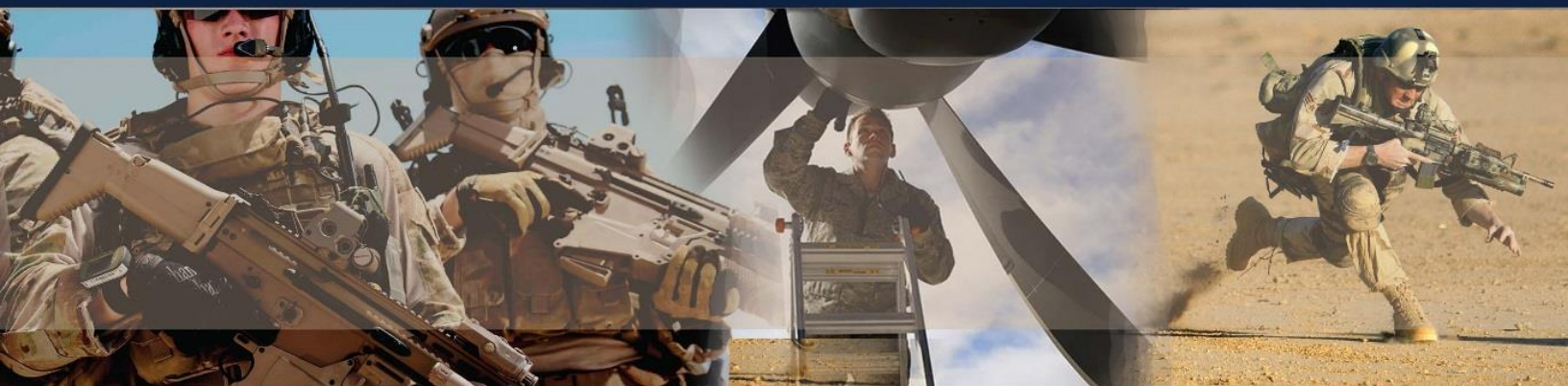




# USAFSOS 2016 FACTBOOK



## USAFSOS Webpage

For the most up-to-date class descriptions, schedules and syllabus' use the below tools for your convenience.



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<http://www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS.aspx>

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## LOCATION

The USAF Special Operations School (USAFSOS) is located at Hurlburt Field, on northwest Florida's Gulf Coast, five miles west of Fort Walton Beach. It is collocated with the Air Force Special Operations Air Warfare Center headquarters in The Alison Building (Bldg 90503, 357 Tully Street), one block east of the Hurlburt Field Lodging Office.



## HERITAGE

The USAF Special Operations School is the product of a fifty year evolutionary process. The process began in March 1961 when President John F. Kennedy, responding to Chairman Nikita S. Khrushchev's clarion call for "wars of national liberation," cited the need for countering "subversion and guerrilla warfare" that were the heart of Communist insurgency. As a result, the Air Force increased the emphasis given to special air warfare training. The United States Air Force Special Air Warfare School (USAFSAWS) was originally a Directorate of the 4410th Combat Crew Training Wing at Hurlburt Field. In 1968, the school was re-designated the USAF Special Operations School (USAFSOS). In June 1987, USAFSOS, as an organizational element of Twenty Third Air Force, was assigned to the US Special Operations Command (USSOCOM), headquartered at MacDill AFB FL. In May 1990, the school became a direct reporting unit of the newly established Air Force Special Operations Command (AFSOC). In October 2008, with the stand-up of the Air Force Special Operations Training Center, USAFSOS was placed under that unit, which was later reorganized on 11 February 2013 and renamed the Air Force Special Operations Air Warfare Center. During its formative years, the school's main thrust was the preparation of Air Force personnel for duty in Southeast Asia. Subsequently, USAFSOS has grown from teaching a single course the first year, to conducting in AY 16 120 iterations of 18 different formal courses and 55 Mobile Education Events (MEEs). USAFSOS currently provides Special Operations Forces (SOF) indoctrination, as well as political, military, and cultural studies supporting SOF operations in the various combatant theaters. The school also provides language training, and specialized instructions on Irregular Warfare principles; building partner nation aviation capacity; aviation foreign internal defense; dynamics of international terrorism; and command, control and integration of AFSOF assets.

