



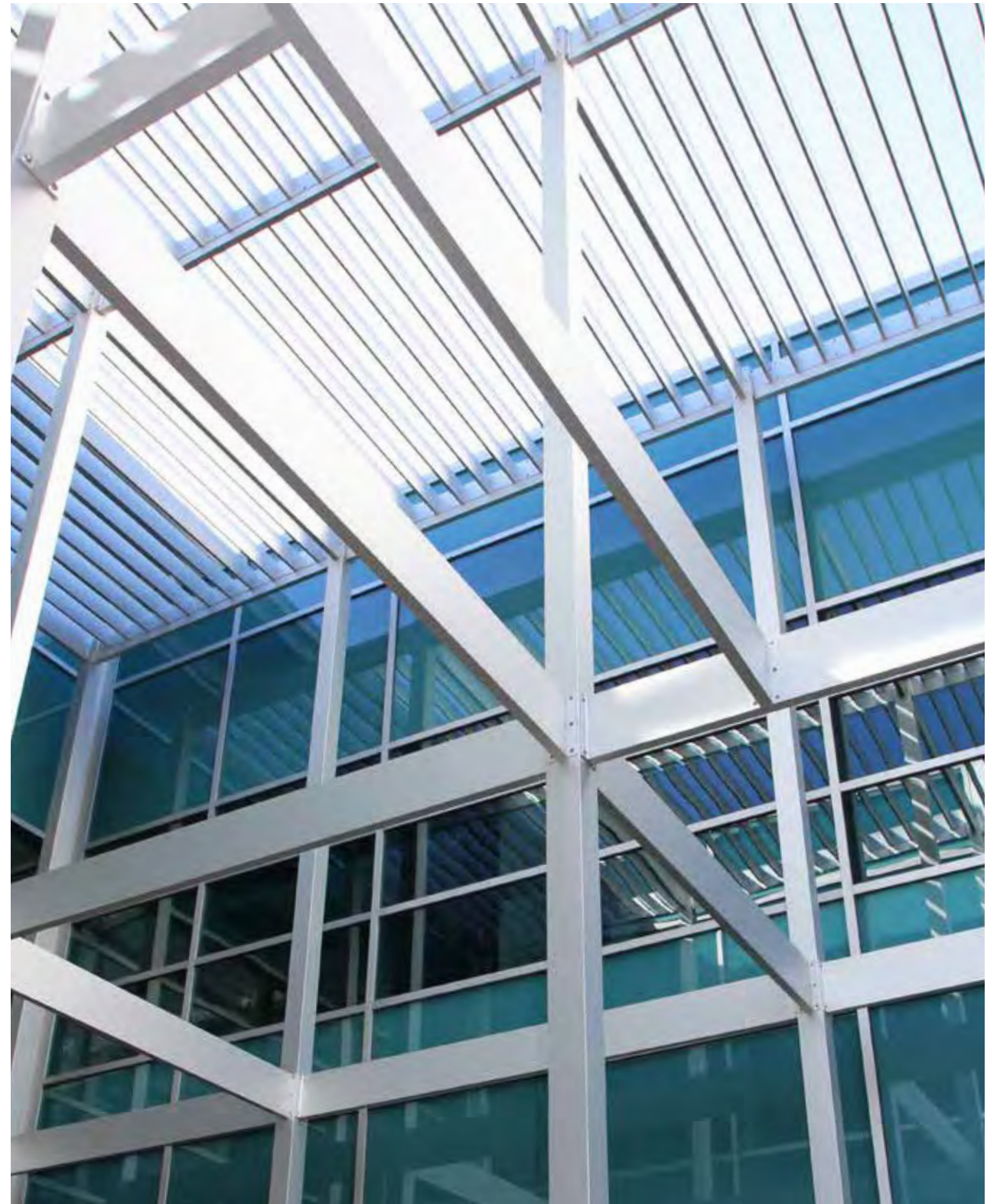
JOINT SPECIAL OPERATIONS UNIVERSITY

7701 Tampa Point Blvd., MacDill AFB, FL 33621
jsou.socom.mil | 813.826.3586



**2016
FACT
BOOK**

EXECUTIVE
SUMMARY



JOINT SPECIAL OPERATIONS UNIVERSITY | 2016

THE INFORMATION IN THIS FACTBOOK WAS COMPILED FROM MULTIPLE SOURCES BY THE DEPARTMENT OF ACADEMIC AFFAIRS.
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LETTER FROM THE PRESIDENT



Academic Year (AY) 2016 was another successful year for JSOU and moves us forward to our goal of full operational capability in fiscal year (FY) 2018. This year's highpoints were the initiation of the postgraduate accreditation process

with ACICS,* launching two new postgraduate-level SOF certificates, completing a major overhaul of the entire JSOU Enlisted Academy (JSOU-EA) curriculum, developing academic partnerships with five civilian universities, and meeting all the theater special operations commands (TSOC) and components' education requests. During the year, HQ USSOCOM validated the Future JSOU Concept and its associated manpower, while approving a revised JSOU Charter that made JSOU a direct reporting organization to the Commander. Of particular note was the completion of a modern 21st Century academic facility on MacDill AFB that will bring interactive classrooms, enhanced connectivity to the worldwide SOF Enterprise, and multiple instructional delivery methods to support SOF professional development.

Despite FY16 budget limitations, JSOU faculty delivered 228 courses and mobile education team (MET) events (+18%) while compiling 389 thousand total contact hours (+18%), which is a significant increase from prior years. This accounted for 14,222 students (+16%), a record high for JSOU, and continued the

phenomenal trend started when we relocated to Tampa. JSOU continued to focus on increasing education opportunities for U.S. SOF, the joint force and the interagency by adding 12 new resident courses, supporting over 1500 additional students in resident courses, and adding 70,000 (+58%) contact hours. Although no distance learning courses were added, completions of distance learning courses increased by 750 students (+19%) and all newly added courses included a substantial (minimum of four weeks) online presence.

The JSOU-EA continues to receive high marks from both students and the command's senior enlisted leadership. In conjunction with Headquarters and Component Command Senior Enlisted Leader input, the EA Commandant fully implemented a complete renewal of the academy's four-course Career Education Program (CEP). Its unifying theme aligned joint professional military education objectives across the four career courses (from E6 through nominative E9), and incorporated the Chairman, Joint Chiefs of Staff Desired Learning Attributes. Despite lower than normal student output this year (-99), due primarily to conducting pilot courses, overall student contact hours increased by 22 thousand (+27%). This trend will significantly improve in AY17 where enrollment is already increasing. Most notable is the formal recognition our program received from the U.S. Army, making JSOU's Joint SOF Senior Enlisted Academy course (JSOFSEA) equivalent to the Sergeants Major course.

In AY16, despite an undermanned situation, the Center for Special Operations Studies and

Research (CSOSR) exceeded all goals by publishing 13 monographs, five occasional papers (a new format for JSOU) and conducting two successful symposiums — one with Canadian Special Operations Forces Command's Professional Development Center. The annual SOF Research Topics Workshop developed a wide range of topics, prioritized by experts from across our SOF community. The Commander-tasked Syrian Train and Equip study is in final review and promises to be a strategic reference document for future operations of this type. JSOU sponsored three successful "Capstone" projects that brought civilian undergraduate and graduate students from Tufts University, Middlebury College, and Auburn University to the command to research key topics. Results were outstanding and provided unique approaches and solutions while building interest in USSOCOM with our civilian academic partners.

In February 2016, the Commander approved an updated Charter that reaffirmed JSOU as a direct reporting educational activity of the Command and designated the President as his senior academic advisor. Included in the Charter is a provision to establish a Board of Regents to provide top-down guidance to the university, to assure it meets the academic needs of the SOF community. JSOU also completed a first look by ACICS, a national agency for postgraduate accreditation. Fundamental to this process, JSOU implemented numerous academic improvements, stressing student learning, program excellence, and institutional effectiveness endorsed by peer academic institutions. Also in AY16, JSOU continued its support to the NATO SOF Headquarters and its affiliated partners by attaining Allied Command Transformation quality assurance certification of JSOU courses. This credential enhances our growing International

Engagement commitment that completed 103 courses and Mobile Education Team (MET) events (+33%) supporting every TSOC and reaching 2537 total international students, a 30% increase over the prior year.

As we enter AY17, the final steps in the JSOU transformation are underway, led by the hard work, initiative, and vision of a dedicated faculty and staff. To complete this transformation, JSOU will relocate to the new academic facility (Dec 2016 through Feb 2017 timeframe) while maintaining established commitments, courses, and programs. We will rapidly adapt to the capabilities inherent in this facility and take maximum advantage of its high-tech potential for improved student learning while increasing education opportunities throughout the SOF Enterprise, coordinating support, curricula, and interaction through JSOU liaisons, SOF Chairs, and component education representatives. AY17 initiatives also include establishing a Countering Weapons of Mass Destruction curricula and increasing Cyber-related topics in existing courses. I am hopeful that Congress will favorably consider JSOU's legislative proposal for Title 10 Civilian Faculty Hiring Authority in the near future. All considered, these milestones will complete JSOU's transformation and inaugurate a new era in SOF education wherein JSOU fully supports the emerging academic and intellectual needs of our community and partners.

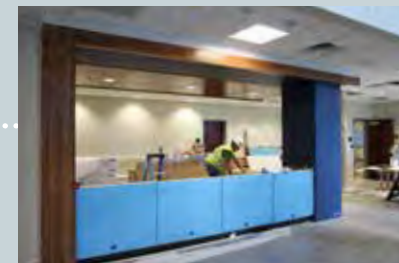
Dr. Brian A. Maher, SES
President

* Note: ACICS is currently under sanction by the U.S. Department of Education and is engaged in a formal appeal process. Final results are expected mid-year AY17 at which time JSOU will proceed with another postgraduate accrediting agency or continue with ACICS.

BUILDING THE FUTURE JSOU CAMPUS



FEB. 2014



PRESENT DAY



JSOU faculty and staff | September 2016

JSOU Staff PHOTO



The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic and adaptive professional education opportunities via existing joint and Service PME programs or through developing and delivering SOF-unique programs. The JSOU campus is located at MacDill AFB, Tampa, FL. JSOU liaisons are at or near SOF component headquarters in the Washington, D.C., area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and NATO SOF Headquarters, Belgium. JSOU also conducts a MET program for educating units worldwide. Contact the university for more information on how JSOU can tailor a course to meet unit-specific educational needs.

ABOUT JSOU

Mission Statement:

PREPARE SPECIAL OPERATIONS FORCES TO SHAPE THE FUTURE STRATEGIC ENVIRONMENT BY PROVIDING SPECIALIZED JOINT PROFESSIONAL MILITARY EDUCATION, DEVELOPING SOF SPECIFIC UNDERGRADUATE AND GRADUATE LEVEL CURRICULUM AND BY FOSTERING SPECIAL OPERATIONS RESEARCH, ANALYSIS AND OUTREACH IN SUPPORT OF USSOCOM OBJECTIVES.

JSOU Vision

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

A globally recognized academic institution of higher learning dedicated to enhancing special operations knowledge and its application. This vision is achieved by maintaining the high standards of an accredited academic institution, delivering high-quality and relevant instruction, when and where needed, retaining a highly credentialed faculty proficient in multiple teaching methods, and by rapidly adapting to a changing global environment. The result is a career-long framework of joint SOF education that, when combined with Service-provided educational opportunities, significantly improves the intellectual competence of the force to successfully perform current and future special operations missions.

SOF Education Network



- | | | |
|---|--|--|
| <ol style="list-style-type: none"> 1. Naval Post Graduate School; Monterey, CA 2. Naval Special Warfare Center; Center for SEAL & SWCC; Coronado, CA 3. U.S. Army Sergeants Major Academy; Ft. Bliss, TX 4. Army Command & General Staff College; Ft. Leavenworth, KS 5. Air Command & Staff College; Air War College; Air Force Senior NCO Academy; Maxwell AFB, AL 6. U.S. Air Force Special Operations School; Air Force Special Operations Air Warfare Center; Hurlburt Field, FL | <ol style="list-style-type: none"> 7. Joint Special Operations University; MacDill AFB, FL 8. John F. Kennedy Special Warfare Center & School; Ft. Bragg, NC 9. Marine Corps Special Operations School; Camp Lejeune, NC 10. Joint Forces Staff College; Norfolk, VA 11. Marine Corps Command & Staff College, Marine Corps War College; Marine Corps University; Quantico, VA | <ol style="list-style-type: none"> 12. National War College, The Eisenhower School, College of International Security Affairs; National Defense University; Ft. McNair, Washington, DC 13. U.S. Army War College; Carlisle, PA 14. College of Naval Command and Staff, College of Naval Warfare, U.S. Navy Senior Enlisted Academy; U.S. Naval War College; Newport, RI <p>Not shown: NATO School, Oberammergau, Germany and the NATO Special Operations School, Brugelette-Chievres, Belgium</p> |
|---|--|--|

