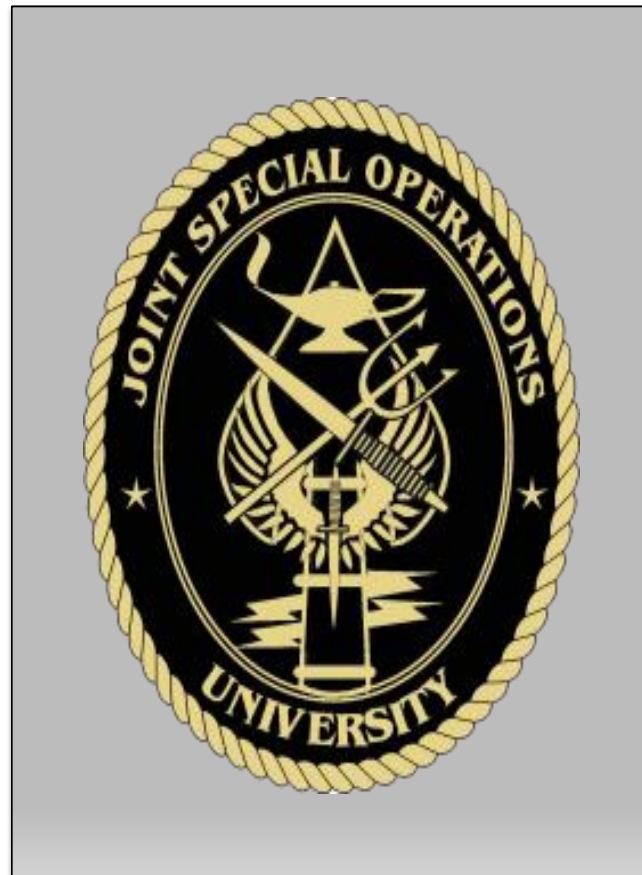


Academic Year  
2012

**JSOU**

Student Handbook

Joint Special  
Operations  
University



Prepared By:  
The Director of Admissions and Registrar  
Joint Special Operations University  
7701 Tampa Point Blvd, MacDill AFB, FL 33621

#### Disclaimer

This handbook should not be used for quoting Joint Special Operations University policy. The handbook is intended as a compilation of the University policies and philosophies from the appropriate directives. For any official actions, the actual directives should be used as source documents. This document has been cleared for public release: distribution unlimited.

#### Accreditation

JSOU courses are accredited through the Accrediting Council for Continuing Education and Training (ACCET).



## ***Message from the JSOU President***

During the Academic Year (AY) 2011, the Joint Special Operations University (JSOU) 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 total numbers attending JSOU courses and academic programs, with a new high of 6,771 total students (a 40% increase) reached with over 170,000 total contact hours for an average of 25 contact hours per student. Included in these gains were a doubling of our Joint Mobile Education Team (JMET) attendance, significant increases in supporting instruction to Professional Military Education (16%) and stabilizing resident course attendance at approximately 1500 students. The percentage of SOF/SOF enabler students increased to a solid 68% (4608 students) while international and interagency student attendance increased by approximately 33% each 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 here, 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 this year 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 5-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) JMET events to 26 countries, 5 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 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 today. 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 5-10 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 being named for a "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

## TABLE OF CONTENTS

DISCLAIMER .....	ii
FOREWARD .....	iii
LOCATION .....	1
JSOU MISSION .....	2
SCHOOL HISTORY .....	2
DEAN OF ACADEMICS .....	3
ADMISSIONS/REGISTRAR/STUDENT SERVICES	
Self-Nomination/Invitation .....	4
Reporting for Your Course .....	4
Student with Special Needs .....	4
Dress Code .....	5
Transportation .....	5
Lodging .....	5
Security Clearance Requirements .....	7
Vehicles Privately Owned or Rented .....	7
Automobile Parking on Campus .....	7
Security Passes, Identification Badges, and Building Access .....	7
Personal Electronic Media .....	8
Responsibility for Security .....	8
Shred Policy .....	8
Internet and Electronic Mail Transmissions .....	9
Guest Speakers .....	9
International Students Attendance .....	9
Foreign Disclosure .....	10
Visits by Foreign Nationals .....	10
Sponsoring Visitors and Guests to JSOU .....	10
Use of Facilities .....	10
JSOU Courses Schedule .....	10
Academic Freedom and Non-Attribution .....	10
Beverages and Food .....	11
Smoking .....	11
Dining Facilities .....	11
Disaster Preparedness .....	12
Student Messages .....	12
Notary Services .....	13
Course Critique .....	13
End of Course Evaluations .....	13
Departure .....	14
Transcripts/Student Records .....	14
Articulation Agreement with the Department of Education .....	14
Articulation Agreement with St Leo University .....	15
Continuing Education Units/Credits (CEU) .....	15
List of Courses and Schedule .....	16
Political Activities .....	16
Media Contacts .....	16
Personal Use of Government Resources .....	17
Copyright Policy and Procedures .....	17
Audio and Videotaping .....	17
Academic Honor Code .....	17
Academic Integrity .....	17
Missing Class .....	18
Cheating .....	18
Plagiarism .....	18