## MISSION

The Mission of the USAF Special Operations School is to deliver responsive and relevant education, to enable Air Commando excellence in complex and ambiguous operational environments world-wide.



Figure 1

### USAFSOS Spiral of Expertise Principle

The “Spiral of Expertise” model in figure 1 above, illustrates the levels of educational support USAFSOS provides to Air Commandos that, when coupled with field experience throughout their SOF careers, builds an ever-increasing operational expertise. The three levels focus first on indoctrination, then teaching critical thinking, and ultimately advanced strategic thinking among leadership.

## VISION

The USAFSOS vision: To be the elite institution, providing air-centric, SOF-focused education to USSOCOM, USAF, and US Government personnel.

### OPERATIONAL MILITARY EDUCATION

Unlike Professional Military Education (PME), USAFSOS provides Operational Military Education (OME) curricula that instills USSOCOM personnel with expertise that enables operators to better perform their unique mission sets. The OME curricula are delivered through courses tailored to the unit’s mission and theater of engagement.

## USAFSOS COMMANDANT

Lieutenant Colonel Christopher M. Portele is the Commandant, United States Air Force Special Operations School (USAFSOS). The mission of USAFSOS is to deliver responsive and relevant education -- to enable Air Commando excellence in complex and ambiguous operational environments worldwide. The primary educational focus of USAFSOS is on providing Special Operations Forces (SOF) initial indoctrination, political/military/cultural studies supporting SOF engagement in a particular country or theater of interest, and advancement of life-long professional development for Air Force Special Operations Command (AFSOC) military and civilian personnel. USAFSOS also provides specialized instruction on Irregular Warfare principles; building partner nation aviation capacity; aviation foreign internal defense; dynamics of international terrorism; and command, control and integration of AFSOC assets. USAFSOS also supports focused education requests by other DoD and governmental organizations and participates in educational outreach initiatives to select foreign military partners. Lieutenant Colonel Portele was commissioned through Reserve the Officer Training Corps, graduating from Texas A&M University. He earned his pilot rating through Undergraduate Pilot Training at Corpus Christi NAS, Texas. He has flown the MC-130W and AC-130W as an instructor and evaluator pilot with over 2,900 flight hours. He has served in Operations SOUTHERN WATCH, ENDURING FREEDOM, RESOLUTE SUPPORT and FREEDOM SENTINEL. He has joint staff officer experience managing the special operation's piece of the Department of Defense's Analytic Agenda supporting resourcing and force structure decisions. Prior to his current assignment, he was the Chief of 27th Special Operations Wing Safety, Cannon Air Force Base, N.M.



### ACADEMIC YEAR 2016 HIGHLIGHTS & ACCOMPLISHMENTS

In its 50th year of operation, the US Air Force Special Operations School (USAFSOS) continues to refine its curriculum to provide relevant and responsive OME support to the SOF warrior.

Several profound organizational and educational changes occurred in AY16. Specific details on AY16 changes, events, and accomplishments follow with each department highlighting its respective achievements.

# ACADEMIC DEPARTMENT

*eLearning*

*Biennial Course Reviews*



*Course Critiques*

*Curriculum Development*

*Trend Analysis*

*Learning Management System*

*Faculty Development Workshops*

## Dean of Academics

Dr. Henry L. Cobbs is Dean of Academics and has the primary responsibility for the analysis, design, development, implementation and evaluation of the USAFSOS curriculum. Additional responsibilities include providing the leadership for institutional effectiveness, learning management system operations and compliance with USAF Instructional System Development (ISD) guidelines. In addition to his terminal degree, he holds two Masters Degrees, and Certification as a Chinese Mandarin linguist. He brings to the table a smorgasbord of professional educator expertise and experiences from having served in professional leadership roles in the K-12, undergraduate, graduate, doctoral program, and U.S. international military partnership verticals. Dr. Cobbs' personal professional passion regards the leveraging of contemporary educational technologies to support the future direction of teaching and learning activities within AFSOC.



During AY 2016 USAFSOS evaluated achievement of course goals and lesson objectives for each course conducted. USAFSOS used professional observations, verbal feedback, student reaction surveys, and measurements of learning (tests), to facilitate evaluation. Course directors also prepared end-of-course reports which recapped and analyzed all aspects of course conduct. Course After-Action Review Boards (CAARBs) were conducted for selected courses to discuss these aspects – from student demographics to specific content and delivery, as well as any recommendations for course improvement.