Leadership



Dr. Brian A. Maher
President



COL John E. Murphy
Vice President



CSM John D. Campbell
Command Senior Enlisted Leader



CSM Francisco Melendez
Commandant, Enlisted Academy



Dr. Anna T. Waggener
Dean of Academics



Mr. George McNair
Director, Center for Continuing Education

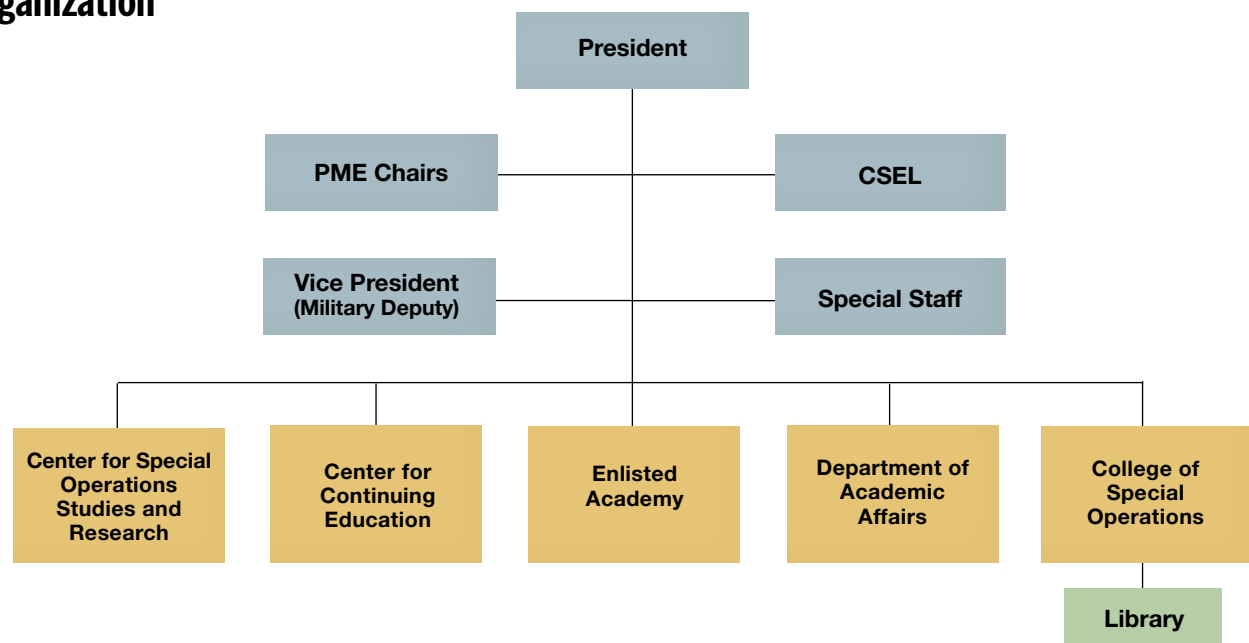


Mr. Frank Reidy
Interim Director, Center for Special Operations Studies and Research



Mr. Boyd Ballard
Dean, College of Special Operations

Organization



JSOU SOF Chairs

COL Michael Richardson, USA
Naval Postgraduate School

Col Eric Espino, USAF
National Defense University

LTC Gregory Reck, USA
Marine Corps University

Mr. Michael Bennett
Joint Forces Staff College

JSOU Fellows

DISTINGUISHED FELLOWS

James R. Locher III
Former Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict

Thomas Matthews
Major General, USA, Retired

Hector Pagan
Brigadier General, USA, Retired

David Passage
U.S. Ambassador, Retired

James Q. Roberts
Senior Executive Service, Office of the Secretary of Defense (OSD); Assistant Professor, Strategic Leadership and OSD Chair, Eisenhower School, National Defense University

Peter Schoomaker
General, USA, Retired

Michael Spigelmire
Lieutenant General, USA, Retired

Donald Wurster
Lieutenant General, USAF, Retired

Dell L. Dailey
Ambassador at Large, U.S. Department of State, Retired; Lieutenant General, USA, Retired

David Hopley
Colonel, Officer of the Most Excellent Order of the British Empire, Royal Marines, Retired

Wade Ishimoto
Highly Qualified Expert, Former Special Assistant to the Deputy Under Secretary of the Navy, Retired

Francis Kearney
Lieutenant General, USA, Retired

Philip Kensinger
Major General, USA, Retired

Paul E. Lefebvre
Major General, USMC, Retired

Charles Cunningham
Lieutenant General, USAF, Retired

RESIDENT SENIOR FELLOWS

Peter McCabe
Ph.D., Political Science, Colonel, USAF, Retired

Wyman Irwin
MMAS, Lieutenant Colonel, USA, Retired

Paul Lieber
Ph.D., Mass Communications and Public Affairs

David Ellis
Ph.D., International Relations, Comparative Politics

AY16-17 SENIOR FELLOWS

William Mendel
Colonel, USA, Retired

James F. Powers, Jr.
Colonel, USA, Retired

Celina Realuyo
MBA, Professor of Practice, William J. Perry Center for Hemispheric Defense Studies

Charles Ricks
M.S., English

Linda Robinson
Public Policy Scholar, Wilson Center

Richard Shultz
Ph.D., Political Science

Jessica Turnley
Ph.D., Cultural Anthropology

Konrad Trautman
Colonel, USA Retired, Defense Intelligence Agency University Chair to USSOCOM

Harry R. (Rich) Yarger
Ph.D., History, Colonel, USA, Retired

Juan Alvarez
Colonel, USAF, Retired

Roby Barrett
Ph.D., Middle Eastern and South Asian History, Former Foreign Service Officer

James Forest
Ph.D., Higher Education Administration

Thomas Henriksen
Ph.D., History

Russell Howard
Brigadier General, USA, Retired

William Knarr
Ed.D., Adult Education, Colonel, USA, Retired

James Kiras
Ph.D., History

Alvaro de Souza Pinheiro
Major General, Brazilian Army, Retired

Robert Spulak
Ph.D., Physics and Nuclear Engineering

Bernd Horn
OMM, MSM, CD, Ph.D. Colonel, Canadian Army, Retired

Emily Spencer
Ph.D., War Studies

Faculty and Staff

To accomplish its mission, JSOU employs an extremely diverse workforce, all of whom are hired or assigned to a variety of staffing programs. The staff and faculty include active duty, active reserve, temporary duty reserve military personnel, 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 U.S. Civil Service personnel system, and non-government 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. Active duty and reserve military personnel are typically assigned to specific educational support requirements, i.e., to act as course directors or subject matter experts, but some are assigned to support mission and unit administration positions. Government civilians and civilian contractors also fill both educational and support roles. Personnel funding is obtained from standard and nonstandard sources. For example, reserve personnel positions are not funded by JSOU, while some civilian staff positions are paid by limited grants or unfunded requirement requests.

All faculty members attend the Faculty Development Course (FDC) or an approved substitute course. The FDC prepares JSOU faculty members and other selected SOF instructors develop and teach curriculum while creating active learning environments focused on higher levels of learning through



the use of various teaching methodologies. The curriculum is based on the Joint Professional Military Education Instructional Systems Design (ISD) model applied in the joint SOF environment. Instructors are categorized as instructor, senior instructor, and master instructor. Listed below are the requirements for each of the categories:

Instructor – Complete FDC or be granted a waiver by the Dean of Academics. In addition to:

- Certified to teach at least one JSOU lesson
- Complete 12 continuing education units (CEU) each academic year
- Complete the online instruction module of the FDC if teaching online or blended learning courses
- Annual instructor evaluation
- Maintain faculty folder

Senior Instructor – Complete all the requirements of an Instructor in addition to:

- Certified to teach five JSOU lessons
- Record 100 hours of classroom instruction at JSOU
- Instructor evaluation score of 90 or higher on last two evaluations
- Department director recommendations

Master Instructor – Complete all the requirements of an Instructor in addition to:

- Five years of teaching experience (may include experience outside of JSOU)
- Senior instructor for one year
- Record 200 hours of classroom instruction at JSOU
- Obtain a nationally recognized teaching certification

Certified Higher Education Professional

A certified higher education professional (CHEP) certification recognized employees of career education institutions who strive for excellence in their respective positions. Through completion of educational programs, individuals have enhanced their skills necessary to deliver the highest quality education to diverse student populations. The programs are designed to increase strategies for teaching and learning in adult educational environments, techniques for engaging and motivating students of various learning styles, and methods for improving both retention and student learning outcomes.

Executive Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Maher	Brian	SES	President	Senior	Doctorate
Campbell	John	CSM	Command Senior Enlisted Leader	Instructor	Bachelor's
Crumpton	Michelle	GS-9	Executive Assistant	*	Associate's
Leonard	Kay	GS-13	Protocol	Instructor	Associate's
Trautman	Konrad	DISL	NIU/DIA Chair	Instructor	Master's
Bennett	Michael	GS-14	SOF Chair, JFSC	Senior	Master's
Espino	Eric	Col	SOF Chair, NDU	Instructor	Master's
Reck	Greg	LTC	SOF Chair, MCU	Instructor	Master's
Richardson	Mike	COL	SOF Chair, NPS	Instructor	Master's

Command Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Murphy	John	COL	Vice President	*	Master's
Angle	Doug	GS-14	Director, Education Technology/CIO	Instructor	Master's
Brixie	Richard	GS-12	Facility Manager	*	Some College
Chonsky	April	GS-11	Logistics Manager	*	Bachelor's
Garza	Rolando	SGM	President's Action Group	*	Associate's
Jensen	Marylee	CTR	Budget Analyst	*	Bachelor's
Johnson	Robert	GS-13	Strategic Planner	*	Master's
Kilgore	Joe	GS-14	Chief of Staff Master	+	Doctorate
Melton	Monica	GS-12	Resource Advisor	*	Bachelor's
Ortiz	Jose	GS-11	Security Manager	*	Bachelor's
Pitts	Cory	GS-6	Administrative Assistant	*	Some College
Rivera	Victor	CTR	Security Administrator	*	Bachelor's
Ruiz	Kevin	CTR	Security Administrator	*	Some College
Salley	Herman	CTR	Security Administrator	*	Some College
Scholten	Leonila	GS-9	Personnel Liaison	*	Bachelor's
Tyler	Donald	GS-14	Contracting Officer Representative	Instructor	Master's

Department of Academic Affairs

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Waggener	Anna	GS-14	Dean of Academics	*	Doctorate
Abbott	Debra	CTR	Test and Measures Specialist	Senior +	Doctorate
Allen	Colleen	CTR	Academic Compliance Specialist	*	Doctorate
Armour	Spencer	GS-13	Director, Educational Technology	*	Master's
Ashford	Guy	GS-7	IT/AV Technician	*	Some College

* Indicates Staff Member/FDC not required

+ Indicates Certified Higher Education Professional (CHEP)

ABOUT JSOU

Beyersdorf	Korey	CTR	Multimedia Specialist	Instructor +	Bachelor's
Burroughs	Lana	CTR	Graphic Designer	*	Bachelor's
Carson	Kathryn	CTR	Lead Academic Counselor	Instructor	Bachelor's
Casey	Robin	GS-13	Director, Curriculum Management	Senior +	Master's
Colloton	Erin	CTR	Student Services	*	Bachelor's
Curry	Sabrina	CTR	Instructional Designer	*	Master's
Dixon	Charles	CTR	Systems Software Engineer	*	Bachelor's
Edwards	Jeff	GS-13	Institutional Research Analyst	Instructor	Master's
Goretti	Kevin	CTR	Desktop Support	*	Associate's
Gowen	Kristine	CTR	Academic Standards Specialist	*	Master's
Hersey	Scott	CTR	Lead Designer	Instructor	Master's
Jones	Olander	GS-9	Registrar	Instructor	Master's
Maldonado	Michelle	CTR	Technical Editor	Instructor	Bachelor's
Meade	Shannon	GS-13	Associate Dean of Academics/ Director, Institutional Effectiveness	Instructor	Master's
Norman	Kimberly	GS-9	Registrar	Instructor	Bachelor's
Ortiz	Kathleen	CTR	Instructional Designer	Instructor	Master's
Otero	Jose	CTR	DCHE/Classroom VIP	*	Associate's
Pebler	Derek	CTR	Site Collection Admin/Portal Manager	*	Bachelor's
Quartetti	Mary Ann	CTR	LMS Administrator	Instructor	Master's
Raimondi	Michael	CTR	Academic Counselor	*	Master's
Sanicola	Robert	CTR	LMS Manager	Instructor	Bachelor's
Saunders	Percy	CTR	Senior Web Engineer	*	Master's
Shiver	Joseph	GS-13	Director, Faculty Development	Master +	Doctorate
Taylor	Michael	GS-12	Director, Admissions	Senior	Master's
Thompson	Jeremy	CTR	Junior Developer	*	Associate's
Tyler	Katherine	GS-13	Director, Distance Learning	Master +	Doctorate
Warrilow	Christina	CTR	Registrar	*	Bachelor's
White	June	CTR	Instructional Designer	Instructor +	Bachelor's
Williams	David	CTR	Classroom VIP/Desktop	*	Associate's
Williams	Parrysh	CTR	VTC Engineer	*	Bachelor's
Womack	Faith	GS-13	Curriculum Management	Instructor	Doctorate

JSOU Enlisted Academy

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Melendez	Francisco	CSM	Commandant	Instructor +	Bachelor's
Ammen	Tipton	GS-12	Instructor, JSOFSEA	Master	Bachelor's
Bailey	Brian	CTR	Instructor, Joint Fundamentals	Master	Master's
Bailey	Marc	SOCM	Deputy Commandant	Instructor	Some College

