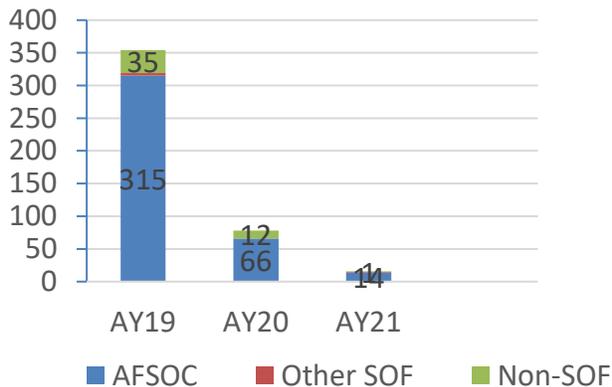
AFRICOM is a 5-day course that focuses on US strategic interests on the continent of Africa with emphasis placed upon items of greatest interest to US Special Operations Forces (SOF), in particular, to Air Force Special Operations Command (AFSOC) units that operate within the USAFRICOM Area of Responsibility. 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 organiza-

tions in the five major regions of Africa.

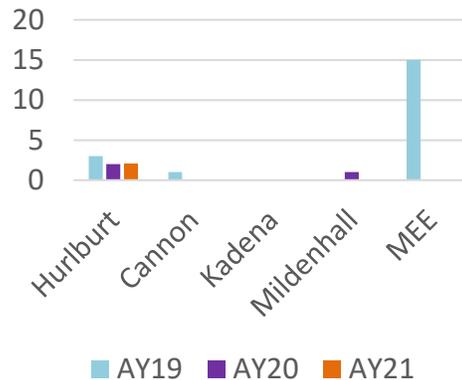
Target Audience: This course is designed for SOF personnel currently serving or en-route to the Sub-Saharan Africa region. Other joint, DoD, or government personnel assigned, programmed for assignment, or with a professional interest in the area may benefit from this instruction on a space available 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-OPS AY19-21 Student Demographics & Iterations

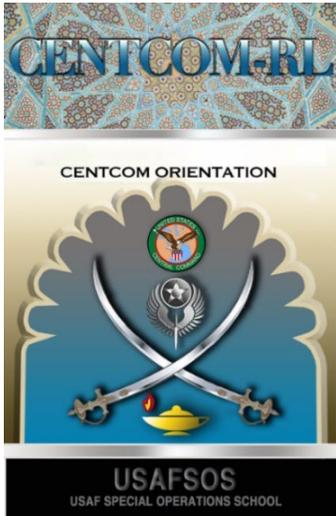
Students



Iterations



CENTCOM ORIENTATION REMOTE LEARNING



Course Code: CENTCOM-RL
 PDS Code: 25L
 Length: 4 Days
 Total Course Hours: 28

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

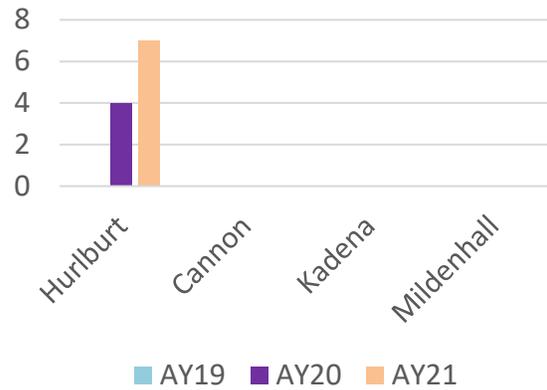
Target Audience: AFSOC members prior to their deployment to the AOR, as well as any Joint SOF, SOF-enablers, USAF Airmen, and DoD and interagency personnel who support operations in the CENTCOM AOR.