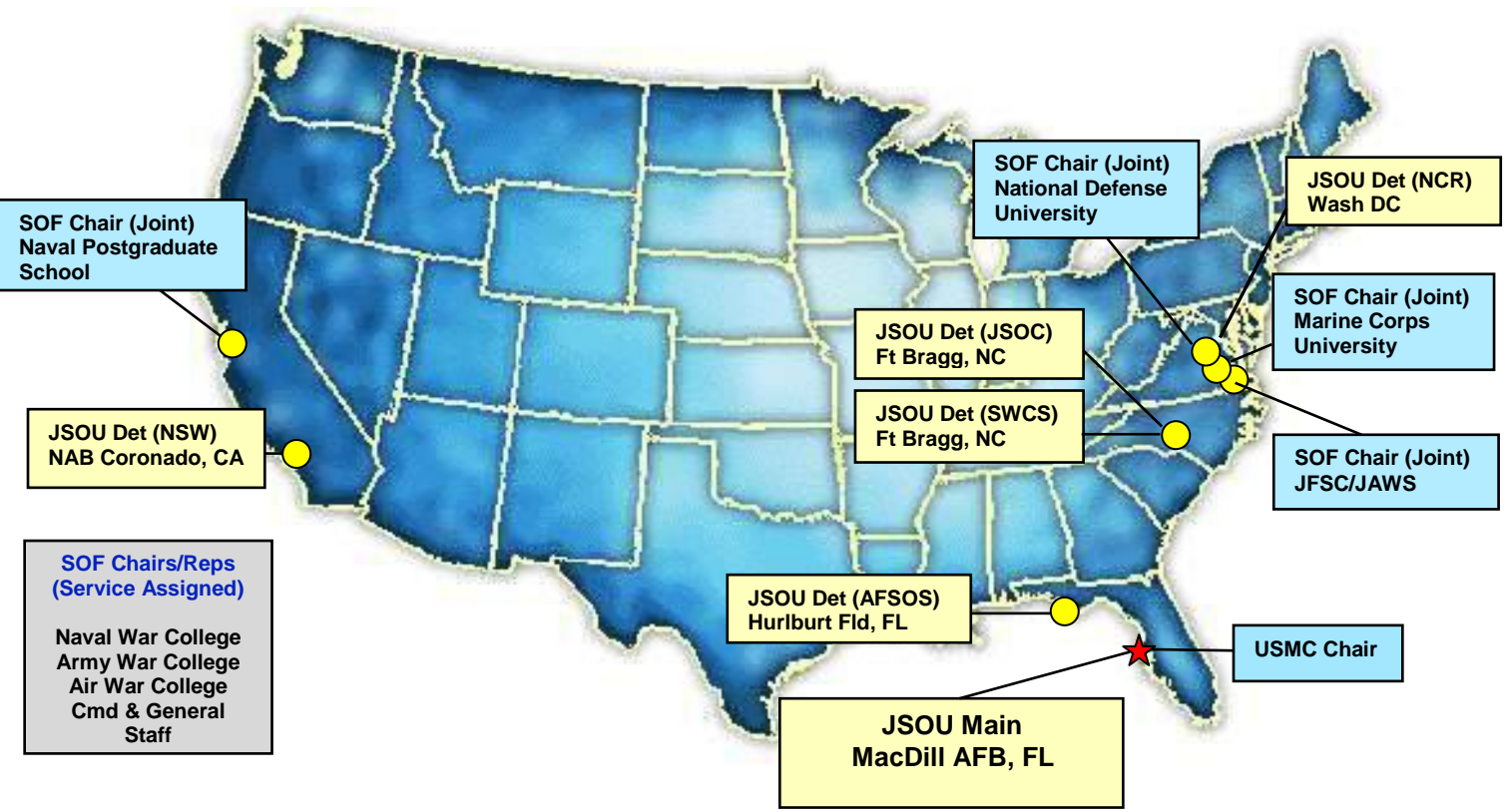
Misinterpretation.....	18
Code of Ethics.....	19
General Principles and Policy.....	19
Sexual Harassment.....	19
Professional and Unprofessional Relationship.....	19
Reporting Misconduct.....	20
Performance Measurements.....	20
JSOU Press.....	21
PME School Locations and Focus.....	22
ANNEX.....	23

## LOCATION

The Joint Special Operations University (JSOU) is headquartered at MacDill Air Force Base, eight miles south of Tampa, Florida, on the tip of Interbay Peninsula in Hillsborough County. The main gate entrance is on South Dale Mabry Highway. The University is located in the Pinewood Building, 6701 South Dale Mabry Highway, Tampa, FL, 33621, directly outside the main gate entrance.

As you approach MacDill and the Visitors' Center turn right on to Pinewood Street, stop at the entry, and present identification to the gate guard. Proceed to the Visitors' Center to obtain your badge.

To enhance USSOCOM, interagency, and component support, JSOU has also established detachments at the National Capitol Region (NCR), NAB Coronado, Ft. Bragg, and Hurlburt Field.





## **JSOU MISSION**

The Mission of the Joint Special Operations University is to:

Provides 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

## **Functions and Responsibilities**

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

## **SCHOOL HISTORY**

In September 2000, under the leadership of then USSOCOM Commander, Army General Peter Schoomaker, Joint Special Operations University (JSOU) was established as an institution of higher learning. Since its founding, JSOU has strived to provide the highest quality joint SOF leadership education possible at both the operational and strategic levels. During AY11, JSOU provided over 225 iterations of Resident, Joint Mobile Education Team (JMET), and Professional Military Education (PME) courses to the Special Operations Forces community. University faculty members also supported intermediate and senior level PME programs and the emerging educational requirements of numerous US, interagency, and international organizations.

JSOU provides education to U.S. SOF and to the people who enable the SOF mission in a joint environment. In addition to the regular courses taught at MacDill Air Force Base, JSOU routinely conducts both regular and tailored off-station activities for SOF units worldwide, by means of remote on-site instruction and via video tele-instruction.





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

JSOU and the Dean's staff planned and procured brand new classroom furnishings with 21<sup>st</sup> century IT equipment, such as Telepresence to provide virtual instructions.

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. All courses were subjected to a formalized review and approval process.

In AY11, the Dean's staff completed the annual review of the accreditation for the University and was granted accreditation for five new courses by 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.

The Admissions Department worked diligently with the Florida Department of Education and St. Leo University to achieve an articulation agreement with both agencies. For AY12, students will earn college credits by attending JSOU courses. The staff of the Admissions, Registrar, and Student Services developed and furnished a student café, lounge, computer lab, and library to meet students' needs. An electronic registration and record keeping program was developed to streamline the registration process and permanently capture student data that will be used to enhance current courses and add new programs to the curriculum. The new program will also allow full access for issuing official college transcripts.

The Faculty Development Staff continued excelling with the Methods of Instruction Course (MOIC). This course has been selected by two USSOCOM components for their instructor training program. MOIC 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 Development process, and development of level-of-learning lesson plans is provided to allow immediate application of the instructional strategies that are discussed and practiced within the course.

AY11 was a great year filled with new challenges. In AY12, the Dean's Department will be ready to develop and implement additional courses, student support programs, and advanced IT equipment. In addition to the development of new JSOU resident courses to meet warfighter requirements, the Joint SOF Senior Enlisted Academy continues to expand to full mission capacity and recently a new classroom was built. The Dean's staff will work closely with senior leadership to continually refine processes and capabilities to meet the evolving needs of USSOCOM.



## **ADMISSIONS/REGISTRAR/STUDENT SERVICES**

Our academic courses are developed to meet the needs of our SOF community. JSOU students exemplify academic excellence. They are members of a unique global team – joint services and international - representing diversity at its best. The core curriculum incorporates 28 courses that are accredited through the Accrediting Council for Continuing Education and Training (ACCET), an approved agency by the Department of Education. Students are admitted through a registration process for either self-nominative or invitation only courses. Once here, students test and master their skills in a variety of different specialties.