Barnhart	Bryce	CTR	Lead Instructional Designer	Senior	Master's
Brown	David	CTR	Instructor, Joint Fundamentals	Master +	Bachelor's
Caffall	Christopher	GS-13	Chief, Faculty Development	Master +	Master's
Chin	Peter	CTR	Instructor, Enterprise Management	Senior	Master's
Collins	Jason	SGM	Instructor, JSOFSEA	Instructor	Some College
Colucci	David	SFC	Operations, Noncommissioned Officers	Instructor	Some College
Crews	Paul	SGM	Chief of Operations	Instructor +	Some College
Decker	Steve	CTR	Instructor, Joint Fundamentals	Master +	Bachelor's
Disbennett	Shawn	MGySgt	Chief of Operations	Instructor	Some College
Dolasky	Kent	CTR	Instructor, Enterprise Management	Master +	Master's
Foster	Matthew	CTR	Instructional Designer	Instructor	Master's
Gamache	Bob	CTR	English Professor	Master +	Master's
Giger	Ronald	CTR	Instructor, Joint Fundamentals	Master +	Bachelor's
Grizzell	Clint	SMSgt	Instructor, JSOFSEA	Senior +	Associate's
Hill	Jason	SOCM	Instructor, JSOFSEA	Instructor	Some College
Howell	William	GS-12	Instructor, JSOFSEA	Master +	Master's
James	Mark	GS-12	Instructor, JSOFSEA	Master	Bachelor's
Landis	Todd	SGM	Instructor, JSOFSEA	Instructor +	Bachelor's
Lundstrom	Michael	CTR	Instructor, Summit	Master +	Bachelor's
Miller	Michael	SGM	Instructor of Record, Joint Fundamentals/Enterprise Management	Instructor	Associate's
Moody	Barbara	GS-7	Administrative Assistant	Instructor +	Master's
Petty	Donovan	MSgt	Instructor, JSOFSEA	Senior +	Some College
Ramon	Rolando	SGM	Instructor, JSOFSEA	Senior +	Some College
Ramos	Antonio	SGM	Instructor, JSOFSEA	Senior +	Associate's
Rauschuber	Brian	SGM	Instructor, JSOFSEA	Master +	Bachelor's
Reilly	Brad	CMSgt	Instructor of Record, JSOFSEA	Master +	Bachelor's
Reilly	Joseph	SGM	Instructor, JSOFSEA	Instructor	Associate's
Shreve	Bart	CTR	Instructor, JSOFSEA	Senior +	Master's
Smith	Mark	CTR	Instructor, Enterprise Management	Master +	Bachelor's
Smith	Thomas	CTR	Instructor of Record, Summit	Senior	Bachelor's
Snyder	Dan	SBCM	Instructor, JSOFSEA	Instructor	Associate's
Southworth	John	CTR	Instructor, Joint Fundamentals	Senior +	Bachelor's
Thomas	Troy	GS-12	Instructor, JSOFSEA	Master +	Master's
Topping	Nicole	CTR	LMS Administrator	Instructor	Master's
Troublefield	Troy	SGM	Instructor, JSOFSEA	Instructor	Master's
Ware	Oscar	CTR	Instructor, Enterprise Management	Master +	Doctorate
Weaver	Carey	CTR	Instructional Designer	Instructor +	Master's
Wolf	Ken	GS-13	Strategic Analyst	Instructor	Master's

Center for Continuing Education

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
McNair	George	GS-15	Director, Center for Continuing Education	Master +	Master's
Armistead	Brady	CTR	Instructor of Record, TSPC	Senior +	Master's
Armstrong	John	GS-13	Instructor of Record, SOPC	Master +	Bachelor's
Baggott	Sean	GS-14	Instructor of Record, CbTEIS, USEP-N/Liaison NCR	Master	Juris Doctor
Binette	Daniel	GS-7	Administrative Assistant/IMSO	*	Bachelor's
Bogdan	Elizabeth	CTR	Desk Officer, International Education	Instructor	Master's
Boyer	Ricky	GS-13	Instructor of Record, TSOC-SEC	Master +	Master's
Breland	Scott	GS-13	Planning and Operations	Senior	Master's
Burgos	Carlos	CTR	Instructor of Record, SOCbT/ASOCbT/CVE/IECbT	Senior	Bachelor's
Clawson	Harry	GS-13	Instructor of Record, TSPC	Instructor +	Master's
Coker	Ronald	CTR	Instructor of Record, USEP-E/USEP-A	Master +	Master's
D'India	Eric	LTC	Deputy, Center for Continuing Education	Master +	Master's
Doan	Gilbert	GS-14	Chief, Institute for Staff Education	Master +	Master's
Edwards	Blake	GS-13	Instructor of Record, IMCC/ISNIC	Master +	Bachelor's
Findlay	Alexander	CTR	Program Manager	*	Master's
Jacobs	Christopher	GS-14	Chief, Institute for International Education, SOCPAC Desk	Master +	Master's
Jordan	Douglas	GS-13	Instructor of Record, SOF-SC	Master +	Master's
Kaffka	Michael	CTR	SOCEUR/SOCAFRICA Desk International Education	Senior	Master's
Lotarski	Bruce	MAJ	Instructor of Record, NSLC	Instructor	Master's
Lubeskie	Mark	MCPO	Instructor, ISNIC/SOPC	Instructor	Bachelor's
McCaffrey	Kevin	CTR	International Education Support; Deployment Manager	*	Some College
McCormack	Dennis	CTR	Desk Officer, International Education	*	Master's
Navarro	Julio	CTR	Instructor of Record, ISOF/JSOTF/I2WDL	Senior	Bachelor's
Newton	Richard	GS-13	Instructor of Record, IDT/DTP/SOAPC/SOAI	Master +	Doctorate
O'Donnell	Kris	GS-13	Instructor of Record, USEP-F	Master +	Master's
Pereira	Eon	GS-13	Instructor of Record, Functional Courses	Master +	Master's
Ramthun	Christian	CTR	Instructor of Record, SOCbT/ASOCbT/CVE/IMCC	Senior	Master's
Ross	Luz	CTR	SOCENT Desk International Education	Instructor +	Master's
Scott	Walker	LTC	Chief, Institute for Planning and Operations	Senior +	Master's
Shera	Jeffrey	GS-12	Instructor of Record, PEOS	Senior +	Associate's
Smith	Derrick	GS-13	IMSO International Education; PRMS Manager	Senior	Master's
Stenger	Laura	GS-13	Instructor of Record, JSOFPC	Master +	Master's
Sutherland	Hugh	GS-13	CTFP Manager/ International Education	Master +	Master's

Torres	Manuel	CTR	SOC SOUTH/SOC NORTH International Education	Senior	Master's
Wagner	Martin	CTR	Instructor of Record, C/JFSOCC	Instructor	Master's
Waller	Harold	GS-13	Instructor of Record, USEP-F	Master +	Bachelor's
Wheldon	Jessica	CTR	Budget Analyst	*	Associate's
Zweibelson	Ben	CTR	Instructor of Record, IDT/DTP	Instructor	Master's

College of Special Operations

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Ballard	Boyd	GS-14	Dean, College of Special Operations	Senior	Master's
Bates	Christopher	GS-13	Instructor, Undergraduate Studies	Master +	Master's
Bomberger	Rachel	CTR	Director, USSOCOM Research Library	Instructor	Master's
Carroll	Douglas	GS-13	Assistant Dean, College of Special Operations	Master +	Master's
Carroll	Jon	CTR	Instructor, Graduate Studies	Instructor	Master's
Chelsea	David	GS-14	JSOU Liaison to NSWC	Instructor	Master's
Cobb	Norman	GS-14	JSOU Liaison to AFSOC	Master +	Master's
Craven	Wendy	CTR	PME Visits Program Manager	Instructor +	Bachelor's
Dempsey	William	GS-14	JSOU Liaison to USAJFKSWCS	Senior	Master's
Frenzley	Nathalie	CTR	Instructor, Undergraduate Studies	Instructor	Doctorate
Frumin	Amy	CTR	Instructor, Undergraduate Studies	Instructor	Master's
Garland	Kyle	CTR	Instructor, Graduate Studies	Senior +	Master's
Grzegorzewski	Mark	CTR	Instructor, Graduate Studies	Senior +	Doctorate
Harig	Curt	GS-13	Instructor, Undergraduate Studies	Master +	Doctorate
Harkins	Homer	GS-13	Instructor, Undergraduate Studies	Master +	Doctorate
Harn	Stacy	CTR	Research Librarian	Instructor	Master's
Hensley	Gary	COL	Instructor, Graduate Studies	Instructor	Master's
Maidens	Richard	Maj	Marine Corps Chair	Instructor	Bachelor's
McCabe	Katherine	CTR	Systems Librarian	Instructor	Master's
McMahon	Michael	CTR	Instructor, Undergraduate Studies	Instructor	Master's
Mitchell	Robert	GS-13	Instructor, Graduate Studies	Master +	Juris Doctor
Mullins	Laura	CTR	Library Technician	*	Associate's
Peterson	William	GS-13	Instructor, Undergraduate Studies	Master +	Master's
Poucher	John	GS-14	Instructor, Graduate Studies	Instructor +	Master's
Raney	Mark	GS-13	Instructor, Undergraduate Studies	Master	Master's
Rubright	Richard	CTR	Instructor, Undergraduate Studies	Senior	Doctorate
Sager	Steven	CTR	Instructor, Undergraduate Studies	Senior +	Doctorate
Searle	Thomas	CTR	Instructor, Graduate Studies	Senior	Doctorate
Townsend	Russell	CTR	Director, PME Support	Senior	Bachelor's
Wagner	Hilary	CTR	Catalog/Reference Librarian	*	Master's

Center for Special Operations Studies and Research

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Reidy	Francis	GS-13	Interim Director, Center for Special Operations Studies and Research	Master +	Master's
Ellis	David	CTR	Resident Senior Fellow	Instructor	Doctorate
Feeley	Sean	CTR	Outreach Coordinator	Master +	Master's
Irwin	Wyman	CTR	Resident Senior Fellow	Senior	Master's
Lieber	Paul	CTR	Resident Senior Fellow	Instructor	Doctorate
McCabe	Peter	CTR	Resident Senior Fellow	Senior	Doctorate
Nalepa	Robert	GS-13	Editor in Chief, JSOU Press	Instructor +	Master's
Sheldon	Lisa	CTR	Editor, JSOU Press	*	Bachelor's
Snyder	Cynthia	CTR	Assistant Editor, JSOU Press	*	Bachelor's

* Indicates Staff Member/FDC not required + Indicates Certified Higher Education Professional (CHEP)

Academic Guidance for AY17

Strategic Objective

Support the USSOCOM Commander's priorities of:

1. Win
2. Transform
3. People

His overriding direction is that USSOCOM is a command at war and always will be engaged in some phase of the continuum of conflict. Therefore, the command must achieve geographic combatant commander objectives via transregionally synchronized steady state missions that provide a range of options to act and influence with and through our partners. SOF strategic options to national leadership short of major armed conflict. Our principal weapon is our people and their development to be more adaptive, agile, flexible, bold, and innovative must continue in our educational programs.

JSOU will develop supporting programs, SOF-specific curricula, and focused research efforts derived from these priorities and remain engaged with appropriate headquarters' sections and subject matter experts to fully meet the needs of the SOF community. Our end state will be an updated spectrum of relevant activities that foster individual and organizational learning and knowledge applications that make JSOU a unique and valued part of the SOF Enterprise.

General Guidance

AY17 will be the final year of JSOU's transformation which began in AY15. Our goal is to reach full operational capability as early as possible in AY18, consistent with the USSOCOM Commander's vision found in the white paper, The Future Direction of the Joint Special Operations University during the Period 2015-2025. This concept was subsequently SOCREB-validated in the JSOU DOTMLPF-P Change Request (DCR), dated 04 August 2015 and, together with the updated JSOU Charter, is the strategic document guiding us today. To date, this transformation has been ongoing and reflective of the hard work, initiative, and vision of JSOU's dedicated faculty and staff. With numerous milestones successfully accomplished, it is time to complete the transformation, adapt the commander's priorities into our programs, and inaugurate a new era in SOF education wherein JSOU fully supports the emerging academic and intellectual needs of our community and partners.

To complete this transformation, JSOU must accomplish the following:

1. Adhere to the tenets and requirements of the revised Charter for the Joint Special Operations University, dated 09 February 2016. This reaffirms JSOU as a direct reporting educational activity and provides authorities that assure our contribution to future SOF capability.
2. Develop a wide range of innovative teaching methodol-

ogies and learning applications that leverage advanced classroom technologies available in the new JSOU academic facility.

3. Establish an accreditation portfolio that assures nationally recognized institutional accreditation and provides post-graduate credit recommendations for designated courses. Maintain NATO accreditation using Allied Command Transformation standards while exploring international acceptance for appropriate programs and courses.
4. Smoothly relocate to the new academic facility while maintaining established commitments, courses, and programs. Rapidly adapt to the capabilities inherent in the new facility and take maximum advantage of its high-tech potential for improved student learning.
5. Establish countering weapons of mass destruction curricula supporting USSOCOM's mission.
6. Increase communication throughout JSOU, coordinating support, curricula, and interaction among all departments, including JSOU liaison officers, SOF chairs, and component education representatives. Success here will help establish a viable SOF education network in the future.
7. Invest in our people. Like our parent command, JSOU is a people-based organization and relies entirely on their professionalism, knowledge, initiative, and commitment. For JSOU to be successful, we must value their many significant contributions and maintain viable programs to continue their development.

Accreditation

JSOU is an accredited institution. Accreditation is a voluntary method of quality assurance developed by American universities and secondary schools. The accreditation process effectively drives organizational performance by continuously monitoring the improvement of the educational system. Accreditation examines the whole institution, including the programs, the cultural context and the community of stakeholders, to determine how well the parts work together to meet student needs. In 2015, JSOU was granted a five-year reaccreditation with the Accrediting Council for Continuing Education & Training (ACCET). 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. 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.