CENTCOM-RL AY20-21 Student Demographics & Iterations

Students



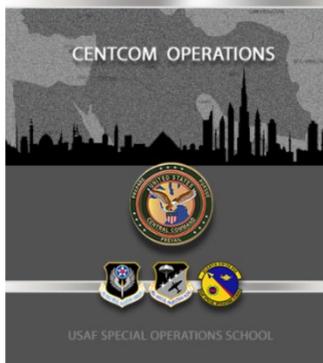
Iterations



CENTCOM OPERATIONS



Course Code: T200CENTCOM
 PDS Code: 813
 Length: 5 Days
 Total Course Hours: 33

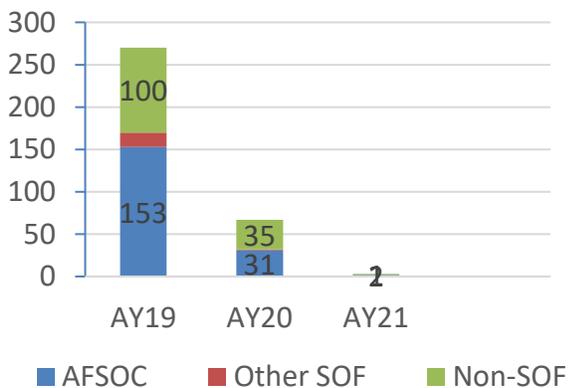


This course covers the entire CENTCOM region. It covers political, military, cultural, and historical factors, which influence SOF operations in CENTCOM. It also provides relevant background information and effective strategies for inter-cultural communication with people from the region. The origins 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.

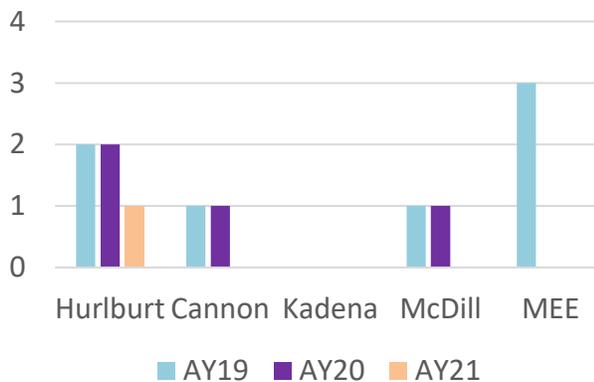
Target Audience: This course is designed for SOF personnel who will be operating in the CENTCOM Theater, with emphasis on SOF aviation. The target audience includes combat aviation advisors, aviation special tactics personnel, and standard- and non-standard aviation mission planners. Other audiences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

CENTCOM-OPS AY19-21 Student Demographics & Iterations

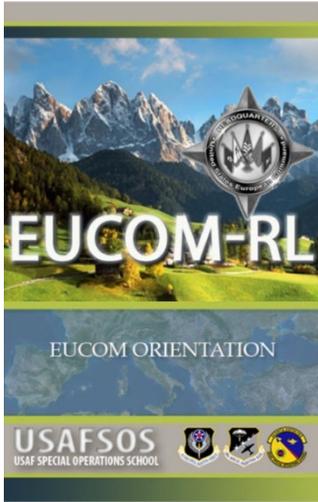
Students



Iterations



EUCOM ORIENTATION REMOTE LEARNING



Course Code: EUCOM-RL
 PDS Code: 29V
 Length: 4 Days
 Total Course Hours: 28

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

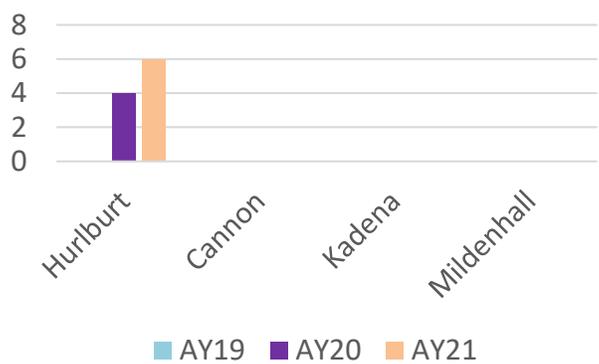
Target Audience: This course is designed for AFSOC members prior to their first deployment to United States European Command (USEUCOM). However, any AFSOC deployer will benefit, as will Joint SOF, USAF Airmen, and DoD-wide SOF enablers. Other DOD and interagency personnel who work in or with EUCOM are welcome on a space available basis.

