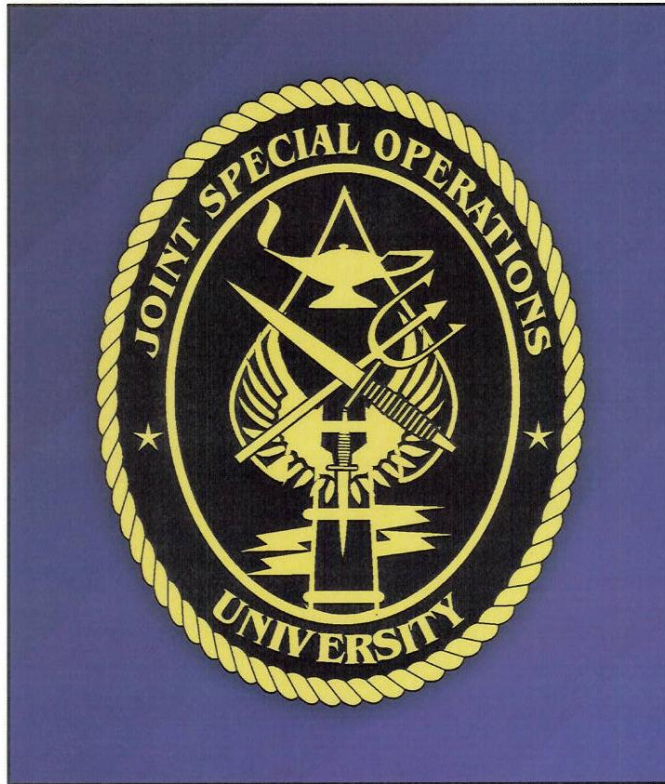


Academic Year  
2011

JSOU  
FACTBOOK

JOINT SPECIAL  
OPERATIONS  
UNIVERSITY



PREPARED BY:  
Director, Institutional Effectiveness (JSOU-DCI)  
Joint Special Operations University  
7701 Tampa Point Blvd  
MacDill AFB, FL 33621  
<https://jsou.socom.mil>



# Message from the JSOU President



The Academic Year (AY) 2011 Factbook clearly illustrates that the Joint Special Operations University (JSOU) has fully transitioned to its new campus at the Pinewood Facility in Tampa, adjacent to MacDill AFB, Florida. Continuing the trend started in AY 2010, JSOU increased its support to HQ USSOCOM and the Theater Special Operations Commands (TSOC), without sacrificing the long-established levels of support to component schoolhouses and professional military education. In fact, all goals and initiatives proposed in the AY 2011 President's Academic Guidance were satisfactorily completed, providing a strong curriculum baseline as we begin the new academic year. As promised, our impact on Special Operations education is becoming more significant, widespread, and appreciated throughout the global Special Operations community.

Real gains were achieved in the number of students attending JSOU courses and academic programs, with a new high of 5,976 total students (a 25% increase) reached with over 170,000 total contact hours for an average of 29 contact hours per student. Included in these gains were a doubling of our Joint Mobile Education Team (JMET) attendance, continued support to Professional Military Education and stabilizing resident course attendance at approximately 1600 students. The percentage of SOF/SOF enabler students increased to a solid 68% (4041 students) while international and interagency student attendance increased by approximately 33% from the previous year. Detailed breakdowns of student demographics and course composition are provided throughout the factbook and I recommend them for your review.

In April 2011, Admiral Olson officially dedicated the Pinewood Campus. Since then, a range of well established and newly developed JSOU courses have been conducted at Pinewood, including functional, interagency, international, and senior level courses. The USSOCOM Staff Education Program (USEP) leads this effort with a 2-week format that is routinely conducted in a first-class Pinewood classroom. The facility also hosts the Joint SOF Senior Enlisted Academy which recently graduated Class 4 and is currently expanding its seminar capacity from three to four fully configured seminar rooms to accommodate planned near-term growth to 60 students per class. Introduced in AY 2011 were the Counter Threat Finance Course, the Cross-Cultural Competence program for SOF, and an Abbreviated Methods of Instruction Course for our growing adjunct instructor program. Additionally, all JSOU courses completed a five-year comprehensive review which resulted in numerous lesson updates, improved instructional methods, and increased relevancy. Courses currently in development at the start of AY 2012 are two advanced modules of USEP, a series of three UW/IW courses for SOF Intel personnel, a TSOC staff professional development course, and a SOF resource management course.

A feature of AY 2011 was JSOU's recognition as a significant part of the Command's International Engagement Program (IEP). During this year, JSOU executed 33 (18 last year) Joint Mobile Education Team events to 26 countries, five internationally focused resident courses with over 100 mid to senior level officers and government officials attending, and supported all TSOC education requests, including dedicated support to the annual SOCCENT Commander's International Symposium. Significant among these

## Message from the JSOU President

educational initiatives was support to the Academy of National Defense in Warsaw Poland, a regional conference for SOCAFRICA and the South Africa Development Community on creating Special Operations Capability, an Operational Planning course for the Uganda Peoples Defense Force (UPDF) and their Special Forces Battalion, and specific courses tailored for both the Iraqi and Afghanistan Special Operations Forces. Of note, as partner nations develop a special operations aviation capability, JSOU has responded with a Special Operations Air Planning Course that was conducted four times in AY 2011, including one for the NATO School.

During the course of its first year in Tampa, JSOU has conducted or participated in numerous command sponsored educational events. Notable was the Office of Strategic Services (OSS) Workshop and subsequent symposium that looked to this agile and highly successful WWII organization for ideas and insights on how USSOCOM could benefit from their experience. Also, JSOU actively participated at two Sovereign Challenge Conferences, all Global Scout workshops, conducted an Effective Facilitator's Course for SOCOM staff and JSOU faculty, and put together the first ever "SOF Power" workshop to further develop this long overdue concept and better define its meaning. JSOU continued to lead academic research development for the Special Operations community by conducting an annual research conference and publishing the USSOCOM 2012 Annual Research Plan. JSOU took the initial steps to forge a strong academic relationship with the NATO SOF Headquarters' Training Center at Chievres AB, Belgium and is planning to position a JSOU Liaison there in late AY 2012.

Finally, as JSOU enters its second year in Tampa, the future looks bright. Its established programs and curriculum are requested from throughout the SOF community, and more are in development. Pinewood has become a "Center of Excellence" for joint SOF learning and will have greater impact as it becomes connected through classroom video teleconference systems and a "dot edu" academic knowledge portal already in planning. With data collection completed and initial input from components, the Joint Special Operations Education Strategic Plan is nearing completion and will be published in early AY 2012. This document looks to the next five-ten years of SOF professional development and provides powerful options for Admiral McRaven to make SOF "the most educated force ever!" JSOU is ready for this challenge as shown by receiving the "Learning Spotlight Award" from the prestigious Elliott Masie Center for the "work, programs and innovations of Joint Special Operations University".

Sincerely,

BRIAN A. MAHER, Ed.D.  
President

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# JSOU MISSION and FUNCTION

The Joint Special Operations University (JSOU) serves as the USSOCOM lead component for all matters pertaining to joint SOF education. The mission of JSOU is to:

***Provide operational and strategic level special operations education and research to Special Operations Forces and the joint, interagency, and international communities in support of USSOCOM objectives.***

To accomplish this, JSOU provides unique SOF-specific curricula to HQ USSOCOM, service components, and Theater Special Operations Commands (TSOCs) that is not available through other academic programs. JSOU is the arbiter across the command for joint, combined, and interagency SO curricula and advises the CDRUSSOCOM on joint SO education. Its current capability includes resident courses and certificates, joint mobile education teams (JMET), component school support, focused courses and seminars, counter terrorism fellowship program (CTFP) and open courses to international students, theater engagement programs, joint/service PME electives, command-wide research, periodic publications, and symposiums and workshops.

The Joint Special Operations University was established in September 2000 as an institution of higher learning focused on joint special operations education. Army Gen. Peter Schoomaker, former Commander in Chief of U.S. Special Operations Command, envisioned JSOU as an instrument that could meet the specific educational needs of special operators and non-SOF national security decision makers; it is a USSOCOM investment to help ensure that SOF remains a relevant force in the future.

## Functions and Responsibilities

USSOCOM Directive 10-1, dated 15 Dec 2009, outlines specific roles, missions and functions for each of the USSOCOM component commands to include JSOU. The specific roles and responsibilities assigned to JSOU can be seen in ANNEX 1 of this document.



JSOU Headquarters Activation Ceremony April 2011

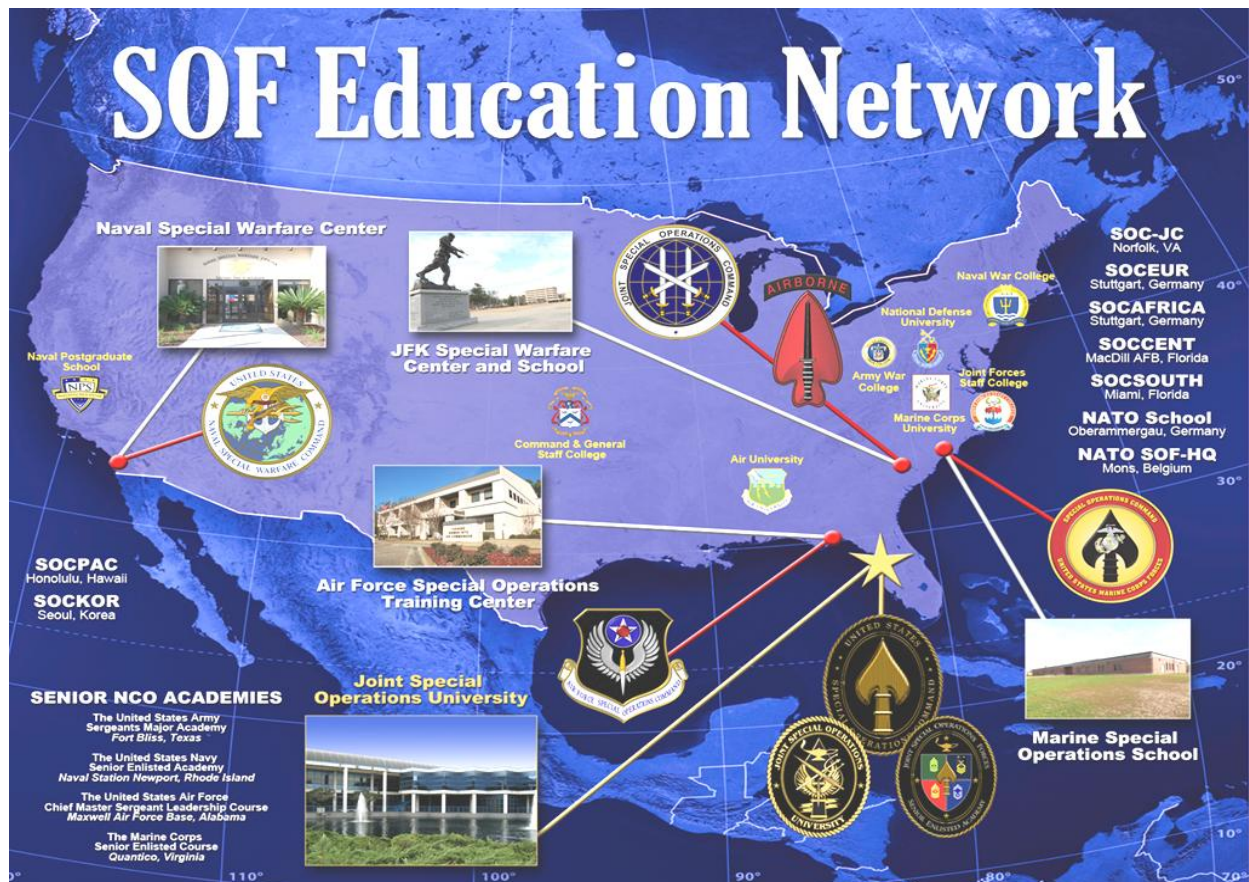


# SOF EDUCATION NETWORK

## USSOCOM Education Vision

“The Operator is the ‘platform’ upon which all other systems must orient. The Operator is the core of USSOF. The future of USSOCOM remains the *Operator* – an expert in warfighting skills, executing the core activities, and understanding cultures around the world.” The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic, adaptive professional education opportunities via existing joint and Service PME programs or through developing and delivering SOF-unique programs.

USSOCOM DIR 621-1 7 January 2011



JSOU, a direct reporting unit to USSOCOM, resides at MacDill Air Force Base in Tampa, FL and is collocated with USSOCOM. JSOU is a joint educational institution that serves as the education “Center” of the U.S. Special Operations Command in the sense of a Geographic Combatant Commander’s regional center. It is designed as an institution of the future that incorporates new and innovative curriculum, instructional programs and teaching methods, while easily adapting to a changing global environment. The JSOU faculty recognizes that education is a long-term commitment and that JSOU must set high academic standards to which others aspire. The strategic and operational level competency of graduates is the measure JSOU uses to define success.



# JSOU LEADERSHIP



## **President**

Dr. Brian A. Maher  
SES, Joint Special Operations University



**Senior Enlisted Leader**  
CSM Richard C. Kimmich,  
USA



**Vice President**  
COL Steven G. Meddaugh,  
USA



**Chief of Staff**  
Mr. Donald T. Tyler



**Dean of Academics**  
Dr. Joe E.  
Kilgore



**Director,  
Strategic  
Studies**  
Dr. Kenneth H.  
Poole



**Director,  
Operational  
Studies**  
Mr. George H.  
McNair



**Director,  
Professional  
Development**  
Mr. Boyd L.  
Ballard



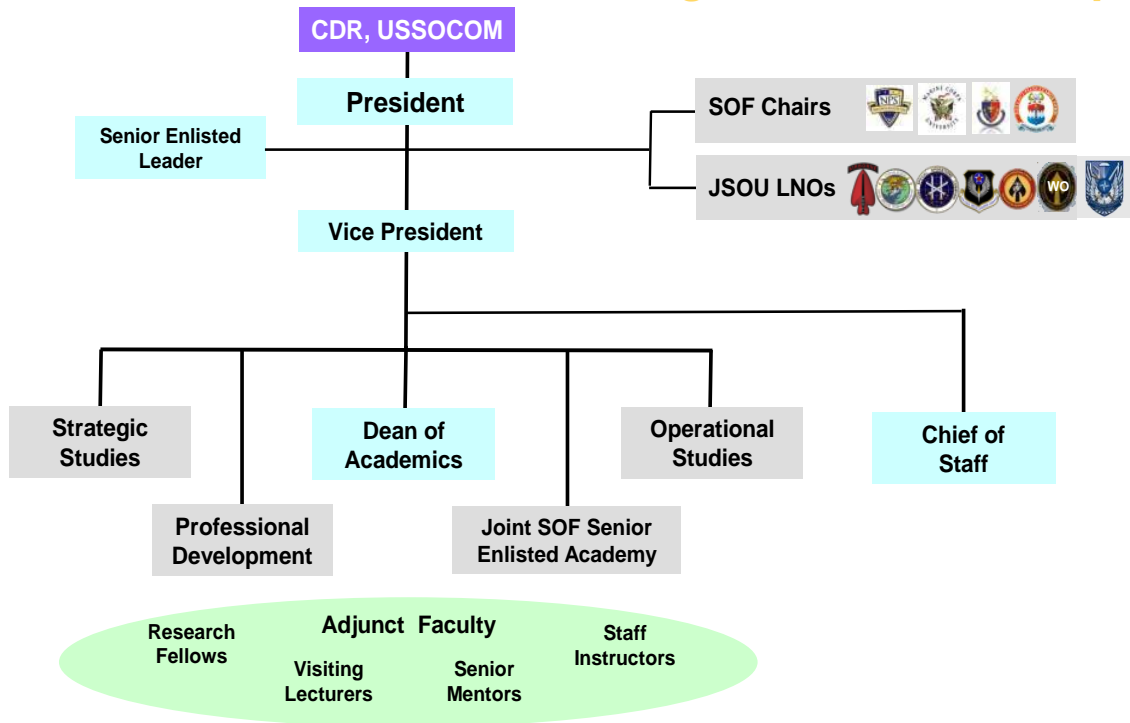
**Commandant,  
JSOFSEA**  
SGM Kent C.  
Dolasky, USA

## **JSOU SOF Chairs**

Col Patrick Pihana - National War College/ICAF  
COL Gregory Wilson - Naval Postgraduate School  
LTC Michael Lewis - Marine Corps University  
Mr. Mike Bennett - Joint Forces Staff College

# JSOU ORGANIZATION

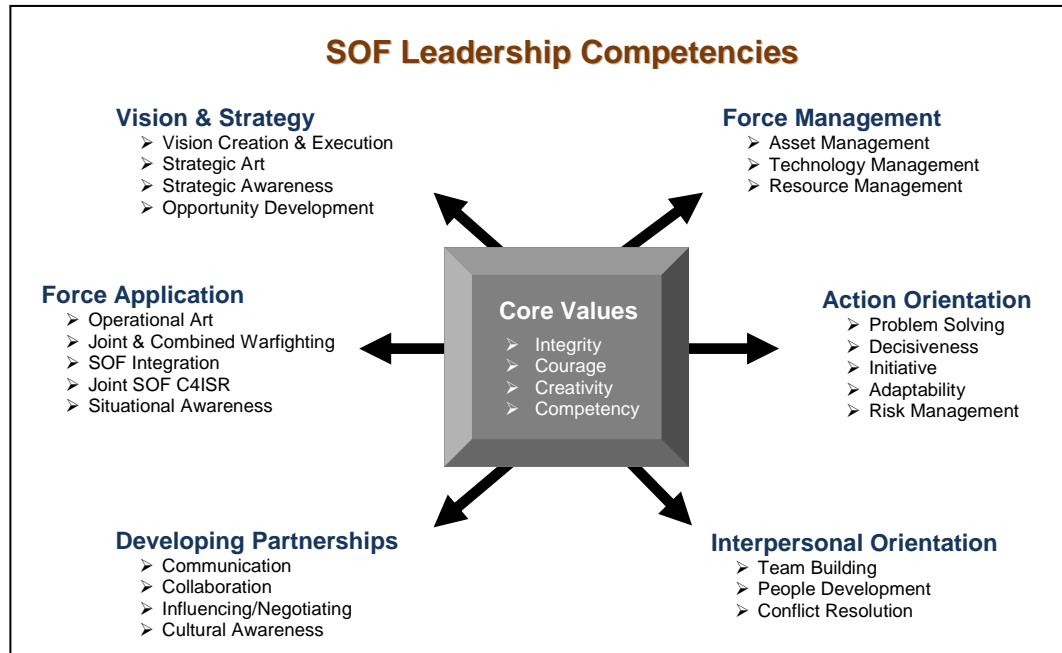
The following figure depicts the current JSOU organization. It represents the structure approved by the USSOCOM Board of Regents and is configured to support independent operations at MacDill AFB, FL.



# JSOU VISION

***“The first choice for special operations education and knowledge throughout the world.”***

JSOU is a joint educational institution that serves as the education “Center” of the US Special Operations Command in the sense of a Geographic COCOM’s regional center. It is designed as an institution of the future that incorporates new and innovative curriculum, instructional programs and teaching methods, while easily adapting to a changing global environment. Our faculty recognizes that education is a long-term commitment and that JSOU must set high academic standards to which others aspire. The strategic and operational level competency of our graduates is the measure JSOU uses to define success.



Leadership Competencies Provide the Basis of JSOU's SOF Certificate Program

## JSOU Vision for Academic Years 12-15

- Establish JSOU main at MacDill AFB in a permanent “state of the art facility”
- Establish the Professional Development Department
- Establish satellite campus/liaison at Camp Lejeune
- Maintain a joint education capability at Hurlburt Field
- Establish the JSOU Press and publish a SOF Journal
- Continue to place SOF Chairs at all JPME/PME Institutions
- Assign JSOU Rep/Education Advisor to Regional Centers/TSOCs, & selected IA schools
- Fully develop the SOF Education Network

# JSOU STRATEGIC GOALS

The expanded role in the post-9/11 world placed new imperatives on the preparation of joint special operations forces (SOF) to meet the rigors of the GWOT. Preparation has several components and, for joint SOF, USSOCOM has legal authorities and responsibilities for each. Joint Special Operations University (JSOU) as the designated agency within USSOCOM to conduct joint SOF education was tasked with and directed to provide relevant, realistic, leading-edge educational opportunities to military and civilian special operations forces personnel around the world.

As a result of USSOCOM's evolving operational priorities and mission refinements, JSOU continuously examines its role in joint SOF education. Based upon a comprehensive analysis of joint SOF educational requirements conducted in 2006, JSOU developed an eight year Strategic Plan for SOF Joint Education transformation that focuses on the development of joint SOF leaders at every level. It identifies the following key goals and objectives for the continued improvement of joint SOF education over the remainder of this decade and beyond.

## **Goal 1: Develop a comprehensive education management strategy**

- 1.1 Determine SOF competencies and educational requirements of SOF joint billets.
- 1.2 Establish a career management and leader development program for joint SOF.
- 1.3 Strengthen SOF joint educational oversight and empower JSOU to execute its guidance.
- 1.4 Develop a command-wide distance learning plan that synchronizes all MFP-11 initiatives.

## **Goal 2: Develop a strategic program of analysis, research, and publication**

- 2.1 Engage intellectually with civilian academia, think tanks, and the interagency, international, and joint US military communities.
- 2.2 Assist SOF PME students conducting research on SOF topics.
- 2.3 Develop a publishing capability to address critical SOF issues.
- 2.4 Develop a virtual repository of literature, analyses, insights, and strategic issues.

## **Goal 3: Foster relationships with Professional Military Education, SOF joint operational commands, the Interagency community, and multinational partners**

- 3.1 Improve and synchronize SOF education in officer and senior enlisted PME.
- 3.2 Establish a dedicated MFP-11 SOF Chair at each Intermediate and Senior Level College .
- 3.3 Provide SOF's joint operational commands and components with tailored education.
- 3.4 Capture academically relevant lessons learned and expedite inclusion into curricula.
- 3.5 Support USSOCOM intent of providing strategic credibility and influence through building partner capacity with multinational partners.

# JSOU STRATEGIC GOALS

## **Goal 4: Deliver joint education content by multiple delivery methods including resident and non-resident classrooms, video teleconferencing, and web-based systems**

- 4.1 Emphasize seminar style, learner-centric interactive classroom instruction.
- 4.2 Develop a game-based learning, exercise, and/or simulation capability.
- 4.3 Implement web-based instruction to augment resident and non-resident courses.

## **Goal 5: Develop a program of study based upon SOF leadership competencies to meet the joint educational needs of SOF**

- 5.1 Design a competency-based curricula that improves SOF readiness and supports the command's Global War on Terrorism mission.
- 5.2 Develop SOF "certificate" programs supporting operational level professional development.
- 5.3 Make selected courses/certificates mandatory for designated joint SOF positions.

## **Goal 6: USSOCOM should enhance JSOU's strengths in joint SOF education, research, and education technology**

- 6.1 JSOU will lead and must strengthen the USSOCOM educational system.
- 6.2 Establish a JSOU detachment at MacDill AFB.

JSOU's continually evolving educational mission continues to be a crucial linchpin in developing the kind of leading edge, adaptive, and innovative thinking that will allow joint SOF continued success at the tactical level while improving our capacities to succeed at the operational and strategic levels.



# JSOU's STRATEGIC MODEL/PRIORITIES/GUIDANCE

## *Strategic Model*

In early 2011 JSOU embarked on an important journey to develop and publish a Joint Special Operations Strategic Education Plan for 2012-2020. The plan would shape an education strategy that would position the United States Special Operations Command and Special Operations Forces for continued success. During the past year the Joint Special Operations University conducted data collection across the command via electronic and hard copy surveys, focus groups and senior leader interviews, then conducted an analysis and re-socialized their findings with command participants. This planning document will communicate our education strategy, provide goals and a series of objectives and recommended tasks against each goal, and lay the foundation to successfully provision Special Operations Forces with advanced educational opportunities and critical problem-solving skills needed to meet the foreseeable strategic environment within which we will operate.

Building upon our mission, vision, and core values to invest in our force and maximize their capabilities, the following strategic initiatives help define our priorities in education:

- (1) Develop principled leaders capable of effectively operating in a complex, globalized environment.
- (2) Enhance the joint learning environment for Special Operations Forces.
- (3) Prepare SOF to better represent USSOCOM in professional military education and raise the knowledge level about special operations to the general purpose force, interagency, and international communities.

JSOU believes this set of strategic initiatives synthesizes our most important education aspirations for special operators. Over the upcoming year these strategic initiatives will be further refined with goals, measurable objectives and implementation plans with established benchmarks, in order to prioritize our resources to meet SOF and this command's collective vision to be the most educated force ever.

## *JSOU AY 2011 Priorities*

1. Increase emphasis on HQ USSOCOM; build greater awareness of JSOU
2. Put credible student assessment (testing) into all courses
3. Convert recurring JMETS and PME electives to formal courses
4. Conduct 2 x VTI lessons per course starting in the third quarter
5. JSOFSEA – Expand to 3 seminars; complete formal program review
6. Conduct a 5-year ISD review of the following courses:
  - JSOU-O: Ops Certificate, Staff Certificate, IW series, SOFSEC
  - JSOU-S: IA series, SOCbT/CTFP courses
  - JSOU-D: MOIC/Faculty Development
7. Publish an updated JSOU Strategic Plan (years 2012-2020)
8. Define and collect better metrics/analysis on course demographics, instructors and student feedback
9. Establish an adjunct faculty concept in HQ USSOCOM

# JSOU's STRATEGIC MODEL/PRIORITIES/GUIDANCE

10. Get the portal established and usable (NIPRNet & SIPRNet)
11. Continue to grow JSOU's research capability
12. Define the Professional Development Department

## *JSOU AY 2012 Priorities*

1. Develop implementing plans for the SOF Education Strategic Plan and include appropriate issues into POM 14-19 planning
2. Develop and implement programs as defined in USSOCOM DCRs
3. Extend JSOU courses to component locations using the SOF Education Network
4. Significantly expand VTI usage and complete the JSOU portal for all approved courses
5. Convert ISOF to an on-line distance learning format using BlackBoard LMS
6. Form academic partnerships with local universities
7. Increase international student attendance in JSOU courses
8. Complete the study and design of the JSOU MILCON project
9. Define and coordinate a "special" academic relationship with NDU
10. Extend Reserve Manning & Fill w/qualified personnel

## *Academic Guidance AY 2012*

### **General Guidance**

Our primary focus in Academic Year (AY) 2012 is to continue AY 2011 efforts that define and stabilize the Joint Special Operations University (JSOU) at MacDill AFB and increase its value to US Special Operations Forces (SOF), particularly to Headquarters, USSOCOM. As such, we will continue to engage the headquarters' leadership and key staff to determine their academic needs and to adjust or develop appropriate educational solutions to meet those needs. We will continue to improve the initial modules of the USSOCOM Staff Education Program (USEP), adding new modules as resources allow and USSOCOM Chief of Staff approves.

In this year, JSOU will review those education-like courses and academic programs conducted by HQ USSOCOM with the intent of transferring them to JSOU for execution and sustainment. Course proponency and solicitation of students will remain with the J-Staff sponsors. Additionally, we will implement new programs such as Joint Irregular/Unconventional Warfare courses for Intelligence officers, a Theater SOC professional development program, a Joint Civil Affairs Advanced Skills course, and a joint planning module in USAJFKSWCS's UW Operational Design Course (UWODC).

As resources are provided, we will revamp and expand the functional support curricula, synchronizing their learning outcomes and course duration with USEP. JSOU remains committed to conducting the SOJA sponsored Joint SOF Legal Advisors Course (SOFLAC) and, in conjunction with SOFM, developing a SOF Resource Management Course. We will continue to advance the SOF Education Network and support all USSOCOM components by leveraging our in-place academic liaisons and configuring suitable classrooms with appropriate technological capabilities to routinely conduct

# JSOU's STRATEGIC MODEL/PRIORITIES/GUIDANCE

classes and improve access to JSOU courses. This will be the preferred method of delivery for all curricula delivered to component schoolhouse locations and will become a normal extension of most Pinewood delivered courses.

The successful Staff Adjunct Faculty program should be extended to courses beyond USEP including to component locations as subject matter experts with unique knowledge appropriate to the JSOU curriculum are identified. Anticipating final design of a JSOU Advanced Cultural Competency program, we will establish a dynamic academic environment to address the command's understanding of regions we expect SOF to operate in beyond current combat operations.

Support to PME programs should remain at AY 2011 levels, except for planned new initiatives at the USA Command & General Staff College or where SOF Chair positions are gapped or recently filled. As a caution, International Engagement activities can not exceed 25% of JSOU's overall level of effort (definition pending) and must be funded through approved DoD and Security Assistance education programs.

JSOU must continue to maintain the highest academic standards in faculty proficiency, program quality and innovative curriculum delivered through multiple learning methods consistent with the Accrediting Council for Continuing Education & Training (ACCET) guidance and directives.

## **Specific Guidance**

1. Continue development of academic programs focused HQ, USSOCOM and USSOF.
  - Two advanced modules of USEP
  - Joint SOF Senior Intelligence Liaisons Officers Course
  - Combating Terror Finance Course
  - Three courses within a Joint Intelligence IW/UW Course series
  - Advanced Cultural Competency program for USSOCOM
2. Develop and implement academic programs as directed by HQ USSOCOM as defined in approved DOTMLPF Change Requests (DCR). These include:
  - Theater Special Operations Command professional development program
  - Joint Civil Affairs Advanced Skills Course
  - A SOF Resource Management Course
  - Joint Military Information Support to Operations Course
  - Village Stability Operations Course
3. As the SOF Education Network becomes a reality, extend selected JSOU courses conducted at Pinewood to component locations. Significantly expand Video Tele-instruction (VTI) usage and complete the JSOU portal for all approved courses.
4. Extend the JSOU classroom (prior to and following formal in-residence instruction) by converting suitable curricula to on-line distance learning formats using the BlackBoard learning management system. As a minimum, complete an Introduction to Special Operations course.