AY16 Highlights and Accomplishments

Department of Academic Affairs

USSOCOM's mission has evolved rapidly since September 2001 as has the need for an innovative and educated SOF. For more than 16 years, JSOU has been working to integrate and transition the educational mission and academic processes to accommodate the ever-expanding changes in the world of special operations. During AY16, JSOU successfully met its goals by tailoring and expanding course offerings, aggressively pursuing faculty development, implementing the use of educational technology, and utilizing METs for course delivery to remote locations. JSOU also increased its educational integration with joint and Service PME institutions. As JSOU prepared to move into its new campus, it has transformed its organization and staffing to maximize the positive impact on education that these new state-of-the-art facilities will provide.

JSOU executed a leadership transition and immediately began work on aligning with institutional priorities. A coordinated application of personnel formed an accreditation team to ensure academic standards could meet any accreditation agency standard. The learning management system and instructional design personnel were collocated to establish educational technology support to improve distance learning education and technology while implementing in-classroom educational technology that takes full advantage of the new JSOU campus.

Critical to goals linked to educational and information technology, the divisions of the Department of Academic Affairs each began synchronized tasks. Information Technology created a new student information system that improves student enrollment and institutional research analyses. The revised JSOU SharePoint portal offered a standardized methodology for information retrieval. The JSOU operations schedule included scheduling opportunities based on classroom technology. Faculty Development created an enhanced online presence. Institutional Research selected courses to survey students in an online environment. Finally, in parallel to the enhanced technology capabilities, analysis of assessment of student learning outcomes on the course level added to evaluating the effectiveness and comprehensiveness of the institutional effectiveness processes.

College of Special Operations

In AY16, the College of Special Operations (CSO) continued to improve and expand its course offerings and faculty research to the SOF community.

The Department of Undergraduate Studies' existing portfolio of five courses in subjects critical to special operations –

understanding strategic context, influence operations, cultural analysis, interagency collaboration, and irregular warfare – were delivered multiple times at the Service components and in Tampa. These accredited courses helped prepare students for deployments or staff assignments throughout the SOF Enterprise and, for those individuals seeking college-level education, an avenue for JSOU courses to fulfill a transfer-credit opportunity.

The largest growth in new courses in the College of Special Operations consisted of the development of two new SOF-unique graduate-level certificate programs in the Graduate Department. The Advanced Special Operations Intelligence Certificate examines the traditional roles, planning responsibilities, and interagency relationships between the intelligence community and special operations. The graduate-level courses are Covert Actions and SOF Sensitive Activities, The Intelligence Community and SOF, Intelligence Support to Counter-Proliferation Design, and Cyber and Special Operations.

The Advanced Special Operations Chaplain Certificate provides a rigorous academic foundation for chaplains in support of USSOCOM's Preservation of the Force and Family spiritual domain. The curriculum helps SOF chaplains delve deeper into how their faith speaks to others in a pluralistic environment and what their faith brings toward providing a ready and resilient force with a focus on mitigating suicide and other stress-related conditions encountered by SOF Service members and families.

Numerous faculty members from across the teaching departments in the college contributed to the body of knowledge through active research, published works, and presentations both internally and externally to USSOCOM and the DoD. A few examples included research, analysis, and written chapters to command-directed studies (e.g., the Syrian Train and Equip Program); publishing two separate but complementary theories of special operations in support of the Special Operations Theory Symposium; and presentations on Countering Violent Extremist Organizations in Southeast Asia for programs sponsored by Pacific Special Operations Command.

Late in 2016, the College of Special Operations began assessing where content relevant to USSOCOM's new synchronization mission in countering weapons of mass destruction is needed in existing or new courses/certificates.

Enlisted Academy

In AY16, the Joint Special Operations University Enlisted Academy (JSOU-EA) conducted numerous outreach activities, revised and updated all program curricula, and continued to execute SOF-specific joint PME. JSOU-EA recognizes

the importance of creating relationships and partnerships with organizations outside the academy to foster innovation and provide unique opportunities for our enlisted students. From an outreach perspective, JSOU-EA contributed to the annual Service Academy's Commandant's Workshop at the Navy Senior Enlisted Academy in Newport, R.I. and provided SOF-specific joint PME to support the Enlisted Military Review Council (EMERC) and the Joint Enlisted Curriculum Conference (JECC).



To ensure alignment with other educational organizations, JSOU-EA fostered partnerships for international outreach with NATO's special operations school by conducting enlisted PME meetings and briefings. The JSOFSEA completed a curriculum "crosswalk" with United States Army Sergeant Major Academy (USASMA) and is now codified in the new AR 350-1 for equivalency to USASMA and other senior enlisted PME institutions. Also, to enhance interagency participation, JSOFSEA enrolled a Department of Homeland Security (DHS) student.

JSOU-EA strengthened its alignment with degree programs from Norwich University, University of Charleston West Virginia, and Excelsior partner schools and created opportunities for JSOFSEA and Summit students to earn undergraduate and graduate-level credits. To ensure relevance, meet the ever-changing needs of the SOF operator, and align with command guidance, JSOU-EA engages in a regular and thorough curriculum review process. JSOU-EA revised and refined the Joint Fundamentals and Enterprise Management curriculum by updating lessons to reflect current DoD references and command guidance, and the program was extended to eight and a half weeks to account for pre-course tasks. JSOFSEA revised and executed new curriculum that included dividing the program into distinct courses: Profession of Arms, Leadership, Communications, JIIM, Policy to Action, and Magnet Capstone. This revision allowed for greater alignment with current PME requirements. The Summit Course established an alumni bi-annual webinar that discusses SOF topics of importance.

JSOU-EA's CEPs provided joint PME to more than 585 personnel (E6-E9) in FY16. The Joint Fundamentals Course enrolled over 500 students, and the Enterprise Management Course enrolled over 500 students with 95% on a college degree completion track. The JSOFSEA program enrolled 204 students and will increase class size to 60 students in FY17. The Summit Course provided 30 graduates for 16 nominative billets.

Center for Continuing Education

The Center for Continuing Education (CCE) conducts resident and MET courses throughout the enterprise to provide operational-level educational support to USSOCOM Staff, TSOCs, the global network of international partners, and USSOCOM components. CCE is comprised of four institutions that handle the diverse needs of the students.

The Institute for Staff Education's primary focus is to deliver courses that prepare joint special operations headquarters personnel to operate and function effectively as joint staff members. To maximize student accessibility and professional development opportunities, the institute offered a wide range of resident and online instruction as well as off-campus courses conducted by METs. During AY16, the institute continued to support TSOC educational requirements through the TSOC Staff Education Course, the TSOC-Staff Preparation Course, and the Special Operations Forces Security Cooperation Course. The institute conducted courses in support of many of the USSOCOM Headquarters staff sections, such as the surgeons, chaplains, financial managers, and public affairs officers. Additionally, the institute continued to reach more students through its three online courses: Introduction to Special Operations Forces (ISOF), Joint Special Operations Task Force-Level 1 (JSOTF), and the Introduction to Irregular Warfare Course (I2W). Over 4,500 students completed one of these courses in AY16.

The Institute for Planning and Operations increased iterations of the Special Operations Planning Course, the Introduction to Design Thinking Course, and the Design for Practitioners Course to enable design team members and planners to support the SOF Enterprise.

During AY16, the Combined/Joint Force Special Operations Component Commander's Course, the USSOCOM Commander's Joint Special Operations Forces Pre-Command Course, and the forum for retired SOF senior leaders had the largest student population in JSOU history. These courses provided commanders a direct opportunity to educate current and future SOF leadership while informing past leaders of programs that are important to the SOF Enterprise.

In AY16 the Institute for International Education conducted over 80 METs with over 25 global partners using non-Major Force Program 11 funding sources to build special operations partnerships. The institute supports TSOC security cooperation priorities with SOF, interagency partners, and allies worldwide. Also, the institute continued to build its relationship with the Colombian Regional Center for Strategic Security Studies.

Center for Special Operations Studies and Research

During AY16, the CSOSR implemented its strategy to increase professional development events, leverage external research, and diversify published works. Overall, the CSOSR provided the SOF Enterprise with a scholarly forum to shape special operations thinking, policy formulation, and academic debate.

The center's academic partnership with the Canadian Special Operations Forces Command (CANSOFCOM), now in its fifth year of collaboration, continues to be a highlight for professional exchange. More than ten JSOU faculty members delivered a symposium in Ottawa, Canada from 6-7 April 2016. "SOF Leadership in the Contemporary Security Environment," was the year's premier SOF leadership symposium hosted by CANSOFCOM with CSOSR academic support and included participation by Great Britain, Australia, New Zealand, and Canada.

The CSOSR conducted a symposium on "Special Operations Theory," from 30-31 August 2016, featuring keynote presentations by Admiral (ret) Eric T. Olson, Lieutenant General (ret) Charles Cleveland, and Naval Postgraduate School Professor Dr. Hy Rothstein. The Resident Senior Fellows led four panels through an exploration of special operations theory, whether such a theory is necessary, and implications for the enterprise with or without an accepted and distinct theory. Almost 100 participants from USSOCOM, representatives from each Service component, external researchers, and a cohort from JSOFSEA joined the conversation.

During the year, the CSOSR offered civilian institutions the opportunity to present external research to USSOCOM senior leadership and staff. In December 2015, a student team from the Cyber Research Center at Auburn University examined influence operations to counter cyber adversaries. A team of graduate students from the Middlebury Institute of International Studies at Monterey provided a cultural analysis on predicting, preventing, preempting, and prosecuting hostage events. In early 2016, three graduate students from the Fletcher School of Law and Public Diplomacy at Tufts University presented a study on Russian Hybrid Warfare.

CSOSR Resident Senior Fellows continued to teach, engage in academic events with partners, and participate in thesis reviews for the College of International Security Affairs at the National Defense University. The Resident Senior Fellows also led a command-directed study on the Syria Train and Equip mission and published independent articles in *Joint Forces Quarterly* and the *Special Operations Research Association, Special Operations Journal*.

LIBRARY

The USSOCOM Research Library continued its support to the headquarters and the SOF Enterprise, and served as an academic library to JSOU. The library staff maintained a growing and relevant physical collection of books, audiobooks, videos, and periodicals. The 5-8% annual growth of the library's print collection remained steady, matching new acquisitions against the USSOCOM Commander's recommended reading list, faculty recommendations to support course readings and research, command staff requests in support of analysis for command-directed programs, and general patron interests relevant to special operations.

The library's virtual collection of e-books and online scholarly databases comprised of research materials pertinent to SOF studies and related disciplines also increased in AY16. Two examples of new databases included Taylor and Francis' Social Sciences and Humanities database and ProQuest's Digital National Security Archive and Global Newsstream. Combined with the library's existing 16 databases, patrons now have an increased capability in accessing historical and contemporary global news and products, decreasing reliance on ordering and receiving the products via interlibrary loan.

The library staff completed an extensive library cataloging project in 2016, correcting and aligning all catalog entries for the entire library collection for the first time in many years. This cataloging update, combined with the existing

library proxy and discovery system available to library account holders, allows patrons to accurately browse the print and e-book collection online. This is important because the number of library patrons worldwide has increased by 39%.

Service to JSOU students remained steady in AY16 and is projected to increase once the main and satellite libraries are combined on the new JSOU campus next year. The library staff is improving its processing and staffing to provide library registration, interlibrary loans, research and database instruction (both in the classroom and one-on-one), and reference services.

With the move to the new JSOU facility, the design plan for the new library will be fully realized with larger collaboration areas, increased shelving, increased number of student accessible computers, and a classified library to give students a place to conduct classified research projects. Next to the classified library will be the USSOCOM History Office with which the library staff will collaborate more frequently in an effort to make their resources more accessible to JSOU's students and faculty.



A seating area inside the new library overlooks the JSOU main entrance lobby.

JSOU STAFF PHOTO

ACADEMIC COUNSELING CENTER

The JSOU Academic Counseling Center was established to help the SOF community further their civilian education and to enhance their professional knowledge and capabilities. The JSOU academic advisors can assist each SOF member as they navigate their educational journey and help prepare them for academic and professional success. JSOU has articulation agreements with civilian colleges and universities so that our students can maximize their

military training and education by receiving upper-level and graduate-level college credit for JSOU courses. JSOU is partnered with Excelsior College, Saint Leo University, Norwich University, and the University of Charleston. JSOU's partnerships allow the SOF community to be able to complete either a bachelor's or master's degree from a regionally accredited school within two years fully online. The Academic Counseling Center advises over 1,500 students annually

across the SOF Enterprise. This year the Academic Counseling Center is expanding its partnerships and degree program offerings by increasing articulation agreements to an additional three universities. The intent is that through supportive and tailored advising, more SOF enlisted Soldiers will achieve an educational milestone that supports the USSOCOM Commander's commitment to educating special operations forces.

JSOU PRESS



JSOU Press is the publishing arm of the CSOSR. JSOU Press products include over 130 published monographs, occasional papers, special reports, case studies, and directed studies in both printed and digital format. Established in April 2005, JSOU Press is largely identified through the line of JSOU Press monographs. During AY16, JSOU Press published 13 monographs and five occasional papers authored by JSOU Senior Fellows, PME students, and other scholars on topics relevant to the joint SOF community.

The Special Operations Research Topics publication is promulgated each academic year to stimulate interest for research projects relevant to the SOF Enterprise. Widely distributed, the topics list is aligned with the USSOCOM Commander's priorities and serves to influence and guide SOF-relevant research throughout academia, think tanks, and PME institutions.