EUCOM-RL AY20-21 Student Demographics & Iterations

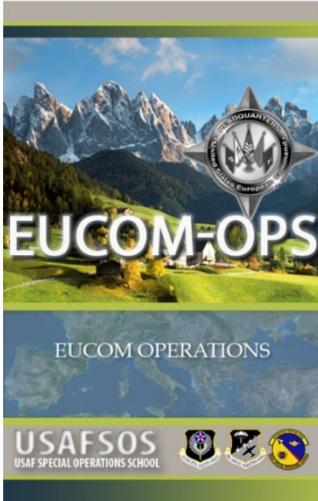
Students



Iterations



EUCOM OPERATIONS



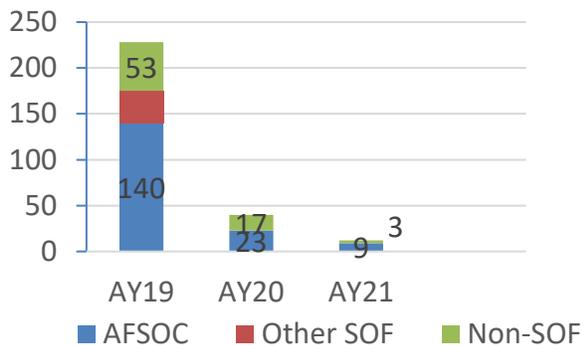
Course Code: EUCOM-OPS
 PDS Code: 2M9
 Length: 5 Days
 Total Course Hours: 33

The European Command (EUCOM) Theater course focuses on US strategic interests within the USEUCOM AOR with emphasis placed on items of greatest importance to AFSOC personnel/units that operate within the theater. In support of the USEUCOM 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.

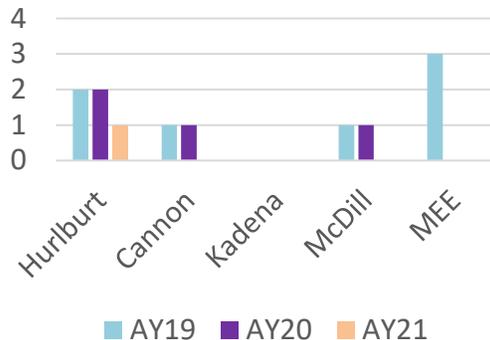
Target Audience: This course is designed for SOF personnel currently serving or en route to the Russia/Eurasia region. As space is available, others may benefit from this instruction. This secondary group includes joint personnel, DOD, or other government personnel with a professional interest in the 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-OPS AY19-21 Student Demographics & Iterations

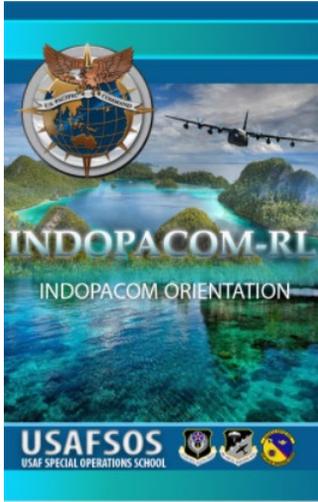
Students



Iterations



INDOPACOM ORIENTATION REMOTE LEARNING



Course Code: INDOPACOM-RL
 PDS Code: 24N
 Length: 4 Days
 Total Course Hours: 28

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

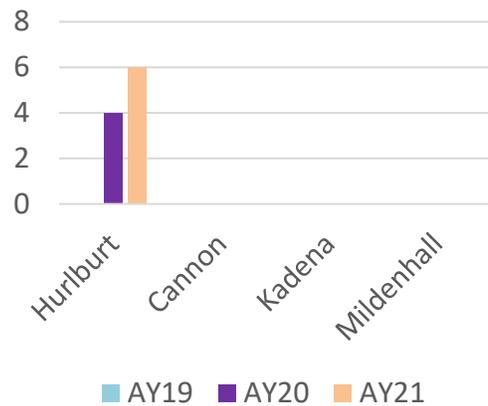
Target Audience: This course is designed for AFSOC members prior to their first deployment to the USINDOPACOM Theater. However, any AFSOC deployer will benefit, as will Joint SOF, USAF Airmen, and DoD-wide SOF enablers. Other DoD and interagency personnel who work in or with INDOPACOM are welcome on a space available basis.