# ACADEMIC YEAR 2011 HIGHLIGHTS & ACCOMPLISHMENTS

USSOCOM's mission has evolved rapidly since September 2001, as has the need for innovative and educated special operations forces. The Joint Special Operations University has been working for more than ten years to integrate and transform the educational mission and academic processes to accommodate the ever-expanding changes in the world of special operations.

During the 2011 academic year, JSOU successfully met its goals by tailoring and improving course offerings; by steadily improving and increasing the faculty experience base; by increasing the use of technology and Joint Mobile Education Teams (JMETs) for course delivery to remote locations; and by increasing the degree of educational integration with Joint and Service PME institutions.

## **Dean of Academics, JSOU-D**

AY 2011 saw immense growth in the number of courses and students. We are installing new technology in our classrooms and finishing the modifications to our facility at Pinewood.

The Dean's staff standardized the internal curriculum review process to provide periodic developmental reviews for lesson plans, new courses, and annual reviews for existing courses. 100 percent of the resident courses taught by JSOU have now been subjected to a formalized review and approval process.

In AY 2011, the Dean's staff renewed the accreditation for the University and applied for the Florida Articulation and Standard course numbering system. The end result will be Florida issued course numbers and acceptance by all Florida Department of Education governed schools. We also applied for Joint Credit for our courses. Two were recognized by the Joint Staff J7 with 14 still pending. The result of this review is Joint Professional Education credits for Joint Staff Officers.

The Faculty Development staff continued excelling with the Methods of Instruction Course (MOIC) and the new MOIC-A course for our adjuncts. The MOIC course prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. The newly developed MOIC-A course is a one day course for the SOCOM staff and other interested people who routinely present instruction in JSOU courses. Both the MOIC and MOIC-A contains an overview of learning theory and presentation methodology. The MOIC includes the Instructional Systems Development (ISD) 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 Dean of Academics Department continued to grow during AY 2011. We have a fully staffed Admissions division consisting of the Director, two registrars and a student services person. Additional personnel were hired in the Information Technology (IT) shop, the Institutional Effectiveness branch, and curriculum development. Additionally, a blackboard administrator and a graphic artist were hired to support the entire university.

# ACADEMIC YEAR 2011 HIGHLIGHTS & ACCOMPLISHMENTS

The Joint Special Operations University hosted 67 attendees for the 2011 SOF Ed Conference from 28 to 30 Jun 2011. The conference theme was, “***Innovative Approaches to Education: Bringing SOF Education into the 21<sup>st</sup> Century.***” (Reference Appendix 3 of this book for the 2011 SOF Education Conference agenda.)

The Dean of Academics Department now consists of 21 personnel with a total of 25 on the required line of our manning document.

## **Operational Studies Department, JSOU-O**

The Operational Studies Department mission expanded in AY 2011, even while reestablishing the Department's base support infrastructure at MacDill Air Force Base. The department increased its support to joint SOF education in the Headquarters, Components, Theater Special Operations Commands, and Professional Military Education institutions. Efforts at building partner nation capabilities in the fight against terrorism set the stage for SOF doctrinal interoperability at the international level. The department continues to educate individuals on joint operational concepts so that they can function more effectively in the collective joint special operations environment. Continued augmentation of task forces in the theater of war and new programs with coalition SOF highlighted this academic year.

The Operational Studies Department developed and launched the USSOCOM Staff Education Program (USEP), which provides education to members of USSOCOM and other appropriate organizations on special operations fundamentals and the unique duality of the United States Special Operations Command. At the direction of the USSOCOM Chief of Staff, and with the participation of the USSOCOM staff elements, the program was implemented to better support the needs of the command. The USEP focuses on USSOCOM's Title 10 and Combatant Command responsibilities, as well as its unique service like and major force program functions. The USEP course is mandatory for all newly assigned military and government employees to USSOCOM Headquarters

Faculty in the Department's Certificate Courses Division continued to develop and conduct courses designed to meet the demands of the Special Operations community. These included its cornerstone Joint Special Operations Planning Course, Joint Civil Military Operations Campaign Planning Workshop, and Special Operations Forces Senior Enlisted Course which prepare Special Operations forces and enablers for assignment to a Joint Special Operations duty position, as well as for duty at a Joint Task Force or a Joint Special Operations Task Force.

The Department's Irregular Warfare (IW) Division expanded its three course portfolio and its reach to PME institutions and other venues. With its existing Introduction to IW, Warfighter Certificate-Irregular Warfare, and IW Advanced Courses, the division now includes a Senior Intelligence Leader's Orientation Course and the Counter Threat Finance Course. The Division provided instruction on IW to multiple PME Institutions supporting sister JSOU Departments and fellow Operational Studies education events.



# ACADEMIC YEAR 2011 HIGHLIGHTS & ACCOMPLISHMENTS

The Department has been steadily engaged in providing SOF educational support to the professional development of the USSOCOM Service Components. In AY 2011, Department instructors provided tailored SOF education to the Naval Special Warfare Command's Junior Officer Training Course and SEAL Lieutenant Career Course and also to the Marine Special Operations Command's MARSOTF Deployment Certification Exercise program. Department instructors also provided educational support to the USAF Special Operations School curricula.

In its continuing provision of SOF educational support to the Department of Defense Professional Military Education institutions, the Operational Studies Department has been in a constant process of revising and refining its educational programs at the Joint Forces Staff College's Joint and Combined Warfighting School (JCWS), the Joint Advanced Warfighting School (JAWS), and at the Service Intermediate Level Colleges and Advanced Studies Programs. All of these educational programs have been increasing their focus on the GWOT and on emerging SOF doctrine.

Mr. George H. McNair is the Department Director. The Department consists of 20 full time personnel, 1 US Army Individual Mobilization Augmentee, and 17 part time Associate Faculty members.

## **Strategic Studies Department, JSOU-S**

The Strategic Studies Department achieved its assigned AY 2011 objectives through three division-led programs: Senior Education, Interagency Education, and the International Engagement & Regional Education. Additionally, JSOU's research and publication remained engaged through the research senior fellows program and the JSOU Press team led by the Research Director and the JSOU Press Editor.

The Senior Education Division conducted the Combined/Joint Force Special Operations Component Commander's Course (C/JFSOCCC) pursuant to the specifications in the Chairman, Joint Chief of Staff's Officer Professional Military Education Policy. Following the August 2010 inaugural course; the Senior Education Division refined and presented the C/JFSOCCC to 18 Service Chief-selected, GO/FO/SES representing each USSOCOM component, the Services, and partners from other federal agencies. JSOU Senior Fellows supported the executive education by designing the exercises and assisting as facilitators. Senior Education Division personnel also conducted the Joint SOF Pre-Command Course (JSOFPCC). A total of 80 SOF command-selected personnel (O5 & O6 Commanders and Command Senior Enlisted Leaders) attended the two iterations of JSOFPCC. Both of these courses provide command-selected participants with a joint SOF venue to share from each others experiences while fulfilling a long term objective of providing senior SOF warfighters continuing education.

The Interagency Education Division delivered a full schedule of courses, seminars and individual lessons designed to enhance understanding of how our nation plans and synchronizes operations against terrorist networks. The Combating Terrorism Executive Interagency Seminar (CbTEIS) served as the program's flagship event attracting flag

# ACADEMIC YEAR 2011 HIGHLIGHTS & ACCOMPLISHMENTS

officer and SES grade level personnel as well as diverse interagency participation. The Division also conducted regular quarterly iterations of the Combating Terrorism Networks Seminar (CbTNS) and the SOF Interagency Collaboration Course (SOFIACC) for more than 250 senior and mid-career national security professionals. The division exported the essence of those courses in the form of focused seminars to NAVSPECWARCOM and SOCPAC, and as outreach lessons taught at other institutions including the Foreign Service Institute, Central Intelligence Agency University, U.S. Army War College, Joint Forces Staff College, and the USAF's Air Advisor Course. The division continued a strong working relationship with the USSOCOM Interagency Task Force through regular interaction and by conducting an orientation course in Washington, DC for Special Operations Support Team personnel.

The Department's Senior Fellows supported a variety of educational events and were directly responsible for several projects. They designed and executed the academic program of USSOCOM's Foreign Military Attaché Conference (Sovereign Challenge) during November 2010 in El Paso, Texas and June 2011 in Dearborn, Michigan. The resident Senior Fellows represented JSOU at the Global Scout Experimentation series led by HQ USSOCOM J7/J9 staff. Forward thinking was instrumental in organizing a special project directed by the USSOCOM Commander to review the implications for the future of SOF using the experience of the OSS as models for inspiration. The Senior Fellows organized and conducted a series of actions beginning with an Innovation Workshop during November 2010. The workshop was followed by a directed study by 18 representatives from the USSOCOM Headquarters staff and SOCOM components. The study focused on four areas: Selection, Organization, Authorities, and Resources to identify potential recommendations for SOF. The research culminated with a seminar during January 2011 during which recommendations were scrutinized by the collection of representatives from the Components and staff and included participation by the SOCOM Commander, Chief of Staff and every J-code Director.

The Strategic Studies Department continued to support senior service college wargames conducted by the service war colleges. For the seventh year the department supported the Strategic Decision Making Exercise (SDME) at the U.S. Army War College. This exercise has a distinct interagency dimension and students are challenged to develop courses of action and make decisions at a national strategic level. Similarly, the Department provided a mentor to guide students through the application of SOF at the Air War College's Global Challenge wargame. JSOU SOF experts were also involved in the Joint Land, Air, Sea, and Space Simulation (JLASS) that brings students from each war college to Maxwell AFB, Alabama for a capstone exercise in which teams from each war college role play the Unified Command staffs and work through a challenging global warfighting scenario.

Research and publishing, a core JSOU requirement, continues to be managed through the JSOU Press. To date, the JSOU Press, supported by JSOU's Senior Fellows, produced more than 60 research monographs, manuals, and reports of proceedings. During AY 2011 PME students' writing was highlighted through the co-sponsored JSOU and NDIA SO/LIC annual essay contest. The first and second place essay winners, both from Naval Postgraduate School, received awards at the 2011 NDIA

# ACADEMIC YEAR 2011 HIGHLIGHTS & ACCOMPLISHMENTS

SO/LIC Symposium and the top five essays were published as a JSOU monograph. Featured studies during AY 2011 included faculty and SOF researcher products on innovation and technology, cross cultural competence, as well as an examination of the current tensions in Yemen and Oman. Also, considerable effort was undertaken to update JSOU's Special Operations Forces Reference Manual and the SOF Interagency Counterterrorism Reference Manual.

The Joint Special Operations University hosted 72 participants for the Office of Strategic Services (OSS) Model and the Future of the Special Operations Forces (SOF) Warrior Seminar, 11-12 January 2011 at the Bayshore Club, MacDill Air Force Base, Florida. Reference Educational Events in the back of this book for a detailed description of the OSS and Appendix 2 2011 OSS Symposium agenda.

As of the close of the 2011 academic year, the Strategic Studies Department includes 19 full time personnel, 22 part time Senior Fellows, and 3 U.S. Army drilling reservists.

## **Joint Special Operations Forces Senior Enlisted Academy, JSOU-E**

AY2011 was the second year for the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA), JSOU-E. JSOFSEA conducted two classes of 57 students consisting of 23 Army, 13 Navy, 13 Air Force, and 8 Marines. The JSOFSEA is funded through the FYDP in the USSOCOM Program Objective Memorandum.

The JSOFSEA course consists of two phases. The distance learning phase lasts for six months and begins with National Defense University's on-line Senior Enlisted Joint Professional Military Education Course. Students continue with knowledge-based instruction on a variety of topics, including effective study methods, joint communication, joint leadership, organizational management, national strategy, as well as the history of Special Operations and USSOCOM.

Immediately following the distance learning phase, the eight-week resident phase begins. Course work is designed to prepare students for future assignment as senior enlisted leaders at the theater, component, and combatant command level. The course culminates with a multi-day situational exercise challenging students to apply critical thinking while requiring them to employ the concepts learned throughout the course.

A key tenet of the Academy concept is its recognition as a senior enlisted professional military education institution, with its graduates receiving credit for senior enlisted PME completion from their respective services. The JSOFSEA Commandant briefed each of the service Senior Enlisted Advisors to obtain their concurrence of equivalency. Once achieved, each service's concurrence of the JSOFSEA as a service-equivalent senior enlisted professional military education course will be formally documented in the next revision of the Memorandum of Agreement executed between the service and USSOCOM.

The JSOFSEA continued development of the course content in the Blackboard Learning Management System. Blackboard allows students across the globe to access

# ACADEMIC YEAR 2011 HIGHLIGHTS & ACCOMPLISHMENTS

course content electronically at any time. This feature is critical to the success of the program, as Special Operations Forces are deployed worldwide and will be completing the distance learning phase of instruction from many diverse locations. While students use Blackboard heavily during the distance learning phase of instruction, it is also used by resident students. One of the most popular features created in Blackboard this year is the alumni forum, allowing graduates continued interaction with JSOFSEA instructors and their fellow graduates.

SGM Kent Dolasky is the Joint SOF Senior Enlisted Academy Commandant and CMSgt Greg Smith the Chief Instructor. By the end of the year, JSOU-E consisted of 14 active-duty military personnel from all four services, seven government civilians and two contractors.

AY2012 will be a critical year for the JSOFSEA, marking the planned increase from thirty students per course iteration to forty-five students. The Academy will continue to grow in size, and scope as it will also bring in general purpose forces, international and interagency students, eventually graduating approximately 300 students annually.

## **Joint Special Operations Professional Development Department, JSOU-P**

The JSOU Professional Development department began an effort in AY 2011 to develop a Joint Special Operations Education Strategic Plan that would help meet the JSOU President's general guidance to determine the institution's current impact and chart the future for joint education for USSOCOM through 2020. Data collection across the command via electronic and hard copy surveys, focus groups and senior leader interviews were followed up by a detailed analysis period and re-socialization of the results with the command participants prior to the final submission to the Commander, USSOCOM for approval. The broad goals and specific objectives will be followed in AY 2012 with implementation plans, one of which will directly relate to the Professional Development department mission to advance educational opportunities for Special Operations Forces (SOF).

The Professional Development Department also supports the various JSOU Liaisons at the Service Components and SOF Chairs and representatives at the Professional Military Education (PME) intermediate and senior level Service and Joint institutions. In AY 2011 the Liaisons dramatically improved communication and increased the delivery of joint education to the Service Components and their training and education institutions. The JSOU Liaisons also supported the Service and Joint War Colleges and their core and elective programs by serving as adjunct faculty and subject matter experts on special operations-related curricula. In AY 2012 the JSOU Liaisons will assist in improving the education networking capability across the command.

# STAFF & FACULTY

To accomplish its mission, the JSOU employs an extremely diverse workforce, all of whom are hired or assigned under a variety of staffing programs. The staff and faculty includes active duty, active reserve, and temporary duty reserve military personnel; and government civilians, civilian contractors, private consultants, guest lecturers and speakers. Simply put, the University could not perform as well as it does without the diverse efforts of all of these people.

JSOU's active duty military personnel are assigned by USSOCOM or the Service components. Reserve component military personnel serve in whatever way best supports the organizational mission, as directed by JSOU Leadership. Government civilians are hired through the US Civil Service personnel system, and nongovernmental civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct Faculty and guest speakers/lecturers are hired on an as-needed basis to support specific educational requirements. And lastly, the University typically hires 3 to 5 high-school and college students under the DoD summer-hire program.

Active duty and reserve military personnel are typically assigned against specific education support requirements, i.e., to act as Course Directors or Subject Matter Experts (SMEs), but some are assigned to mission support and unit administration positions. Government and non-government civilians also fill both education and support roles. Personnel funding is obtained from standard and non-standard sources. For example, Reserve personnel positions are not funded by JSOU, while some civilian staff positions are paid for by limited grants or un-funded requirement requests.

All permanent faculty are instructor-trained in accordance with faculty development Operating Instructions; and each of those have been evaluated and certified as instructors by the Director of Faculty Development. The instructor trained/certified personnel are the only employees authorized to teach at the University. Currently, JSOU has 89 category 1 and 2 faculty members assigned. Of those assigned, 9 have Doctorate degrees, 50 have Master's degrees, 19 have Bachelor's degrees, 7 have Associate degrees, and 4 have some college.





# STAFF & FACULTY

## JSOU COMMAND & STAFF

Last Name	First Name	Rank/Gr.	Job Title	MOIC	Educ.
Maher	Brian	SES	President	PC	EdD
Meddaugh	Steven	COL	Vice President	M	MS
Kimmich	Richard	CSM	Senior Enlisted Leader	M	SC
Tyler	Don	GS-14	Executive Officer	*	MAS
Kilcullen	Dennis	GS-13	Chief, Plans & Programs	*	MA
Leonard	Kay	GS-13	Protocol	M	AA
Brixie	Richard	GS-12	Facility Manager	*	SC
Branam	April	GS-11	Logistics Manager	M	BS
Ortiz	Jose	GS-11	Security Manager	*	BA
Regan	Stacey	GS-11	Personnel Manager	*	BS
Torres	Luis	GS-11	Comptroller	*	BS
Turbe	Janette	GS-11	Executive Assistant	*	SC
Larsen	Douglas	GS-09	Budget Analyst	*	AA
Scholten	Leonila	GS-09	Personnel Liaison	*	SC
Cull	Kenny	Cont.	SAIC Site Manager	*	MS
Navetta	Nick	Cont.	Plans & Programs	M	BS
Jensen	Marylee	Cont.	Budget Analyst	*	BS
Rivera	Victor	Cont.	Visitor Control Center	*	-
Salley	Herman	Cont.	Visitor Control Center	*	-

## PROFESSIONAL DEVELOPMENT, SOF CHAIRS & LIAISONS

Ballard	Boyd	GS-14	Director, Professional Development	M	MS
Meade	Shannon	GS-13	Deputy, Professional Development	M	MS
Bennett	Michael	GS-14	SOF Chair/LIAISON, JFSC	PC	MS
Lewis	Michael	LTC	SOF Chair, MCU	PC	MS
Pihana	Patrick	Col	SOF Chair, NDU	PC	MS
Wilson	Gregory	COL	SOF Chair, NPS	PC	MS
Baggott	Sean	GS-14	Liaison, NCR/ Course Director, CbTEIS	M	JD
Chelsea	David	GS-14	Liaison, NSWG	M	MS
Dempsey	William	GS-14	Liaison, JFKSWCS	M	MS
Gray	Sid	GS-14	Liaison, AFSOC	M	MS
Schweizer	Mario	MAJ	Liaison, MARSOC	M	MS

## DEAN OF ACADEMICS & STAFF

Kilgore	Joe	GS-15	Dean of Academics	M	PhD
Angle	Douglas	GS-14	Director, Education Technology	M	MS
Casey	Robin	GS-13	Curriculum Developer	M	MEd
Lonas	Amie	GS-13	Director, Faculty Development	M	EdD
Nelson	Mark	GS-13	IT Manager	*	AA
Shiver	Joseph	GS-13	Director, Institutional Effectiveness	PC	MEd
Tyler	Katherine	GS-13	Curriculum Developer	M	EdD
Womack	Faith	GS-13	Director, Curriculum Management	M	EdD
Ballaro	Julie	GS-12	Director of Admissions	M	DBA
Jones	Olander	GS-9	Registrar	*	MA
Ashford	Guy	GS-7	AV Technician	*	SC
Coomes	Jeanie	GS-6	Administrative Assistant	*	SC
Brousseau	Michelle	Cont.	Student Services	*	BA
Crotts	Robert	Cont.	AV Engineer	*	BA
Franklin	Tyrone	Cont.	Desktop Support	*	AA
Gray	Kelly	Cont.	LMS Administrator	*	BA
Hunt	Mary Jane	Cont.	Database Administrator	*	BA
Mann	Stephen	Cont.	Sharepoint Developer	*	SC

# STAFF & FACULTY

Southwell	Connie	Cont.	Graphic Artist	*	BAA
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## JOINT SPECIAL OPERATIONS UNIVERSITY SENIOR ENLISTED ACADEMY

Dolasky	Kent	SGM	Commandant	M	MBA
Mercer	Glenn	MCPO	Deputy Commandant	M	AA
Smith	Gregory	CMSgt	Chief of Academics	M	BS
Dittmar	Walter	MCPO	Instructor	M	AA
Grapes	Travis	SGM	Instructor	M	SC
Miller	Thomas	SGM	Instructor	M	BA
Murphy	Kevin	MCPO	Instructor	M	BA
Polka	Joseph	SGM	Instructor	M	BS
Thomas	Edward	SGM	Instructor	M	BS
Armistead	Brady	SMSgt	Instructor	M	BS
Cadena	Art	MSG	Operations Assistant		AA
Lundstrom	Michael	SMSgt	Instructor	M	AA
Vasquez	Alfredo	MSG	Chief of Operations		BS
Sanchez	Elias	MSG	Instructor	M	SC
Wolf	Ken	GS-13	Strategic Planner	M	BS
Ammen	Tipton	GS-12	STAFFEX	M	BS
Caffal	Christopher	GS-13	Chief, STAFFEX	M	MBA
Howell	William	GS-12	STAFFEX	M	BA
James	Mark	GS-12	STAFFEX	M	BS
Thomas	Brandon	GS-12	STAFFEX	M	BS
Moody	Barbara	GS-06	Administrative Assistant	*	BS
Canady	Roger	Cont.	Web/LMS Developer	*	BS
Hersey	Scott	Cont.	Web/LMS Developer	*	BA

## SOF OPERATIONAL STUDIES

McNair	George	GS-14	Director, SOF Operational Studies	M	MS
Doan	Gilbert	GS-13	Dep Director, SOF Operational Studies	M	MS
Nelson	Carl	LTC	Course Director, JCMOCPW	M	MS
Shaw	Jeffrey	MAJ	Chief, International Engagement Branch	M	MS
Cobb	Kenneth	GS-14	Chief, IW Branch	M	MS
Armstrong	John	GS-13	Course Director, SOPC	M	BS
Brandt	Mark	GS-13	Outreach Division	M	MS
Breland	Scott	GS-13	Outreach Division	M	BS
Boyer	Ricky	GS-13	Course Director, USEP Basic	M	MA
Downing	Jeb	GS-13	Course Director, SOF Resource Mgt Crs	M	MS
Edwards	Blake	GS-13	Outreach Division	M	BS
Guess	Steven	GS-13	Course Director, USEP Intermediate	M	BS
O'Donnell	Kris	GS-13	Course Director, USEP Advanced	M	MA
Pereira	Eon	GS-13	Course Director, Intro to IW Course	M	MS
Peterson	William	GS-13	Course Director, SILOC & CTFC	M	MS
Raney	Mark	GS-13	Course Director, JSOIWC	M	MS
Waller	Harold	GS-13	Course Director, SOFSEC	M	SC
Binnette	Dan	GS-06	Administrative Assistant	*	SC
Taylor	Michael	Cont.	Course Director, JSOLAC & JSOMOC	M	MEd/MBA

# STAFF & FACULTY

## SOF STRATEGIC STUDIES

Poole	Kenneth	GS-14	Director, Strategic Studies	M	EdD
Reidy	Francis	GS-14	Deputy Director, Strategic Studies	M	MBA
Kelly	Todd	Lt Col	Chief, International Engagement Branch	M	MS, MA
Jacobs	Christopher	GS-14	Chief, Regional & Cultural Education Br	M	MA
Poucher	John	GS-14	Chief, Senior Education Branch	M	MA
Harig	Curt	GS-13	Course Director, SOFIACC	M	MS
Harkins	Homer	GS-13	Chief, IA Branch	M	MS
Jordan	Douglas	GS-13	Course Director, 3C-SOF	M	MS, MA
Mitchell	Robert	GS-13	Course Director, CBTNIS	M	JD
Nalepa	Robert	GS-13	Director of Research	*	MA
Stenger	Laura	GS-13	Course Director, JSOFPCC	M	MEd
Alvarez	Juan	Cont.	Senior Fellow	M	MS
Finnegan	Tim	Cont.	Course Dir, International Engagement	M	MS
Knarr	Bill	Cont.	Senior Fellow	M	PhD
Scott	Gordon	Cont.	Course Director, SOCbT	M	AA
Stewart	Dona	Cont.	Senior Fellow	PC	PhD
Wyant	Anna	Cont.	Editor, JSOU Press	*	MA

Note: **PC** in MOIC column = Previously Certified as Instructor; **M** = Completion of JSOU Methods of Instruction Course; \* = Staff (instructor training not required); Last column indicates highest educational level (**SC** = some college).

Education Degrees	
AA	Associate of Arts
BA	Bachelor of Arts
BAA	Bachelor of Applied Arts
BS	Bachelor of Science
DBA	Doctor of Business Administration
EdD	Doctor of Education
JD	Juris Doctor
MA	Master of Arts
MAS	Military Arts and Sciences
MBA	Masters of Business Administration
MEd	Master of Education
MS	Master of Science
PhD	Doctor of Philosophy

# GOVERNANCE

JSOU governance operates through a system of boards and established procedures. Faculty should become familiar with all advisory boards, policies, and codes. A description of each appears below.

## **Advisory Boards**

The JSOU President directs the activities of the University by means of executive powers established in USSOCOM Directive 10-1 (dated 15 Dec 2009) and informed by the policies and suggestions of an internal advisory board, the Special Operations Education Council, and an oversight committee, the USSOCOM Board of Regents (also called the Board of Directors). The board associated members inform the President about the educational needs of their departments, commands and their degree of satisfaction with the University's products and programs. The boards usually meet face-to-face or by means of videoconference, depending on the schedules of its members.

## **USSOCOM SOF Education Council**

The SO Education Council is a deliberative body that normally meets semi-annually to refine strategy, implement and integrate plans, vet SO education issues, make resource allocation recommendations and provide feedback to the assessment directors in the Director of Force Structure, Requirements, Resources, and Strategic Assessments (J8) and Deputy Commander (DCDR). The J7/9 Director and JSOU president co-chair the council. Its members include component representatives, and PME institutions' SOF Chairs and designated representatives. Voting members for resourcing issues are the J7/9 director, the JSOU president, JSOC, and the USSOCOM service components. Voting members for other than resourcing issues include all of the designated participants. A SO Education Council will normally convene in conjunction with the annual SO Education Conference.

## **JSOU Command Board of Regents**

The Board of Regents was established by the Commander, USSOCOM and codified in SOCOM Directive 621-1. It is comprised of SOF Senior Leadership, specifically the Commander, USSOCOM; the ASD (SO/LIC); The Component Commanders; and the Commander, Joint Special Operations Command. It meets periodically to provide guidance and direction to President, JSOU, to assure integration of joint SOF education throughout the military education system, to validate JSOU's strategic direction, priorities and level of effort, to identify educational requirements not currently addressed, and to provide the necessary resources for education success. The Board of Regents is the governing body of the USSOCOM Educational System.

# ACCREDITATION

Accreditation is a voluntary method of quality assurance developed more than 100 years ago by American universities and secondary schools, and designed primarily to distinguish schools adhering to a set of educational standards. The accreditation process is also known in terms of its ability to effectively drive student performance and continuously monitor the improvement of the student within the educational process.

While accreditation is a set of rigorous protocols and research-based processes for evaluating an institution's organizational effectiveness, it is far more than that. Today accreditation examines the whole institution—the programs, the cultural context, the community of stakeholders—to determine how well the parts work together to meet the needs of students.

In 2009, JSOU was granted a five year accreditation with the Accrediting Council for Continuing Education and Training (ACCET). ACCET reviews educational institutions based on the quality of educational opportunities they provide. The evaluation process includes a self-evaluation, an on-site peer review, and an independent review of the educational process.

ACCET was founded in 1974 for the purpose of improving continuing education and training and has been officially recognized by the U.S. Department of Education since 1978 as a "reliable authority" as to the quality of education and training provided by the institutions they accredit. In 1998, ACCET became the only recognized accrediting agency to be certified as an ISO 9001-Quality Management System under the international standards established by the International Organization for Standardization, and continues to hold that unique status.

Accreditation serves the interests of companies, agencies, and the public through the establishment of standards, policies, and procedures in conjunction with an objective third-party professional evaluation designed to identify and inspire sound education and training practices. When such a process is matched by an institution's commitment to high standards and accountability, a partnership for quality becomes reality.

# JSOU PRESS

JSOU Press is the publishing arm of the Strategic Studies Department. Established in April 2005, JSOU Press publishes an average of one monograph or collection of papers a month, authored by JSOU senior and associate fellows, SOF operators, PME students, and other scholars on topics relevant to Special Operations Forces. JSOU Press publications and their authors regularly find themselves in classrooms supporting JSOU's educational mission. Some publications are included as readings to support classes taught in the armed services' staff colleges and war colleges, and authors are likewise invited to speak for graduate-level seminars related to their work. All publications are posted on the JSOU website home page. This site is open to the public and allows for the free distribution and discussion of ideas and issues of importance to USSOCOM.