### **Self-Nominative Courses**

To register for a nominative course, prospective students should access the course information page on the JSOU website at <https://jsou.socom.mil>, click on the registration button at the top of the screen, and complete/submit the self-nominative form for the course. Students will receive confirmation of their nomination via email. Students will then be notified of acceptance by the course director and Admissions. Travel and billeting arrangements should not be finalized until the student quota has been approved and confirmed by the course director.

### **Invitational Courses**

Students will receive an invitation from JSOU or a directive from their chain of command to attend this type of course. Visit the JSOU website for more information (<https://jsou.socom.mil/>). All students must meet the security clearance requirements listed below. International students have special criteria that must be met prior to acceptance.

### **Reporting For Your Course**

JSOU is headquartered at MacDill Air Force Base, eight miles south of Tampa, Florida, on the tip of Interbay Peninsula in Hillsborough County. The main gate entrance is on South Dale Mabry Highway. The University is located in the Pinewood Building, 6701 South Dale Mabry Highway, Tampa, FL, 33621, right outside the main gate entrance. All students will report to Student Services and sign-in. The Student Welcome Booklet containing on and off-base information will be provided by Student Services at the time of sign-in.

### **Students with Special Needs**

The JSOU main campus is designed to accommodate students with special needs. The school is equipped with an elevator and handicapped accessible ramps.. Please contact

the Student Services Office in advance with any specific requests (DSN) 299-3586/3581 or commercial (813) 826-3586/3581.

### **Dress Code**

For all courses, military students may wear any official uniform combination, to include any combination of dress uniform, flight suits, or battle dress uniform. Civilian personnel should wear conservative, professional type casual attire (slacks, open collar shirts, dresses, etc). Jeans, shorts, T-shirts, athletic wear, sneakers, flip flops, and other very casual types of attire are **not** authorized.

### **Transportation**

Air fares are determined by your local base US Government contractor and funded by your sponsoring unit. Visitors are responsible for transportation to and from the airport. Commercial taxi and rental cars are available at the airport, but must be funded by the sponsoring unit. Tampa International Airport (TPA) is 16 miles northwest of MacDill Air Force Base. Southwest, United, Continental, US Airways, and Delta are the primary commercial air carriers operating out of this facility.

### **Lodging**

The Registrar will assist with on-base lodging arrangements for students attending JSOU courses (Please note: students are responsible for reserving rooms with their government credit cards). On-base Lodging is at MacDill Inn at the following address:

MacDill Inn  
8604 Hangar Loop Drive, Bldg 411  
MacDill AFB, FL 33621

DSN: 968-4259

Commercial: 813-828-4259

For your convenience, the MacDill Inn is open 24 hours per day. Lodging checkout time is 1200 (This is a firm time). Contact the lodging manager to make other arrangements if your schedule does not meet the 1200 checkout time.

When on-base lodging is not available, JSOU's Registrar will direct students to specific contracted commercial lodging off-base. The on-base Lodging Office will issue non-availability statements as required. Please be aware that on-base lodging is "very limited" to "non-existent" for visiting families. Unless your family member(s) is/are attending the school in an official capacity and on official orders, lodging is not required to provide them quarters.

**Off Base Lodging**

**Intercontinental Hotel**

4860 W Kennedy  
Tampa, FL 33609  
(813) 286-4400

**Hampton Inn**

4817 W Laurel St  
Tampa, FL 33607  
(813) 287-0778

**Spring Hill Suites (Marriott)**

4835 W Cypress St  
Tampa, FL 33635  
(813) 639-9600

**Courtyard by Marriott**

3805 W Cypress  
Tampa, FL 33607  
(813) 874-0555

**Doubletree Airport Hotel**

4500 W Cypress  
Tampa, FL 33607  
(813) 879-4800

**Sheraton Suites**

4400 W Cypress St  
Tampa, FL 33607  
(813) 873-8675

**Crowne Plaza**

700 N Westshore Blvd  
Tampa, FL 33609  
(813) 289-8200

**Hilton Tampa Airport**

2225 Lois Ave N  
Tampa, FL 33609  
(813) 877-6688

**Marriott Tampa Westshore**

1001 N Westshore Blvd  
Tampa, FL 33607  
(813) 287-2555

**Quality Hotel**

1200 N Westshore  
Tampa, FL 33607  
(813) 282-3636

**Wellesley Inns & Suites**

1805 N Westshore Blvd  
Tampa, FL 33607  
(813) 637-8990

**Doubletree Guest Suites**

3050 N Rocky Point Dr W  
Tampa, FL 33607  
(813) 888-8880

**Chase Suite Hotel**

3075 N Rocky Point Dr E  
Tampa, FL 33607  
(813) 281-5677

**Sailport Resort**

2506 N Rocky Point Dr  
Tampa, FL 33607  
(813) 281-9599

### **Security Clearance Requirements**

Security managers should submit student's visit request/clearance via JPAS (use class acronym in POC block) to SMO code MA3DFJU04. Ensure the student's personal summary page reflects the proper access level to be granted and list the course acronym and inclusive dates at the top of the page. For non-DoD students, clearances must be sent to the JSOU Security Manager on official organizational letterhead and sent to fax number (813) 826-3058. You may contact the JSOU Security Manager at DSN 299-3685, or COMM (813) 826-3685 for additional information.

### **Vehicles Privately Owned or Rented**

Course Directors will assist in obtaining access to MacDill AFB for individuals who do not have proper credentials to access the base. MacDill AFB no longer requires the display of vehicle identification decals. Personnel may gain admittance to DoD installations by showing the gate guard a copy of their temporary duty orders and/or federal identification card. Cars driven by faculty and students who do not have common access card (CAC) may obtain a temporary vehicle pass at the MacDill Visitors' Center outside the main gate. Personnel must present their travel orders, license plate number, and driver's license, as well as proof of insurance when required.

### **Automobile Parking on Campus**

Student parking is available. Permanent-party personnel and senior officers may use a limited number of reserved parking spaces assigned by the school directorate and academic department. Numbered parking spaces are reserved for staff, all other parking spaces are on a first come, first served basis. If the JSOU parking lot is full, alternate parking is available across the street from the Pinewood main gate. Long term or overnight parking requires a parking permit which will be issued by the Pinewood Visitors' Center and must be displayed in the wind shield of your vehicle. Overnight parking is prohibited in the alternate parking lot. Failure to comply will result in your vehicle being towed at owner's expense.