AY16 JSOU Press Publications:

Cultural Intelligence for Special Forces Personnel, Russell D. Howard, Greta Hanson, and Carly Laywell, September 2016

Training Surrogate Forces in International Humanitarian Law: Lessons from Peru, Colombia, El Salvador, and Iraq, Patrick Paterson, September 2016

ALL JSOU PRESS PUBLICATIONS CAN BE FOUND ON THE JSOU LIBRARY WEBSITE AT jsou.libguides.com/jsoupublications

Assessing Special Operations Forces Language, Region, and Culture Needs Leveraging Digital and LRC Learning to Reroute the "Roadmap" from Human Terrain to Human Domain, Robert R. Greene Sands, August 2016

The Asia Pivot: Implications for U.S. Special Operations Forces, July 2016, Russell D. Howard and John P. Duvall, Jr.

Military Innovation in War: It Takes a Learning Organization, A Case Study of Task Force 714 in Iraq, July 2016, Richard Shultz

Special Operations Research Topics 2017, June 2016

Unconventional Economics: Operational Economics in Unconventional Warfare, April 2016, Riley J. Post and Jeffrey D. Peterson

2016 Special Operations Essays, March 2016, PME students

The War Within: A Look Inside al-Qaeda's Undoing, February 2016, Jarret Brachman

SOF Role in Combating Transnational Organized Crime — Symposium Report, January 2016, William Mendel and Peter McCabe

Improving the Sustainment of SOF Distributed Operations in Access-Denied Environments, January 2016, Robert Haddick

The Collapse of Iraq and Syria: The End of the Colonial Construct in the Greater Levant, January 2016, Roby C. Barrett

The 2005 Iraqi Sunni Awakening: The Role of the Desert Protectors Program, William Knarr, October 2015

Countering Violent Extremism in Mali, Mark Moyar, November 2015

Tactical Operations for Strategic Effect: The Challenge of Currency Conversion, Colin S. Gray, November 2015



A FREE DIGITAL SUBSCRIPTION FOR JSOU PRESS PUBLICATIONS IS AVAILABLE AT jsou.libguides.com/jsoupublications



- Main Auditorium (150 students)
- 2 Lectionaries (56 students each/112)
- Enlisted Academy Auditorium (100 students)
- 5 Enlisted Academy Seminar Rooms (15 students each/75)
- 4 Seminar Rooms (32 students each/128)
- 8 Breakout Rooms (6 students each/48)
- Digital Classroom (28 students)
- SCIF Classroom (23 students)
- Executive Classroom (34 students)
- Library (50 students)
- SOF Research Library (13 students)
- History Office Library (16 students)

THE JSOU CAMPUS

In 2017 JSOU will open the doors to its new main campus. Collocated with the USSOCOM Headquarters at MacDill AFB in Tampa, this modern facility is specifically designed with education in mind, serving as the central hub for innovative, joint SOF education while supporting traditional resident courses.

The campus is an instructional system composed of classroom/seminar rooms with adjoining breakout spaces, two auditoriums, faculty and staff office spaces, the USSOCOM Library and the History Office, media development areas, organizational support facilities, and student areas. It will also host an array of integrated modern capabilities to best facilitate traditional, blended, and online learning.

The new campus' capabilities allow an unprecedented

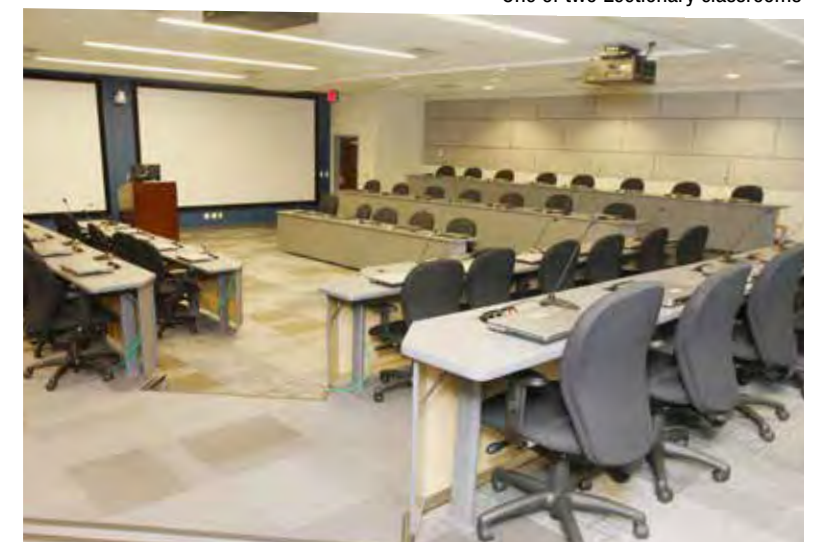
distance learning capability to enable real-time education across multiple locations to include the component headquarters, the National Capital Region, and the TSOCs. This capability will minimize travel while increasing opportunities for peer-to-peer interaction in local SOF communities and expanding the availability of expertise throughout the joint SOF education network.

Within the campus halls will be the College of Special Operations, the JSOU Enlisted Academy, the Center for Continuing Education, the Center for Special Operations Studies and Research, and the Department of Academic Affairs.

This world-class facility represents the significant commitment of USSOCOM to educate its force. The move to this new building ensures the university is well on its way to becoming a preeminent 21st century educational institution recognized as the center for joint special operations learning and research.



Lobby and Visitor Center



One of two Lectionary classrooms

JSOU STAFF PHOTOS

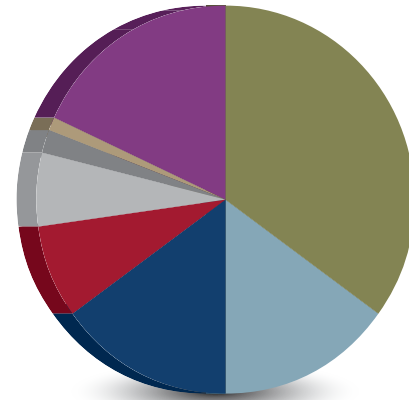
COURSE DEMOGRAPHICS AND EVALUATIONS

Demographics

Course demographic data is gleaned from the university's student registration system for courses taught on-station, off-station, and online. Course data is organized into five categories: Resident, JSOU-EA, MET, DL, and support to PME activities.

Data Validity

Student information is gathered directly from student electronic registration or by submitted paper forms. Consequently, as with any database of this kind, errors may exist in spite of every effort to prevent them. The numbers most accurately represent the student population that completed JSOU courses.

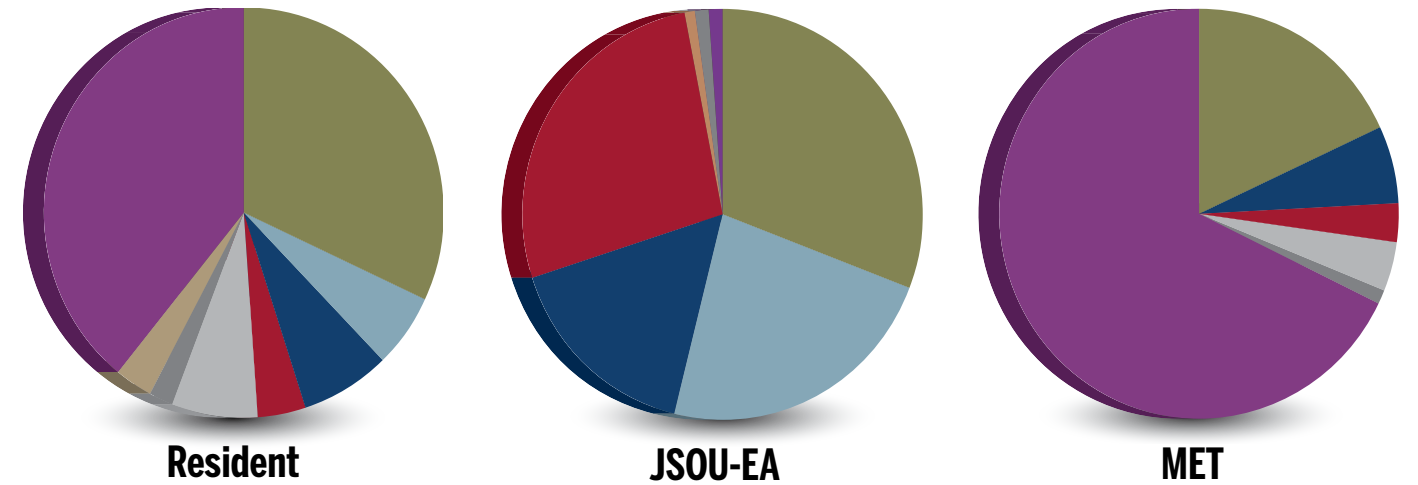


Total Students

USA	5010	35%
USAF	2188	15%
USN	2085	15%
USMC	1135	8%
USCG	17	0%
CIV	792	6%
CTR	249	2%
IA	209	1%
INT'L	2537	18%

TOTAL STUDENTS 14222

AY16 Student Demographics by Service and Method of Instruction



Resident

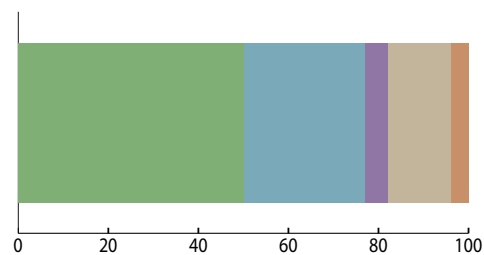
JSOU-EA

MET

AY16 Student Contact Hours

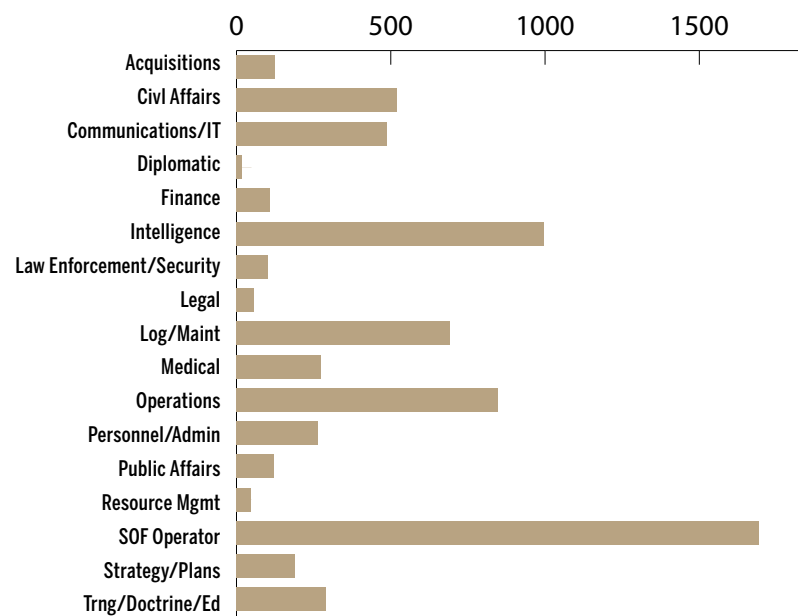
Resident	193203	50%
JSOU-EA	104814	27%
MET	20053	5%
DL	55472	14%
PME	15589	4%

TOTAL HOURS 389131 100%

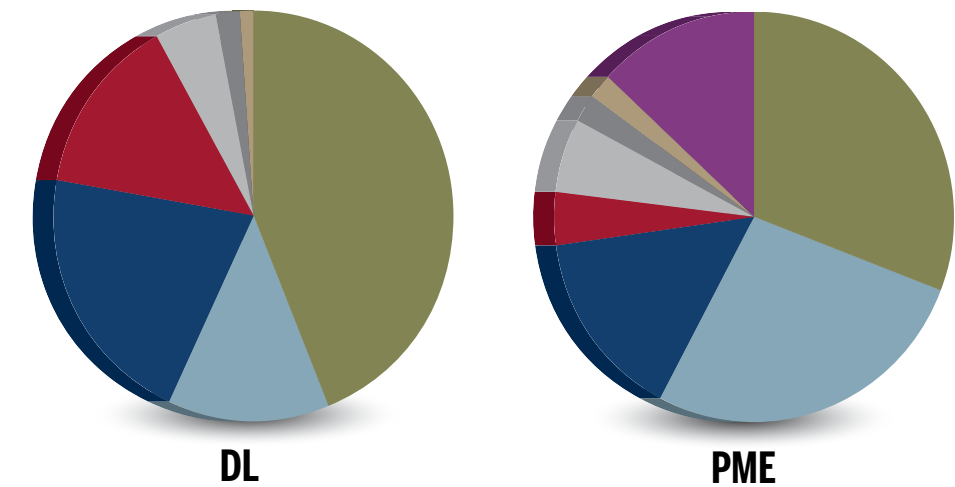


PERCENTAGE OF TOTAL STUDENT CONTACT HOURS

AY16 Students By Profession/Specialty



Sample: 5249 surveyed Resident, DL, and EA students in AY16.