**“Education + Experience = Wisdom “ Admiral Eric Olson, Commander,  
USSOCOM,  
SOF Education Conference, July 2008.**

JSOU encourages SOF personnel to contribute their experiences and ideas to the SOF community by publishing with JSOU Press. The point of contact for submitting monographs or papers is the JSOU Research Manager who can be contacted at DSN 299-3674 or COMM 813-826-3674 or email [jsou\\_research@socom.mil](mailto:jsou_research@socom.mil). In addition to JSOU published documents, the University offers links to PME institutions and other repositories for papers and reference documents. Through its publishing platform and online presence, JSOU is able to influence



# DEMOGRAPHICS

Student attendance and course information in the tables that follow was gleaned from the University's student registration database, which is used to record demographic data about students who attend the resident and JSOFSEA courses offered by the University, i.e., courses for which a JSOU diploma is awarded. This includes all regular courses taught on-station and off-station, to include Video Tele-Instruction (VTIs). Student data for tailored PME and Joint Mobile Education Team (JMET) teaching activities are also included.

## Data Validity

Student Information is entered into the database directly by students or by Student Services personnel. Consequently, as with any database of this kind, errors are likely to exist in spite of every effort to prevent them. Even so, a great deal of time was spent converting and organizing the available data, and insofar as possible, the numbers shown below accurately represent the student population that attended regular resident courses.

## Target Population

For individual courses, SOF and SOF enabling students are given priority while remaining open course quotas are offered to conventional units on a space available basis. Course capacity is determined by the size of the courses' target populations and practical scheduling considerations. Major target populations include: Special Operations Forces (SOF) and SOF enablers, interagency partners, and coalition partners.

**SOF** - A person whose skill, function or specialty is designated to the successful conduct of a Special Operations Core objective.

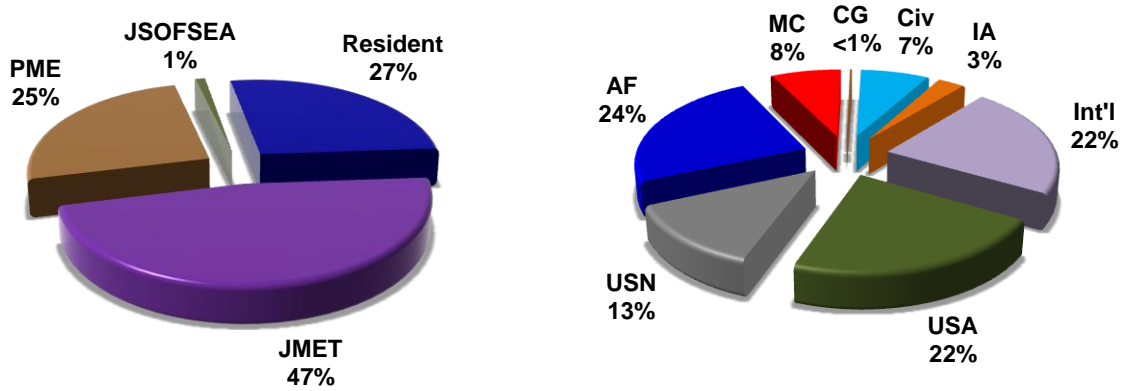
**SOF Enabler** - A person whose skill, function or specialty is essential and designed to support a Special Operations Core objective or a person whose job or duty is not specifically designated as a SOF specialty, but works directly in support of SOF mission in the past.

**Non-SOF** - A person whose skill, function or specialty is not essential to the successful conduct or support of a Special Operations Core objective.



# DEMOGRAPHICS

## Student Attendance by Course Type and Service Component AY 2011



RESIDENT	JMET	PME	JSOFSEA
1594	2825	1500	57

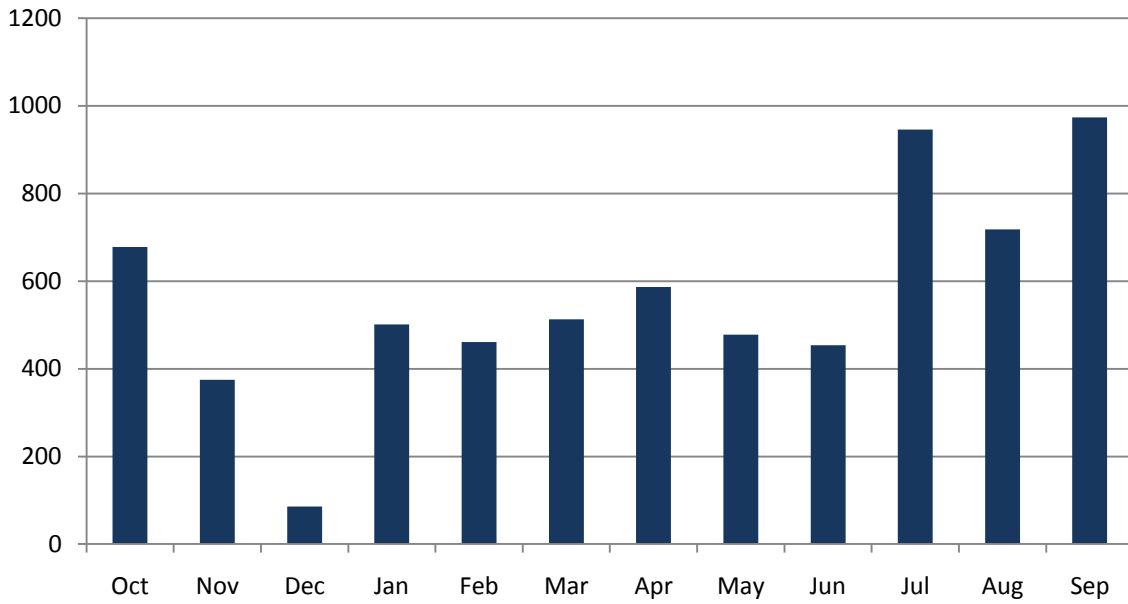
USA	USN	AF	MC	CG	CIV	IA	INT'L
1331	766	1451	458	13	448	176	1333

## Student Attendance/Student Academic Contact Hours

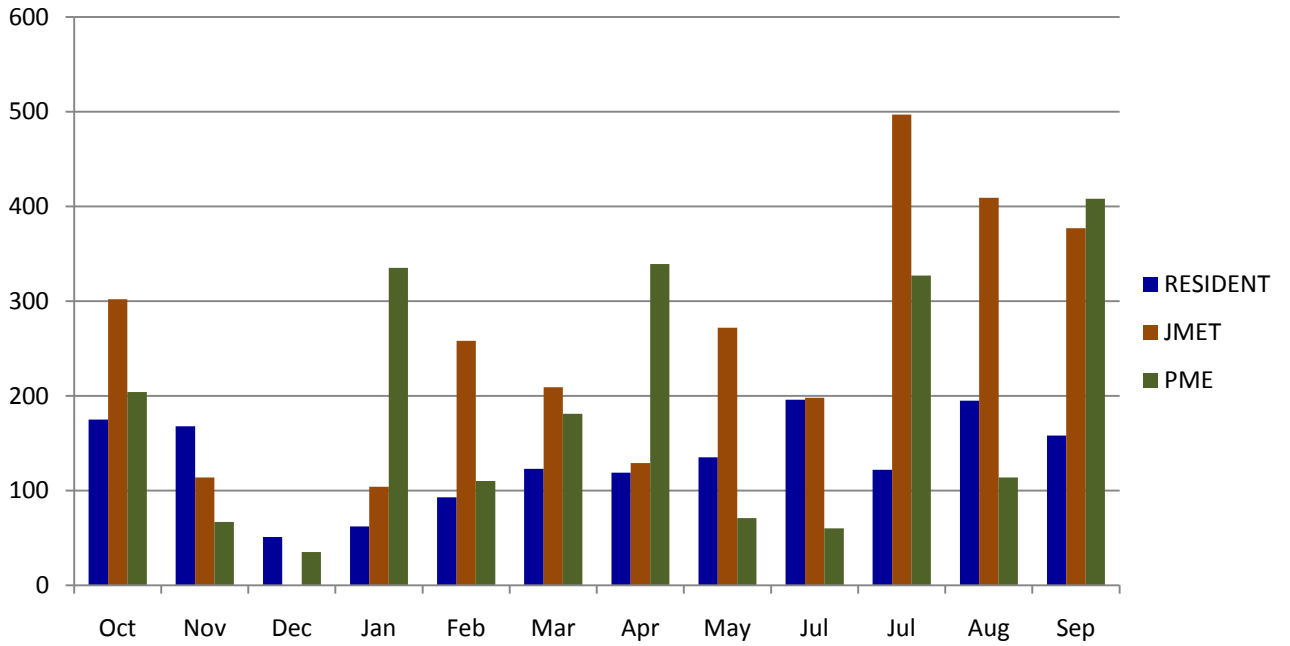
Course Type	Number of Students			Student Contact Hours			Avg. Hours Per Student		
	AY09	AY10	AY11	AY09	AY10	AY11	AY09	AY10	AY11
RESIDENT	1,258	1,548	1,594	61,636	73,492	80,176	49	47	50
JMET	1,225	1,261	2,825	37,550	35,340	63,731	31	28	23
PME	2,280	1,942	1,500	16,606	10,504	9,629	7	6	6
JSOFSEA	N/A	59	57	N/A	17110	16,530	N/A	290	290
TOTALS	4,763	4,810	5,976	115,792	136,482	170,066	24	28	29

# DEMOGRAPHICS

**Overall Students Taught per Month AY 2011**

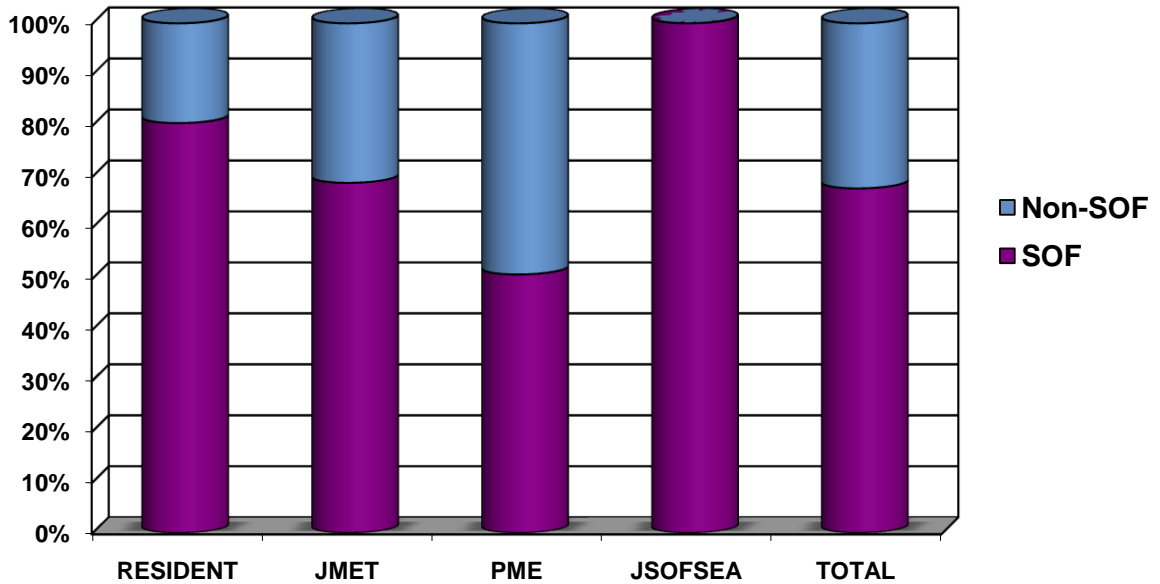


**Students Taught Per Month by Type**



# DEMOGRAPHICS

**SOF Attendance by Course Type**



Type of Course:	SOF	Non-SOF	% SOF
RESIDENT <sup>1</sup>	1282	312	80%
JMET <sup>2</sup>	1941	884	69%
PME <sup>3</sup>	761	739	51%
JSOFSEA <sup>4</sup>	57	0	100%
<b>TOTAL</b>	<b>4041</b>	<b>1935</b>	<b>68%</b>

<sup>1</sup>**RESIDENT** – Diploma awarding courses, taught on-station or off-station

<sup>2</sup>**JMET** – Courses taught by a Joint Mobile Education Team (JMET), tailored for specific audiences

<sup>3</sup>**PME** – Tailored blocks of instruction taught at Professional Military Education (PME) schools

<sup>4</sup>**JSOFSEA** – Joint Special Operations Forces Senior Enlisted Academy

# RESIDENT COURSES

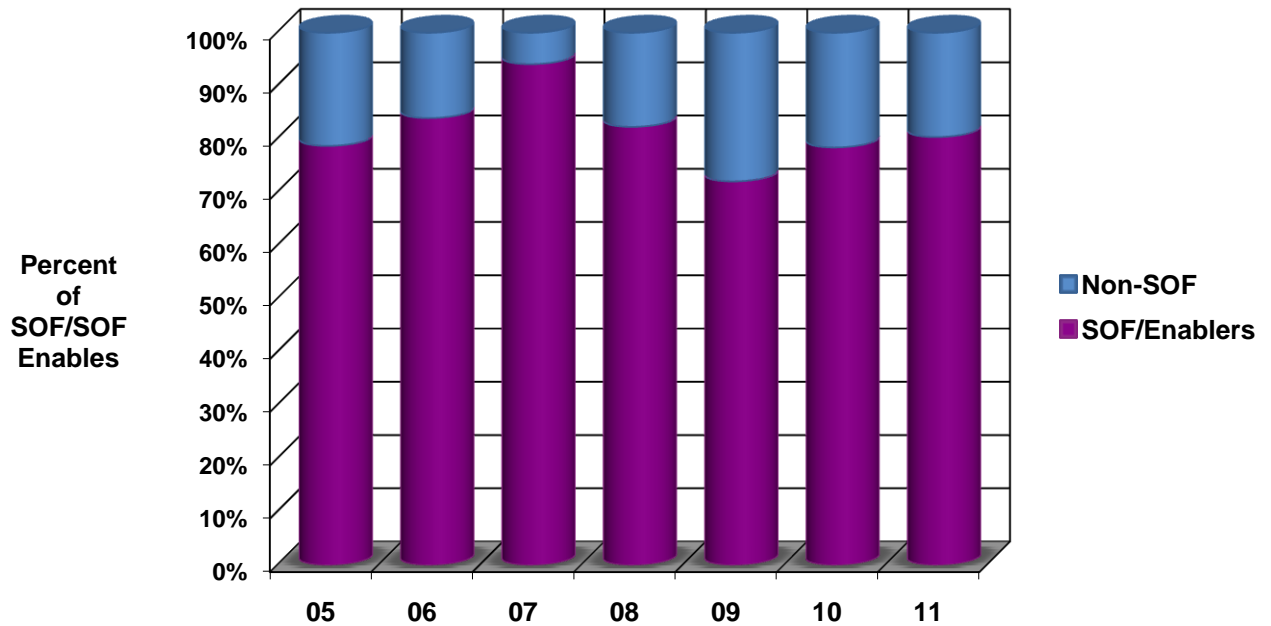
## Resident Course Iterations and Student Attendance by Academic Year

JSOU	AY05	AY06	AY07	AY08	AY09	AY10	AY11
<b>Courses Conducted</b>	19	20	19	17	19	21	<b>24</b>
<b>Class Iterations</b>	46	58	60	40	50	61	<b>65</b>
<b>On-Station*</b>	17	28	17	15	30	38	<b>44</b>
<b>Off-Station</b>	29	30	43	25	21	23	<b>21</b>
<b>Academic Days</b>	248	288	376	222	310	380	<b>525</b>
<b>Total Students</b>	1210	1680	2277	1053**	1258	1548	<b>1594</b>

\* Classes taught at Pinewood Facility or on MacDill AFB

\*\* Formal course attendance decreased by 54% in AY 2008 due to the transfer of four Joint Education Program courses to the Joint Special Operations Command (JSOC).

## Resident Course SOF Attendance by Academic Year

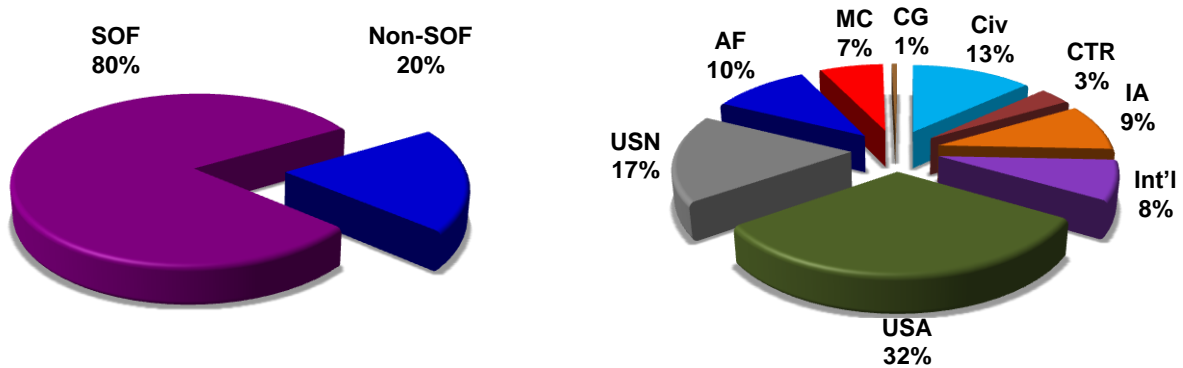


	AY05	AY06	AY07	AY08	AY09	AY10	AY 2011
<b>SOF/Enablers</b>	953	1411	2143*	867	907	1261	<b>1282</b>
<b>Non-SOF</b>	257	269	134	186	351	346	<b>312</b>
<b>Total</b>	1210	1680	2277*	1053	1258	1548	<b>1594</b>

\* Resident course attendance decreased by 54% in AY 2008 due to the transfer of four Joint Education Program courses to the Joint Special Operations Command (JSOC).

# RESIDENT COURSES

## Resident Course Attendance by Service Component AY 2011



SOF	Non-SOF
1282	312

USA	USN	AF	MC	CG	Civ	CTR	IA	Int'l
511	270	167	109	9	208	54	144	122

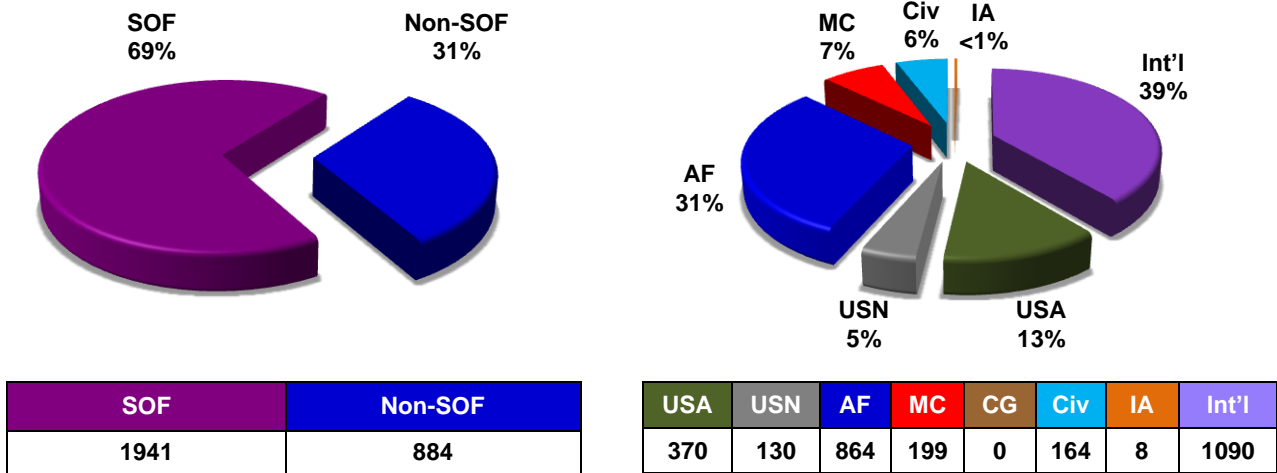
## Resident Course Attendance by Service Component and Status

	USA	USN	USAF	USMC	USCG	Dod Civ	CTR	Inter-Agency	Inter-national	Totals
Officer	290	165	112	53	4				122	746
Warrant	15	11		2	1					29
Enlisted	206	94	55	54	4					413
Civilian						208	54	144		406
<b>Total:</b>	<b>511</b>	<b>270</b>	<b>167</b>	<b>109</b>	<b>9</b>	<b>208</b>	<b>54</b>	<b>144</b>	<b>122</b>	<b>1594</b>

International students represented 8% of the resident students. Countries represented included: Afghanistan, Albania, Algeria, Armenia, Azerbaijan, Bahamas, Bangladesh, Botswana, Bulgaria, Burundi, Cambodia, Cameroon, Canada, Colombia, Egypt, Estonia, Gambia, Germany, Ghana, Guatemala, Hungary, India, Indonesia, Italy, Jordan, Kyrgyzstan, Lebanon, Lesotho, Lithuania, Macedonia, Malaysia, Maldives, Mali, Mauritius, Mozambique, Nepal, New Zealand, Pakistan, Paraguay, Philippines, Poland, Romania, Senegal, Swaziland, Tajikistan, Thailand, Trinidad-Tobago, Turkey, Uganda, Ukraine

# JOINT MOBILE EDUCATION TEAM (JMET) COURSES

JMETs are courses taught by Joint Mobile Education Teams, and tailored for specific audiences. JSOU provided an increased number of Joint Mobile Education Team courses for specific organizations and missions throughout AY2011. A total of 43 JMET courses were delivered worldwide in AY2011.



## JMET Students by Command

	Number of Students	Student Contact Hours
AFSOC	79	2489
JSOC	258	1720
MARSOC	206	1577
NAVSPECWARCOM	31	653
NORTHCOM	503	1764
POLSCOM	115	6768
SOCAFRICOM	134	4853
SOCCENT	508	19612
SOCEUR	597	15005
SOCKOR	49	784
SOC PAC	245	5546
SOC SOUTH	79	1272
SOUTHCOM	46	1840
<b>TOTAL</b>	<b>2825</b>	<b>63731</b>

# JOINT MOBILE EDUCATION TEAM (JMET) COURSES

## JMET Courses by Command/Location/Description

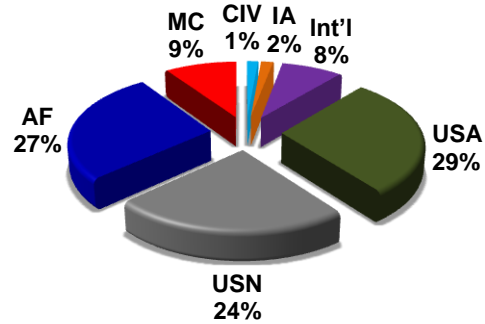
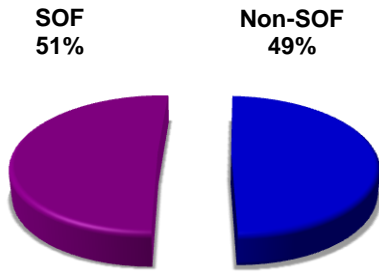
Date	Command	Location	Description	Class Hours	Number Students	Student Contact Hours
18-Oct-10	JSOC	Ft Bragg, NC	SO Planning Workshop	24	7	168
22-Oct-10	JSOC	Ft Bragg, NC	JSOC SOFIC	8	38	304
6-Jan-11	JSOC	Ft Bragg, NC	JSOC Course	8	27	216
10-Feb-11	JSOC	Ft Bragg, NC	ISOF Course	7.5	26	195
10-Mar-11	JSOC	Ft Bragg, NC	Support JSOC Course	8	19	152
7-Apr-11	JSOC	Ft Bragg, NC	ISOF	8	19	152
4-May-11	JSOC	Ft Bragg, NC	JSOC	7.5	17	127.5
9-Jun-11	JSOC	Ft Bragg, NC	JSOC ISOF	3	25	75
15-Jul-11	JSOC	Ft Bragg, NC	JSOC	4	31	124
12-Aug-11	JSOC	Ft Bragg, NC	JSOC	4	29	116
15-Sep-11	JSOC	Ft Bragg, NC	JSOC Staff Course	4.5	20	90
12-Oct-10	MARSOC	Camp Lejeune, NC	Spt Leaders Course	4	29	116
18-Oct-10	MARSOC	Camp Lejeune, NC	IA CT Seminar	4	30	120
22-Feb-11	MARSOC	Camp Lejeune, NC	MARSOC Leader's Course	6.5	17	110.5
11-Apr-11	MARSOC	Camp Lejeune, NC	SOF-Interagency Coll	3	18	54
9-May-11	MARSOC	Camp Lejeune, NC	Joint Planning MARSOC	30	11	330
2-Jun-11	MARSOC	Camp Lejeune, NC	ISOF MARSOC	13	26	338
18-Jul-11	MARSOC	Camp Lejeune, NC	MARSOC Leader's Course	4	23	92
26-Sep-11	MARSOC	Camp Lejeune, NC	ISOF	8	52	416
11-May-11	NAVSPECWARCOM	Little Creek	NAVSPEC SA 2 COIN	17	13	221
19-Apr-11	NAVSPECWARCOM	Stennis Space	IA CT Seminar	24	18	432
22-Oct-10	NORTHCOM	Carlisle, PA	SOLE	8	33	264
2-Jun-11	NORTHCOM	McGuire AFB	Air Advisors Course	12	25	300
1-Jul-11	NORTHCOM	Robins AFB	Combat Stress	2.5	420	1050
30 Aug 11	NORTHCOM	McGuire AFB	Air Advanced Course	6	25	150
11-Oct-10	POLSCOM	Europe	Operational Planning	108	20	2160
3-Nov-10	POLSCOM	Poland	POLSCOM SOAPC	36	18	648
10-Jan-11	POLSCOM	Gdynia Poland	POLSCOM NATO OPP	100	20	2000
14-Feb-11	POLSCOM	Powidz Poland	POLSCOM SOAPC	30	24	720
21-Mar-11	POLSCOM	Warsaw Poland	SOF Integration	36	20	720
16-May-11	POLSCOM	Europe	NATO Liaison Course	40	13	520
24-Jan-11	SOCAFRICOM	Maldives	Operational Planning	65	29	1885
7-Feb-11	SOCAFRICOM	AFRICOM AO	Mauritius Regional	36	18	648
18-Apr-11	SOCAFRICOM	Cameroon	Cameroon Regional	30	15	450
13-Jun-11	SOCAFRICOM	Uganda	AFRICOM AO	25	22	550
12-Sep-11	SOCAFRICOM	Senegal	Air Planner Course	28	30	840
15-Aug-11	SOCAFRICOM	Tanzania	SOCbT	24	20	480
7-Mar-11	SOCCENT	CENTCOM	Oman, UAE & Azerbaijan	80	80	6400
15-Mar-11	SOCCENT	Afghanistan	SOCbT	108	46	4968
6-May-11	SOCCENT	Bahrain	ISOF	12	65	780
15-May-11	SOCCENT	Jordan	Early Victory	32	12	384
11-Jul-11	SOCCENT	CENTCOM	Support SOCCENT in Iraqi	50	23	1150
11-Sep-11	SOCCENT	Tajikistan	Regional Cooperation 11	22	17	374



# JOINT MOBILE EDUCATION TEAM (JMET) COURSES

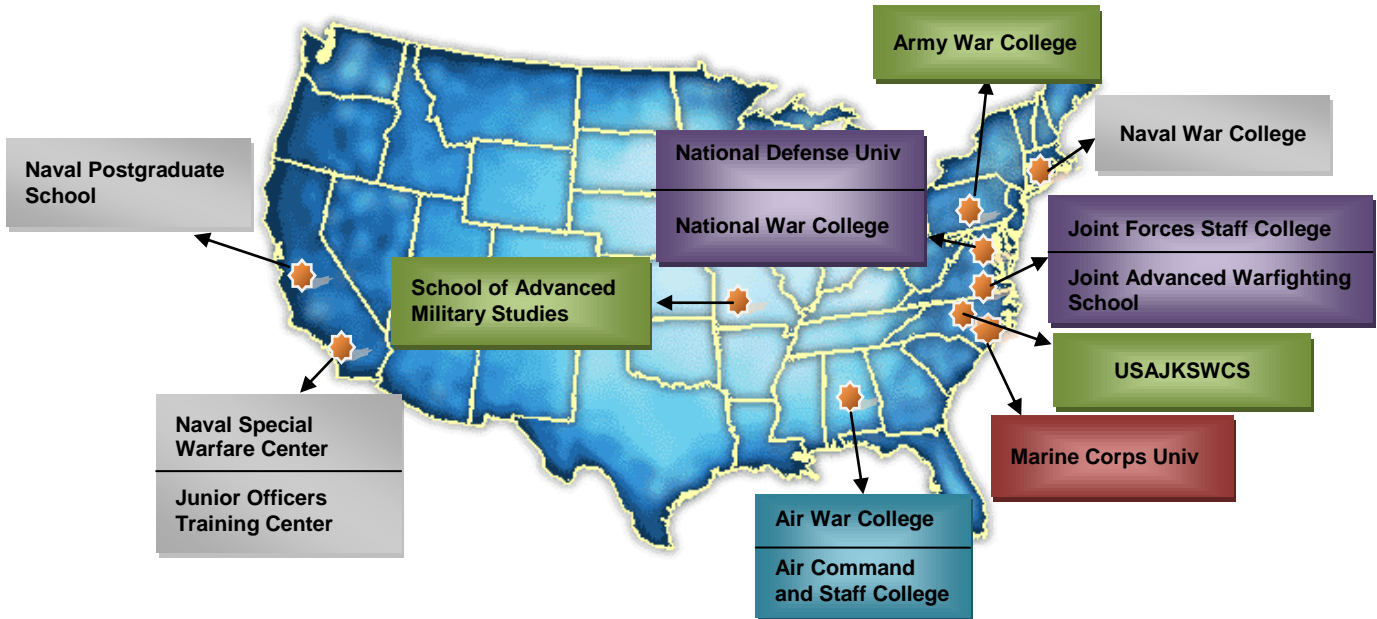
1-Feb-11	SOCCENT	Qatar	ISOF	30	94	2820
3-May-11	SOCCENT	Qatar	ISOF	16	52	832
5-May-11	SOCCENT	Qatar	ISOF	16	41	656
1-Aug-11	SOCCENT	Qatar	ISOF	16	41	656
3-Aug-11	SOCCENT	Qatar	ISOF	16	37	592
25-Oct-10	SOCEUR	Bosnia	Counterinsurgency Course	20	45	900
26-Oct-10	SOCEUR	Lublinec Poland	Eagle Claw Brief	3	30	90
27-Oct-10	SOCEUR	Warsaw Poland	Eagle Claw Brief	3	70	210
1-Nov-10	SOCEUR	Stuttgart, GE	Newcomer Orientation	14	22	308
8-Nov-10	SOCEUR	Germany	Asymmetric Warfare	76	25	1900
29-Nov-10	SOCEUR	Germany	NATO OPC	98	49	4802
1-Mar-11	SOCEUR	Mildenhall AFB	ISOF	16.5	20	330
28-Mar-11	SOCEUR	Europe	NATO School SOAPC	34	24	816
6-May-11	SOCEUR	Romania	Ops Planning Course	80	23	1840
9-May-11	SOCEUR	Croatia	OPS Course	80	25	2000
28-Jun-11	SOCEUR	Croatia	Croatia PDP Funded	24	38	912
8-Aug-11	SOCEUR	Azerbaijan	SOCbT	30	14	420
14-Sep-11	SOCEUR	Exmouth, UK	Combat Stress	2	107	214
15-Sep-11	SOCEUR	ST Athan, UK	Combat Stress	2.5	67	167.5
16-Sep-11	SOCEUR	Poole, UK	Combat Stress	2.5	38	95
29-Aug-11	SOCKOR	Seoul	ISOF	16	28	448
31-Aug-11	SOCKOR	Seoul	ISOF	16	21	336
18-Jan-11	SOCPAC	Singapore	IA CT Seminar	18	28	504
12-Jun-11	SOCPAC	Thailand	SOCPAC Working Group	31	62	1922
14-Aug-11	SOCPAC	Bangladesh	OPN'L Planning Course	48	20	960
16-Aug-11	SOCPAC	Hawaii	ISOF	16	80	1280
22-Aug-11	SOCPAC	Kadena	ISOF	16	31	496
24-Aug-11	SOCPAC	Kadena	ISOF	16	24	384
26-Apr-11	SOC SOUTH	Miami, FL	Critical Thinking	8	59	472
8-Aug-11	SOC SOUTH	Colombia	IA Colombia	40	20	800
12-Sep-11	SOUTHCOM	Bogota	Regional CTFP Alumni	40	46	1840
7-Feb-11	USAFSOS	Homestead AFB	Staff Education	31.5	79	2488.5
<b>TOTAL</b>				<b>1961</b>	<b>2825</b>	<b>63731</b>