### **Security Passes, Identification Badges, and Building Access**

The course director, with the assistance from Student Services/Registrar, will compare students' military or civilian photo IDs during in-processing. Security clearances will be verified prior to the course by the JSOU Security Manager. If no documents exist to verify student's clearances, he/she may not attend classified briefings until verification paperwork is obtained. Students without clearance verifications will be issued RED badges.

Cleared students will be issued a school security badge by Student Services/Registrar for the duration of the course/TDY. Badges will be removed when leaving the Pinewood Campus/Graduation site and collected by the course director and Student Services at graduation. Prior to classified lectures, Course Directors will secure auditorium/classroom doors, display "classified briefing in session" signs, and control all entry/exit of personnel until briefings conclude. Building outer doors will remain unlocked at all times, unless extraordinary circumstances necessitate lockdown.

Students will be briefed during course introduction and again prior to classified lectures on proper security procedures. Students will wear cleared badges, be reminded that no recording devices are allowed in the auditorium and classrooms, and any notes taken will be turned in to the course director for storage at COB and mailed at course completion. At no time will student/faculty discussions exceed the highest classification level of the briefing/facility.

### **Personal Electronic Media**

Cell phones must be stored in the small keyed storage containers as you enter the turn style into JSOU. Personal laptops and any other personal electronic media and devices are not permitted in the Pinewood facility. There will be laptops available for student use in the Student Lounge.

### **Responsibility for Security**

Many JSOU courses contain materials that are classified for security purposes. In receiving classified information, you must be aware of several requirements:

- Never discuss any classified material not in the approved curriculum. Remember to disclose classified information only to properly cleared personnel with a need to know the information.
- Never present or discuss information that carries a higher security classification than that of the approved curriculum.
- Do not incorporate into the classroom discussion any information that carries a higher security classification than that of the approved curriculum.
- Make sure all classified training materials or references used in the training environment are accounted for at all times.
- Immediately report any situation you suspect may constitute a security violation.

Security of classified materials demands constant attention by everyone involved. As with safety, your behavior has a great impact on the safeguarding of classified material. Never say or do anything that will downplay the importance of the security of classified materials.

### **Shred Policy**

The very nature of Special Operations compels us to take extra measure to prevent unauthorized disclosure of information pertaining to our operations, capabilities, and limitations. While we do an excellent job of handling and destroying classified materials, we need to ensure we pay equal attention to the vast amount of Sensitive But Unclassified (SBU) information we handle every day at JSOU. To ensure we adequately protect this information, MacDill Air Force Base has a 100% shred policy. At no time will any official paper correspondence be disposed of in the trash or recycling collection system. All paper containing any form of official information will be treated as SBU and crosscut shredded. All other paper products will be disposed of using the base recycling program.

## **Internet and Electronic Mail Transmissions**

Increasing applications of information technology in government bring commensurate responsibilities and duties for accessing, using, maintaining, and disseminating information on the Internet and by electronic mail (email). The Internet, Web technology, and email provide educational opportunities and applications for efficient access to and dissemination of information; however, security, privacy, and acquisition remain critical concerns. USAF and DOD personnel using the federal government's communications systems (including base communications servers and personal computer servers) must comply with appropriate policies and procedures, including AFI 33-119, *USSOCOM Messaging*, and AFI 33-129, *Web Management and Internet Use*, as well as related JSOU supplements. Personnel may use government computers, equipment, and any communications systems to access the Internet and use email only as part of official business or authorized activities and must consent to monitoring, including incidental and personal use, whether authorized or unauthorized. Users maintain sole responsibility for the content of their email messages, must provide for the security of all information transmitted on the Internet, and must ensure that messages meet USSOCOM directives. Mass or base-wide dissemination of email messages requires approval in advance by Public Affairs or the unit commander. Failure to observe the prohibitions and mandatory provisions of policies, procedures, and instructions by military personnel constitutes a violation of Article 92 of the *Uniform Code of Military Justice (UCMJ)*. Violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws.

## **Guest Speakers**

JSOU makes available to its students a number of highly qualified and informative speakers. To ensure a candid presentation, the university normally does not permit public disclosure of their remarks outside the auditorium, regardless of classification. To do so risks calling the speakers to account publicly for their opinions and comments, thereby stifling them and causing them to speak in a guarded manner. This would ultimately degrade the quality of education provided at JSOU. In short, the university follows a policy of non attribution with regard to its guest speakers, which includes quoting previous speakers by name to subsequent speakers. These lecturers, who are notified of the presence of international students, should ensure that their material meets all criteria for presentations to international audiences.

## **International Student Attendance**

International students are welcome to attend select classes conducted by JSOU. By U.S. law, all international students must pay tuition for all U.S. military courses attended. Payment for this tuition may be funded by IMET, CTFP or FMS. All requests for international student attendance at a JSOU course MUST be initiated through the Security Assistance Organization (SAO) at the American Embassy located in the student's respective country no later than 90 days prior to the course start date. For general inquiries, international students may contact the JSOU International Military Student Officer (IMSO) at DSN 299-3670 or COMM (813) 826-3670.



## **Foreign Disclosure**

Maintaining an open atmosphere to pursue academic and research programs remains a priority at JSOU, but university personnel and students should not disclose information, documents, or training materials to foreign governments or international organizations unless they receive approval from the appropriate International Affairs Disclosure section. Faculty and students should follow this section's guidelines, obtain authorization from the appropriate offices prior to all official and unofficial visits by non-US citizens, and refer visitors requesting information or documents to the appropriate office.

## **Visits by Foreign Nationals**

Normally, Foreign Visit Requests (FVR) are coordinated by the appropriate service or USSOCOM. Exceptions must be routed through USSOCOM.

## **Sponsoring Visitors and Guests to JSOU**

The Pinewood Visitors' Center facilitates JSOU campus entry for individually sponsored visitors and guests for special events. All visitors and guests should have photo identification. Those who operate vehicles should have a valid driver's license and proof of automobile insurance in their possession. Special procedures may differ at other installations.

## **Use of Facilities**

JSOU and our host installation provide an array of extracurricular activities and services for faculty, students, and their families. These programs and services offer opportunities for physical, emotional, and cultural development and promote family activities and healthy recreation. Active duty, retired, reserve, Guard, and DOD civilian personnel may use the leisure facilities and programs for modest fees. You may learn more about the 6<sup>th</sup> Force Support Squadron at: [www.macdillfss.com](http://www.macdillfss.com) for a list of leisure activities, programs, and facilities offered on-base. Student Services will also provide information regarding on base leisure activities available to you while attending a JSOU course.