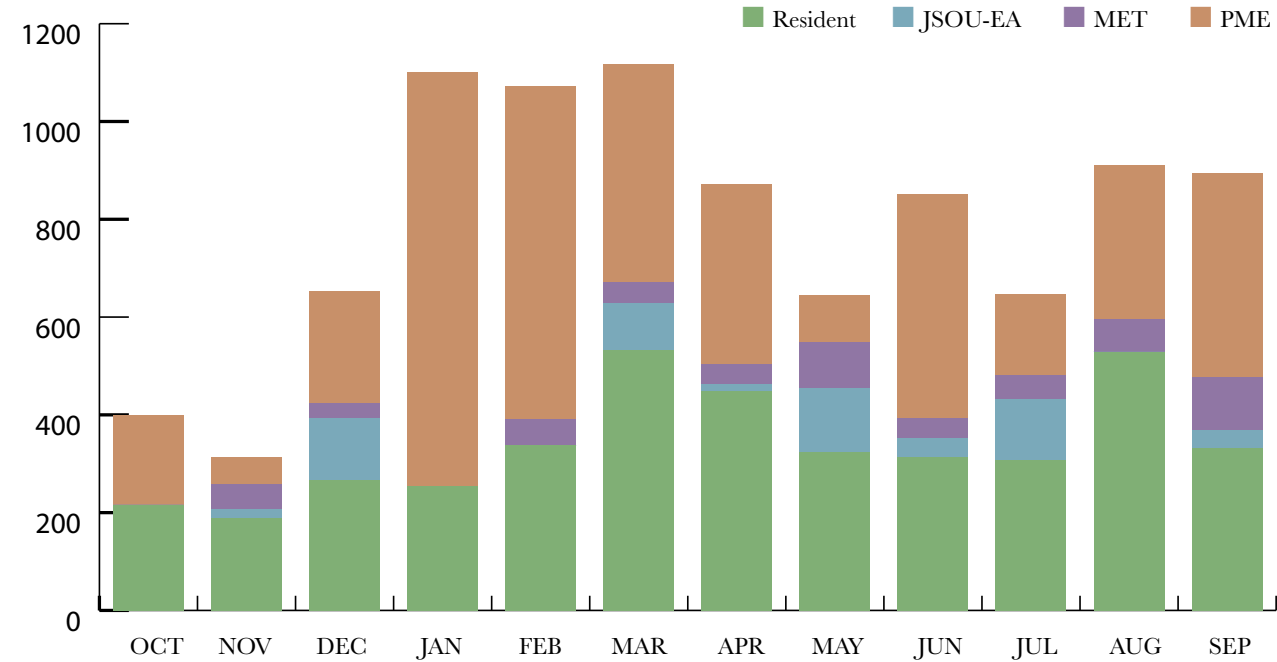


DL

PME

	USA	USAF	USN	USMC	USCG	CIV	CTR	IA	INT'L
Resident	32%	6%	7%	4%	0%	7%	2%	3%	39%
JSOU-EA	31%	23%	16%	27%	1%	0%	1%	0%	1%
MET	18%	0%	6%	3%	0%	4%	1%	0%	67%
DL	44%	13%	21%	14%	0%	5%	2%	1%	0%
PME	31%	27%	15%	4%	0%	6%	2%	2%	13%

AY16 Monthly Output (Students)



End-of-Course Evaluations

At the end of each Resident, JSOU-EA, MET, and DL course, students are asked to indicate the extent to which they agree with the following overall course evaluation statements:

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

Each student response is rated on a five-point scale, ranging from strongly disagree, or 1, to strongly agree, or 5. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors. The overall score reflects the mean of the responses for the five end-of-course evaluation responses. The university average is shown in the last row of the table. This information is also included with each course description on the pages that follow. Evaluations of supported PME, pilot courses, and unique/tailored educational events are not included in the university average.

* In AY17, student surveys will include an additional question assessing overall student satisfaction.

COURSE	Organization	Objectives	Content	Usefulness	Recommend
Advanced Special Operations Combating Terrorism - Alumni	4.7	4.5	4.4	4.5	4.7
Asymmetric Warfare Course	4.7	4.6	4.5	4.6	4.8
Civil-Military Operations Seminar	4.8	4.7	4.5	4.6	4.8
Combating Terrorism Executive Interagency Seminar	4.9	4.7	4.6	4.7	4.8
Combating Terrorist Networks Interagency Seminar	4.9	4.9	4.9	4.9	5.0
Combined/Joint Force Special Operations Component Commander's Course	5.0	4.6	4.6	4.8	4.8
Counter Threat Finance Course	4.6	4.6	4.3	4.4	4.6
Countering Violent Extremism Course	4.7	4.5	4.2	4.5	4.5
Covert Action and SOF Sensitive Activities	4.9	4.9	4.8	4.9	4.9
Cultural Analysis in Special Operations	4.8	4.8	4.7	4.8	4.8
Design Thinking for Practitioners	4.4	4.5	4.2	4.6	4.5
Employment of Special Operations	4.9	4.9	4.9	4.9	4.9

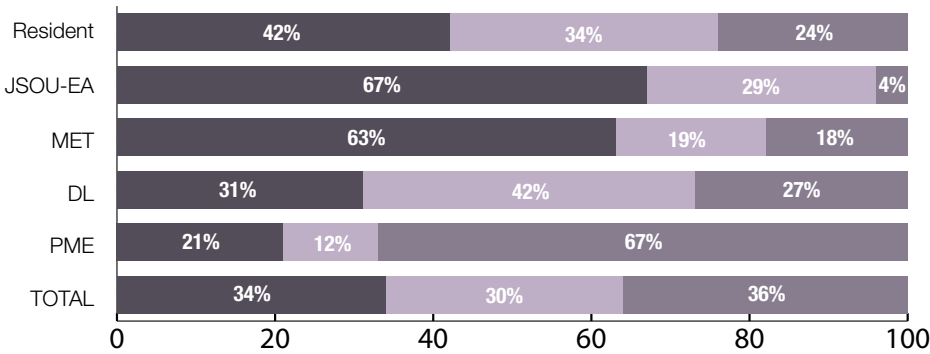
Enterprise Management Course	4.6	4.6	4.6	4.7	4.8
Evolution of U.S. Special Operations Forces	4.8	4.8	4.7	4.5	4.7
Faculty Development Course	4.8	4.7	4.7	4.8	4.7
Faculty Development Course-Abbreviated	5.0	4.8	4.8	4.8	5.0
Influence in Special Operations Course	4.6	4.5	4.3	4.6	4.5
Information Related Capabilities Seminar	4.5	4.2	4.1	4.5	4.4
Intelligence Community and Special Operations Forces	Pilot				
Intelligence Support to Counter-Proliferation Opportunity Design	Pilot				
Interministerial Collaboration Course	4.5	4.3	4.0	4.1	4.4
International and Interagency Special Operations	4.5	4.6	4.7	4.7	4.9
International Special Operations Noncommissioned Officer Integration Course	4.6	4.6	4.4	4.6	4.7
Introduction to Design Thinking	4.7	4.7	4.5	4.6	4.7
Introduction to Irregular Warfare Distance Learning	4.2	4.2	4.0	4.2	4.2
Introduction to Special Operations Forces (Fully Online)	4.5	4.5	4.4	4.4	4.4
Irregular Warfare Course	4.6	4.7	4.6	4.8	4.8
Joint Fundamentals Course	4.4	4.5	4.3	4.6	4.7
Joint Special Operations Forces Pre-Command Course	4.5	4.4	4.1	4.4	4.4
Joint Special Operations Forces Senior Enlisted Academy	4.4	4.6	4.4	4.7	4.8
Joint Special Operations Medical Orientation Course	5.0	4.9	4.9	4.8	5.0
Joint Special Operations Public Affairs Course	4.8	4.7	4.6	4.6	4.9
Joint Special Operations Task Force (Level 1) Distance Learning	4.3	4.3	4.1	4.2	4.2
Maritime Operational Planning Course	4.8	4.6	4.5	4.4	4.7
Methods of Instruction Course	4.7	4.7	4.5	4.7	4.8
Non-Standard Logistics Course	4.8	4.7	4.6	4.7	4.8
Operational Planning Course	4.7	4.6	4.6	4.6	4.8
Preparation of the Environment Orientation Course	4.8	4.7	4.6	4.7	4.7
Principles of Resistance in Modern Warfare	4.6	4.5	4.3	4.3	4.6
Special Operations Chaplaincy Scope of Practice	Pilot				
SOF Resource Management Course	4.6	4.6	4.4	4.5	4.7
SOF Spiritual Readiness	Pilot				
Special Operations Air Integration Course	4.7	4.5	4.2	4.3	4.6
Special Operations Aviation Planning Course	4.6	4.4	4.3	4.2	4.6
Special Operations Chaplaincy Crisis Care and Counseling	Pilot				
Special Operations Combating Terrorism Course	4.8	4.6	4.4	4.6	4.8
Special Operations Forces - Security Cooperation (ISCS)	4.8	4.9	4.8	4.6	4.8
Special Operations Forces Integration Course	4.7	4.6	4.5	4.5	4.8
Special Operations Forces Interagency Collaboration Course	4.7	4.8	4.6	4.8	4.8
Special Operations Intelligence Course	4.6	4.6	4.6	4.7	4.7
Special Operations Planning Course	4.7	4.8	4.7	4.7	4.8
Special Operations Religious Support Team Orientation	4.7	4.7	4.6	4.7	4.7
Strategic Utility of Special Operations	4.7	4.9	4.7	4.9	4.7
Summit	4.7	4.8	4.7	4.9	4.9
Theater Special Operations Command Staff Education Course	4.9	4.8	4.7	4.7	4.8
Theater Special Operations Command Staff Preparation Course	4.7	4.7	4.5	4.5	4.7
USSOCOM Staff Education Program - Advanced	4.8	4.8	4.8	4.9	4.9
USSOCOM Staff Education Program - Executive	4.9	4.9	4.9	5.0	5.0
USSOCOM Staff Education Program - Foundations	4.8	4.7	4.5	4.6	4.6
USSOCOM Staff Education Program - National	4.8	4.8	4.7	4.8	4.8
War in Special Operations	5.0	5.0	4.8	4.5	4.8
University Average	4.7	4.6	4.5	4.6	4.7

Note: Some courses were offered at both the graduate and undergraduate-level. Please visit the JSOU website for a complete course listing

Target Population

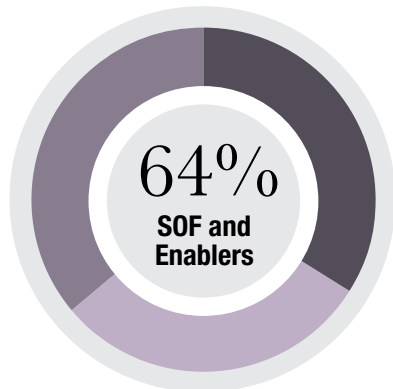
For individual courses, SOF and SOF enabling students are given priority while remaining open course quotas are offered to conventional units on a space-available basis. Course capacity is determined by the size of the course's target populations and practical scheduling considerations. Major target populations include: SOF and SOF enablers, interagency partners, and coalition partners. Registering students were asked to select the appropriate SOF category to describe their overall career experience using the definitions provided.

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 designated to support a special operations core objective or a person whose job or duty is not specifically designated as a SOF specialty.
Non-SOF: A person whose skill, function, or specialty is not essential to the successful conduct of a special operations core objective.



Overall SOF Attendance by Course Type

	SOF	SOF Enabler	Non-SOF	% SOF and Enablers
Resident	1667	1340	961	76%
JSOU-EA	392	166	22	96%
MET	357	104	102	82%
DL	1397	1897	1253	73%
PME	792	430	2451	33%
TOTAL	4605	3937	4789	64%



Student's Current Command/Component/TSOC

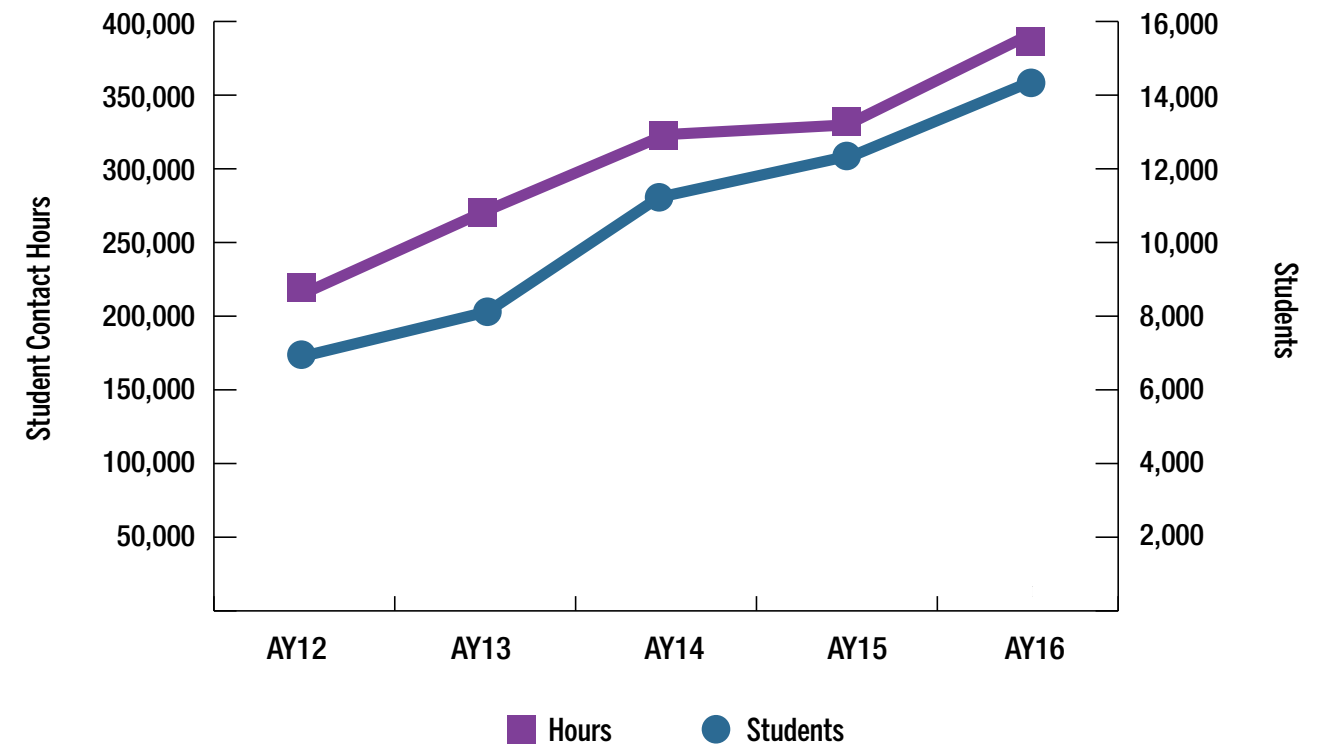
AFRICOM	131
AFSOC	387
CENTCOM	288
CYBERCOM	32
DEPT OF DEFENSE	94
DEPT OF THE AIR FORCE	155
DEPT OF THE ARMY	354
DEPT OF THE NAVY	265
EUCOM	117
MARSOC	701
NORTHCOM	130
NSWC	597
OSD	12
PACOM	233
SOCAFRICA	86
SOCCENT	242
SOCEUR	94
SOCKOR	61
SOCNORTH	51
SOCOM	1236
SOCPCAC	168
SOC SOUTH	112
SOUTHCOM	77
STRATCOM	29
TRADOC	6
TRANSCOM	27
USASOC	1304

Sample: 6989 surveyed Resident and DL students in AY16

Students and Contact Hours

JSOU has maintained a steady increase in the number of students and total contact hours over the last five years. This is in part to expanding the Enlisted Academy's curriculum to all four phases of the Continuing Education Program, steadily

increasing outreach through our distance learning courses, continuing SOF education support to large non-SOF PME audiences, and increasing resident and MET iterations in Tampa and worldwide.