# PROFESSIONAL MILITARY EDUCATION (PME) COURSES



SOF	Non-SOF
761	739

USA	USN	AF	MC	CG	Civ	IA	Int'l
427	353	407	142	4	22	24	121



## Students by PME School

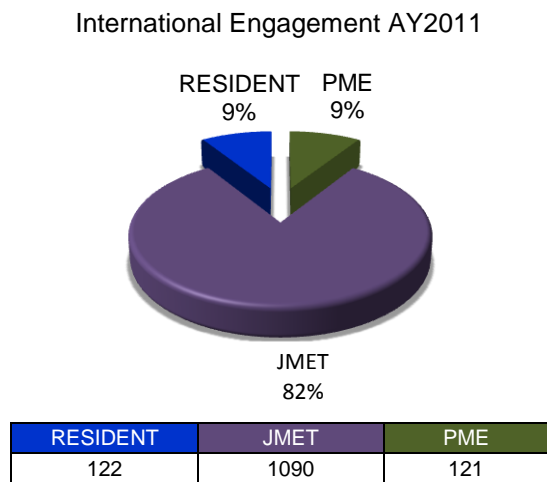
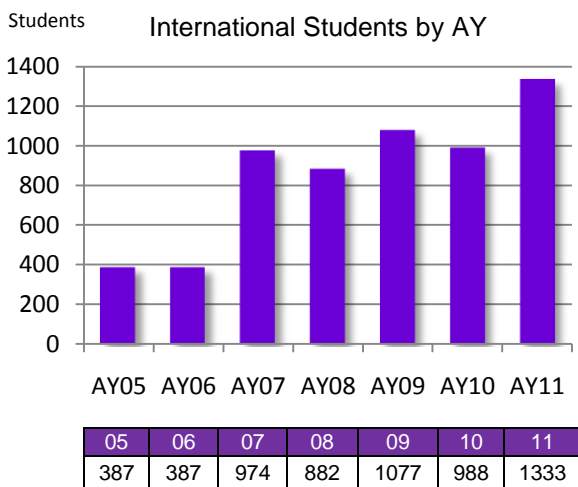
PME School	Number Students	Student Contact Hours
Air Command and Staff College	40	1262
Army War College	54	2172
Joint Forces Staff College	1177	3532
Junior Officer Training Course	28	84
Marine Corp University	17	136
National Defense University	12	264
Naval Special Warfare Center	99	319
National War College	12	96
Naval War College	24	252
School of Advanced Military Studies	18	144
USAJKSWCS	19	1368
<b>TOTAL</b>	<b>1500</b>	<b>9629</b>

# INTERNATIONAL ENGAGEMENT

JSOU continued its commitment to international engagement by educating 1333 international students from more than 50 countries in AY2011. The majority of JSOU's international engagement is conducted through the Strategic Studies and Operational Studies Departments.

The DoD's Combating Terrorism Fellowship Program (CTFP), continued to be the focus of the Strategic Studies Department's Regional Education and International Engagement Division. In total, 52 countries sent students to the resident offerings. The two-week Special Operations Combating Terrorism (SOCbT) course was offered in three iterations attracting an international student body of 79 international officers represented by more than 41 countries. The division also delivered two iterations of the one-week Advanced SOCbT Alumni Course for 44 international officers from 30 countries. Although these courses anchor the program, the division also delivered two iterations of the one-week resident Advanced SOCbT Alumni course for 44 international officers from 30 countries. Although these courses anchor the program, the division also delivered JMET bilateral regional seminars drawn from SOCbT and Advanced SOCbT curricula.

The Operational Studies Department provided Joint SOF education to NATO SOF supporting OEF and OND to improve their ability to interoperate with and support their US SOF counterparts. During AY 2011, the Department provided NATO Planning and SOF Aviation Planning courses to Bosnian, Croatian, Qatari, Lithuanian, Senegalese, and Ugandan SOF and supported Colombia in its development of a national joint Special Operations Command. The Department remains involved in the continuing USSOCOM mission of supporting Poland in its development of a national joint Special Operations Command.



Countries included: Afghanistan, Albania, Algeria, Armenia, Azerbaijan, Bahamas, Bangladesh, Bogota, Bosnia, Botswana, Bulgaria, Burundi, Cambodia, Cameroon, Canada, Colombia, Croatia, Egypt, Estonia, Gambia, Germany, Ghana, Guatemala, Hungary, India, Indonesia, Italy, Jordan, Korea, Kyrgyzstan, Lebanon, Lesotho, Lithuania, Macedonia, Malaysia, Maldives, Mali, Mauritius, Mozambique, Nepal, New Zealand, Pakistan, Qatar, Paraguay, Philippines, Poland, Romania, Senegal, Singapore, Swaziland, Tajikistan, Tanzania, Thailand, Trinidad-Tobago, Turkey, Uganda, Ukraine

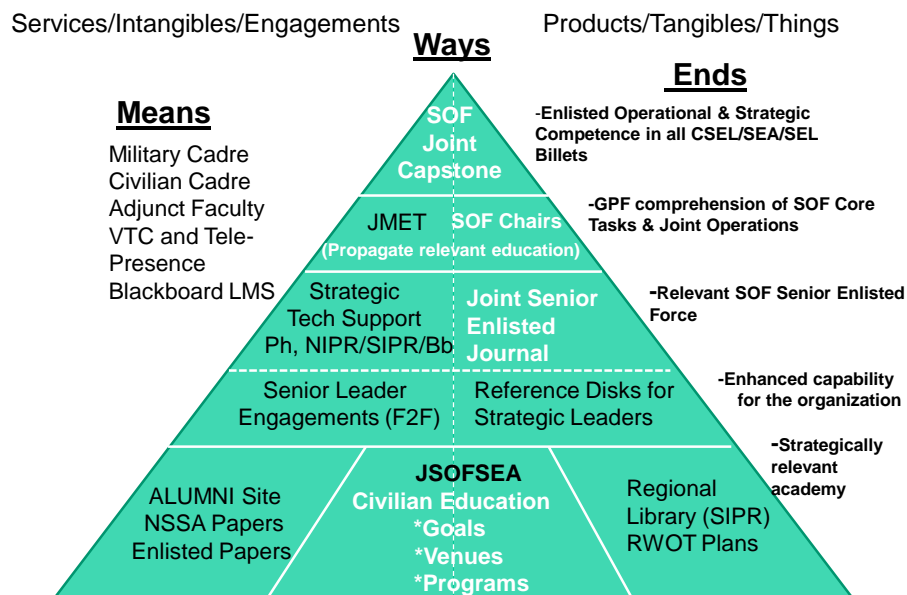
# JOINT SOF SENIOR ENLISTED ACADEMY

JSOFSEA was activated in 2010. The JSOFSEA educated Army, Navy, Air Force, and Marine Corps SOF and selected conventional force senior enlisted personnel in mission-oriented leadership and critical thinking skills to prepare them to effectively advise, lead, and mentor in the future operations environment (joint, combined, interagency) at the operational and strategic levels. The primary target audience for the JSOFSEA is made up of SOF Operators and career SOF enablers in the grades of E-8 and E-9, in accordance with current service-specific selection policies. A SOF Enabler is a person whose military skill, function, or specialty is essential to the successful conduct of a Special Operations Core Activity but is not specifically designated as a SOF specialty. These individuals are routinely assigned to SOF units, commands, and joint staff on a recurring basis.

## Curricula

- Senior Enlisted Joint Professional Military Education -
- Module 1 Joint Communication - Who am I: (As a Leader, communicator, and member of Special Operations Forces [SOF]).
- Module 2 Leadership - Who are We: (As Joint Senior Enlisted Leaders, how do we develop, inspire, motivate and support the Joint Force)?
- Module 3 Organizational Management - What We do: (The management, organization, roles, and responsibilities of SOF).
- Module 4 Strategy - How We do it: (The Strategy of our National military structure, guidance, security, inter-agency coordination, and how SOF is employed).

## JSOU-E Current & Future Initiatives



# JOINT SOF SENIOR ENLISTED ACADEMY



## Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA)

Course Code: JSOU-JSOFSEA  
Length: 6 months distance learning, 2 months resident  
MASL# D171047  
Email: jsou.jsofsea@socom.mil

**Objective:** The JSOFSEA educates Army, Navy, Air Force, and Marine Special Operations Forces (SOF) and selected conventional force senior enlisted personnel in mission-oriented leadership and critical thinking skills to prepare them to effectively advise, lead, and mentor in the future operation environment (joint, combined, interagency) at the operational and strategic levels. Students complete two phases of instruction—the distance phase consists of online courseware, discussion forums and research followed by a two-month resident phase. The capstone is a week-long, practical Staff Exercise incorporating all elements of instruction.

- **Phase 1 - Distance Learning (DL)** The distance learning phase consists of online courseware, discussion forums, and student writing and research. Lessons prepare students for resident course of instruction.
- **Phase II - Resident** Upon successful completion of the distance learning modules, students meet for the resident phase – 40 academic days of instruction and collaborative learning held at MacDill AFB. Subject matter experts lead classes and build on topics covered in the four modules presented during the distance learning phase.

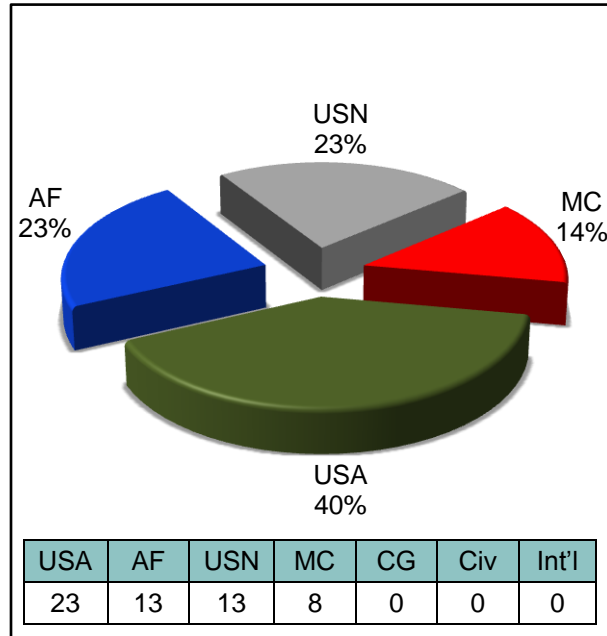
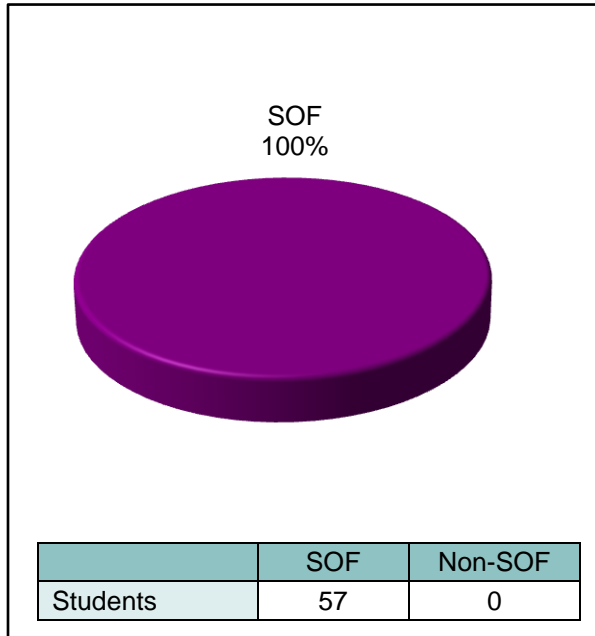
**Target Audience:** SOF Operators and career SOF enablers in the grades of E-8 through E-9, in accordance with current service-specific selection policies. A SOF Enabler is a person whose military skill, function, or specialty is essential to the successful conduct of a Special Operations Core Activity but is not specifically designated as SOF specialty. These individuals are routinely assigned to SOF units, commands, and joint staffs on a recurring basis.

### JSOFSEA Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.9	5.7
2. The objectives of this course were successfully achieved	5.9	5.6
3. The content of this course was what I expected or better	5.9	5.5
4. The information provided in this course will be useful to me in my job	5.9	5.6
5. I would recommend this course to others	<u>5.9</u>	<u>5.7</u>
Overall Score:	5.9	5.6

# JOINT SOF SENIOR ENLISTED ACADEMY

## JSOFSEA AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	0	0

## JSOFSEA AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	0
Total Academic Hours	580
Total Students	57
<b>Student Contact Hours</b>	<b>16530</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS

This section contains detailed information about courses offered by JSOU during Academic Year 2011. Each pair of course pages includes a brief description of the course, course objectives, target audience, overall end-of-course feedback results, and student/course demographic data.

Student data is gleaned from the information provided by students during registration, and from instructors who add relevant data after the class.

## **Course Acronyms**

- 3C-SOF – Cross Cultural Competence for Special Operations Forces
- ASOCbT-A – Advanced Special Operations Combating Terrorism Alumni Course
- CbTEIS – Combating Terrorism Executive Interagency Seminar
- CbTNS – Combating Terrorist Networks Seminar
- C/JFSOCC – Combined/Joint Force Special Operations Component Commanders Course
- CTFC – Counter Threat Finance Course
- ISOF – Introduction to Special Operations Forces Course
- JCIWC – Joint Contemporary Insurgent Warfare Course
- JCMOCPW – Joint Civil Military Operations Campaign Planning Workshop
- JSOFPCC – Joint Special Operations Forces Pre Command Course
- JSOFSEA – Joint Special Operations Forces Senior Enlisted Academy
- JSOIWA – Joint Special Operations Irregular Warfare Advanced Course
- JSOLAC – Joint Special Operations Legal Advisors Course
- JSOMOC – Joint Special Operations Medical Orientation Course
- JSOSOC – Joint Special Operations Staff Officer Course
- JSOWC-IW – Joint Special Operations Warfighter Certificate Irregular Warfare Course
- JSOWC-SOPC – Joint Special Operations Warfighter Certificate Special Operations Planning Course
- MOIC – Methods of Instruction Course
- MOIC-A – Methods of Instruction-Abbreviated
- SILOC - SOF Intelligence Leaders Orientation Course
- SOCbT – Special Operations Combating Terrorism Course
- SOFIACC – Special Operations Forces Interagency Collaboration Course
- SOFSEC – Special Operations Forces Senior Enlisted Course
- SOSTOC – Special Operations Support Team Orientation Course
- USEP – USSOCOM Staff Education Program

## **End-of-Course Evaluations**

At the end of each course, students are asked to indicate the extent to which they agree with the following five overall course evaluation statements:

1. The course was well organized.
2. The objectives of this course were successfully achieved.
3. The content of this course was what I expected or better.
4. The information provided in this course will be useful to me in my job.
5. I would recommend this course to others.



# COURSE DESCRIPTIONS and DEMOGRAPHICS

Each student response is rated on a 6 point scale, ranging from 0% agreement, or 1, to 100% agreement, or 6. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors. The overall course feedback results are described in the pages that follow. The *overall score* reflects the mean (arithmetic average) of the responses for the five end of course evaluation questions as shown on the previous page.

The table below shows the end of course evaluation results for the five overall course-level statements for each course. The Q1-Q5 columns show the year-end mean score for each question. The AVG column shows the overall mean score for the year. ITER shows the number of class iterations conducted for each course in AY 2011, and Students shows the total number of students who attended each course. The last row in the table shows the University's total scores, class iterations, and student attendance. This information is also included with each course description in the pages that follow.

	Q1	Q2	Q3	Q4	Q5	AVG	ITER	Students
<b>3C-SOF</b>	5.0	5.0	5.0	5.5	5.3	5.2	1	7
<b>ASOCbT-A</b>	5.9	5.9	5.9	5.8	6.0	5.9	2	44
<b>CbTEIS</b>	5.5	5.3	5.4	5.4	5.5	5.4	2	39
<b>CbTNS</b>	5.8	5.7	5.5	5.6	5.6	5.6	4	81
<b>C/JFSOCC</b>	5.9	5.3	5.4	5.1	5.8	5.5	1	18
<b>CTFC</b>	5.4	5.3	5.0	5.3	5.5	5.3	2	34
<b>ISOF</b>	5.7	5.9	5.8	5.9	5.9	5.8	3	77
<b>JCIWC</b>	5.7	5.6	5.5	5.5	5.6	5.6	5	177
<b>JCMOCPW</b>	5.7	5.7	5.3	5.7	5.7	5.6	3	86
<b>JSOFPC</b>	5.3	5.2	4.7	5.0	5.5	5.1	2	79
<b>JSOFSEA</b>	5.9	5.9	5.9	5.9	5.9	5.9	2	57
<b>JSOIWA</b>	5.8	5.7	5.7	5.6	5.7	5.7	2	29
<b>JSOLAC</b>	5.5	5.5	5.3	5.5	5.6	5.5	1	52
<b>JSOMOC</b>	6.0	5.9	5.7	6.0	6.0	5.9	1	32
<b>JSOSOC</b>	5.5	5.5	5.3	5.5	5.5	5.5	1	29
<b>JSOWC-IW</b>	5.5	5.6	5.3	5.4	5.6	5.5	4	112
<b>JSOWC-SOPC</b>	5.6	5.7	5.6	5.6	5.6	5.6	4	89
<b>MOIC</b>	5.8	5.9	5.7	5.9	5.9	5.8	4	32
<b>MOIC-A</b>	5.7	5.5	5.3	5.3	5.5	5.5	5	92
<b>SILOC</b>	5.5	5.5	5.4	5.5	5.6	5.5	2	47
<b>SOCbT</b>	6.0	6.0	5.9	5.8	6.0	5.9	3	71
<b>SOFIACC</b>	5.6	5.5	5.3	5.3	5.4	5.4	4	121
<b>SOFSEC</b>	5.5	5.7	5.6	5.5	5.8	5.6	3	114
<b>SOSTOC</b>	6.0	5.7	6.0	5.7	6.0	5.9	1	5
<b>USEP</b>	5.6	5.5	5.4	5.6	5.7	5.6	5	127
<b>AVG/TOTAL</b>	<b>5.7</b>	<b>5.6</b>	<b>5.5</b>	<b>5.6</b>	<b>5.7</b>	<b>5.6</b>	<b>67</b>	<b>1651</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Advanced Special Operations Combating Terrorism Alumni Course (ASOCbT-A)

Course Code: JSOU- ASOCbT-A

Length: 5 Days

MASL# DL126047

Email: [jsou.asocbta@socom.mil](mailto:jsou.asocbta@socom.mil)

**Target Audience:** This course is designed for U.S. and international mid- to senior-level military officers, ministry of defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

**Attendance Criteria:** Participants attend by invitation. Minimum ECL score of 80 is required. For questions or additional information, please refer to the course and contact information on this website.

**Course Description:** As part of the Combating Terrorism Fellowship Program's continuing engagement program, the Advanced Special Operation Combating Terrorism Alumni course focuses on advancing those international partnership networks established during the Special Operations Combating Terrorism Course. Designed for senior military officers and civilian officials, this curriculum focuses on developing strategies for countering terrorist threats and the importance of education concerning current and emerging global threats. Ideally, students will be alumni of a JSOU and/or CTFP-funded invitational course(s). Course enrollment is limited to O-4, or equivalent, and higher.

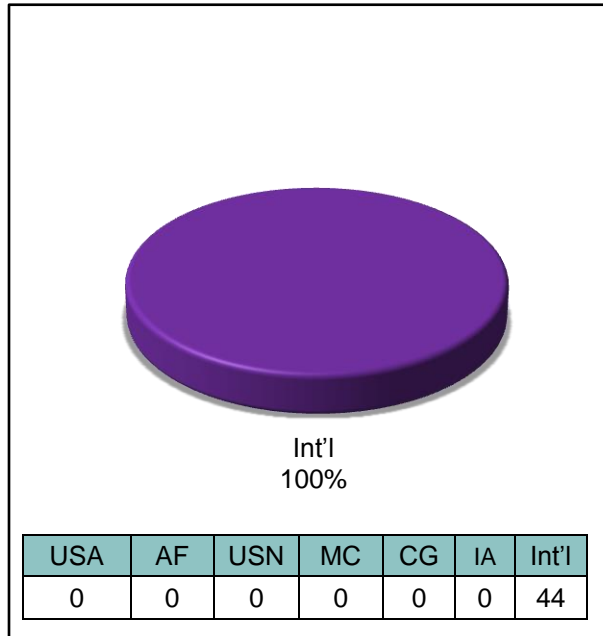
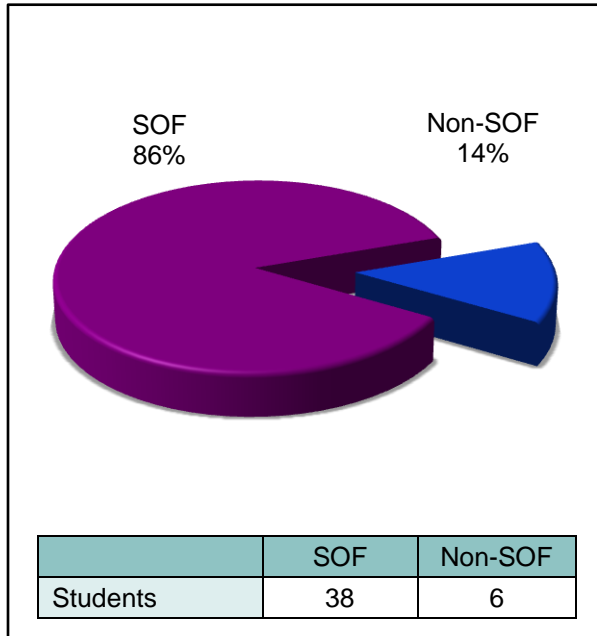
**Key Lessons:** Defining Terrorism; Root Causes and Motivation; Global Strategy; Decision-Making Strategies; Organizing for Combating Terrorism; Networks and Other Structures; Counterinsurgency; Civil Military Operations; and Media Issues.

### ASOCbT-A Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.9	5.7
2. The objectives of this course were successfully achieved	5.9	5.6
3. The content of this course was what I expected or better	5.9	5.5
4. The information provided in this course will be useful to me in my job	5.8	5.6
5. I would recommend this course to others	<u>6.0</u>	<u>5.7</u>
Overall Score:	5.9	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## ASOCbT-A AY 2011 Student Demographics



### International Students by Country

Albania, Algeria, Armenia, Azerbaijan, Bahamas, Botswana, Burundi (2), Cameroon (3), Estonia, Gambia (2), Germany (2), Hungary (2), Italy, Jordan, Lebanon, Lesotho, Lithuania (2), Macedonia, Malaysia, Mali, Mauritius, Mozambique, Nepal (2), New Zealand, Pakistan (3), Philippines, Poland (2), Senegal (4), Thailand, Ukraine

## ASOCbT-A AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	0
Total Academic Hours	80
Total Students	44
<b>Student Contact Hours</b>	<b>1760</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Combating Terrorism Executive Interagency Seminar (CbTEIS)

Course Code: JSOU-CbTEIS

Length: 2 Days

Email: [jsou.cbteis@socom.mil](mailto:jsou.cbteis@socom.mil)

**Target Audience:** This seminar is designed for General/Flag Officers, Senior Executive Service, Senior Intelligence Service, and equivalent personnel from the Department of Defense and other US Government agencies that interact with Special Operations Forces in fighting the global war on terrorism.

**Attendance Criteria:** Invitation only. For questions or additional information please see the course and contact information on the JSOU website.

**Seminar Description:** This seminar provides instruction and panel discussion on topics involving the interaction among USSOCOM and other government agencies in conducting and coordinating the fight against global terrorism. The Commander of USSOCOM has approved the following objectives:

- Inform participants on and encourage thought-provoking discussion of relevant, current interagency issues in combating terrorism
- Inform participants on and encourage thought-provoking discussion of USSOCOM's mission of planning and synchronizing operations against terrorist networks.
- Foster cooperation and promote collaboration among agencies that are vital to long-term success in the war on terrorism.
- Provide information and foster relationships that will enhance interagency planning and operations in the worldwide fight against terrorism.

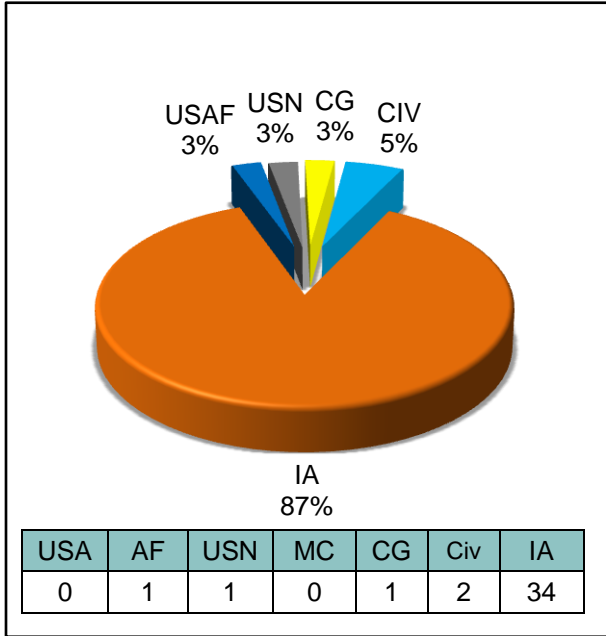
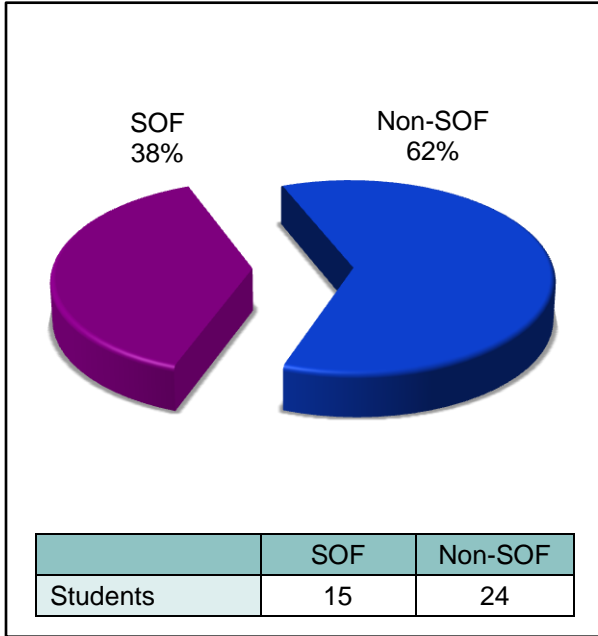
**Key Lessons:** USSOCOM plans and synchronization mission; overview of the national security system; discussion of national security reform efforts; best practices in harnessing the elements of national power; the relationship between reconstruction, stabilization and development efforts to combat terrorism; strategic communication; information sharing and intelligence fusion; and legal and fiscal authorities and constraints on U.S. government agencies engaged in combating terrorism.