## **Academic Freedom and Non-Attribution**

JSOU supports a policy of academic freedom and non-attribution. All instructors, staff, guest lecturers, and students must adhere to JSOU OI 36-4 Academic Freedom.

Guest lecturers, faculty, and students are encouraged to state their opinions and support or criticize any objective, policy, strategy, or tactic in the pursuit of knowledge, understanding, or improvement of the course materials presented by JSOU.

Statements, disagreements, and other comments made by individuals or groups in the JSOU forum will be safeguarded through the practice of non-attribution. Remarks attributed to guest speakers may not be released or discussed with other individuals outside of the academic forum without the expressed permission of the speaker and approval of the JSOU President.

Although policy issues may be debated, individuals must exercise mature judgment and self-control to avoid discussion that could reasonably be construed to be derogatory in nature toward United States Government officials.

Although individuals may debate relevant issues, academic freedom must be tempered by good judgment to refrain from making offensive remarks, unfounded opinions, or irresponsible statements either verbally or in writing. Offensive remarks or irresponsible statements include comments disparaging any person's race, color, national origin, ethnic group, religion, or sex. This is not meant to restrict JSOU's forum discussions of controversial subjects; however, discretion must be a guiding criterion.

Alleged violations of this policy will be brought to the attention of the course director and determination of student violation may result in student dismissal from the class and/or banning the student from attending future courses, up to and including prosecution under the Uniform Code of Military Justice.

### **Beverages and Food**

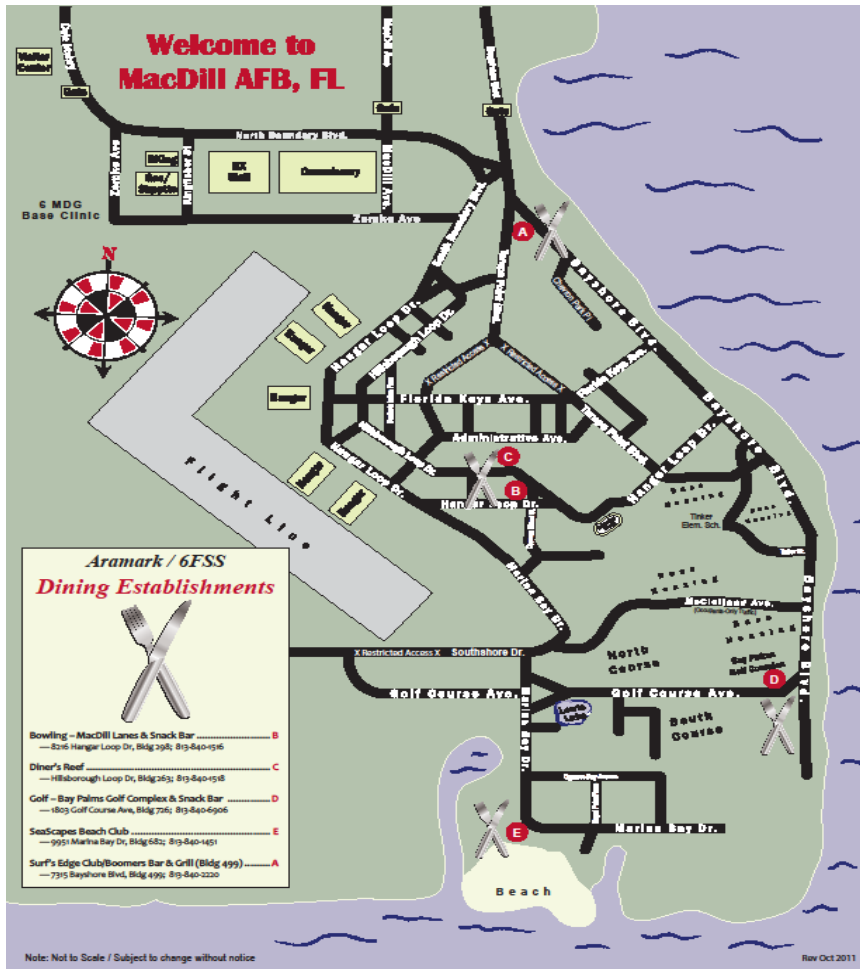
Student beverages are allowed in all areas and must be covered with lids. No one may consume food in the classrooms or any auditorium unless approved by the course director. The Student Lounge and Café are for student use only. The Café is self-contained with refrigerator, microwave, coffee pot, ice machine, and vending machines for student use. Coffee, tea, bottled water, and hot chocolate are available for a nominal fee. The Student Lounge and Café are the only pre-approved eating locations within the building.

### **Smoking**

Tobacco products of any kind, to include smokeless tobacco, within the building and on campus are prohibited (AFI-40-102). JSOU has two approved outdoor smoking areas located at the North and South ends of the primary parking lot by a picnic table. These are the only approved/authorized smoking area.

### **On-Base Dining Facilities**

Diners Reef government dining facility is available for all active duty enlisted military personnel and officers TDY to MacDill Air Force Base. Other on-base facilities include The Surf's Edge Club, MacDill Lanes Snack Bar, Seascapes Beach Club, BX Cafe, and Burger King. Off-base eating establishments are located approximately 3-5 miles away.



## Off-base Dining

For a complete list of local restaurants, please see Student Services.

## Disaster Preparedness

Tornadoes and Hurricanes constitute the most probable peacetime emergency at JSOU. Upon hearing a three to five minute steady tone on the base/civil defense sirens, or upon guidance from the JSOU PA system, personnel should take immediate shelter in the large auditorium on the first floor. Faculty will pass the all-clear signal by word of mouth. All faculty and staff will be familiar with additional operating instructions that cover procedures for responding to fire, bomb threats, natural disasters, major accidents, threat conditions, or nuclear explosions.

## Student Messages

A student message board will be available in the Student Lounge for all student messages. Family and units/squadrons may contact the Student Services at:

DSN: 299-3586/3581      COMM: (813) 826-3586/3581

## Phone/Room Dialing Instructions:

DSN:      Dial 94+DSN Prefix Extension

Local: Dial 99+Number  
Toll-free: Dial 1-8XX+Number (direct without any dial codes)

### **Other Important Base Numbers:**

Clinic Hours: Monday – Friday 0730 - 1630

Note: The 6th Medical Group (including the pharmacy) closes at 11 a.m. on the third Wednesday of every month for training.