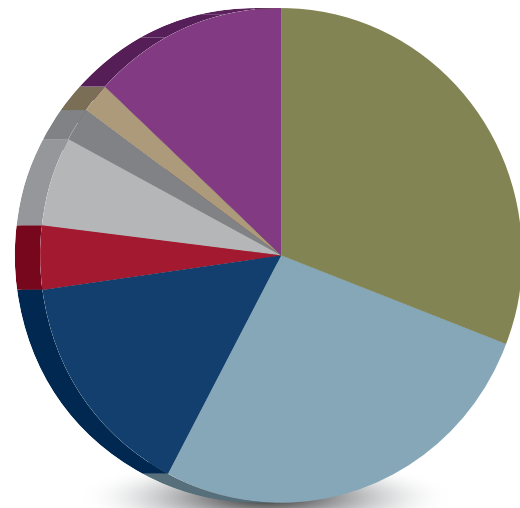
	Number of Students					Student Contact Hours					Avg Hrs Per Student				
	AY12	AY13	AY14	AY15	AY16	AY12	AY13	AY14	AY15	AY16	AY12	AY13	AY14	AY15	AY16
RESIDENT	1969	1,979	1,698	2,422	4,051	104,492	100,572	90,009	122,369	193,203	53	51	53	51	48
JSOU-EA	135	179	445	684	585	39,150	44,934	67,286	82,378	104,814	290	251	151	120	179
MET	2,199	1,693	1,694	1,689	576	56,986	85,952	79,520	61,661	20,053	26	51	47	37	35
DL		911	2,918	3,972	4,747		23,624	69,077	49,290	55,472	26	24	12	12	
TOTAL	4,303	4,762	6,755	8,767	9,959	200,628	255,082	305,892	315,698	373,542	47	54	45	36	38
PME	2,568	3,478	4,450	3,510	4,263	14,951	16,084	17,347	14,092	15,589	6	5	4	4	4
TOTAL REACH	6,871	8,240	11,205	12,277	14,222	215,579	271,166	323,239	329,790	389,131	31	33	24	27	27

Professional Military Education PME

JSOU provides academic support to formal PME courses conducted by recognized military and government (U.S. or international) schools, colleges, institutions, and universities. PME support, as an instructional category, provides the most influence of general purpose force knowledge of SOF and associated operational capabilities.

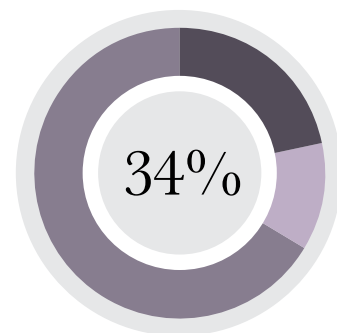
Students	4263
Student Contact Hours	15589
Total Iterations	83
US Military Students	3294
Officer	86%
Enlisted	14%

PME SCHOOL OR EDUCATION CENTER	STUDENT CONTACT HRS	STUDENTS
Air Command and Staff College	675	543
Air War College	526	257
CAPSTONE & APEX	947	254
Naval War College	471	44
School Visits	3572	488
US Army John F. Kennedy Special Warfare Center and School	1383	461
US Army Command and General Staff College	779	277
Joint Forces Staff College	3306	1467
Other	303	115
Marine Corps University	220	11
National Defense University	432	18
Naval Postgraduate School	1920	40
Naval Special Warfare	816	217
US Air Force Special Operations School	238	71
AY16 Total	15589	4263



Student Demographics

Service Branch	Count	Percentage
USA	1327	31%
USAF	1161	27%
USN	640	15%
USMC	155	4%
USCG	11	0%
CIV	266	6%
CTR	67	2%
IA	69	2%
INT'L	567	13%



Attendance by SOF Category

Category	Count	Percentage
SOF	792	22%
SOF Enabler	430	12%
Non-SOF	2451	67%
SOF & Enabler Total	1222	34%

Online Distance Learning DL

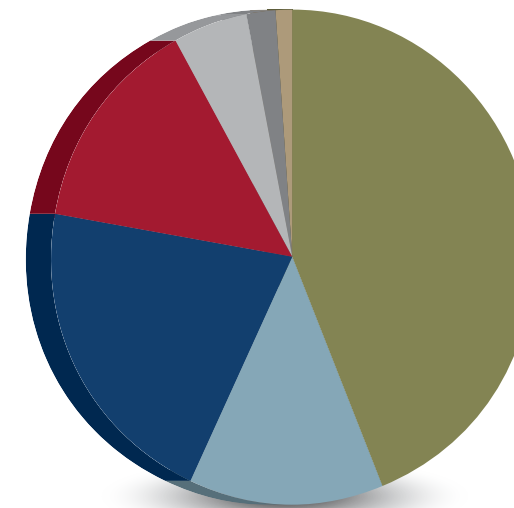
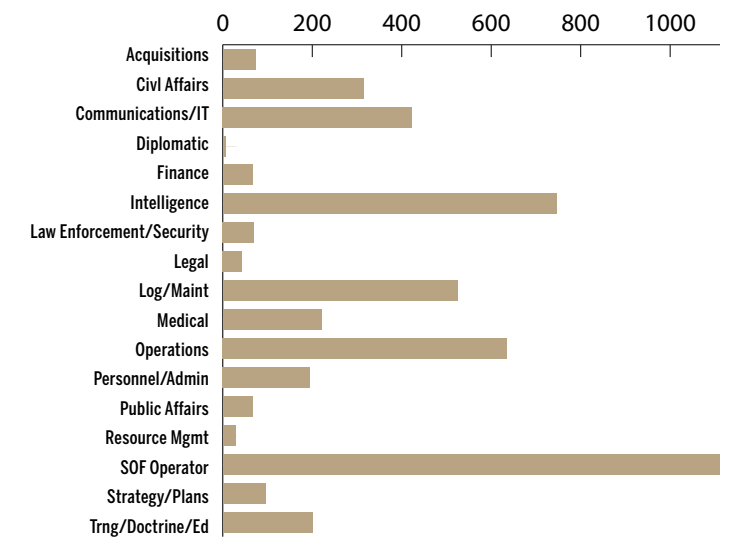
Many courses involve some aspect of distance learning. Some of the most popular courses are available with continuous enrollment as a self-managed online course. Others are blended courses, which reduce seat time, incorporate online engagement, and provide a forum for key concepts. Resident courses also use the e-Campus for alumni sites, assignment submission, and collaborative classroom projects.

JSOU offers JSOF, I2W, and JSOTF entirely online. Two JSOU-EA courses; Joint Fundamentals and Enterprise Management are instructor-led and completely online.

Students	5167*
Student Contact Hours	89072
Iterations	Continuous
Military Students	4812
Officer	41%
Enlisted	59%

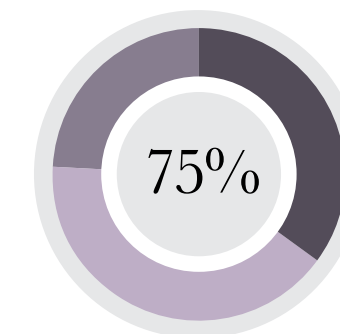
*Includes JSOU-EA DL

Student Career Specialties



Student Demographics

Service Branch	Count	Percentage
USA	2204	43%
USAF	737	14%
USN	1074	21%
USMC	795	15%
USCG	2	0%
CIV	226	4%
CTR	90	2%
IA	24	0%
INT'L	15	0%



Attendance by SOF Category

Category	Count	Percentage
SOF	1665	34%
SOF Enabler	2028	41%
Non-SOF	1270	26%
SOF & Enabler Total	3693	75%

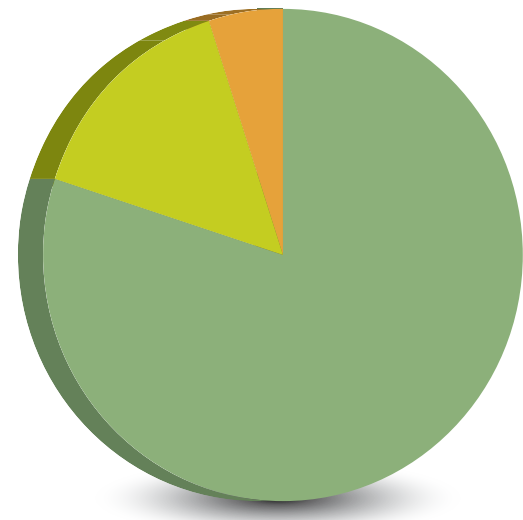
DISTANCE LEARNING	STUDENT CONTACT HRS	STUDENTS
Introduction to Irregular Warfare Distance Learning Course	11328	472
Introduction to Special Operations Forces (Fully Online)	26968	3371
Joint Special Operations Task Force Course	17176	904
Joint Fundamentals Course	15840	198
Enterprise Management Course	17760	222
AY16 Total	89072	5167

International Engagement

IE

JSOU's Institute for International Education provides TSOCs and combatant commands with focused security cooperation efforts that directly support theater plans. Through both residence courses in Tampa and MET events conducted in-country, JSOU responds to requests for education at the operational and strategic levels that engage our partner nations and, when appropriate, build partner capacity and capability. These events are not funded by MFP-11 funds, but rather are made possible through a variety of security cooperation funding authorities and appropriations such as the Combating Terrorism Fellowship Program, Title 10 section 2282, the Countering Terrorism Partnership Fund, Counter Drug Funding, and many others.

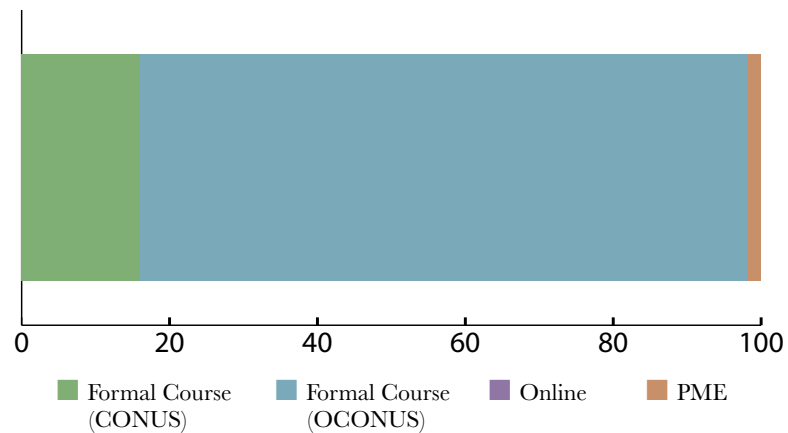
International Students 2537
Total Contact Hours 89376



Student Demographics

Officer 80%
Enlisted 15%
Civilian 5%

International Students by Method of Instruction



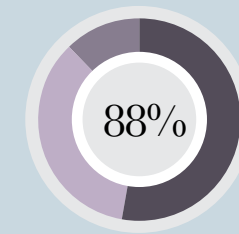
JSOU INTERNATIONAL ENGAGEMENT PROGRAM

	Officer	Enlisted	Civilian/Other	Total Students	Contact Hours	Avg Hrs./Student	# Countries Represented
Formal Course (CONUS)	166	22	10	198	14552	73	50
Formal Course (OCONUS)	1291	362	104	1757	73110	42	63
ONLINE	11	3	1	15	174	12	5
PME	567	0	0	567	1540	3	78
TOTAL	2035	387	115	2537	89376		

College of Special Operations CSO

CSO consists of four main departments; Special Operations Undergraduate Studies, Special Operations Graduate Studies, Professional Military Education Support, and the USSOCOM Research Library. The undergraduate and graduate studies departments are responsible for the development and delivery of accredited courses and recognized certificates that support a unifying subject area or discipline beneficial to SOF. PME support includes curricula development and faculty expertise to SOF electives or core curricula to the Service and joint PME community. JSOU has liaisons at most of the components that support both PME and JSOU curricula execution. The USSOCOM Research Library supports the USSOCOM Headquarters and SOF Enterprise staff personnel with research materials as well as performing as an academic research library to JSOU students and faculty.