### CbTEIS Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.5	5.7
2. The objectives of this course were successfully achieved	5.3	5.6
3. The content of this course was what I expected or better	5.4	5.5
4. The information provided in this course will be useful to me in my job	5.4	5.6
5. I would recommend this course to others	<u>5.5</u>	<u>5.7</u>
Overall Score:	5.4	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## CbTEIS AY 2011 Student Demographics



### Breakdown of Interagency Students

CIA-5, DCIA- 1, DEA-1, DHS-5, DIA-1, DOC-4, DOE-1, DOJ-1, DOS-4, DOT-1, FBI-3, ICE-1, NCTC-2, NGA-2

## CbTEIS AY 2011 Course Totals

<i>Class Iterations</i>		
On-Station	0	
Off-Station	2	Washington, D.C
Total Academic Hours	32	
Total Students	39	
<b>Student Contact Hours</b>	<b>624</b>	

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Combating Terrorist Networks Seminar (CbTNS)

Course Code: JSOU-CbTNS

Length: 4 Days

Email: [jsou.cbtns@socom.mil](mailto:jsou.cbtns@socom.mil)

**Target Audience:** This seminar is designed for Senior Foreign Service Officers, civil service officers and military leaders (FS2-1; GS14-15 and O5-O6) having a background in U.S. security strategy, initiatives and programs designed to combat terrorism.

**Attendance Criteria:** This is a nominative course. Students interested in attending must apply online at the JSOU website and be accepted by the Course Director.

**Seminar Description:** The Combating Terrorist Networks Seminar (CbTNS) is designed for senior-career personnel who have a knowledge base in U.S. strategy, initiatives and programs geared to combat terrorism and/or those who expect an assignment on a staff or organization concentrating on combating terrorism. The primary course goal is to foster cooperation and collaboration among SOF, DoD and other national and international organizations in order to disrupt, deny and defeat terrorist networks using direct and indirect approaches.

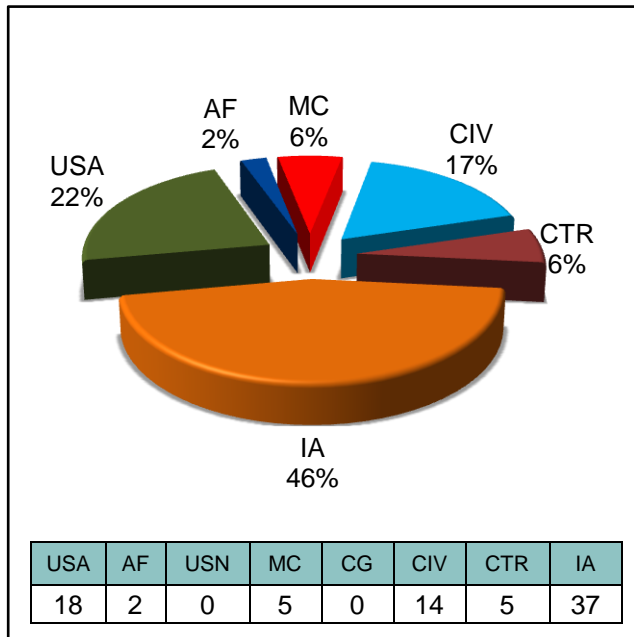
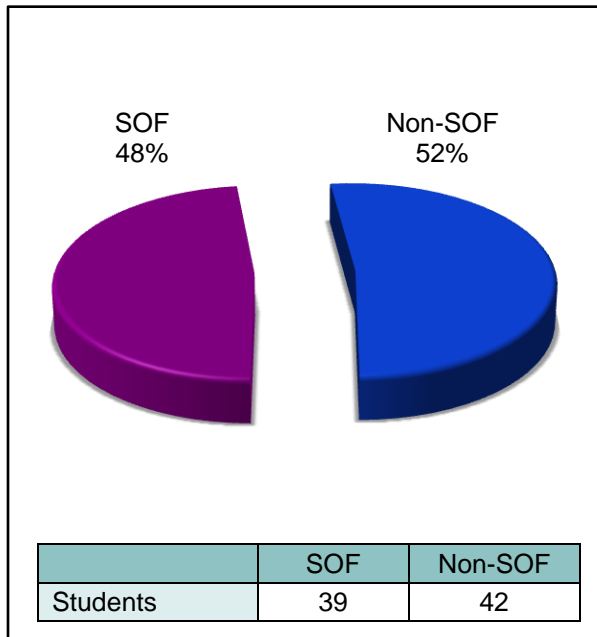
**Key Lessons:** Examine the complex and diverse nature of terrorist networks; Assess the challenges posed by terrorist networks to US security; and Explore both existing and new approaches for meeting and addressing terrorist network threats and challenges through the use of national interagency efforts.

### CbTNS Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.8	5.7
2. The objectives of this course were successfully achieved	5.7	5.6
3. The content of this course was what I expected or better	5.5	5.5
4. The information provided in this course will be useful to me in my job	5.6	5.6
5. I would recommend this course to others	<u>5.6</u>	<u>5.7</u>
Overall Score:	5.6	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## CbTNS AY 2011 Student Demographics



### Breakdown of Interagency Students

DHS-12, DIA-4, DOJ-7, DOS-6, FBI-4, NCTC-2, USAID-1, USSS-1

## CbTNS AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	2 (Washington D.C.)
Total Academic Hours	128
Total Students	81
<b>Student Contact Hours</b>	<b>2892</b>



# COURSE DESCRIPTIONS and DEMOGRAPHICS

## C/JFSOCC



### Combined/Joint Force Special Operations Commanders Course (C/JFSOCC)

Course Code: JSOU-C/JFSOCC

Length: 4.5 Days

MASL# DL126062

Email: jsou.cjfsocc@socom.mil

**Target Audience:** This course is designed for senior warfighting professionals' continuing education. It is intended for General Officers/Flag Officers (to include selects) with special operations experience, along with Senior Executive Service levels from other government agencies. Additionally, the Combined Force Special Operations Component Commander Course encourages participation by international officers.

**Attendance Criteria:** Participants attend by invitation. Course participants are identified by the USSOCOM Commander, each service and/or specified federal agencies.

**Course Description:** The Combined/Joint Special Operations Force Component Commander's Course is designed to prepare C/JFSOCCs and other senior leaders for theater-level leadership at the operational level. The course advances senior leader understanding of the complexities of major joint, combined, interagency and multinational operations conducted to accomplish strategic objectives.

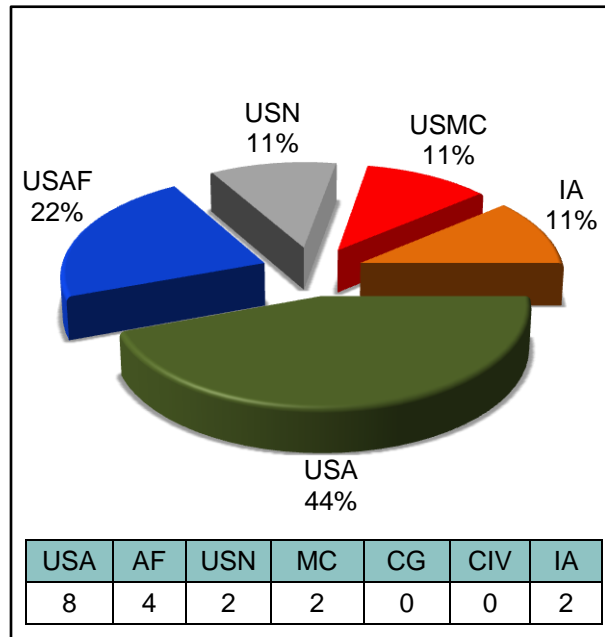
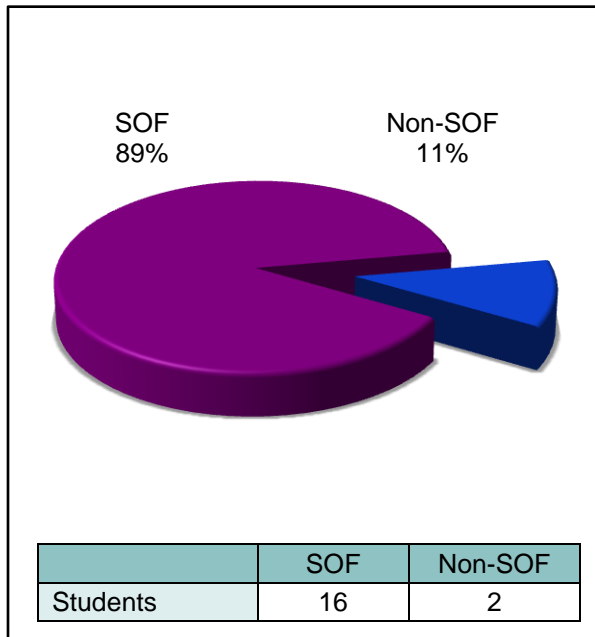
**Key Lessons:** Specific lessons will cover the roles and functions of the C/JFSOCC, alliances, coalitions, joint and service doctrine, theater-level strategy, SOF in complex operations, joint operations planning, interagency partnerships, and key processes, components and systems.

#### C/JFSOCC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.9	5.7
2. The objectives of this course were successfully achieved	5.3	5.6
3. The content of this course was what I expected or better	5.4	5.5
4. The information provided in this course will be useful to me in my job	5.1	5.6
5. I would recommend this course to others	<u>5.8</u>	<u>5.7</u>
Overall Score:	5.5	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## C/JFSOCC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	0	0

## C/JFSOCC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	1
Off-Station	0
Total Academic Hours	36
Total Students	18
<b>Student Contact Hours</b>	<b>648</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Counter Threat Finance Course (CTFC)

Course Code: JSOU-CTFC

Length: 5 Days

Email: [jsou.ctfes@socom.mil](mailto:jsou.ctfes@socom.mil)

**Target Audience:** This course is for Officers (O-1 to O-5), Warrant Officers, senior noncommissioned officers (E-6 to E-9), government civil service personnel (GS-11 to GS-14), and contractors assigned to counter threat finance or intelligence units at Combatant Commands (COCOMs), Inter-Agency, SOF, General Purpose Forces (GPF), and DoD Military Intelligence personnel associated with direct support operational units.

**Attendance Criteria:** This is a nominative course. Students interested in attending this course must be members of the target audience, threat finance community, or the military intelligence community who are associated with or going to be assigned to work the threat finance problem set.

**Course Description:** CTFC addresses counter threat finance fundamentals, and how to effectively use intelligence to combat enemy financial networks with strategic and tactical collection, analysis, and targeting processes in support of kinetic or non-kinetic financial actions. CTFC will cover an intermediate level of how to identify and map threat networks in order to disrupt and dismantle logistic and financial facilitation. There will be a practical exercise at the end of the course.

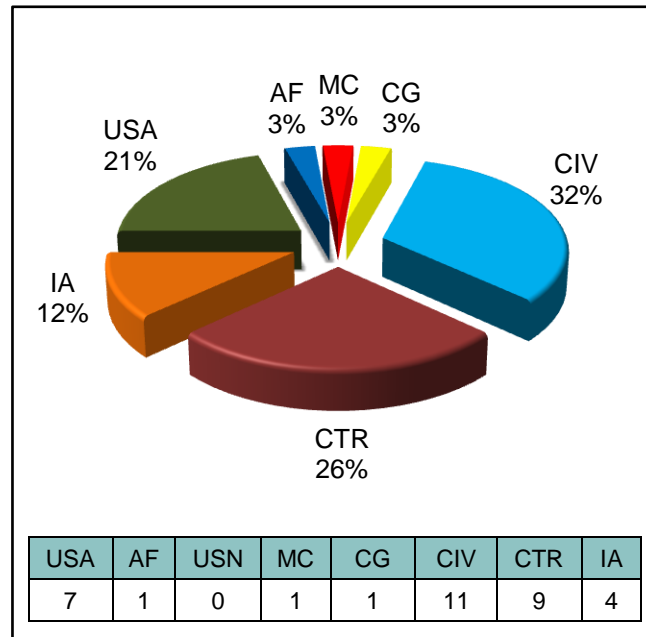
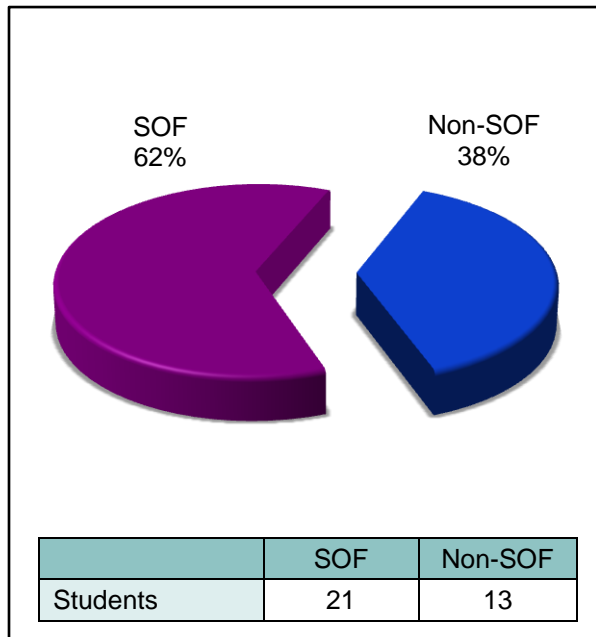
**Key Lessons:** Examine the functions and roles within the threat network and the cost of doing business; Fund raising methods, criminal acts to fund operations and financial characteristics of the AOR; analysis in identifying the entire network: relationships, call chaining, mapping; Collections: utilizing SIGINT, HUMINT, GEOINT, Open Source; threat finance support to interrogation and Counter Insurgency Operations.

### CTFC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.4	5.7
2. The objectives of this course were successfully achieved	5.3	5.6
3. The content of this course was what I expected or better	5.0	5.5
4. The information provided in this course will be useful to me in my job	5.3	5.6
5. I would recommend this course to others	<u>5.5</u>	<u>5.7</u>
Overall Score:	5.3	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## CTFC AY 2011 Student Demographics



### Student Level of Responsibility

Tactical	Operational	Strategic
0	100%	0

## CTFC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	0
Total Academic Hours	48
Total Students	34
<b>Student Contact Hours</b>	<b>816</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Cross-Cultural Competence for Special Operations Forces (3C-SOF)

Course Code: JSOU- 3C-SOF

Length: 4.5 Days

Email: [jsou.3csof@socom.mil](mailto:jsou.3csof@socom.mil)

**Target Audience:** This course is designed for Special Operations military officers (O-2 to O-5), warrant officers (W-1 to W-4), and senior non-commissioned officers (E-7 to E-9) who are preparing for, en-route to, or serving in a Joint Special Operations assignment (USSOCOM, TSOC, JSOC, JTF, or JSOTF). Attendance will be considered for other potential students including coalition partners and supporting forces.

**Prerequisites/References:** Completion online of Air Force 2A Culture General Course (ZZ133104) or approved alternate. Course must be completed and certificate emailed as part of nomination for enrollment. This course is available on the ADLS website. Email the course director if unable to access the course.

**Course Description:** The course provides an overview of the theories, programs and controversies surrounding the discussion of the impact of cultural competency in military operations as well as an overview of some of the frameworks being discussed within the Department of Defense about ways to increase effectiveness cross-culturally in military operations. The course addresses issues of culture, gender, identity, social networks and communication and how they impact the world view of, not only the SOF Operator, but the populations with which they work By, With and Through. This course provides students an understanding of current definitions of culture as well as some of the ongoing programs that address culture within the DoD and the US Government.

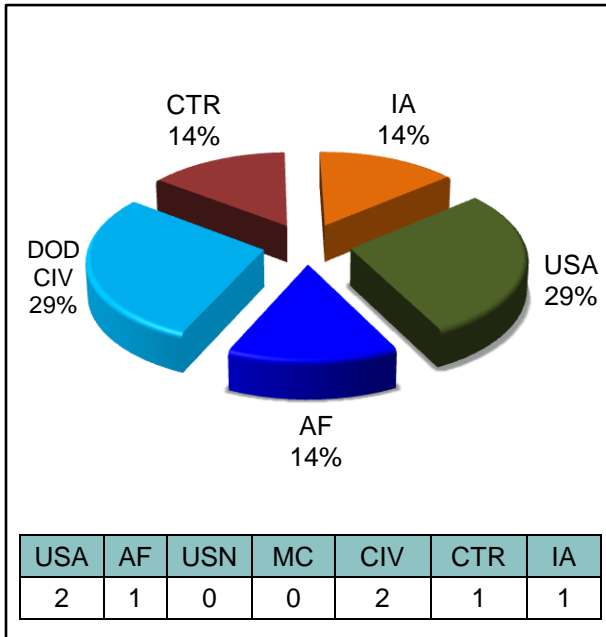
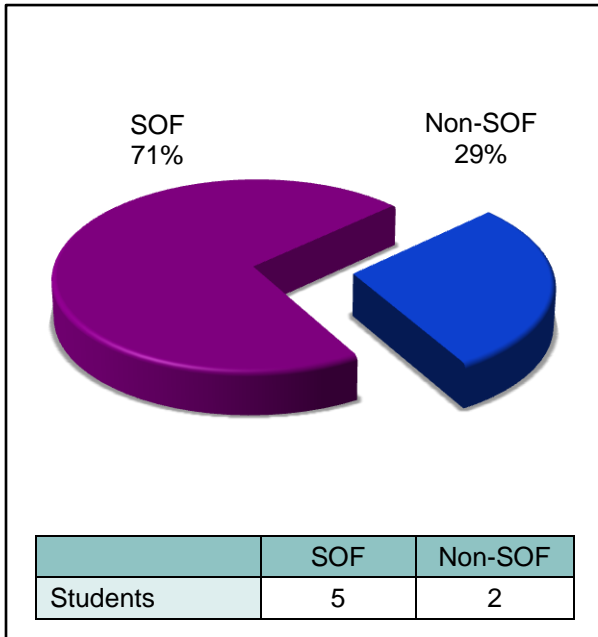
**Key Lessons:** Examine the principles of Culture General knowledge, cross-cultural competence, identity, ideology, cross-cultural communication and how all of these areas affect the ability to accomplish objectives in a cross-cultural environment. Other key areas include the contemporary issues and challenges of cultural analysis and gender's impact on operations.

### 3C-SOF Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.0	5.7
2. The objectives of this course were successfully achieved	5.0	5.6
3. The content of this course was what I expected or better	5.0	5.5
4. The information provided in this course will be useful to me in my job	5.5	5.6
5. I would recommend this course to others	<u>5.3</u>	<u>5.7</u>
Overall Score:	5.2	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## 3C-SOF AY 2011 Student Demographics



Student Level of Responsibility

Tactical	Operational	Strategic
0	100%	0

## 3C-SOF AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	1
Off-Station	0
Total Academic Hours	40
Total Students	7
<b>Student Contact Hours</b>	<b>280</b>

Note: This was the pilot course for the 3C-SOF.

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Introduction to Special Operations Forces Course (ISOF)

Course Code: JSOU-ISOF

Length: 3 Days

Email: [jsou.isof@socom.mil](mailto:jsou.isof@socom.mil)

**Target Audience:** Course designed for individuals with minimal special operations experience and knowledge identified to serve in United States Special Operations Command (USSOCOM) staff positions, components, and sub-unified commands; combatant command theater special operations commands (TSOCs); individuals with an enabling or partner relationship to USSOCOM; other identified individuals requiring a fundamental understanding of special operations. Course is available to all government agencies, contractors with established relationships to USSOCOM, all services, and all ranks, typically grades 0-1 through 0-5, W-2 through W-5, E-5 through E-9, GS-6 through GS-13, and equivalent contractors.

**Course Description:** Course provides fundamental understanding and overview information of selected special operations topics. Students gain foundational knowledge to effectively perform their duties sooner.

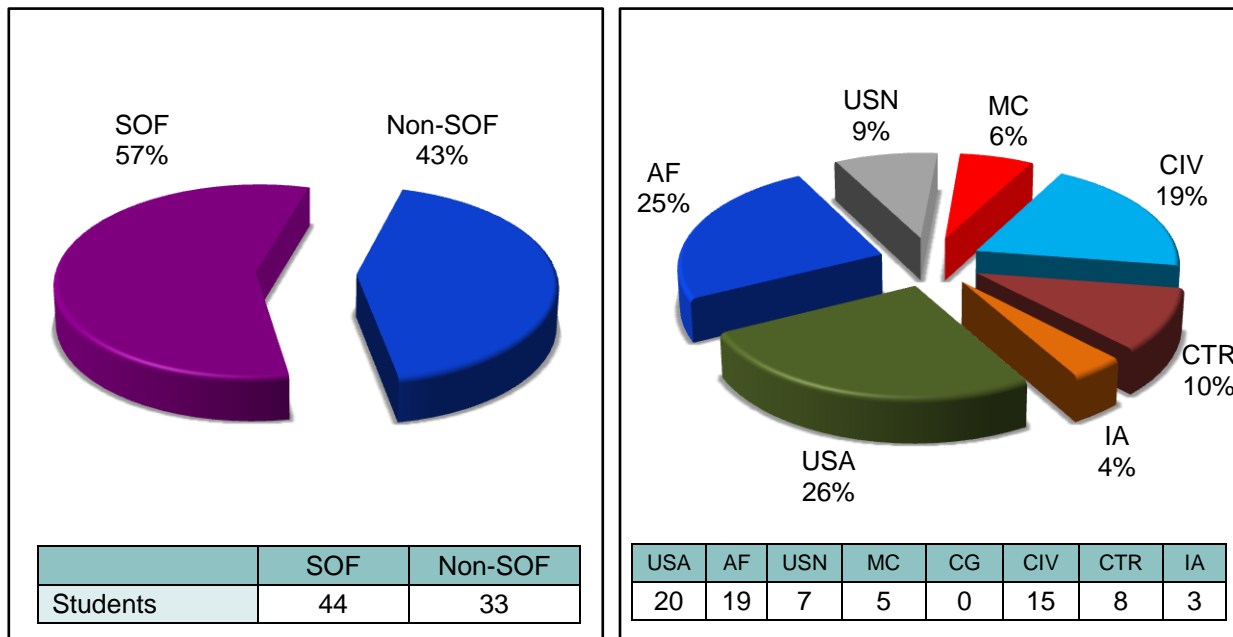
**Key Lessons:** Special Operations Overview, Special Operations Forces Overview, Special Operations Forces Employment Overview, Command Relationships and Joint Forces Overview, USSOCOM Overview, US Army Special Operations Forces Overview, US Navy Special Operations Forces Overview, US Air Force Special Operations Forces Overview, US Marine Corps Special Operations Forces Overview, Joint Special Operations University Overview, USSOCOM Sub-unified Commands Overview, TSOCs Overview, and an Irregular Warfare Overview.

### ISOF Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.7	5.7
2. The objectives of this course were successfully achieved	5.9	5.6
3. The content of this course was what I expected or better	5.8	5.5
4. The information provided in this course will be useful to me in my job	5.9	5.6
5. I would recommend this course to others	<u>5.9</u>	<u>5.7</u>
Overall Score:	5.8	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## ISOF AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
1	2	3	1	0	0

## ISOF AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	3
Off-Station	0
Total Academic Hours	72
Total Students	77
<b>Student Contact Hours</b>	<b>1848</b>



# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Joint Contemporary Insurgent Warfare Course (JCIWC)

Course Code: JSOU-JCIWC  
Length: 3 Days  
MASL# DL126064  
Email: [jsou.jciwc@socom.mil](mailto:jsou.jciwc@socom.mil)

**Target Audience:** This course is designed for Officers (O-1 to O-4), NCOs (E-5 to E-7) and US governmental civilian employees in comparable grades, serving within the SOF community or supporting SOF operations. International military and civilians whose job requires knowledge of Irregular Warfare may be accepted on a case by case basis.

**Prerequisites/References:** Prospective students must complete reading assignments provided by the Course Director prior to attending the JCIWC. Students are also required to review FM 3-24 and the Irregular Warfare Joint Operating Concept (IW JOC). Completion of the Joint Contemporary Insurgent Warfare Course (JCIWC) is mandatory prior to attendance of Warfighter's Certificate – Irregular Warfare Course (IWC).

**Description:** The Joint Contemporary Insurgent Warfare Course (JCIWC) is a three-day educational program that provides the fundamental concepts of Irregular Warfare (IW) and its impact on the Joint Force. The JCIWC is divided into three modules.

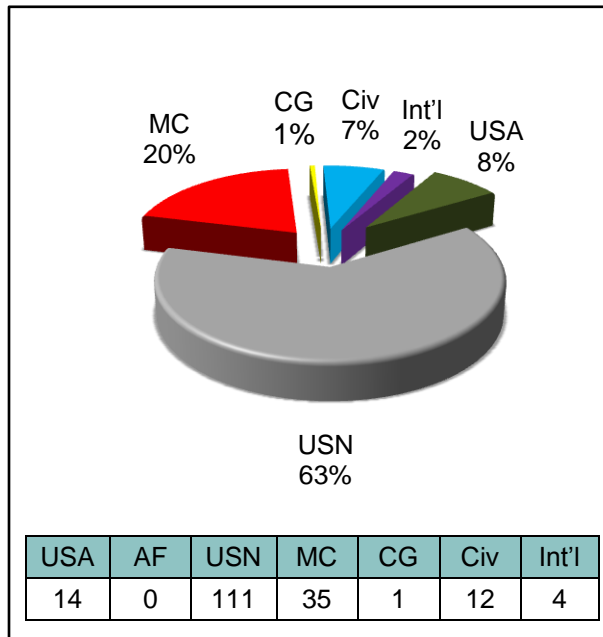
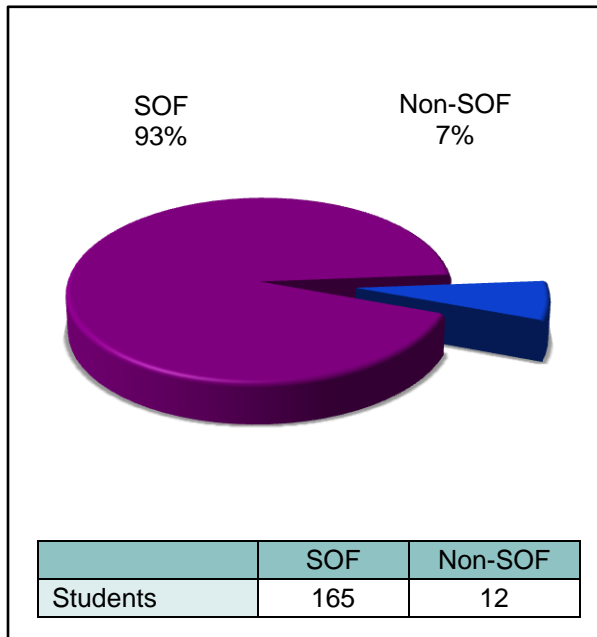
- Module one identifies the fundamental concepts of Irregular Warfare and its impact on the Joint Force.
- Module two examines the pillars of IW and how they are used in modern conflicts. It also examines the role of Special Operations Forces in executing Irregular Warfare.
- Module three discusses the roles of the supporting activities within Irregular Warfare as it relates to the five pillars.

### JCIWC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.7	5.7
2. The objectives of this course were successfully achieved	5.6	5.6
3. The content of this course was what I expected or better	5.5	5.5
4. The information provided in this course will be useful to me in my job	5.5	5.6
5. I would recommend this course to others	<u>5.6</u>	<u>5.7</u>
Overall Score:	5.6	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## JCIWC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
7	0	9	1	0	0

## JCIWC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	0
Off-Station	3 (Coronado, CA; Little Creek, VA; Camp Pendleton, CA)
Total Academic Hours	120
Total Students	177
<b>Student Contact Hours</b>	<b>4248</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Joint Civil Military Operations Campaign Planning Workshop (JCMOCPW)

Course Code: JSOU-JCMOCPW

Length: 5 Days

MASL# D126042

Email: jsou.jcmocpw@socom.mil

**Target Audience:** This course is designed for civil affairs officers (O-4 and O-5). Course acceptance preference will be given to potential CMO planners in those positions most likely to deploy. Personnel with deployment experience and/or planning experience at JTF/corps/division level are also desired course candidates.

**Attendance Criteria:** Students interested in attending must apply online at the JSOU website and be accepted by the Course Director. Prospective students will initially be conditionally enrolled in the course. They will receive a pre-course CD-ROM with reference materials and a pre-test. The pre-test is intended to ensure that all students arrive at the resident phase of the course with the required level of basic knowledge and familiarity with relevant doctrine and references.

**Course Description:** The JCMOCPW educates students on how to apply joint civil-military operations (CMO) doctrine to successfully conduct operational-level CMO campaign planning to support a joint force commander's mission, emphasizing the Joint Operational Planning Process (JOPP) and incorporating the interaction between military staff members and representatives of other US government agencies, international organizations, and non-governmental organizations. Students will work in an academic environment analyzing the civil dimension, developing and coordinating staff estimates and courses of action, and presenting a Course of Action (COA) decision brief with recommended CA force structure, and participating in an after-action review.

**Key Lessons:** Interagency Planning and Coordination; Joint Civil Affairs Concepts and Planning; Analysis of the Civil Environment; Joint Campaign Planning; Joint Operation Planning Process (JOPP) for CMO; and a Practical Exercise: CMO COA Development and Analysis.