Central Appointments: (813)828-2273

Dental Appointments: (813)827-9400

On Line Appointing: Tricare Online

Base Information: (813)828-1110

Base Locator For:

Air Force (813) 828-2444

Army (813) 827-6910

Marine Corps (813) 827-5875

Navy( 813) 827-5875

Base Chapel: (813) 828-3621

Dental Clinic: (813)827-9401

Alamo Travel: (813)840-8100

Military Clothing Sales: (813)828-3005

Fitness Center: DSN: 968-4496 COMM: (813)828-4496

Golf Course: COMM: 813-6918

Information, Tickets, and Tours (ITT): COMM: (813)828-2478

FamCamp: COMM: (813)828-7760

6th Force Support Squadron website: <http://www.macdillfss.com/default.aspx>

### **Notary Service**

Notary Service will be provided to students while attending JSOU courses. Inquiries can be made with the Registrar.

### **Course Critiques**

Students may complete a course critique at any time that provides constructive feedback concerning the instructor, facility, efficiency, and effectiveness of the training or training materials. Students may request a response to any critique submitted.

### **End of Course Evaluations**

All students are asked to complete an end of course critique. For each of the lessons in the course, students indicate the extent to which they agree with the following three statements:

1. The content of this lesson was valid (current and appropriate).
2. The instructor effectively presented the information in this lesson.
3. The information provided in this lesson will be useful to me in my job.

At the end of the course students are also 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.

### **Departure**

Many courses do not end until 1600 on Friday. When making departure travel plans, please take into account the announced time the course ends. Early departures from class to make flights are **not** authorized. All student badges must be turned in to Student Services prior to departure.

### **Academic Records/Student Transcripts**

Official and unofficial student transcripts are available through the JSOU Registrars. All official transcripts will be sent directly to the organization. Unofficial transcripts will be provided to students. For questions or transcripts call: (813)826-3581, (813)826-3580, or electronically by going to the JSOU website: <https://jsou.socom.mil>. Click on the Transcript button at the top of the page and complete the application form.

### **An articulation agreement exists between JSOU and the Florida Board of Education granting college credits for the following courses:**

LDR 2001 Joint Special Operations Forces Senior Enlisted Academy Professional Military Education Executive Leadership Course – 3.0 semester hours

MAN 2021 Joint Special Operations Forces Senior Enlisted Academy Professional Military Education Organization Management Course – 4.0 semester hours

ENC 1101 Joint Special Operations Forces Senior Enlisted Forces Academy Professional Military Education English/Communication Course – 3.0 semester hours

LDR 2161 Joint Special Operations Forces Senior Enlisted Course – 5.0 semester hours

IDS 1363 Special Operations Forces Interagency Collaboration Course – 2.0 semester hours

HSC 2112 Joint Special Operations Medical Orientation Course – 2.5 semester hours

AFR 1111 Introduction to Special Operations Forces Course – 1.5 semester hours

PLA 1013 Joint Special Operations Legal Advisor Course – 2.0 semester hours

EDG 1211 Methods of Instruction Course – 5.0 semester hours

DSC 2271 Counter Threat Finance Educational Course – 1.0 semester hours

DSC 2005 Combating Terrorist Networks Course – 2.0 semester hours

DSC 2562 Joint Special Operations Planning Course – 8.0 semester hours

DSC 2590 Joint Special Operations Forces Senior Intelligence Leaders Orientation Course – 2.0 semester hours

DSC 2002 Special Operations Combating Terrorism Course – 6.0 semester hours

### **Continuing Education Units/Credits (CEUs)**

<u>Name of Course</u>	<u>CEU</u>
Advanced Special Operations Combating Terrorism Alumni (SOCbT-A)	4
Combating Terrorism Executive Interagency Seminar (CbTEIS)	1.6
Combating Terrorist Networks Interagency Seminar (CbTNIS)	3.2
Combined/Joint Force Special Operations Component Commanders Course (C/JFSOCC)	3.6
Introduction to Special Operations Forces Course (ISOF)	2.4
Introduction to Irregular Warfare Course (I2WC)	2.4
Joint Special Operations Forces Pre-Command Course (JSOFPC)	3.6
Joint Civil-Military Operations Campaign Planning Workshop (JCMOCPW)	4
SOF Intel Leaders Orientation Course (SILOC)	3.2
Irregular Warfare Advanced Course (IWAC)	8
Joint Special Operations Legal Advisor Course (JSOLAC)	3.6
Joint Special Operations Medical Orientation Course (JSOMOC)	4
*Joint Special Operations Warfighter Certificate (JSOWC) (next 2 courses)	20
*Irregular Warfare Course (JSOWC-IW)	8
*Special Operations Planning Course (JSOWC-SOPC)	12
* The JSOWC-IW and the JSOWC-SOPC are required to earn the JSOWC	
Methods of Instructions Course (MOIC)	7.6
Special Operations Combating Terrorism Course (SOCbT)	9.2
Special Operations Forces Interagency Collaboration Course (SOFIACC)	3.6
Special Operations Forces Senior Enlisted Course (SOFSEC)	8
Special Operations Support Team Orientation course (SOSTOC)	1.6
USSOCOM Staff Education Program (USEP)	7.2
Counter Threat Finance Course (CTFC)	2.4
Cross-Cultural Competence for Special Operations Forces (3C-SOF)	4

*\*Please send the JSOU Registrar a request in writing for CEUs at JSOUAdmissions@Socom.mil*

**Complete List of JSOU Courses can be found on the JSOU website:**  
<https://jsou.socom.mil>

## **Course Schedule**

Due to events that frequently occur beyond our control, the JSOU course schedules are subject to change. For the most current course dates and availability, please refer to the JSOU website for details. <https://jsou.socom.mil>

## **Political Activities**

The Hatch Political Activity Act, Title 5, *United States Code*, chapter 73, subchapter 3, and the implementing federal regulations place restrictions on the active participation of civilian employees in partisan politics. Generally, an individual may not utilize an official position, authority, or influence to interfere with or affect the result of an election, take an active part in partisan political management, or in partisan political campaigns. Military personnel and government employees may not:

- Use official authority to influence an election, solicit votes, or contributions.
- Present themselves as partisan candidates for civil office in federal, state, or local government.
- Engage in public or organized soliciting of other people to become partisan candidates for nomination/election to civil offices.
- Participate in partisan political management or campaigns, including making speeches.
- Make a campaign contribution to another member of the armed forces, a civilian officer, or employee of the United States for promoting a political objective or cause.
- Attend partisan political events as an official representative of the armed forces.