INDOPACOM-RL AY20-21 Student Demographics & Iterations

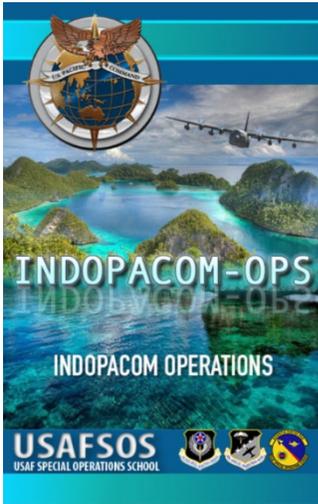
Students



Iterations



INDOPACOM OPERATIONS

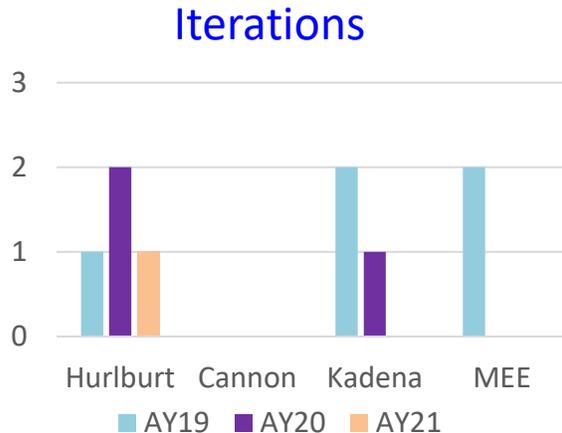
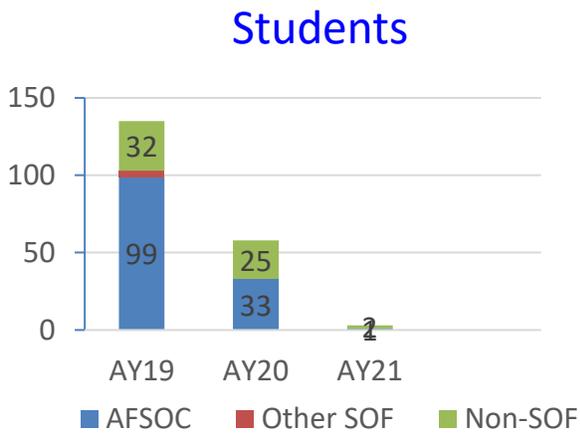


Course Code: T200IPACOM
 PDS Code: 817
 Length: 5 Days
 Total Course Hours: 32

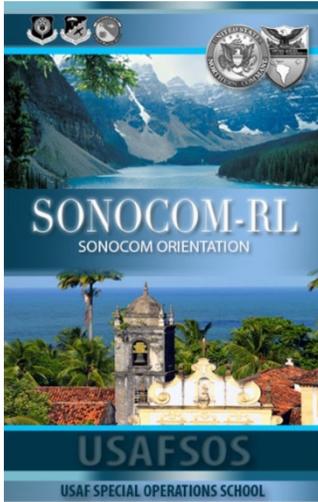
The USINDOPACOM Theater course covers the entire region. USINDOPACOM focuses on US strategic interests in the Asia-Pacific region with emphasis placed upon items of greatest interest to US. Special Operations Forces (SOF). In particular, to Air Force Special Operations Command (AFSOC) units that operate within the USINDOPACOM Area of Responsibility. The course addresses the socio-economic, cultural, political, historical, and security dynamics that influence SOF operations in support of USINDOPACOM's Theater Campaign Plan. Due to its SOF focus, significant time is dedicated to operational perspectives presented by Special Operators who have deployed or have conducted Joint Combined Exchange Training events throughout Asia. Students are also exposed to other subjects of interest to the US government including terrorist activities, transnational crime, and regional organizations in Northeast, Southeast, and South Asia.