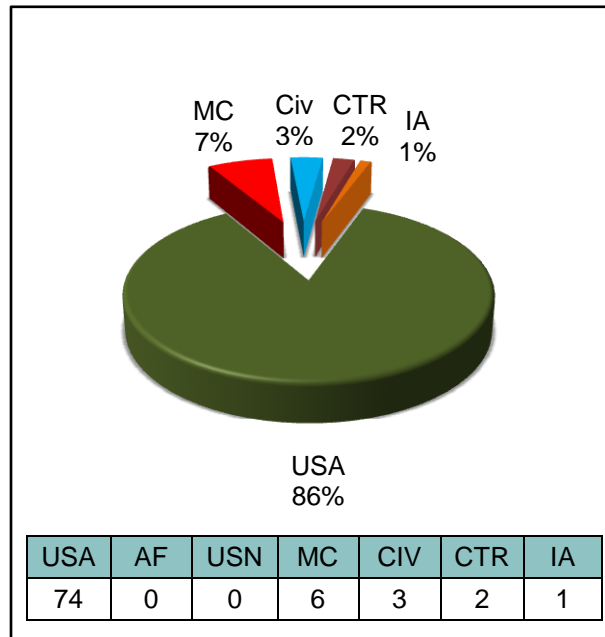
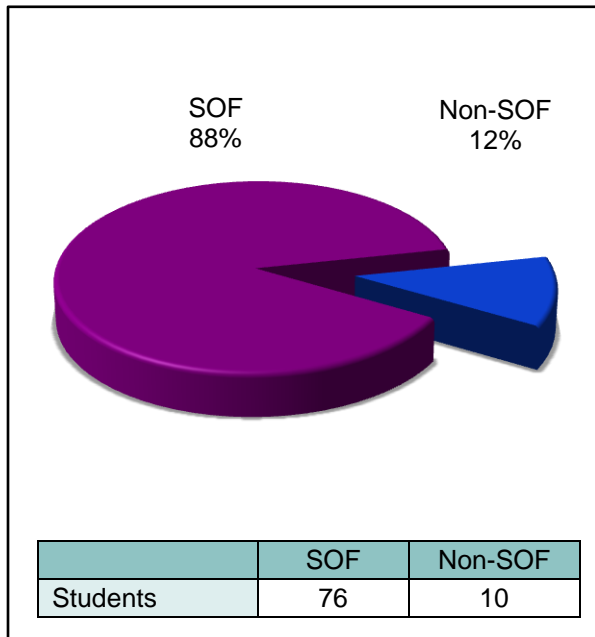
### JCMOCPW Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.7	5.7
2. The objectives of this course were successfully achieved	5.7	5.6
3. The content of this course was what I expected or better	5.3	5.5
4. The information provided in this course will be useful to me in my job	5.7	5.6
5. I would recommend this course to others	<u>5.7</u>	<u>5.7</u>
Overall Score:	5.6	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## JCMOCPW AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
4	0	0	0	0	0

## JCMOCPW AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	1
Off-Station	2 Ft Bragg, NC X 2
Total Academic Hours	120
Total Students	86
<b>Student Contact Hours</b>	<b>3440</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Joint Special Operations Forces Pre-Command Course (JSOFPC)

Course Code: JSOU-JSOFPC

Length: 4.5 Days

Email: [jsou.jsofpc@socom.mil](mailto:jsou.jsofpc@socom.mil)

**Target Audience:** New SOF commanders (O-5/6) and their senior enlisted leaders (E-9) in core SOF primary/duty occupation codes. Attendance prior to taking command or assuming the senior enlisted leader position is directed by the Commander USSOCOM. Students are identified to attend by their component personnel office.

**Attendance Criteria:** Participants attend by invitation. Attendance prior to taking command or assuming the senior enlisted leader position is mandatory and directed by the Commander USSOCOM. Students are identified to attend by their component personnel office.

**Course Description:** This course provides a venue for networking and discussion of relevant topics among the SOF commanders and senior enlisted leaders across the components. The purpose is to provide education that informs commanders and senior enlisted leaders on a variety of current USSOCOM issues. The following objectives are addressed: Inform and discuss ASD SOLIC & IC issues and initiatives; inform and discuss components' issues and USSOCOM'S role in the national campaign against terror initiatives; and enable commanders and senior enlisted leaders to share and learn from each other's command experiences.

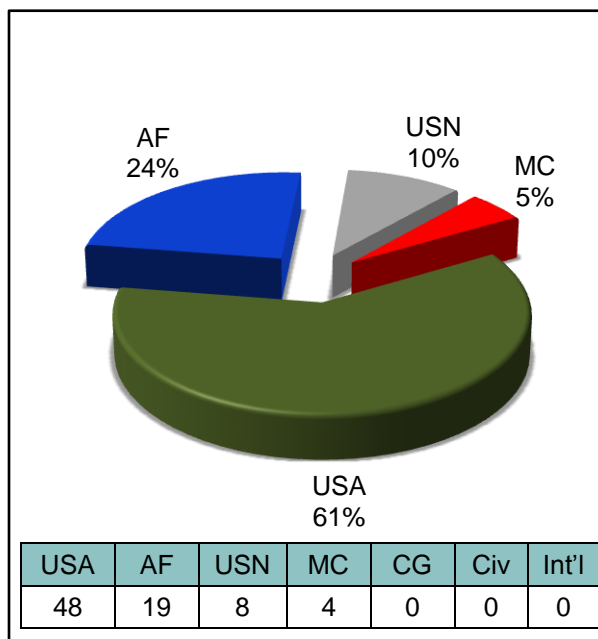
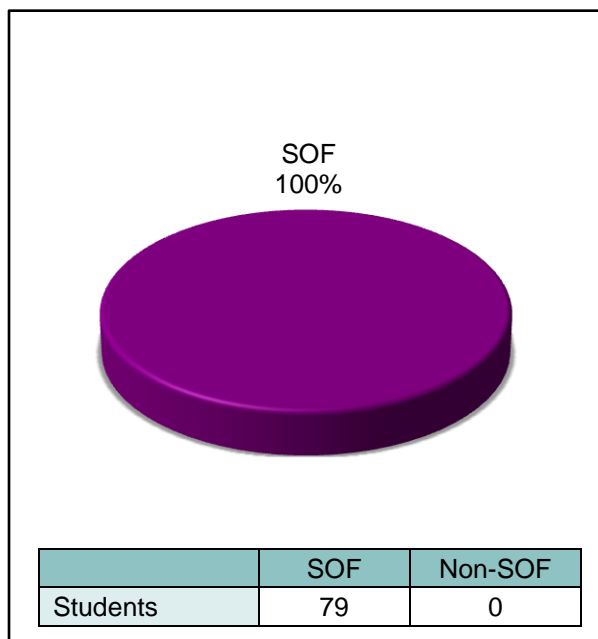
**Key Lessons:** SOF senior leader insights and perspectives on SOF trends, policies, and issues; Resourcing, SOF Capabilities, Integration and Development System (SOFCIDS); Lessons Learned; USSOCOM Readiness Reporting; Commander's Safety Philosophy; Care Coalition; USSOCOM unique medical, legal and public affairs updates.

### JSOFPC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.3	5.7
2. The objectives of this course were successfully achieved	5.2	5.6
3. The content of this course was what I expected or better	4.7	5.5
4. The information provided in this course will be useful to me in my job	5.0	5.6
5. I would recommend this course to others	<u>5.5</u>	<u>5.7</u>
Overall Score:	5.1	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## JSOFPCC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
3	0	0	0	0	0

## JSOFPCC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	0
Total Academic Hours	72
Total Students	79
<b>Student Contact Hours</b>	<b>2844</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Joint Special Operations Irregular Warfare Advanced Course (JSOIWA)

Course Code: JSOIWA  
Length: 10 Days  
MASL# D126048  
Email: jsou.jsoiwa@socom.mil

**Target Audience:** This course is designed for Special Operations officers(O-4 to O-6), Warrant Officers (W-3 to W-5), noncommissioned officers (E-8 to E-9), and civilians (GS-13 to GS-15) who will be working in a Special Operations operational or strategic level assignment. Other military, civilians and international students may be accepted on a case-by-case basis.

**Prerequisites/References:** Prospective students must complete reading assignments provided by the course director prior to attending the course. Students are also required to review the Irregular Warfare Joint Operating Concept 1.0 and 2.0 (IW JOC).

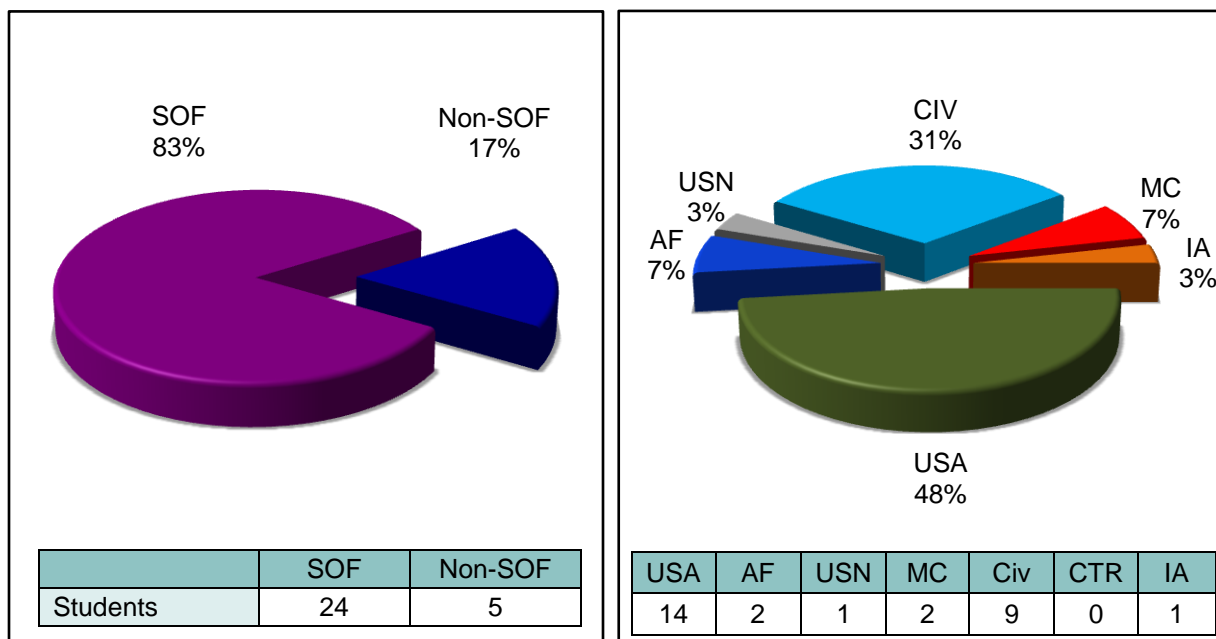
**Course Description:** The course improves a learner's capability for critical thinking and planning for future irregular security challenges and is oriented toward understanding the population, modern adversaries, and friendly whole of government capabilities in Irregular Warfare (IW). The course focuses on IW theories applied to historical and current operations as well as emerging IW concepts. Students are taught through a variety of methods in and out of class: relevant readings, lectures, seminar discussions, vignettes, case studies, SME contributions, and a student writing assignment. Students should walk away with a significantly improved capability for critical thinking about and planning for irregular security challenges.

### JSOIWA Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.8	5.7
2. The objectives of this course were successfully achieved	5.7	5.6
3. The content of this course was what I expected or better	5.7	5.5
4. The information provided in this course will be useful to me in my job	5.6	5.6
5. I would recommend this course to others	<u>5.7</u>	<u>5.7</u>
Overall Score:	5.7	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## JSOIWA AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
1	0	1	2	0	0

## JSOIWA AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	0
Total Academic Hours	160
Total Students	29
<b>Student Contact Hours</b>	<b>2320</b>



# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Joint Special Operations Legal Advisor Course (JSOLAC)

Course Code: JSOU-JSOLAC

Length: 4.5 Days

Email: [jsou.jsolac@socom.mil](mailto:jsou.jsolac@socom.mil)

**Target Audience:** This course is for military judge advocates and paralegals through the rank of O-6 (Army, Navy, Air Force, Marine, including Reserve and National Guard), civilian attorneys, and civilian paralegals, who are employed by the U.S. Government and work with, are currently assigned to, or are pending assignment to a Special Operations unit, command or TSOC.

**Attendance Criteria:** Students interested in attending must apply online at the JSOU website and be accepted by the Course Director. Applicant should have a recent assignment to a JAG or SJA billet in USSOCOM and possess concurring course nomination from SJA USSOCOM.

**Course Description:** This is an introductory course in SOF legal operations for personnel being assigned as a SOF legal adviser or paralegal. It is not designed to replace the annual USSOCOM SOF Legal Conference which provides annual updates for developments within the SOF legal community. Continuing Legal Education (CLE) credit including ethics will be granted for this course for all state bar jurisdictions (approx. 30 hours).

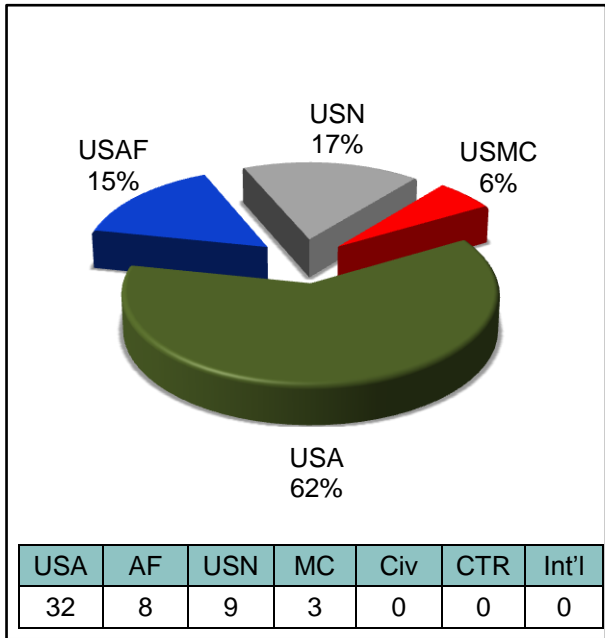
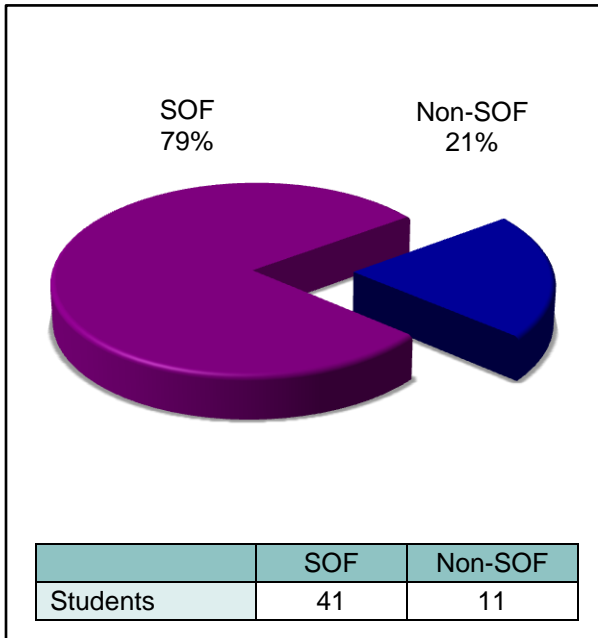
**Key Lessons:** Overview of SOF missions and units; history and development of SOF; legal authorities (including 10 USC §167) for SOF missions; SOF unique legal / ethical issues (such as wearing nonstandard uniforms and gifts from foreign officials); funding (including MFP-11, security assistance, and CMPF); contracting/procurement issues (including pre-deployment and post-deployment Statement of Requirements and legal reviews); contractors supporting SOF missions; human rights vetting and training; advanced special operations issues; other governmental agency interaction; international agreements; concept of operations (CONOPs) and training program reviews; JCETs and training exercises; and operations with Coalition SOF.

### JSOLAC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.5	5.7
2. The objectives of this course were successfully achieved	5.5	5.6
3. The content of this course was what I expected or better	5.3	5.5
4. The information provided in this course will be useful to me in my job	5.5	5.6
5. I would recommend this course to others	<u>5.6</u>	<u>5.7</u>
Overall Score:	5.5	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## JSOLAC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
4	0	0	0	0	0

## JSOLAC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	1
Off-Station	0
Total Academic Hours	36
Total Students	52
<b>Student Contact Hours</b>	<b>1872</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Joint Special Operations Medical Orientation Course (JSOMOC)

Course Code: JSOU-JSOMOC

Length: 5 Days

MASL# D175461

Email: [jsou.jsomoc@socom.mil](mailto:jsou.jsomoc@socom.mil)

**Target Audience:** This course is an interactive course designed to orient medical officers, senior non-commissioned officers, and US Government civilian employees in comparable grades who serve within the SOF community or in direct support of SOF operations. Other interested military personnel, civilians and international student applications will be evaluated on a case-by-case basis.

**Attendance Criteria:** Students interested in attending must apply online at the JSOU website and be accepted by the Course Director.

**Course Description:** This course focuses on SOF medical forces, doctrine, policies, medical operations, public health, and tactical medicine. Prior to the advent of the JSOMOC, SOF medical officer candidates were difficult to identify and once assigned to SOF units their training was sporadic with no identified standard. Unlike operators or line personnel, medical officers generally have no preparation and little knowledge of SOF prior to their assignment. Time, financial, and mission constraints limited the officer's ability to acquire necessary training to operate effectively within the SOF community. The course will familiarize attendees with the US SOCOM mission, roles and capabilities with focus on medical operations in the joint SOF setting. Areas of emphasis will include operations/plans, current lessons learned, intelligence, medical force protection, operational risk assessment, health surveillance and SOF relevant clinical subjects.

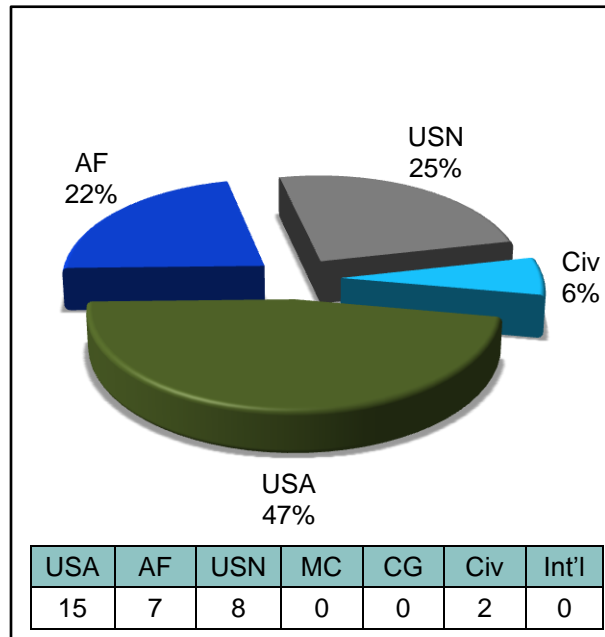
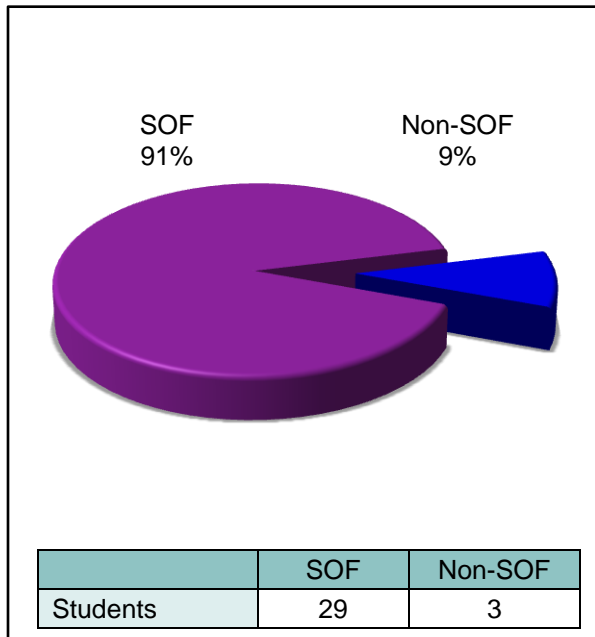
**Key Lessons:** Surgeon briefings from USSOCOM and Service Components, Theater Special Operations Command (TSOC); SOF functional and regional briefings to include; CA, JSOTF C2, JPRA, EPW issues, Interagency Collaboration, USSOCOM Care Coalition, Medical Training, Logistics and Intelligence.

### JSOMOC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	6.0	5.7
2. The objectives of this course were successfully achieved	5.9	5.6
3. The content of this course was what I expected or better	5.7	5.5
4. The information provided in this course will be useful to me in my job	6.0	5.6
5. I would recommend this course to others	<u>6.0</u>	<u>5.7</u>
Overall Score:	5.9	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## JSOMOC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
4	0	0	0	0	0

## JSOMOC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	1
Off-Station	0
Total Academic Hours	40
Total Students	32
<b>Student Contact Hours</b>	<b>1280</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Joint Special Operations Staff Officer Course (JSOSOC)\*

Course Code: JSOU-JSOSOC

Length: 4.5 Days

\*Discontinued in AY 2011

**Target Audience:** This course is designed for newly assigned Joint Special Operations Staff (Action) Officers. Officers in grades O3 to O5, CWO 3-5, NCOs in grades E-7 to E-9, civilians GS 9-15, and equivalent contractors.

**Attendance Criteria:** Students interested in attending must apply online at the JSOU website and be accepted by the Course Director. Individuals interested in attending must complete the memorandum located on the USSOCOM SOFNET Portal (under Components, then JSOU) and e-mail or FAX completed memorandums to the JSOSOC Course Director at jsou.jsosoc@socom.mil or FAX 813-826-3731. Individuals without access to the USSOCOM Portal should email the Course Director for a copy of the memorandum. Prior to attendance, students are also required to complete the Introduction to Special Operations Forces (ISOF) Online Course of Instruction located on the JSOU website.

**Course Description:** This course prepares newly assigned Special Operations staff officers to work effectively in the joint staff environment where USSOCOM and its major associates must successfully function. This course concentrates on the Title 10 aspects and issues of the command. The desired end state is a Special Operations Staff Officer who is knowledgeable of the key issues and major staff processes of USSOCOM, aware of current "hot-button" issues, and capable of successfully interacting and engaging at the action officer level of unified commands, the Joint Staff, the Office of the Secretary of Defense staff and select Federal Agencies.

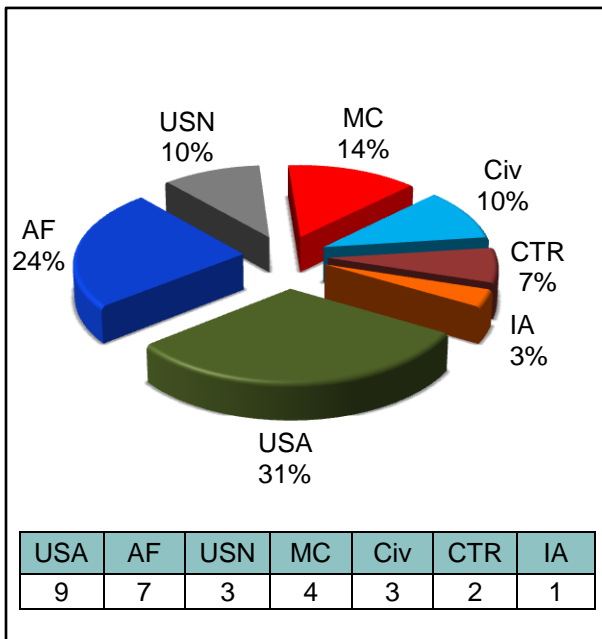
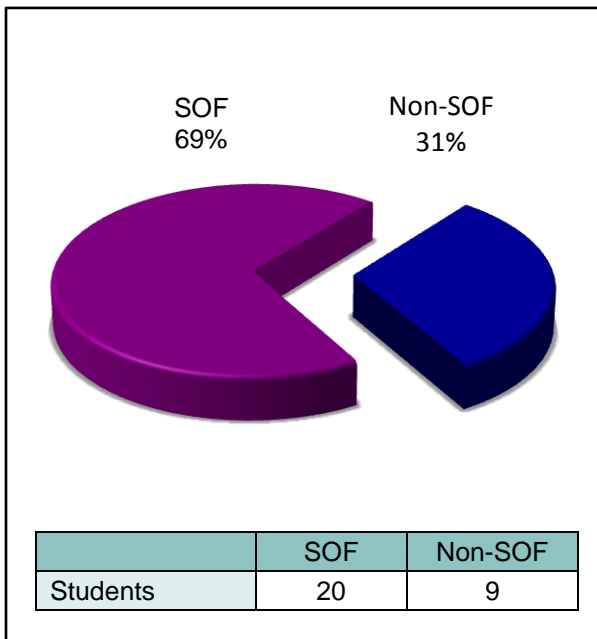
**Key Lessons:** The SOF Staff Environment (JS-DDSO, OASD SO/LIC & IC, Components and TSOC's); Key Staff Processes (PPBES, SPP, CMNS, GWOT/CSO plans/processes, acquisition and logistics); and the Future SOF Environment (Global Counter-Terrorism Network, Joint Concepts, Wargaming/Experimentation).

### JSOSOC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.5	5.7
2. The objectives of this course were successfully achieved	5.5	5.6
3. The content of this course was what I expected or better	5.3	5.5
4. The information provided in this course will be useful to me in my job	5.5	5.6
5. I would recommend this course to others	<u>5.5</u>	<u>5.7</u>
Overall Score:	5.5	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## JSOSOC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
3	0	0	0	0	0

## JSOSOC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	1
Off-Station	0
Total Academic Hours	36
Total Students	29
<b>Student Contact Hours</b>	<b>1044</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Joint Special Operations Warfighter Certificate - Irregular Warfare Course (JSOWC-IW)

Course Code: JSOWC-IW

Length: 10 Days

MASL# D126057

Email: jsou.jsowc2@socom.mil

**Target Audience:** This course is designed for Special Operations military officers (O-2 to O-4), warrant officers (W-1 to W-4) and non-commissioned officers (E-7 to E-9) who are preparing for a Joint Special Operations assignment. Other military, civilians and international students may be accepted on a case-by-case basis.

**Course Prerequisites:** The course director will provide more clarifying instructions, but at a minimum the student should read the following prior to the course start date:

- DOD Instruction 3000.7 dtd 1 Dec 08
- Irregular Warfare Joint Operating Concept 1.0 2007 dtd 11 Sep 07
- Irregular Warfare Joint Operating Concept 2.0 dtd 17 May 10

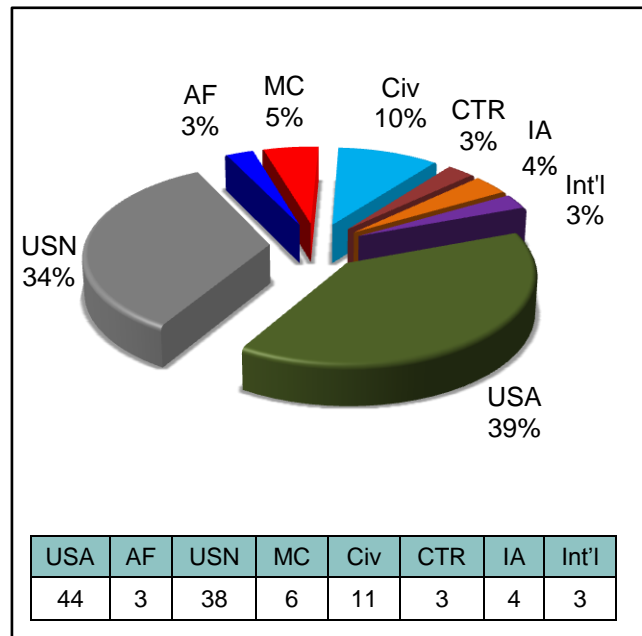
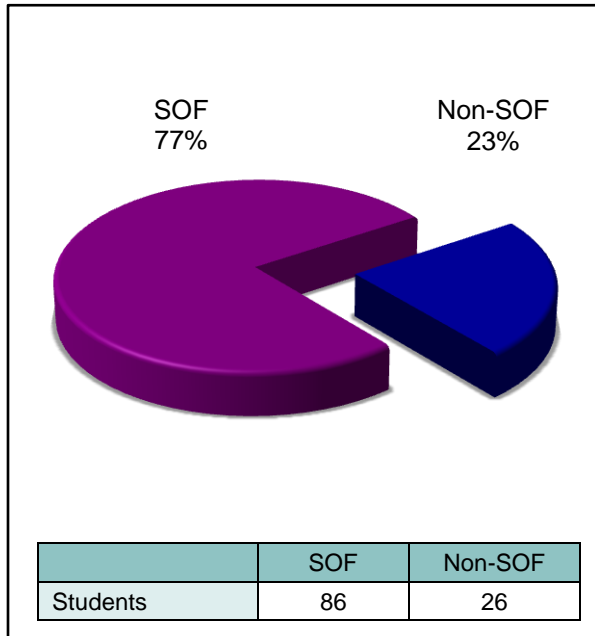
**Course Description:** An ten-day seminar course addressing IW policy and concepts, strategic philosophies, and operational approaches with operational vignettes and case studies and a varied faculty discussing topics that range from critical thinking, culture, and insurgency theory, to intelligence and operational approaches, to transnational criminal activities and law enforcement

### JSOWC-IW Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.5	5.7
2. The objectives of this course were successfully achieved	5.6	5.6
3. The content of this course was what I expected or better	5.3	5.5
4. The information provided in this course will be useful to me in my job	5.4	5.6
5. I would recommend this course to others	<u>5.6</u>	<u>5.7</u>
Overall Score:	5.5	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## JOWC-IW AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
10	2	11	0	0	0

## JOWC-IW AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	1
Off-Station	3 (Coronado, Ft Bragg, Little Creek)
Total Academic Hours	320
Total Students	112
<b>Student Contact Hours</b>	<b>8960</b>



# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Joint Special Operations Warfighter Certificate – Special Operations Planning Course (JSOWC-SOPC)

Course Code: JSOWC-SOPC  
 Length: 15 Days  
 MASL# D126061  
 Email: jsou.jsowc.sopc@socom.mil

**Target Audience:** This course is designed for Special Operations military officers (O-2 to O-4), warrant officers (W-1 to W-4), and senior noncommissioned officers (E-7 to E-9) who are preparing for, en route to, or serving in a joint special operations assignment that may involve joint staff planning.