These prohibitions remain in effect on or off-duty as well as on leave status. Faculty should address specific inquiries or questions concerning Hatch Act prohibitions to the staff judge advocate or a private attorney.

## **Media Contacts**

JSOU does not discourage media contacts but urges faculty and students to handle them in an approved manner. The Public Affairs Office, as a representative of the JSOU President, is the sole releasing authority to news media; this office encourages opportunities for positive media contact as beneficial to the university's mission. Employees and students contacted directly by the media should politely say that they will get back in touch and then notify their department chair, supervisor, or instructor who will notify the PAO, who will contact the media representative to determine the precise nature of the request. Although this procedure seems complex, in most instances it is routine and can take only a matter of hours by phone. Some issues or high profile media interviews may require additional information and time to confirm.

## **Personal Use of Government Resources**

Agency designees may authorize the limited personal use of government resources, such as computers and telephones if:

- the use will not adversely affect the performance of official duties,
- is of reasonable duration and frequency,



- serves a legitimate public interest,
- does not overburden government systems,
- does not reflect adversely on the USSOCOM, and
- does not result in additional cost to the government.

Government resources may not be used for the furtherance of off-duty employment or for the individual's commercial benefit.

### **Copyright Policy and Procedures**

Government employment does not affect the literary property rights of government officers and employees, provided they have produced their literary product on their own time and not as part of official duties. Publications required of faculty members specifically as part of their official duties as employees of the federal government are in the public domain. JSOU does not authorize the diversion of university secretarial or equipment time to prepare manuscripts for commercial marketing. All instructors, staff, guest lecturers, and students must adhere to JSOU OI 33-6 *Communication and Information* concerning copyright policy and procedures.

### **Audio and Videotaping**

JSOU allows the recording of lectures and/or seminars by audio or videotape for subsequent review or use. Such tapes become the property of JSOU. The Classified Material Control Officer has responsibility for audio and videotapes, and the Graphics Workshop maintains copies of such tapes made or reproduced by the audiovisual branch and which are classified Secret or below.

### **Academic Honor Code**

JSOU embraces a strict academic honor code that identifies expectations and establishes procedures for dealing with code violations.

### **Academic Integrity**

JSOU's central functions as an academic community are teaching, learning, and scholarships, all characterized by reasoned discourse, intellectual honesty, mutual respect, and openness to constructive change. By accepting membership in this community, an individual neither surrenders rights nor escapes fundamental responsibilities as a citizen, but acquires additional rights as well as responsibilities to the university community. Although these responsibilities do not require a faculty member to remain passive and silent, they do entail recognition of how easily an academic community can be breached. A faculty member encourages the pursuit of learning in students, holding before them the best scholarly standards of discipline. Respecting students as individuals, the faculty member seeks to establish a relationship of mutual trust and adheres to the proper role of intellectual guide and counselor. The faculty member makes every effort to foster honest academic conduct and to assure that the evaluation of students' scholastic performance reflects their true achievement with reference to criteria appropriate to the field of study. A faculty member also protects the academic freedom of students and serves as an example of this principle by assuring that each student and colleague can freely and openly voice opinions and exchange ideas without interference. A scholar recognizes a primary

responsibility to seek and state the truth without bias. Striving to improve scholarly competence and continuing to always keep abreast of knowledge in an area of expertise, the scholar practices intellectual honesty, and exercises critical self-discipline and judgment in using, tending, and transmitting knowledge. Although faculty may follow subsidiary interests, these must never seriously hamper or compromise freedom of inquiry.

### **Missing Class**

Students are expected to attend 100% of the course unless previous arrangements have been made with the instructor. If any assignments are missed, it is the responsibility of the student to ensure the course work has been completed. If a student misses more than one quarter of the course, the student may be removed from the course.

### **Cheating**

Students and faculty are expected to comply with and enforce prohibitions against cheating and plagiarism. Cheating is the act of giving or receiving improper assistance such as, but not limited to, gaining unauthorized access to faculty materials that have not been released for student use, copying answers from another's examination, using texts, notes, issue materials, or other references not authorized for examinations or other assigned work, knowingly permitting another student to copy one's writing assignments, speech or briefing materials, or answers from an examination paper, and collaborating with other persons on individual assignments except as specifically authorized by the school.

### **Plagiarism**

Plagiarism entails appropriating the literary composition of another, parts or passages of their writings, the ideas or language of the same, and intending to pass them off as the product of one's own mind. An example is copying verbatim, without quotation marks, with the intent to claim the material as one's own work is plagiarism, as is the intentional use, without credit, of a source's sentence structure and style with only minor word changes. Intent is established based on consideration of all circumstances and evidence presented. The correct method for giving credit to a source in written work is to use quotation marks and an accompanying footnote when quoting directly and a footnote when paraphrasing. In the case of oral presentations, credit must be given for direct or paraphrasing of direct quotes.

### **Misrepresentation**

Faculty members are expected to exercise due diligence and take care not to engage in misrepresentation, which is defined as the act of making an assertion or omission to intentionally deceive or mislead. Misrepresentation may be an oral or written statement that is misleading or deceiving and meant to be so. An example would be false reporting. A student may also commit misrepresentation by omission, such as deliberately withholding material information. Students enrolled in a course that previously took the same course (or a variant of it, for example, a nonresident version of the same course) and attempt to resubmit research papers or other work in fulfillment of a current school assignment, while disguising or failing to disclose the resubmission, would be guilty of

misrepresentation. Although not a misrepresentation issue, a disclaimer to the effect that the views expressed are the author's and do not represent official policy of JSOU, the USSOCOM, or the US government should appear on all written work and should precede all public presentations.

### **Code of Ethics**

JSOU expects faculty and students to maintain and enhance their professional competence, conduct themselves as ladies and gentlemen, and act in a way that does not violate the rights and freedoms of others and that brings credit to themselves, JSOU, and the USSOCOM. The citizens of the United States have confidence that personnel will do their part to preserve the security and well-being of our nation. The public also expects that we will conduct our mission honestly and with integrity.