Target Audience: This course is designed for SOF personnel currently serving or traveling 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-OPS AY19-21 Student Demographics & Iterations



SOUTHCOM/NORTHCOM ORIENTATION REMOTE LEARNING



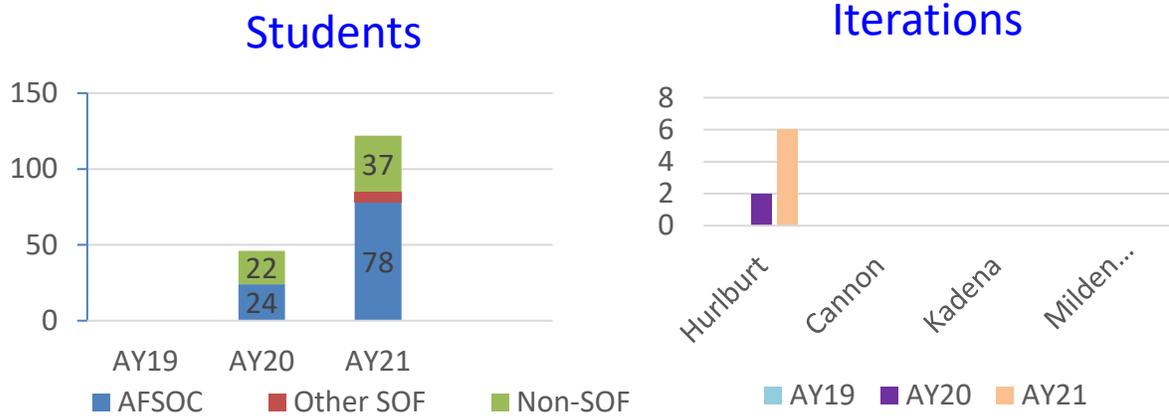
Course Code: SONOCOM-RL
 PDS Code: 2B4
 Length: 4 Days
 Total Course Hours: 24

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

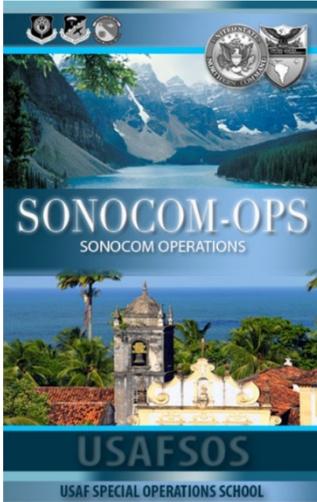
SONOCOM-RL is a 4-day course featuring an instructional combination of self-study and live lectures via the Collaborate classroom. As part of the curriculum, guest speakers with years of knowledge and experience in aspects of the SONOCOM area are brought in whenever possible. Additionally, military members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

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

SONOCOM-RL AY20-21 Student Demographics & Iterations



SOUTHCOM OPERATIONS



Course Code: SOUTHCOM-OPS
 PDS Code: 2MP
 Length: 5 Days
 Total Course Hours: 32

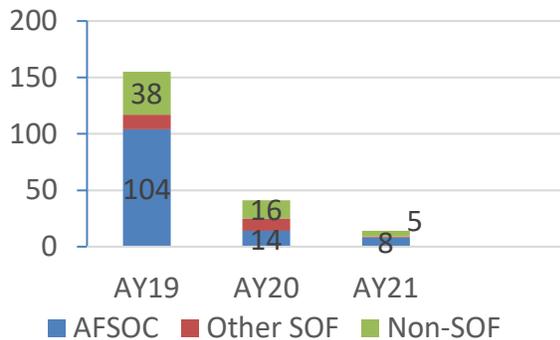
The SOUTHCOM Theater course addresses U.S. strategic interests in the SOUTHCOM and NORTHCOM AORs, with an emphasis on topics of greatest interest to U.S. SOF. As directed by the U.S. National Defense Strategy (NDS) and USSOCOM Commander's Training Guidance (CTEG), this course focuses on the creation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

The course features resident faculty members, guest civilian and military subject-matter experts. This course deliberately seeks to align its topic selections with the applicable AFSOC, USSOCOM, SOCSOUTH, USSOUTHCOM, SOCNORTH, US-NORTHCOM and relevant Headquarters USAF guidance, plans and operations.