**Attendance Criteria:** Students interested in attending must apply online at the JSOU website and be accepted by the Course Director. International student attendance will be considered on a case-by-case basis. Additionally, students should familiarize themselves with the JSOU SOF Reference Manual prior to arriving at the course. Specific read-ahead requirements for JSOWC-SOPC will be provided by the Course Director upon acceptance.

**Course Description:** The course focuses on linkages between National Security guidance and strategy with operational planning in the joint environment as well as joint operational planning principles and processes; individual use of SOF planning tools; a practical exercise that is scenario driven and allows application of all elements of the joint operational planning process. Students form joint planning groups (JPGs) in order to analyze, identify recommended solutions and develop briefings in response to an operational problem.

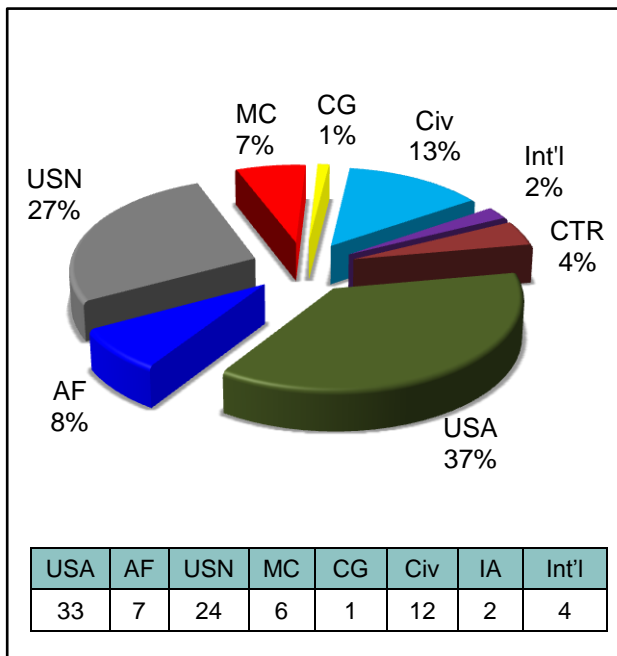
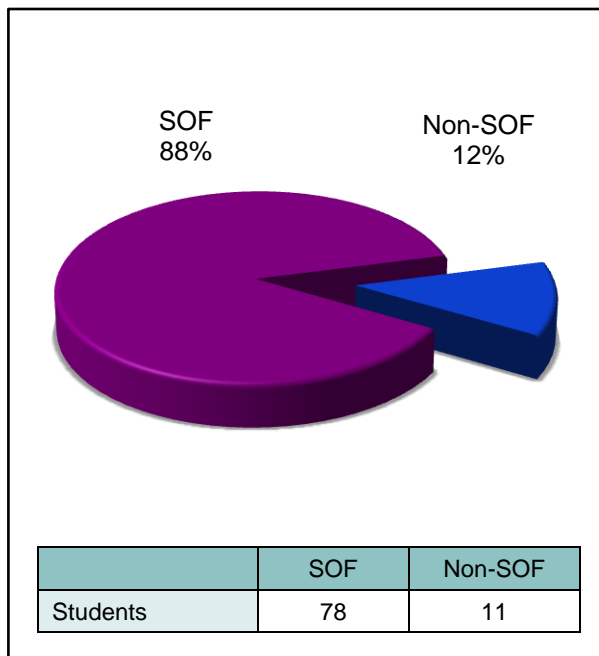
**Key Lessons:** National Policy; Strategy focused at the TSOC Level; SOF Perspective for Joint Operations; Establishing SOF Command & GCC Relationships; Operational Law; Inter-Agency Planning & Coordination; History of Great Military Strategists; Military Deception; JOPES— Contingency Planning, CAP, APEX; Centers of Gravity/Critical Factor Analysis; Lines of Operation; SOCOM Plans Overview; and Multi-National Operations; Digital Planning (Falconview, Combat Flight Planning Software—CFPS, Adaptive Planning Software—APS, Command Post of the Future—CPOF) and Collaborative Tools (Defense Collaboration Tool Suite, Defense Connect Online, Net-Centric Enterprise Services, mIRC, IWS, Netmeeting, various WICs and Portals).

### JSOWC-SOPC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.6	5.7
2. The objectives of this course were successfully achieved	5.7	5.6
3. The content of this course was what I expected or better	5.6	5.5
4. The information provided in this course will be useful to me in my job	5.6	5.6
5. I would recommend this course to others	<u>5.6</u>	<u>5.7</u>
Overall Score:	5.6	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## JSOWC-SOPC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
6	1	5	0	0	0

## JSOWC-SOPC AY 2011 Course Totals

<i>Class Iterations</i>		
On-Station	2	
Off-Station	2	(Little Creek, VA; Coronado, CA)
Total Academic Hours	480	
Total Students	89	
<b>Student Contact Hours</b>	<b>10680</b>	

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Methods of Instruction Course (MOIC)

Course Code: JSOU-MOIC

Length: 9.5 Days

Email: [jsou.moic@socom.mil](mailto:jsou.moic@socom.mil)

**Target Audience:** Newly assigned/hired JSOU faculty members are the top priority. Special Operations Forces (SOF) personnel teaching in any service or joint education environment are the second priority. MOIC is a joint SOF academic instructor course.

**Attendance Criteria:** This is a nominative course. Students interested in attending must apply online at the JSOU website and be accepted by the Course Director.

**Course Description:** This course prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. A brief overview of learning theory, the Instructional Systems Design 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 latter part of the course introduces learning evaluation and addresses basic principals in test item validity and construction. Students teach three graded lessons using three different methodologies. They are exposed to three additional methods taught by fellow students. The methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions and demonstration performance.

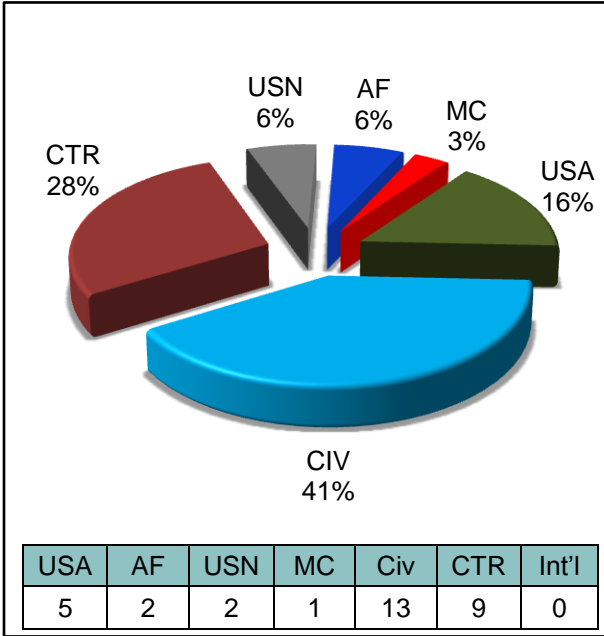
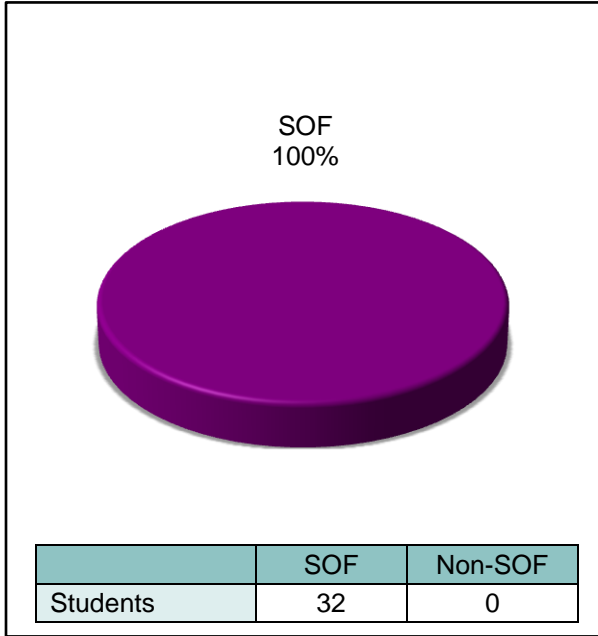
**Key Lessons:** Instructional Systems Design (ISD) and Course Development; Developing Level of Learning Objectives and Samples of Behavior, Organizing and Supporting Lessons; Relating Teaching Styles to Adult Learning; Selection of Teaching Methods; and Practice Teaching Exercises.

### MOIC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.8	5.7
2. The objectives of this course were successfully achieved	5.9	5.6
3. The content of this course was what I expected or better	5.7	5.5
4. The information provided in this course will be useful to me in my job	5.9	5.6
5. I would recommend this course to others	<u>6.9</u>	<u>5.7</u>
Overall Score:	5.8	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## MOIC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	1	0	0	0	0

## MOIC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	4
Off-Station	0
Total Academic Hours	304
Total Students	32
<b>Student Contact Hours</b>	<b>2432</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Methods of Instruction Course - Abbreviated (MOIC-A)

Course Code: JSOU-MOIC-A

Length: 1 Day

Email: [jsou.amoic@socom.mil](mailto:jsou.amoic@socom.mil)

**Target Audience:** Newly assigned/hired JSOU faculty members are the top priority. SOF personnel teaching in any service or joint education environment are the second priority.

**Attendance Criteria:** This is a nominative course. Students interested in attending must apply online at the JSOU website and be accepted by the Course Director.

**Course Description:** This course prepares JSOU adjunct faculty members to teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. A brief overview of learning theory, the Instructional Systems Design process, and development of level-of-learning lesson plans is provided. The second part of the course focuses on effective teaching techniques to include proxemics, questioning, and use of technology. The instructional methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions and demonstration performance.

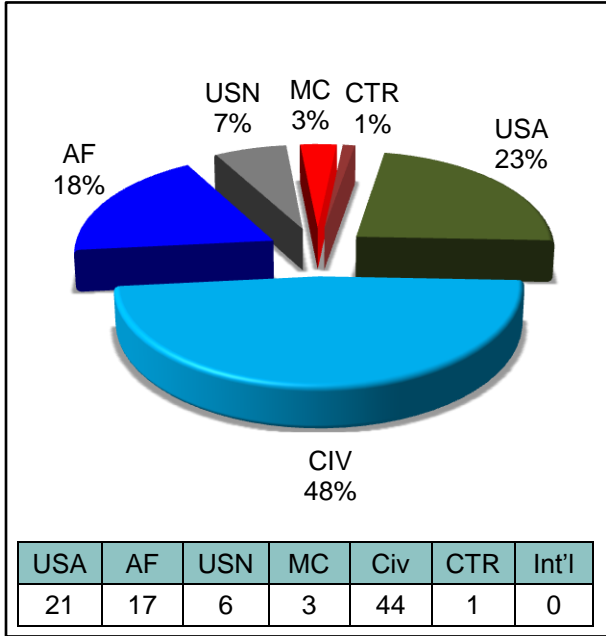
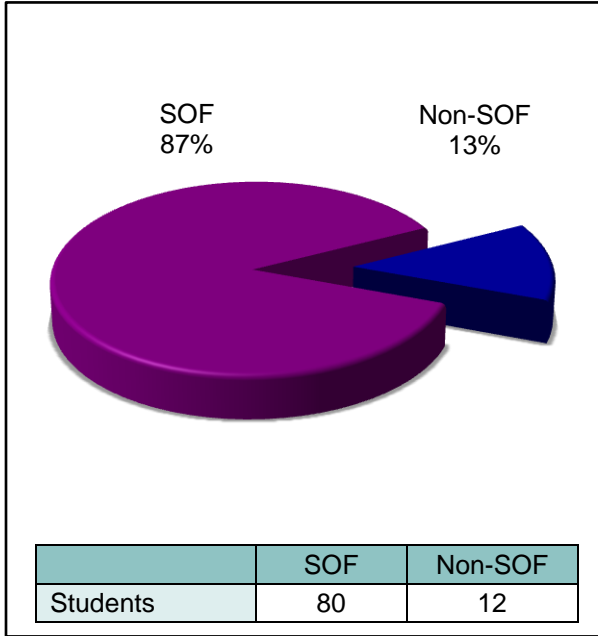
**Key Lessons:** Instructional Systems Design (ISD) and Course Design; Developing Level of Learning Objectives and Samples of Behavior, Organizing and Supporting Lessons; Relating Teaching Styles to Adult Learning; and Selection of Teaching Methods

### MOIC-A Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.7	5.7
2. The objectives of this course were successfully achieved	5.5	5.6
3. The content of this course was what I expected or better	5.3	5.5
4. The information provided in this course will be useful to me in my job	5.3	5.6
5. I would recommend this course to others	<u>5.5</u>	<u>5.7</u>
Overall Score:	5.5	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## MOIC-A AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	1	0	0	0	0

## MOIC-A AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	5
Off-Station	0
Total Academic Hours	40
Total Students	92
<b>Student Contact Hours</b>	<b>736</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## SOF Intelligence Leaders Orientation Course (SILOC)\*

Course Code: JSOU-SILOC

Length: 5 Days

Email: [jsou.jsofsils@socom.mil](mailto:jsou.jsofsils@socom.mil)

\*SILOC replaced the JSOFSILOS in AY2011.

**Target Audience:** This course is designed for officers, warrant officers, non-commissioned officers, civilian equivalents, and contractors assigned to intelligence organizations.

**Attendance Criteria:** This is a nominative course. Students interested in attending must be members of the target audience, apply online, and be accepted by the Course Director.

**Course Description:** The course is an introduction to the unique challenges, methods, and solutions associated with joint Special Operations intelligence. It orients intelligence professionals to SOF activities, functions and processes, and focuses attention on USSOCOM mission and core tasks. The course provides overviews of Intelligence Community (IC) support to SOF, USSOCOM J-2 staff elements, Components, intelligence systems acquisition capability, the TSOCs, and specified emerging areas of interest. The goal of the course is SOF intelligence workforce professionalization.

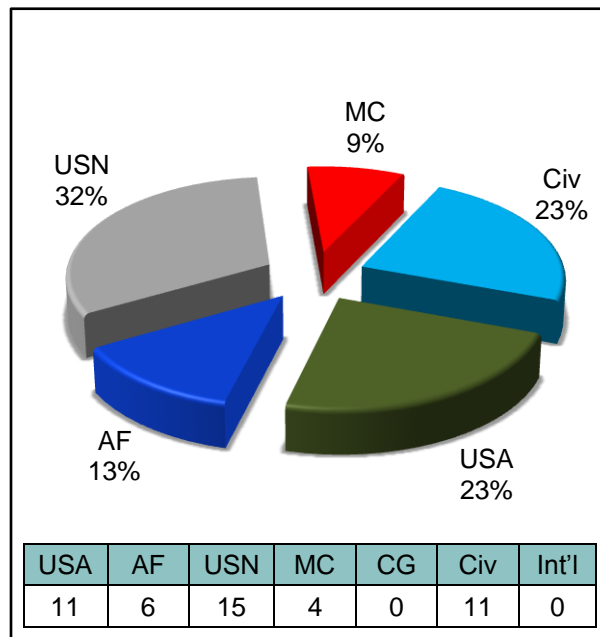
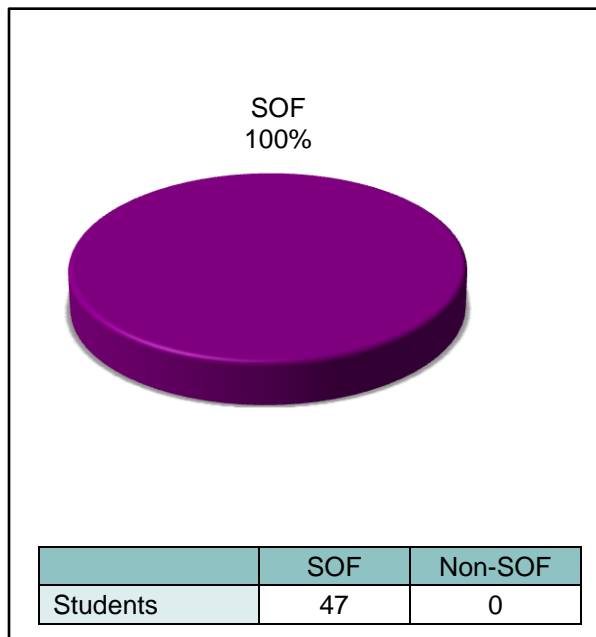
**Key Lessons:** Discuss the unique challenges, methods, and solutions associated with Joint Special Operations intelligence; recognize SOF activities, functions and processes, the USSOCOM mission and core tasks important to intelligence professionals. Support to SOF, USSOCOM J-2 staff elements, Components, intelligence systems acquisition capability, the TSOCs, and specified emerging areas of interest; comprehend SOF intelligence missions, techniques, capabilities, and requirements.

### SILOC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.5	5.7
2. The objectives of this course were successfully achieved	5.5	5.6
3. The content of this course was what I expected or better	5.4	5.5
4. The information provided in this course will be useful to me in my job	5.5	5.6
5. I would recommend this course to others	5.6	5.7
Overall Score:	5.5	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## SILOC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
2	0	2	0	0	0

## SILOC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	0
Total Academic Hours	64
Total Students	47
<b>Student Contact Hours</b>	<b>1504</b>



# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Special Operations Combating Terrorism Course (SOCbT)

Course Code: JSOU-SOCbT  
Length: 10 Days  
MASL# D126019  
Email: jsou.socbt@socom.mil

**Target Audience:** This course is designed for U.S. and international mid- to senior-level military officers, ministry of defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

**Attendance Criteria:** Invitation only. Minimum ECL score of 70 is required. For additional information please see the contact information on the JSOU website.

**Course Description:** As part of the Regional Defense Counterterrorism Fellowship Program, this course focuses on developing international partnership networks that will strengthen and enhance U.S. efforts in combating terrorism. Based on a mix of traditional and new principles of special operations, the course is designed to build individual, country, and regional combating terrorism capabilities through education. The SOCbT course is designed to foster an appreciation of the U.S. strategic goals for combating terrorism worldwide, to understand the breadth of and potential for international contributions to transnational strategic concepts and to best apply host nation and regional capabilities over time in concert with international warfighting partners.

Through strategic and operational-level education, the SOCbT course provides the U.S. Special Operations Command and their respective theater and combatant commanders the educational means to cultivate joint SOF and interagency subject matter experts while strategically building and leveraging a global network of international SOF personnel in accordance with the global war on terrorism strategic goals.

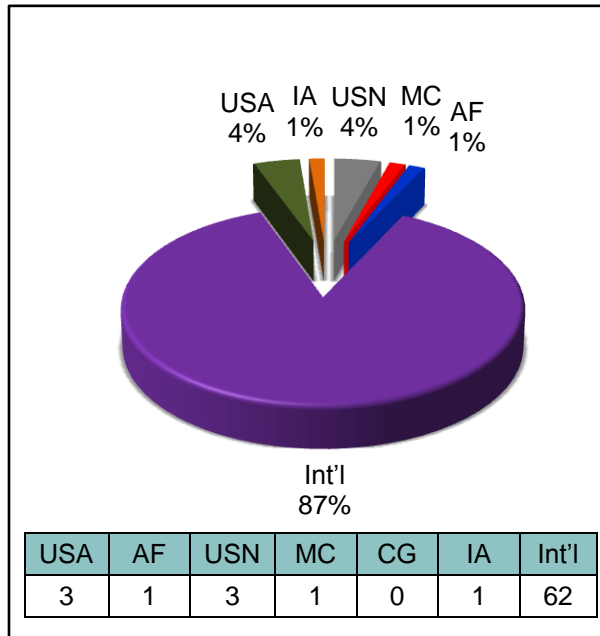
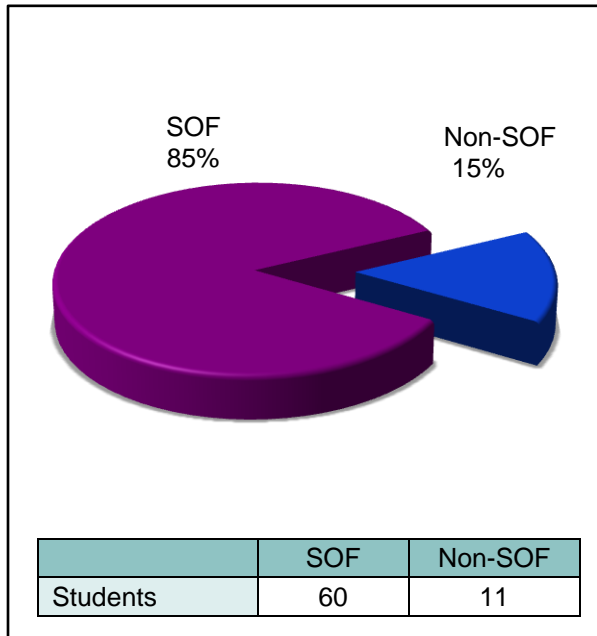
**Key Lessons:** Defining Terrorism; Root Causes and Motivation; Global Strategy; Decision-Making Strategies; Organizing for Combating Terrorism; Networks and Other Structures; Counterinsurgency; CMO; and Media Issues.

### SOCbT Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	6.0	5.7
2. The objectives of this course were successfully achieved	6.0	5.6
3. The content of this course was what I expected or better	5.9	5.5
4. The information provided in this course will be useful to me in my job	5.8	5.6
5. I would recommend this course to others	<u>6.0</u>	<u>5.7</u>
Overall Score:	5.9	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## SOCbT AY 2011 Student Demographics



### International Students by Country

Afghanistan (2), Algeria (2), Bahamas (2), Bangladesh, Botswana, Bulgaria, Burundi, Cambodia, Canada (4), Colombia (2), Egypt (2), Estonia, Ghana, Guatemala, Hungary, India (3), Indonesia, Jordan (2), Kyrgyzstan, Lebanon (2), Lesotho, Macedonia, Malaysia, Maldives, Mali (4), Mauritius (2), Mozambique, Nepal (2), Pakistan (2), Paraguay, Philippines (3), Poland (2), Romania, Singapore, Swaziland, Tajikistan (2), Thailand, Trinidad-Tobago, Turkey, Uganda, Ukraine

## SOCbT AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	3
Off-Station	0
Total Academic Hours	276
Total Students	71
<b>Student Contact Hours</b>	<b>6532</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Special Operations Forces Interagency Collaboration Course (SOFIACC)

Course Code: JSOU-SOFIACC

Length: 4.5 Days

Email: [jsou.sofiacc@socom.mil](mailto:jsou.sofiacc@socom.mil)

**Target Audience:** This course is designed for military field grade officers, warrant officers, senior noncommissioned officers and mid-career civil service personnel from relevant government agencies who will participate in or support Special Operations as they are executed across the spectrum of conflict.

**Attendance Criteria:** Students interested in attending must apply online at the JSOU website and be accepted by the Course Director.

**Course Description:** This course prepares personnel to collaborate successfully as part of the complex array of actors and operational environments involved in interagency (IA) efforts in support of national security in the exterior. The course features guest speakers from different organizations integral to successful SOF-IA collaboration. Lecture presentations and discussions are used to provide an overview of the doctrine, planning, coordination, integration, employment and implementation of effective SOF-IA collaboration in activities at the operational level of conflict or crisis resolution. The course ends with an interactive problem-solving exercise in which students role-play members of an interagency working group developing a concept for employing a joint interagency task force in a combating terrorism complex contingency.

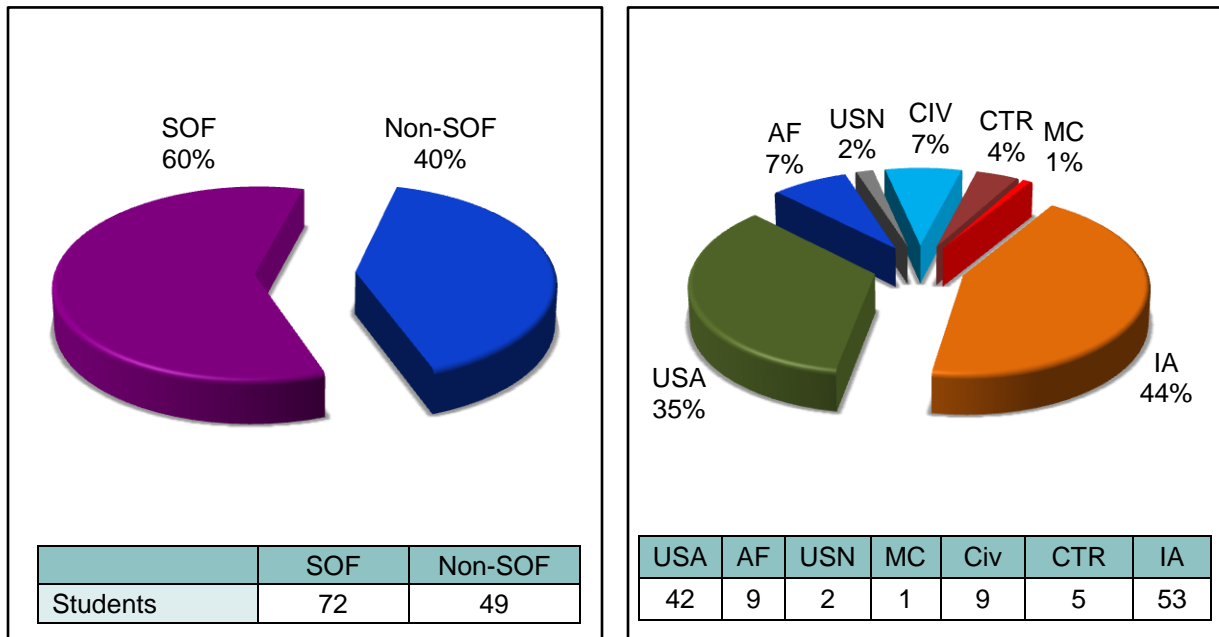
**Key Lessons:** The lessons are grouped in the following four categories: Introduction to key military doctrine and government policy related to IA operations; USSOCOM and its current efforts to leverage the IA arena as it synchronizes the DoD efforts in the global war on terrorism; Cultural differences, coordination processes, and organizational dynamics of the IA team partners and other relevant organizations ; and missions and core tasks in which SOF collaborates closely with IA partners and other relevant organizations.

### SOFIACC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.6	5.7
2. The objectives of this course were successfully achieved	5.5	5.6
3. The content of this course was what I expected or better	5.3	5.5
4. The information provided in this course will be useful to me in my job	5.3	5.6
5. I would recommend this course to others	<u>5.4</u>	<u>5.7</u>
Overall Score:	5.4	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## SOFIACC AY 2011 Student Demographics



### Breakdown of Interagency Students

DEA-1, DHS-12, DIA-2, DOJ-5, DOS-21, DOT-1, NCTC-4, NGA-3, NSA-1, USAID-3

## SOFIACC AY 2011 Course Totals

<i>Class Iterations</i>		
On-Station	2	
Off-Station	2	Washington D.C. x 2
Total Academic Hours	144	
Total Students	121	
<b>Student Contact Hours</b>	<b>4356</b>	

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Special Operations Forces Senior Enlisted Course (SOFSEC)

Source Code: JSOU-SOFSEC  
Length: 10 Days  
MASL# D126018  
Email: [jsou.sofsec@socom.mil](mailto:jsou.sofsec@socom.mil)

**Target Audience:** This course is designed for senior enlisted (E-7 to E-9) personnel with a limited background in SOF or joint SOF who are currently assigned to or soon to be en route to a joint special operations assignment or any senior enlisted leaders who will be working directly for or with joint Special Operations Forces. This course is open to International SOF students.

**Attendance Criteria:** Students interested in attending must apply online at the JSOU website and be accepted by the Course Director. Candidates are requested to accomplish the JSOU web-based Introduction to Special Operations (ISOF) Course which can also be found on the JSOU website.

**Course Description:** The SOFSEC objective is to provide SOF senior enlisted personnel with the knowledge necessary to enhance their effectiveness in the Joint SOF environment and strengthen their inter-operational skills in order to make students as effective in the joint environment as they are in their own service. This course fosters interoperability and cohesion among Special Operations Forces (SOF) senior enlisted leaders working in a joint environment. It exposes SOFSEC students to a broad view of the service components and their functions, and operations of the United States Special Operations Command (USSOCOM). SOFSEC features Army, Navy, Marine Corps and Air Force instructors, as well as civilian guest speakers who are experts on specific topics related to SOF operations.