Students 536
Student Contact Hours 23593
Iterations 37
CONUS 37
OCONUS 0
Military Students 488
Officer48%
Enlisted52%
Courses Offered: 16

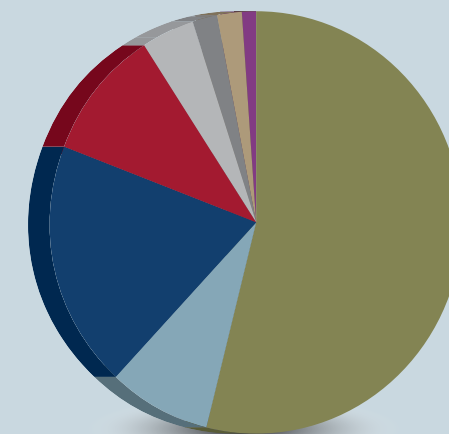
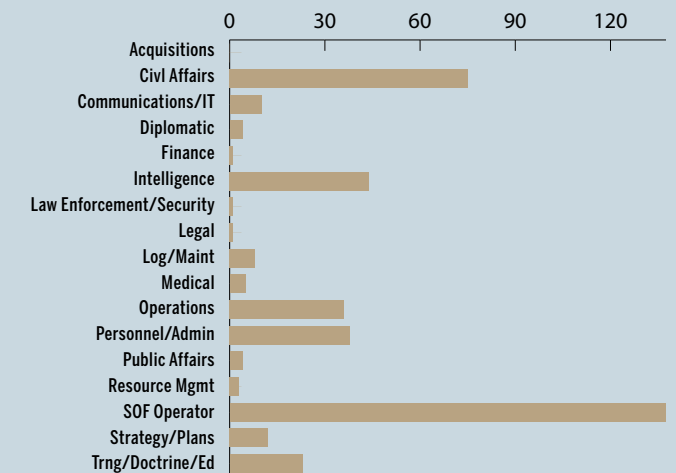


Attendance by SOF Category

- SOF 53%
- SOF Enabler 35%
- Non-SOF 12%

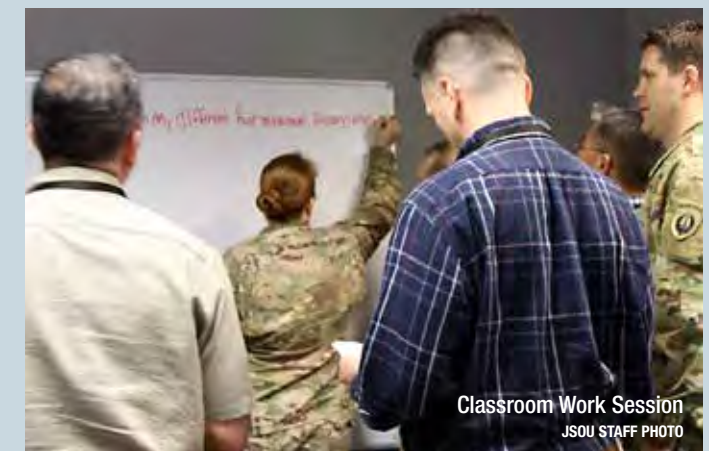
SOF & Enabler Total 88%

Student Career Specialties



STUDENT DEMOGRAPHICS

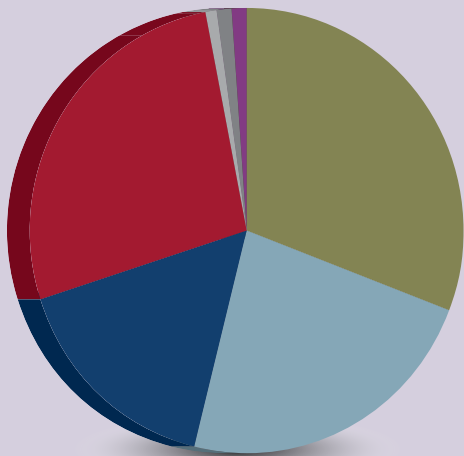
USA 287 54%
USAF 43 8%
USN 104 19%
USMC 53 10%
USCG 1 0%
CIV 19 4%
CTR 10 2%
IA 12 2%
INT'L 7 1%



Enlisted Academy EA

JSOU-EA designs, develops, and implements joint SOF enlisted PME by incorporating the USSOCOM CEP. Enlisted SOF operators and select enablers are taught how to strategically understand and appreciate the future SOF operating environment. The program educates enlisted leaders from the four SOF Service components into a joint learning environment using a blended learning model that combines instructor-facilitated distance learning with resident classroom instruction. Joint educational areas include strategic thinking, national security policy and strategy, doctrine, defense enterprise, management, business application, theater strategy and campaigning, contemporary operations, and enterprise-specific topics.

JSOU-EA has established articulation agreements providing transferable undergraduate and graduate-level civilian college credit. The CEP consists of four PME progressive education continuums: the Joint Fundamentals Course for E6s, the Enterprise Management Course for E7s, JSOFSEA for E8s, and the Summit Course for nominative command E9s.

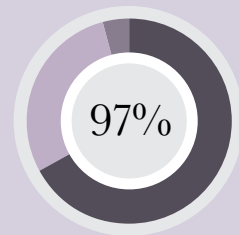


STUDENT DEMOGRAPHICS

USA	184	31%
USAF	134	23%
USN	94	16%
USMC	160	27%
USCG	3	1%
CIV	1	0%
CTR	3	1%
IA	0	0%
INT'L	6	1%

Students 585
 Student Contact Hours 104814
 Iterations 14
 CONUS 6
 OCONUS 8
 Military Students 575
 Officer 0%
 Enlisted 100%

Courses Offered: 4

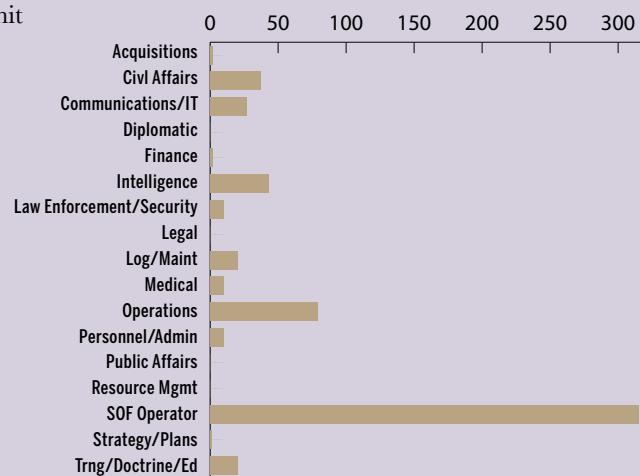


Attendance by SOF Category

SOF	68%
SOF Enabler	29%
Non-SOF	4%

SOF & Enabler Total 97%

Student Career Specialties



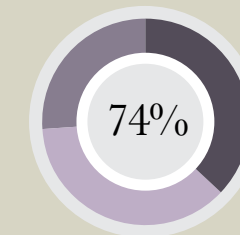
Center for Continuing Education CCE

CCE conducts tailored, joint education that prepares military and civilian personnel for staff and planning duties at or in support of TSOCs, USSOCOM, and the USSOCOM Washington Office. The center is also responsible for conducting formal courses and METs that fill specific joint special operations educational requirements. The courses and METs are held at TSOC locations, components, and on the JSOU campus.

The center is responsible for providing academic support for TSOC security cooperation priorities with SOF and interagency partners and allies. Events include resident courses, METs, symposia, and topical seminars and workshops conducted at the operational through strategic levels.

Students 8715
 Student Contact Hours 238031
 Iterations 174
 CONUS 92
 OCONUS 82
 Military Students 6024
 Officer 48%
 Enlisted 52%

Courses Offered: 40 + tailored METs

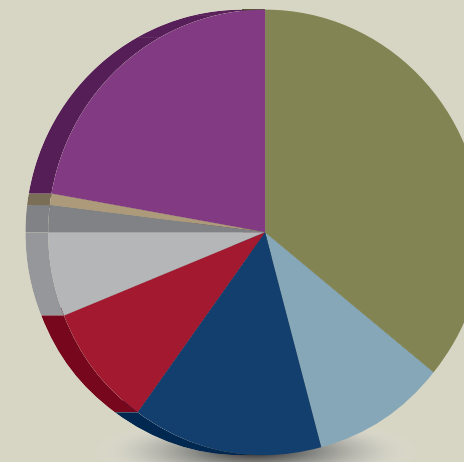
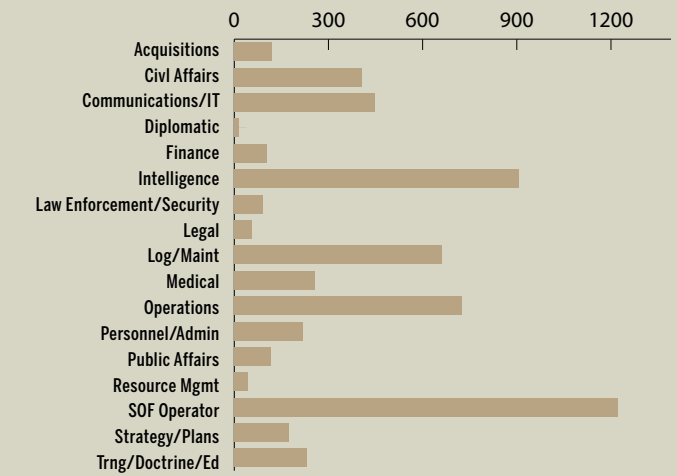


Attendance by SOF Category

SOF	37%
SOF Enabler	37%
Non-SOF	26%

SOF & Enabler Total 74%

Student Career Specialties



STUDENT DEMOGRAPHICS

USA	3166	36%
USAF	848	10%
USN	1243	14%
USMC	765	9%
USCG	2	0%
CIV	484	6%
CTR	149	2%
IA	127	1%
INT'L	1931	22%



GLOSSARY

ACCET Accrediting Council for Continuing Education and Training

ACE American Council on Education

ACICS Accrediting Council of Independent Colleges & Schools

AFB Air Force Base

AFSOC Air Force Special Operations Command

AY Academic Year

CANSOFCOM Canadian Special Operations Forces Command

CCE Center for Continuing Education

CCMR Center for Civil Military Relations

CEP Career Education Program

CETG Command Education and Training Guidance

CEU Continuing Education Unit

CHEP Certified Higher Education Professional

CIV Civilian

CMO Civil-Military Operations

CONUS Continental United States

CPI Certified Postsecondary Instructor

CSOSR Center for Special Operations Studies and Research

CTF Counter Threat Finance

CTFP Combating Terrorism Fellowship Program

CTR Contractor

CREES Regional Center for Strategic Security Studies (translated)

CYBERCOM Cyber Command

DCR DOTMLPF-P Change Request

DISAM Defense Institute of Security Assistance Management

DL Distance Learning

DoD Department of Defense

EMERC Enlisted Military Review Council

EUCOM European Command

FDC Faculty Development Course

FID Foreign Internal Defense

FMS Foreign Military Sales

FY Fiscal Year

FYDP Future Years Defense Plan

GPF General Purpose Forces

GWU George Washington University

I2W Introduction to Irregular Warfare

IA Interagency

IC Intelligence Community

IMSO International Military Student Office

INT'L International

ISD Instructional Systems Design

ISOF Introduction to Special Operation Forces

IT Information Technology

IW Irregular Warfare

JECC Joint Enlisted Curriculum Conference

JIIM Joint, Interagency, Intergovernmental, and Multinational

JKO Joint Knowledge Online

JOPP Joint Operational Planning Process

JPME Joint Professional Military Education

JSOFSEA Joint Special Operations Senior Enlisted Academy

JSOTF Joint Special Operations Task Force-Level 1

JSOU Joint Special Operations University

JSOU-EA JSOU Enlisted Academy

JTF Joint Task Force

LOO Line of Operation

LMS Learning Management System

MARSOC Marine Corps Special Operations Command

MET Mobile Education Team

MFP Major Force Program

MISO Military Information Support Operations

NATO North Atlantic Treaty Organization

NAVSPECWARCOM Naval Special Warfare Command

NCO Noncommissioned Officer

NCR National Capital Region

NDAA National Defense Authorization Act

NORTHCOM Northern Command

NSHQ North Atlantic Treaty Organization Special Operations Forces Headquarters

NSW Naval Special Warfare

OCONUS Outside Continental United States

OSD Office of the Secretary of Defense

PACOM Pacific Command

PME Professional Military Education

POLAD Political Advisor

POTFF Preservation of the Force and Family

RS Religious Support

RSSL Retired SOF Senior Leaders

SC Security Cooperation

SEA Senior Enlisted Advisor

SES Senior Executive Service

SFA Security Force Assistance

SO Special Operations

SOCAFRICA Special Operations Command Africa

SOCCENT Special Operations Command Central

SOCEUR Special Operations Command Europe

SOCKOR Special Operations Command Korea

SOCNORTH Special Operations Command North

SOCAPAC Special Operations Command Pacific

SOC SOUTH Special Operations Command South

SOF Special Operations Forces

SOLA Special Operations Legislative Affairs

STRATCOM Strategic Command

TRANSCOM Transportation Command

TSOC Theater Special Operations Command

UCWV University of Charleston West Virginia

USA United States Army

USAF United States Air Force

USAFRICOM United States Africa Command

USASMA United States Army Sergeant Major Academy

USASOC United States Army Special Operations Command

USCENTCOM United States Central Command

USCG United States Coast Guard

USMC United States Marine Corps

USN United States Navy

USSOCOM United States Special Operations Command

WHINSEC Western Hemisphere Institute for Security Cooperation