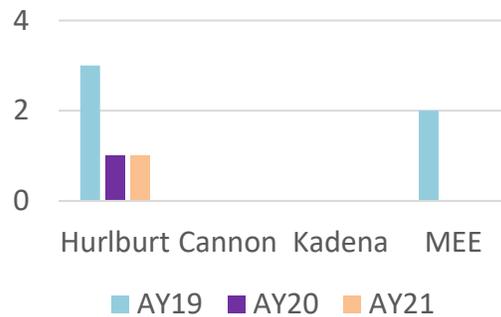
Target Audience: The course target audience includes AFSOC, SOF, SOF-enabling Conventional Forces (GPF), and selected interagency personnel, units, or agencies with requirements for a broader regional political-military, security, and cultural education as an enabler for analysis related to or operational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

SONOCOM-OPS AY19-21 Student Demographics & Iterations

Students



Iterations



BUILDING PARTNER AVIATION CAPACITY SEMINAR



Course Code: BPACS
 PDS Code: 2G6 (*Spanish Version: 1DK*)
 Length: 10 Days
 Total Course Hours: 73

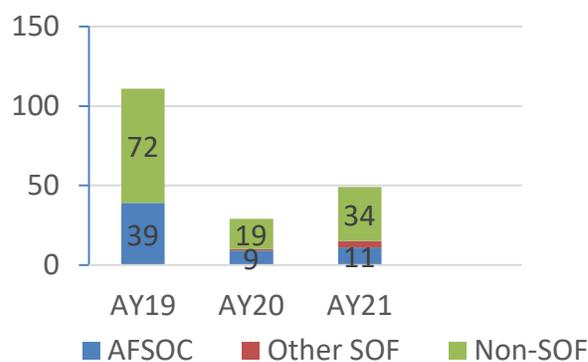
BPACS is designed to expose Partner Nation (PN) participants to the political, military, economic, social information, and infrastructure benefits of aviation resources in the development and defense of the Partner Nation. PN participants will learn specifically about US civilian-military relations, 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.

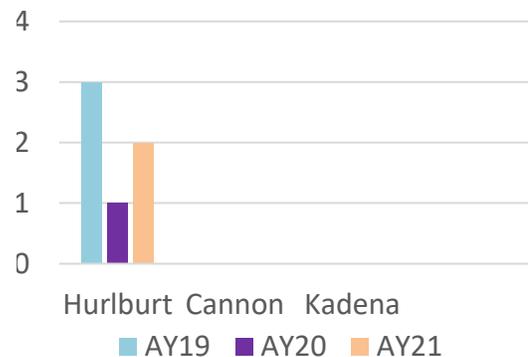
Target Audience: The BPACS goal is to bring Partner Nation military and civilian personnel together with US military members and civilians to build trust and partnership as they work to build a shared, practical vision for the Partner Nation’s aviation resource development. Participants that will be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

BPACS AY 19-21 Student Demographics & Iterations

Students



Iterations



COMBAT AVIATION ADVISING



Course Code: CAA
 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 and 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 an 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.

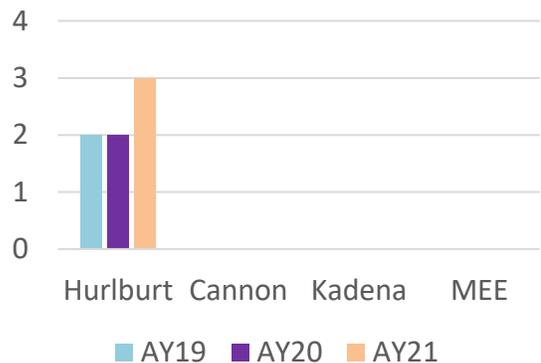
Target Audience: S200CAA is the first phase of the Mission Qualification Course (MQC). This course is also for personnel who, through Air Advising (AA) engagements, conduct Foreign Internal Defense (FID) and/or Security Force Assistance (SFA) activities.

CAA AY 19-21 Student Demographics & Iterations

Students



Iterations



ENGAGE



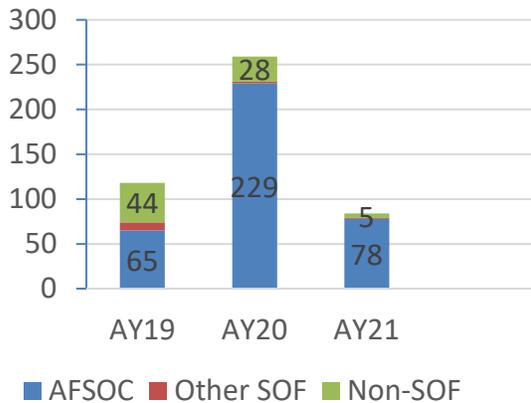
Course Code: ENGAGE
 PDS Code: 2HS
 Length: 5 Days
 Total Course Hours: 31

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.