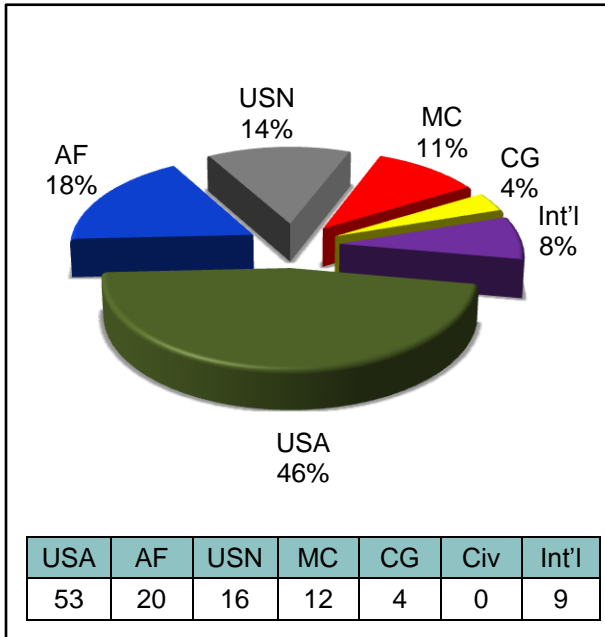
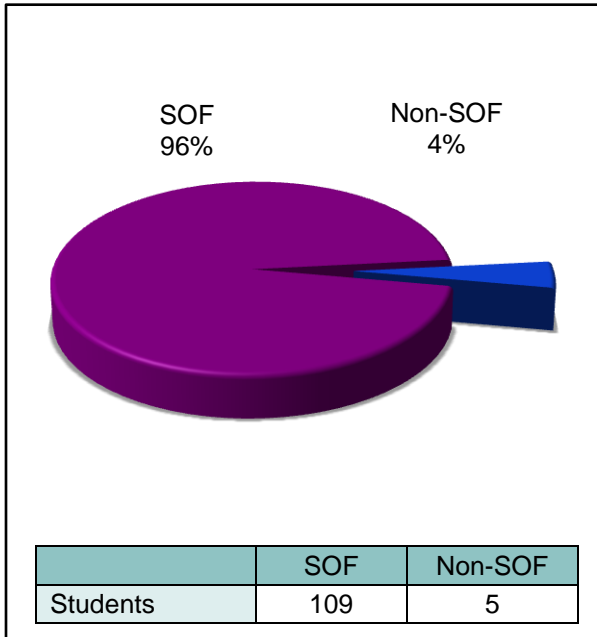
**Key Lessons:** Joint Special Operations Command and Control; Command Relationships; Joint Doctrine; Theater Special Operations Commands; AOR Operations; FID; SOF Planning - ATO; JOPP/JOPES; Orders; SOF Logistics; Personnel Recovery; Legal Aspects of SOF; SOF Aviation - Missions, Capabilities, C2; and Legal Aspects for SOF.

### SOFSEC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.5	5.7
2. The objectives of this course were successfully achieved	5.7	5.6
3. The content of this course was what I expected or better	5.6	5.5
4. The information provided in this course will be useful to me in my job	5.5	5.6
5. I would recommend this course to others	<u>5.8</u>	<u>5.7</u>
Overall Score:	5.6	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## SOFSEC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
3	0	1	0	0	0

## SOFSEC AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	2 (Coronado, CA Homestead, FL)
Total Academic Hours	240
Total Students	114
<b>Student Contact Hours</b>	<b>9120</b>

# COURSE DESCRIPTIONS and DEMOGRAPHICS



## Special Operations Support Team Orientation Course (SOSTOC)

Course Code: JSOU-SOSTOC

Length: 2 Days

Email: [jsou.sostoc@socom.mil](mailto:jsou.sostoc@socom.mil)

**Target Audience:** This course is intended for USSOCOM officers designated to serve as Special Operations Support Team (SOST) members with other federal agencies or organizations principally in the National Capital Region.

**Attendance Criteria:** This is a nominative course. Students interested in attending must apply online at the JSOU website and be accepted by the Course Director.

**Course Description:** This course is comprised of a program of instruction designed to prepare selected military officers to perform duties and collaborate successfully as a Special Operations Support Team member (SOST). Pursuant to the Interagency Partnership Program, senior grade military officers are assigned to a SOST at numerous governmental agencies and organizations. The SOST contribute to a synergistic network of USSOCOM personnel working with each other and their assigned agencies to accomplish mutually assigned tasks in the President's National Implementation Plan. This course positions SOST members for success by introducing them to the cultural differences, coordination processes, and organizational dynamics of the interagency team partners.

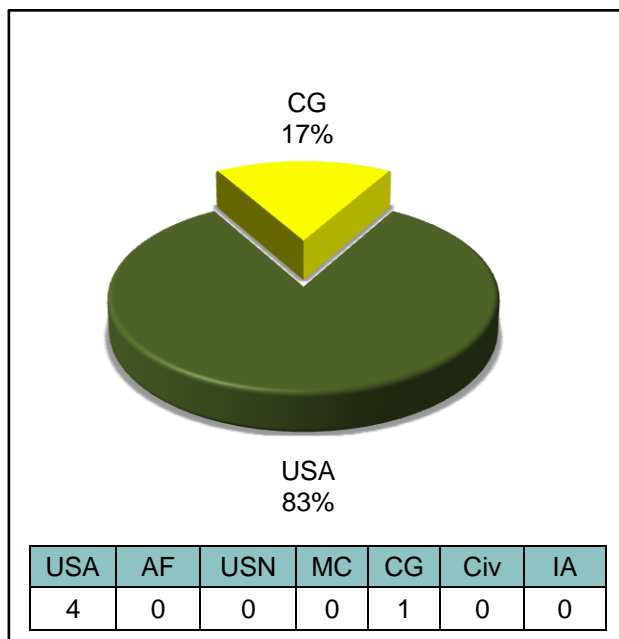
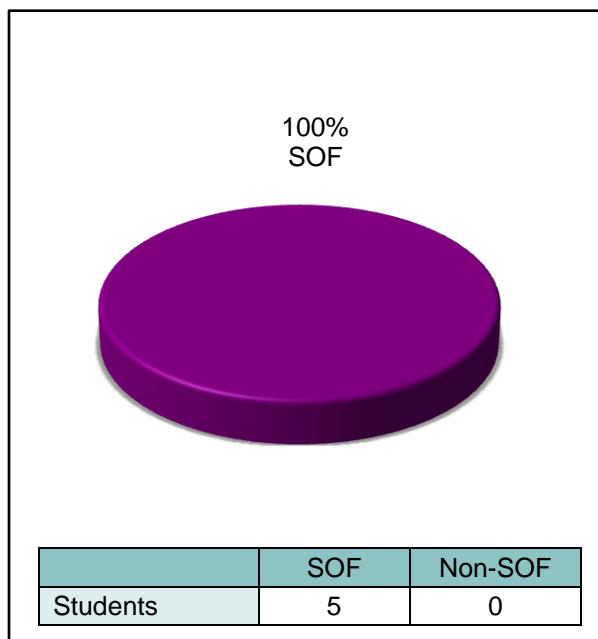
**Key Lessons:** The lessons are focused on SOST requirements and include discussion on defining the role and tasks for a SOST member, working within the interagency community, leveraging requirements in the intelligence community, and understanding reporting and processing information requests.

### SOSTOC Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	6.0	5.7
2. The objectives of this course were successfully achieved	5.7	5.6
3. The content of this course was what I expected or better	6.0	5.5
4. The information provided in this course will be useful to me in my job	5.7	5.6
5. I would recommend this course to others	<u>6.0</u>	<u>5.7</u>
Overall Score:	5.9	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## SOSTOC AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
4	0	0	0	0	0

## SOSTOC AY 2011 Course Totals

<i>Class Iterations</i>		
On-Station	0	
Off-Station	1	Washington DC
Total Academic Hours	16	
Total Students	5	
<b>Student Contact Hours</b>	<b>80</b>	



# COURSE DESCRIPTIONS and DEMOGRAPHICS



## USSOCOM Staff Education Program (USEP)

Course Code: JSOU-USEP

Length: 9 Days

MASL# D126063

Email: jsou.usep@socom.mil

**Target Audience:** All newly assigned military and government employees to USSOCOM Headquarters.

**Attendance Criteria:** This is a mandatory course for all newly assigned military and government employees to USSOCOM Headquarters. Newly assigned personnel to a USSOCOM Component Command or Theater Special Operations Command can nominate and attend on a space available basis.

**Course Description:** The USSOCOM Staff Education Program (USEP) focuses on USSOCOM's Title 10 and Unified Command Plan responsibilities as well as its unique service like and major force program functions. Week one (basic) focuses on Special Operations, Special Operations Forces, USSOCOM Headquarters and the staff action officer. Week two (intermediate) focuses on the processes USSOCOM employs to fulfill its Title 10 (service-like) and Combatant Command roles and functions.

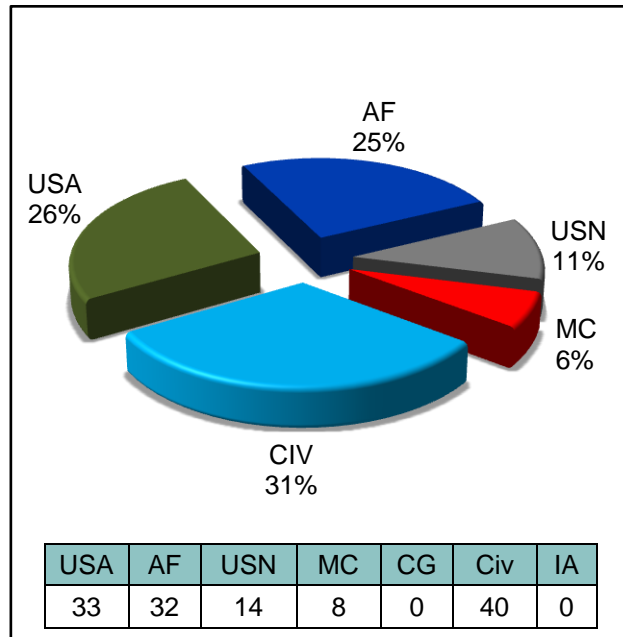
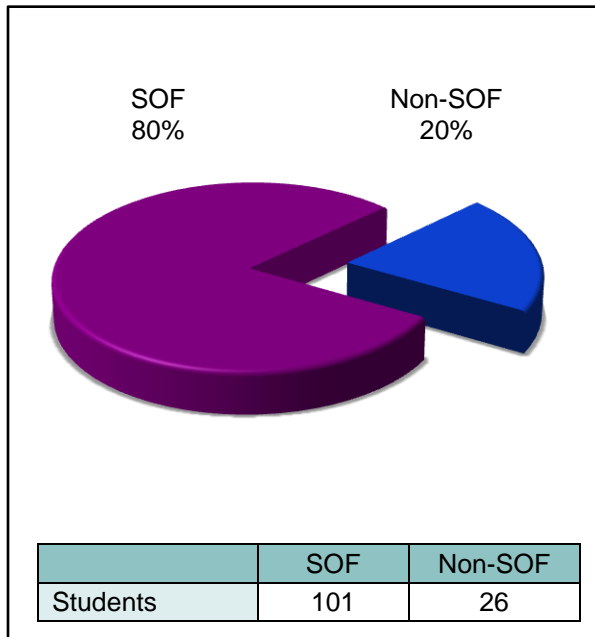
**Key Lessons:** Special Operations Overview; Special Operations Components; SOCOM establishment and Evolution; SOF relationships (Coalition SOF, ASD SO/LIC & IC; Deputy Director, Special Operations (DDSO) Joint Staff J3); Joint Staff Actions Officer attributes and tools; USSOCOM Roles, Functions, and Staff Processes.

### USEP Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.6	5.7
2. The objectives of this course were successfully achieved	5.5	5.6
3. The content of this course was what I expected or better	5.4	5.5
4. The information provided in this course will be useful to me in my job	5.6	5.6
5. I would recommend this course to others	<u>5.7</u>	<u>5.7</u>
Overall Score:	5.6	5.6

# COURSE DESCRIPTIONS and DEMOGRAPHICS

## USEP AY 2011 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	1	0	0	0

## USEP AY 2011 Course Totals

<i>Class Iterations</i>	
On-Station	5
Off-Station	0
Total Academic Hours	400
Total Students	127
<b>Student Contact Hours</b>	<b>10160</b>

# JSOU EDUCATIONAL EVENTS

In addition to the formal, JMET and PME courses JSOU also conducts and participates in other educational events including symposiums, seminars, and conferences. Listed below are some of the events JSOU has participated in during AY2011.

## **Sovereign Challenge**

The United States Special Operations Command (USSOCOM) and the United States Southern Command (USSOUTHCOM) hosted 81 foreign representatives, 26 non-military (counselors, police, and legal attaches), and 30 U.S representatives from USSOCOM and OSD at the 7<sup>th</sup> Sovereign Challenge Conference from 6 to 9 Jun 2011. The conference theme was ***“Minorities and Ethic Groups: Separation, Assimilation and Radicalization.”*** A portion of the conference was dedicated to small group discussions where the participants were encouraged to expound on their observations. The audience was divided into six (6) discussion groups (about 17 persons each) facilitated by two moderators each. Each moderator team was lead by a JSOU representative and a USSOCOM staff representative to record the discussion points. Moderators used a guide developed by JSOU-S to facilitate each discussion session.

The conference kicked off with a visit and lunch at the Arab American National Museum and the premiere of a documentary film about the Fordsom High School football team and the Arab-American community in Dearborn, Michigan. Admiral Olson opened the second day and delivered a keynote address later in the day. The day also featured a visit to the Ford Museum and evening dinner. The third and fourth day included guest speakers and discussion breakouts concluding with an OSD organized panel and a final round table to the plenary session from a representative of each of the six discussion groups.

Each group also submitted suggestions for charting a way ahead for the Sovereign Challenge Program as it enters its seventh year. Many of these emphasized the need for the broader inclusion of other organizations that strengthen the whole-of-government approach and increase the number of tools available to policy makers, strategists and operators.

## **SOF Education Conference**

The Joint Special Operations University hosted 67 attendees for the 2011 SOF Ed Conference from 28 to 30 Jun 2011. The conference theme was, ***“Innovative Approaches to Education: Bringing SOF Education into the 21<sup>st</sup> Century.”***

The conference was opened by Dr. Brian Maher, the JSOU President with the JSOU Review & Future Concept. USSOCOM Commander Admiral Eric Olson gave his vision of SOCOM Education in the 21<sup>st</sup> Century. Other presenters included: Elliott Masie, The Masie Center (Innovations in Education), Dr. Bryan Alexander, NITLE (Changes in Technology and Education), Jerry Lynes J7 Joint Staff (JPME Changes for the 21<sup>st</sup>

# JSOU EDUCATIONAL EVENTS

Century), Vice Admiral Ann Rondeau, President NDU (Innovations at the National Defense University), Dr. Carol Kasworm, North Carolina University (Andragogy for the 21<sup>st</sup> Century), MG Bennet Sacolick, Commanding General, USAJFKSWCS (Vision for SOF Leaders), Dr. Pam Northup, University of West Florida (21<sup>st</sup> Century Skills), CDR David Sherriff, Royal Navy (NATO Special Operations School), and Dr. Joe Kilgore, JSOU Dean of Academics (JSOU Future Classroom).

## **Office of Strategic Services (OSS) Seminar**

It has been some 70 years since the Office of Strategic Services (OSS) quietly came into being as a small, nearly invisible, Washington, DC-based organization whose unique capabilities and strategic reach resulted in decisive outcomes within World War II European, Chinese, Southeast Asian and other theaters of operations. Today the record of the OSS survives as far more than a topic of historical curiosity. As a result of its dramatic successes and failures, the OSS has developed a legacy of mission accomplishment that survives as a practical touchstone for the (SOF) Warriors of the 21<sup>st</sup> Century.

In fact, the OSS Model continues to provide fresh insights and practical relevancy to the concept of persistent engagement as practiced by today's United States Special Operations Command (USSOCOM). In speaking about the OSS veteran, a contemporary Special Forces officer observed that "we must understand who he is, not just what he did."

As part of his Commander's Guidance for 2011, Admiral Eric T. Olson, Commander, USSOCOM, directed that a study be undertaken to address if and how the OSS Model could serve as a source of inspiration to incorporate into USSOCOM efforts to select, organize, resource and develop authorities for SOF of the future. Specifically, the study was intended to identify ways to promote agility in the command through leveraging the OSS selection process, modeling its streamlined organizational structure, using the OSS simplified resourcing authorities, and adapting its charter and authorities to conduct seamless intelligence and operations. Admiral Olson highlighted the OSS attributes of expertise, ability to leverage networks and creativity to guide JSOU's efforts.

JSOU engaged selected members of the USSOCOM Staff, OSD, CIA, USASOC, USAJFKSWCS and the OSS Society to assist in the development of recommendations for Admiral Olson's review. JSOU organized the participants into four study groups addressing both OSS and USSOCOM approaches to the Selection, Organization, Resourcing, and Authorities of SOF. The study groups began their discussions following the Innovation Workshop conducted at USSOCOM on 16 November 2010. Three principles guided the proceedings of that Innovation Workshop and subsequent discussions:

Understand the nature of the operational environment; recognize the need for a small, innovative footprint for forces engaged within the operational environment; and

# JSOU EDUCATIONAL EVENTS

ensure sufficient flexibility in the relevant authorities to allow for the innovation necessary within the operational environment.

These principles were amplified by the following thoughts: The expertise of the OSS allowed members of the organization to understand the operational environment; to understand the language and culture; and to understand the nature of the enemy's purpose or at least their objectives. The OSS recruited regional experts to apply their skills as operators and to be the "reach back" for additional resources and knowledge as needed. The SOF community has similar requirements today, and USSOCOM expects current and future SOF warriors to have the same level of expertise as the OSS warrior.

The OSS members' ability to leverage a multitude of personal and professional networks was instrumental to their operational success. The OSS leadership recruited by relying on contacts with business leaders, social elites, university academics and other professionals. Those operators sent overseas leveraged the networks within their areas of operation to work against enemy networks. Today's SOF warrior is not as focused on or as skilled in leveraging or exploiting networks for a variety of reasons, including the relative lack of advanced language and cultural awareness skills.

Creativity enables the innovation that is required during operations for successful outcomes. While expertise and leveraging can be taught or developed, creativity is a trait not easily replicated. It is, however, a character trait expected in SOF warriors as they are placed in situations where creativity means the difference between success and failure.

Each of the workgroups presented their recommendations and thoughts to those attending the seminar on *The OSS Model and the Future of the SOF Warrior* on 11-12 January 2011. As a result of those contributions and subsequent discussion, the following recommendations, organized by issue, emerged for developing SOF that demonstrate flexibility and are able to adapt to the changing security environments SOF encounters.

# USSOCOM Directive 10-1

## TERMS OF REFERENCE FOR JOINT SPECIAL OPERATIONS UNIVERSITY (JSOU)

(extracted from USSOCOM Directive 10-1, dated 15 December 2009)

**F-1. General.** These Terms of Reference (TOR) identify the command relationships, mission, functions, and responsibilities of JSOU.

### **F-2. Command Relationships.**

a. President, JSOU is designated as the joint SOF educational component of USSOCOM. This educational component is under the combatant command (COCOM) of the Commander, United States Special Operations Command (CDRUSSOCOM).

b. As the President of the joint SOF educational component of USSOCOM, the President, JSOU is responsible for the administration, training, maintenance, organization, support, and readiness of assigned forces, including those forces temporarily assigned to the OPCON of other unified commanders.

c. To accomplish assigned missions, functions, and responsibilities as specified in this document, the President, JSOU is authorized to establish and maintain liaison and obtain necessary support from other Services, major commands, and other governmental agencies. This includes authority to execute necessary Executive Agreements as approved or directed by CDRUSSOCOM. The President, JSOU shall advise CDRUSSOCOM as appropriate. Component commander responsibilities regarding executive agreements are outlined in USSOCOM Directive 1-7.

d. As authorized by CDRUSSOCOM Command Arrangements Agreements (CAA) with all unified combatant commanders, the President, JSOU is authorized direct coordination/planning and liaison with and between theater components and subordinate commanders. The President, JSOU shall keep CDRUSSOCOM informed of all planning, coordination, and liaison.

**F-3. Mission.** The mission of JSOU is to develop SOF and SOF enablers for strategic and operational leadership; educate military and civilian professionals on the employment of SOF in a joint, interagency, and international environment; and research and publish on national security issues critical to the SOF community.

**F-4. Functions.** Component functions will be accomplished by JSOU with assistance as required from the USSOCOM staff. The following functions are assigned to the President, JSOU:

a. Serve as the USSOCOM Lead Component for all matters pertaining to joint SOF education. Joint SOF Education is the professional preparation of all SOF personnel to

# USSOCOM Directive 10-1

lead integrated forces effectively in peace and in war. This education consists of the full spectrum of learning activities in an environment designed to promote a theoretical and practical in-depth understanding of Joint SOF matters. It seeks to instill an understanding of abstract principles and theory in order to develop critical and creative thinkers serving as 21st Century Warrior Diplomats. Joint SOF Education is delivered to the military, interagency, and international communities in a variety of methods to include professionally developed resident courses; tailored lessons to support JPME/PME curriculum, electives, or exercises; educational symposiums; and Joint Mobile Educational Teams (JMET).

b. Act as the USSOCOM representative to the Military Education Coordination Council (MECC), synchronizing the command's education strategy with the Joint Staff, Service, and Joint PME institutions, and officials within the interagency community. Serve as the CDRUSSOCOM representative to the MECC, the Enlisted Military Education Review Council (EMERC), and the Distance Learning Coordination Committee (DLCC).

c. Co-chair the SO Educational Council, which will be the approval authority for joint SOF professional education requirements.

d. Serve as the CDRUSSOCOM experts on faculty development and assist SOKF by assessing the quality of instruction in relation to SOF education. Provide SOF-specific faculty development for all SOF personnel assigned as SOF Chairs and other assigned as SOF instructors in joint PME institutions.

## **F-5. Responsibilities. The following responsibilities are assigned to JSOU.**

a. Organize elements within JSOU as necessary to carry out assigned missions. Exercise command authority consistent with assignment of OPCON over all active and reserve JSOU elements stationed in the continental United States (See Figure F-2, Forces OPCON/ADCON to JSOU).

b. Develop an affordable and executable Program Objective Memorandum (POM) to support JSOU validated requirements. Program resources and submit POM documentation to CDRUSSOCOM and CSA for inclusion in USSOCOM planning, programming, budgeting, and execution (PPBE) process submittals. Prepare budget documents for JSOU Operations and Maintenance (O&M) and Military Construction (MILCON) in support of SO units.

c. Develop and execute the institutional strategies, policies, plans, and programs required to implement CDRUSSOCOM guidance for joint SOF, interagency, and international education. Monitors and supports joint education programs conducted by USSOCOM and its components.

# USSOCOM Directive 10-1

d. Design programs for the SOF community that develop competent, capable strategic and operational leaders based on the Joint SOF Leadership Competency Model.

e. Provide joint SOF education and human performance improvement support content by multiple delivery methods including resident and non-resident classrooms, tailored mobile education teams, video teleconferencing, web-based systems, and other technology assisted methods.

f. Provide executive, senior, and intermediate-level resident and non-resident courses of study furthering the education of SO leaders and non-SO decision-makers in the art and science of joint, interagency, and combined special operations. These educational opportunities will focus on the application of SOF unique capabilities in joint, interagency, and international environments.

g. Integrate SOF curricula into formal JPME/PME institutions, DoD Regional Centers, Interagency Schools, and selected civilian academic programs that support SOF students or contribute to the USSOCOM mission. Assist these programs by developing, delivering, or actively teaching joint, interagency, and combined special operations-relevant content, as requirements and resources allow. Actively support SOF Chairs and faculty representatives at these educational institutions with the integration of special operations education into that institute's established curricula. Assure relevance of joint SOF curricula by periodically assessing impact on SOF end users.

h. Coordinate advanced educational professional development for the SOF community through existing Service programs or through USSOCOM-unique opportunities. Conduct programs to enhance professional development of USSOCOM headquarters leadership and staff.

i. Promote and conduct joint special operations research, analysis, and publication of scholarly articles at the operational and strategic levels of learning that are critical to SOF success. Develop and manage a repository of Special Operations analysis and research. Serve as the USSOCOM research coordinator for all MFP-11 funded academic programs.

j. Provide a tiered, multifaceted interagency education program that improves mutual understanding between SOF and interagency partners concerning how the interagency process works and ways to improve the process.

k. Provide educational support to TSOCs and USSOCOM components with mobile education teams that meet the requirements for both U.S. SOF staff members and international counterparts.

l. Apply proven technology to deliver joint special operations knowledge and performance support to USSOCOM and the SOF community. The President JSOU is



# USSOCOM Directive 10-1

designated the USSOCOM Lead Component for Joint Advanced Distributed Learning (ADL).

m. Ensure all new joint SOF courses (where appropriate) meet civilian degree granting institutions accreditation standards, and establish a timeline to make all joint courses capable of meeting accreditation.

n. Provide SOKF with education relevant lessons learned and use lessons learned to improve curricula and content for SOF.

o. Develop and sustain a SOF-wide education framework that links all USSOCOM funded joint SOF educational programs into a focused and effective career-long learning and professional development system.

p. Employ a comprehensive education management strategy that places the right person into an academic program, monitors his/her progress, and subsequently uses the newly developed intellectual capability in an appropriate assignment.

# OSS SYMPOSIUM AGENDA



**USSOCOM and JSOU  
OSS Model and the Future of the SOF Warrior Seminar  
11-12 January 2011  
Ballroom A, Bayshore Club, MacDill AFB, FL**



## Tuesday, 11 January 2011

0730-0800	Registration and Conference Fee	JSOU
0800-0815	JSOU President's Welcome	Dr. Brian Maher, JSOU
0815-0830	Administrative Remarks	Mr. Jeff Nelson, JSOU
0830-0900	USSOCOM Commander Opening Remarks	ADM Eric Olson
0900-0915	Break	
0915-0930	Research Topic: Selection Process Report	Mr. Bill Jones, JSOU
0930-1100	Research Topic: Selection Process – Discussion	Mr. Bill Jones, JSOU
1100-1130	Research Topic: Prioritization of Selection Process Recommendations	Mr. Bill Jones, JSOU
1130-1300	Group Photo and Lunch	Bayshore Club
1300-1315	Research Topic: Organization Report	Mr. Jeff Nelson, JSOU
1315-1500	Research Topic: Organization – Discussion	Mr. Jeff Nelson, JSOU
1500-1515	Break	
1515-1545	Research Topic: Prioritization of Organization Recommendations	Mr. Jeff Nelson, JSOU
1545-1630	Recap of Selection Process and Organization	Mr. Jeff Nelson, JSOU Mr. Bill Jones, JSOU
1800-2000	No Host Social	Bayshore Club

## Wednesday, 12 January 2011

0830-0845	Review and Administrative Remarks	Mr. Jeff Nelson, JSOU
0845-0900	Research Topic: Resourcing Report	Mr. Bill Wildrick, JSOU
0900-1045	Research Topic: Resourcing – Discussion	Mr. Bill Wildrick, JSOU
1045-1100	Break	
1100-1130	Research Topic: Prioritization of Resourcing Recommendations	Mr. Bill Wildrick, JSOU
1130-1245	Lunch	Bayshore Club
1245-1300	Research Topic: Authorities Report	Mr. John Alvarez, JSOU
1300-1445	Research Topic: Authorities – Discussion	Mr. John Alvarez, JSOU
1445-1515	Research Topic: Prioritization of Authorities Recommendations	Mr. John Alvarez, JSOU
1515-1530	Break	
1530-1600	Recap of Resourcing and Authorities	Mr. Bill Wildrick, JSOU Mr. John Alvarez, JSOU
1500-1630	Comprehensive Review	Mr. Jeff Nelson, JSOU
1630-1700	Closing Remarks	ADM Olson & Dr. Maher

# 2011 SOF EDUCATION CONFERENCE AGENDA

## INNOVATIVE APPROACHES TO EDUCATION: BRINGING SOF EDUCATION INTO THE 21<sup>ST</sup> CENTURY

<b>28 June</b>		
0700-0800	<i>Registration</i>	Dr. Julie Ballaro
0800-0815	Administrative Remarks	Dr. Joe Kilgore JSOU, Dean of Academics
0815-0930	Welcome JSOU Review & Future Concept	Dr Brian Maher, JSOU President
0930-0945	<i>Conference Photo</i>	<i>Ms Connie Southwell</i>
0945-1000	<i>Break</i>	
1000-1030	SOCOM Education in the 21 <sup>st</sup> Century	Admiral Eric Olson Commander, USSOCOM
1100-1215	Innovations In Education	Mr. Elliott Masie The Masie Center
1215-1330	<i>Lunch (provided as part of conference fee)</i>	<i>Catered In</i>
1330-1445	Innovation at the National Defense University	Vice Admiral Ann E. Rondeau President NDU
1445-1500	<i>Break</i>	
1500-1615	Vision for SOF Leaders	MG Bennet S. Sacolick Commanding General, USAJFKS
1800-2100	<i>No-Host Dinner</i>	<i>Social hour starts @1830; Dinner @ Colonnade Restaurant 3401 Baysboro 813-839-7558</i>
<b>29 June</b>		
0800-0915	Changes in Technology and Education	Dr. Bryan Alexander NITLE
0915-1015	Andragogy for the 21 <sup>st</sup> Century	Dr. Carol Kasworm North Carolina State University
1015-1030	<i>Break</i>	
1030-1200	JPME Changes for the 21 <sup>st</sup> Century	Mr. Jerry Lynes J7 Joint Staff
1200-1330	<i>Lunch (provided as part of conference fee)</i>	<i>Catered In</i>
1330-1430	21 <sup>st</sup> Century Skills	Dr. Pam Northup University of West Florida
1430-1445	<i>Break</i>	
1445-1600	NATO Special Operations School	CDR David Sherriff, Royal Na NATO Special Operations Headqu
	<i>Dinner on own</i>	
<b>30 June</b>		
0800-0900	Future Direction Of Senior NCO Education	SGM Kent Dolasky
0900-0915	<i>Break</i>	
0915-1030	JSOU Future Classroom	Dr. Joe Kilgore JSOU, Dean of Academics
1030-1045	<i>Break</i>	
1045-1100	Conference Wrap up	Dr. Joe Kilgore JSOU, Dean of Academics
1100-1130	Concluding Remarks	Dr. Brian Maher JSOU, President
	<b><i>Conclusion of 2011 SOF Education Conference</i></b>	

**PREPARED BY:**  
**Director, Institutional Effectiveness (JSOU-DCI)**  
**Joint Special Operations University**  
**7701 Tampa Point Blvd**  
**MacDill AFB, FL 33621**  
**<https://jsou.socom.mil>**