### **General Principles and Policy**

Military personnel who violate JSOU policies are subject to discipline under the UCMJ. Any violation by a civilian employee may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violation of related laws. This principle applies to all activities in the school forum and at university-sponsored events. As part of an academic team in the delivery of instruction, faculty members should work appropriately and in a collegial manner. They must adhere to the highest standards of academic integrity, refrain from cheating, plagiarism, misrepresentation, or committing any other act constituting a lack of personal or academic integrity. Failure to practice academic integrity discredits not only the individual but also USSOCOM. Violators are subject to adverse administrative action, including disenrollment from school, discharge from the service, and disciplinary action. Personnel subject to the UCMJ may be prosecuted.

### **Sexual Harassment**

Sexual harassment is unacceptable conduct that undermines the integrity of the instructor-student or student-student relationship. The military has a longstanding policy of zero tolerance of sexual harassment.

Sexual harassment is a form of discrimination involving unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when the following occurs:

- Submission to or rejection of such conduct is made either explicitly or implicitly affecting a term or condition of a person's job, pay, or career
- Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting this person
- Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment

Prevention of sexual harassment is the responsibility of all personnel. When confronted about inappropriate behavior, individuals often say they were "only joking" or they "didn't mean anything by it". Sexual harassment is not a joke.

## **Professional and Unprofessional Relationships**

Students and Faculty members must exercise mature judgment to avoid relationships, whether pursued on or off-duty, that undermines respect for authority or that may undermine morale, discipline, or the mission of JSOU. Although personal relationships are normally matters of individual choice and judgment, they become matters of official concern when they adversely affect the organization. Unprofessional relationships can exist between officers, enlisted members, officers and enlisted members, military personnel, members of the civilian workforce, and instructors and students. Personal relationships between instructors and students in the school environment present particular risks and can result in abuse of position, partiality, or favoritism—or create the appearance of such. Faculty members have a responsibility to address those personal relationships when, in their professional judgment, they degrade morale, good order, or discipline—or appear to do so.

## **Reporting Misconduct**

Students and faculty members who believe that any other faculty member or student has violated the JSOU code of ethics, committed, or condoned other acts that would constitute violations of the policies contained in this Student Handbook have a duty to report these suspected violations to their supervisory chain of command.

## **Performance Measurements**

JSOU courses are graded as PASS/FAIL. Students are expected to attend 100% of the course unless previous arrangements have been made with the instructor. Participation in course discussions is highly encouraged. If any assignments are missed, it is the responsibility of the student to ensure the course work has been completed. Check on Learning questions, end of lesson quizzes, end of course written exams, and end of course practical exams are used to measure student attainment of course objectives. Quizzes and exams are written or submitted electronically using Turning Point. Students who fail to meet course requirements will be counseled by their instructor and will follow the procedures outlined below:

### 1) First Test Failure

The student is counseled verbally by the instructor. The retest is scheduled within 24 hours of test failure.

- a. After remedial training is complete, students will be retested one time.
- b. If the student passes the retest, the score will be recorded as passed. The true test and retest scores will not be annotated in student's course records.
- c. Failure of the retest will count as a second test failure. The score of the retest will be annotated in the student's course records along with counseling and remediation documentation.

2) Second Test Failure

The instructor will counsel the student in writing. The Director will counsel the student. The JSOU President or Vice-President will also be notified of the student's situation and may opt to counsel the student.

- a. The student will receive remedial training and will be retested if their second test failure is not a retest of their first test failure.
- b. Failure of the retest given for a second test failure will count as a third test failure (i.e. fail a test, then pass the retest, then fail another test, and then fail the retest).

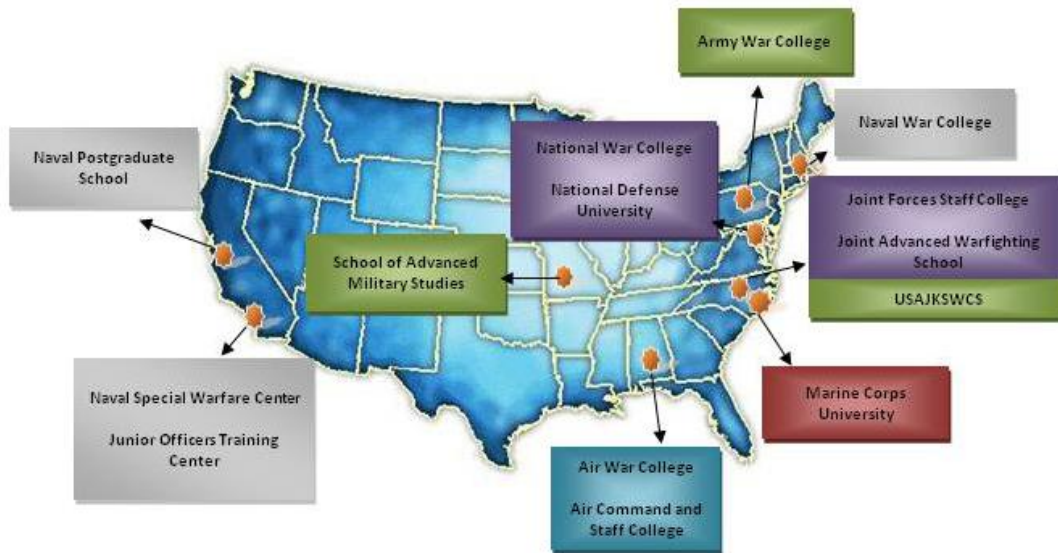
3) Third Test Failure

The JSOU President or Vice-President will counsel the student. The JSOU President will decide to grant a waiver for the student to continue on a probationary basis, or remove the student from the course.

**JSOU Press**

The JSOU Press publishes books, monographs, research reports, and occasional papers, and provides publishing support to USSOCOM journals. The publication program helps JSOU, other US war fighters, national leaders, policy makers, academicians, military historians, and other analysts understand Special Operations. The press makes available a large, varied inventory of publications in print and electronic formats, which are the result of unique research by military authors and civilian scholars. Publications are provided to military personnel and civilian employees of the US government free of charge and to the general public at reasonable prices through the Government Printing Office.

## PME SCHOOL LOCATIONS & FOCUS



SOF specific electives were offered at each of the officer intermediate-level service schools, and joint service schools in AY 2011. A total of 105 different classes were provided at 14 different locations for a total of 1500 students. JSOU's embedded faculty presented 460 hours of SOF-unique instruction for an equivalent of 58 academic days.

**ANNEX 1**  
**Extract USSOCOM 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 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 mobile educational teams (MET).

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. Monitor and support joint education programs conducted by USSOCOM and its components.

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 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.