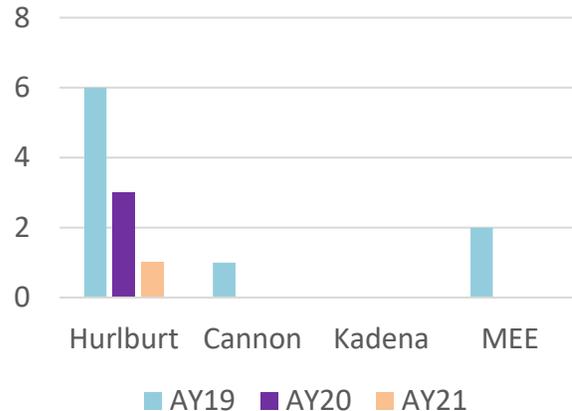
Target Audience: Special Operations personnel who will be engaging in direct, face-to-face interactions with international personnel as part of their duties. This includes but is not limited to: Foreign Internal Defense, Irregular Warfare UTC medical personnel, bilateral/multilateral exercise mission 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 AY 19-21 Student Demographics & Iterations

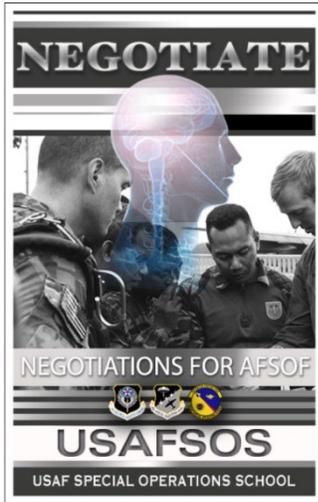
Students



Iterations



NEGOTIATIONS FOR AFSOF



Course Code: NEGOTIATE
 PDS Code: 1LU
 Length: 3 Days
 Total Course Hours: 18

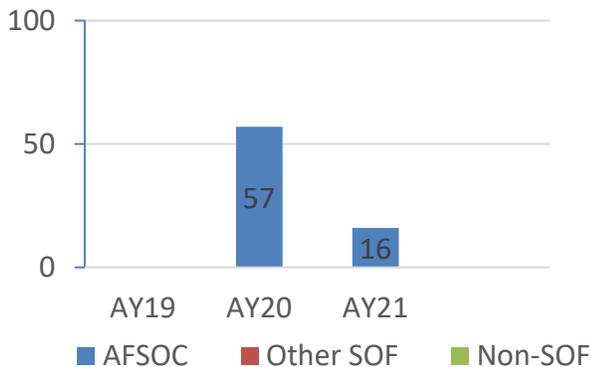
NEGOTIATE meets the ethical negotiation skills requirement of AFSOC operators in culturally complex, joint, combined, and multi-agency environments characterized by varying degrees of competing interests and conflict. The course aims to expand the student's knowledge of foundational theories, principles, and processes and offers opportunities to apply newly acquired knowledge and skills through role-play and structured exercises. This course builds on the basic level of negotiations taught by the USAF Negotiations Center (Practical Guide to Negotiations in the Military, 2nd ed.) used as the baseline level of knowledge. Students will learn how to successfully plan, execute, and debrief negotiated outcomes in various operational contexts using proven psychological theories, models, and Tactics, Techniques, and Procedures (TTP).

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

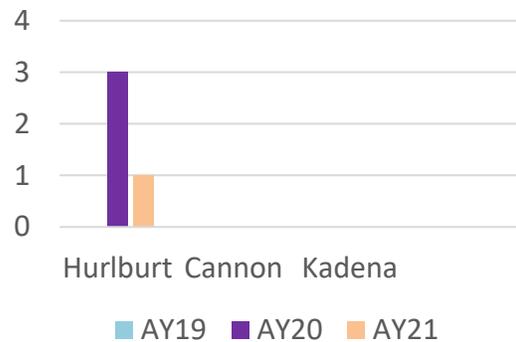
Course Prerequisites: Each AFSOC student must complete USAFSOS W119 Air Commando Indoctrination-RL and Intercultural Competencies for Engagement courses prior to attendance. Waiver authority resides with the Theater Engagement Department Director.

Negotiations AY 20-21 Student Demographics & Iterations

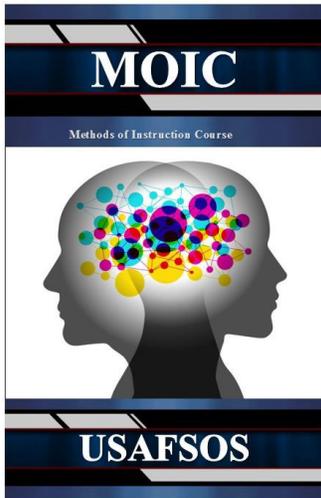
Students



Iterations



AFSOC METHODS OF INSTRUCTION



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

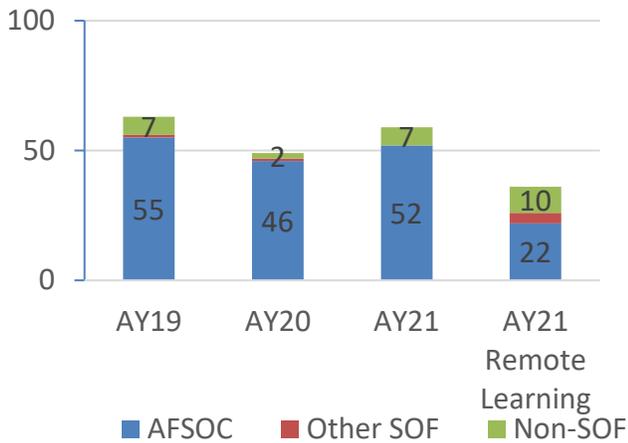
MOIC prepares AFSOC and other selected SOF instructors to develop and teach curriculum. Students will develop skills by creating active learning environments focused on higher levels of learning by implementing various instructional methodologies. A brief overview of learning theory, the Instructional 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 inter-

views/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.

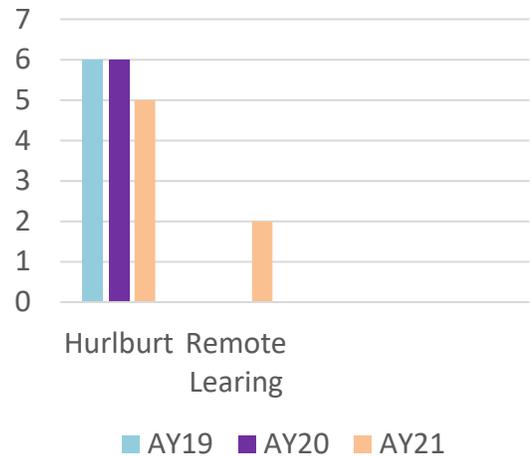
Target Audience: AFSOC faculty members are the top priority along with SOF personnel teaching in any service or joint education/training environment. MOIC is a SOF academic instructor course.

MOIC AY 19-21 Student Demographics & Iterations

Students



Iterations



GLOSSARY

AFSAT	Air Force Security Assistance and Training
AFSOF	Air Force Special Operation Forces
ATO	Anti-Terrorism Officer
ATOC	Antiterrorism Officer 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 Battery
DLIFLC	Defense Language Institute Foreign Language Center
DOD	Department of Defense
FBI	Federal Bureau of Investigation
FID	Foreign Internal Defense
FLC	Flight Leadership Course
IA	Interagency
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 Interview
PACE	Profession of Arms Center of Excellence
SATP	Security Assistance Training Program
SFA	Security Force Assistance

SIS	Student Information System
SLC	Squadron Leadership Course
SLTE	Significant Language Training Event
SME	Subject Matter Expert
SOCOM	Special Operations Command
SOF	Special Operations Forces
SOFA2C	Special Operations 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
TFI	Total Force Integration
TSOC	Theater Special Operations Command
USAFSAWS	United States Air Force Special Air Warfare School
USAFSOS	United States Air Force Special Operations School
USINDOPACOM	US Special Operations Command INDOPACOM
USSOCOM	US Special Operations Command
UW	Unconventional Warfare
VTC	Video Teleconference



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2021

FACTBOOK

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December 2021

AIR COMMANDOS...QUIET PROFESSIONALS