USAFSOS continues to recognize the dynamic changes in AFSOC Operational Military Education (OME) requirements. Air Commando Officer Development Course was replaced by a new course titled Air Commando Development Course (ACDC).



USAFSOS conducted comprehensive Bi-annual Course Reviews (BCRs) of 7 USAFSOS courses with associated documentation, to include the syllabus, lesson objectives and evaluation instruments. Formal course reviews were conducted for IASOF, BPACS, CIWC, IFID, ATSO, ICSOF, and ETSOF. Course proponents were invited and participated in the reviews which also included USAFSOS leadership, subject matter experts, curriculum developers, and course managers. The reviews validated much of the existing content while making recommendations for update to maintain the highest levels of currency and relevancy for our target audiences. USAFSOS Course Directors



with the assistance of content subject matter experts and Instructional Systems Design (ISD) experts completed the required updates to course syllabi and associated lesson plans. USAFSOS will continue to conduct formal reviews for all its courses on at least a biennial basis.

USAFSOS continued its use of BlackBoard® Learning Management System (LMS). The LMS was primarily utilized for makeshift enrollment/registration and to provide on-line read-aheads and reach-back materials for resident courses. Efforts to test Genius Student Information System are underway, and we are hopeful the software may provide a much needed enrollment/registration layer on our Blackboard LMS.



USAFSOS has initiated a contract for FY17 that will improve AFSOC Commander's direction to invest in education, training, and experiences for the right personnel at the right time. SA Tech has 15 contractors supporting the Instructor/Instructor Support contract encompassing Six Instructional Designers (ID) two Instructional Media Designers (IMD), four Course Directors, two Audio/Visual/IT and one registrar position. The IDs and IMDs have been added to the Dean of Academics staff to work within a multi-disciplinary course production team to create traditional courseware and/or transform traditional courseware into online formats in innovative and compelling ways that are of equal or greater effectiveness than Face to Face implementation of equivalent content.

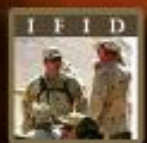
Instructional designers work with USAFSOS Dean, Department Chiefs, Faculty, other SMEs and stakeholders to design and develop innovative online and/or F2F courses in the USAFSOS Operational Military Education (OME) curriculum



## IRREGULAR WARFARE DEPARTMENT



**Contemporary Insurgent Warfare Course** provides a foundation for SOF and other DoD personnel who deploy or support internal crises, giving them an appreciation of the complexity of the intrastate conflict environment and a framework for analyzing such conflicts.



**Insurgency and Foreign Internal Defense** course begins with an examination of insurgency and instability to frame the operational environment within which CAA's perform the FID mission. IFID gives students a greater understanding of strategic and operational drivers, as well as the necessity for comprehensive, realistic assessments when planning and conducting FID missions.



**Interagency Orientation Course** is a 2-day course that seeks to provide attendees with the general knowledge and skills necessary to successfully operate in a US interagency environment, including the fundamental principles and guidance to facilitate collaboration with other US Government agencies, IGOs, and NGOs while performing SOF missions across the full spectrum of conflict.



**Dynamics of International Terrorism Course** is a basic course designed to provide students with an awareness and appreciation of the organization, motivation, operational capabilities, and threat posed by terrorists on an international, national, and regional basis.



**Antiterrorism Officer Course (ATOC)** is a 12-day certification course for DoD Levels I and II Antiterrorism officers (ATO) (commissioned and non-commissioned) designed to provide students with knowledge and appreciation of the organization, motivation, operational capabilities, and threat posed by terrorists on an international, national, and theater specific basis.

## Irregular Warfare Department Chair

Lt Col Matt Ziemann is in his second year as the Irregular Warfare Department Head. A career intelligence officer by trade, he is currently serving as a Political-Military Affairs Strategist. He has spent 10 years in AFSOC, primarily serving as an airborne Intelligence, Surveillance, and Reconnaissance Operator. Along with being a civilian pilot, he has a combined total of over 2700 flying hours including 884 combat hours as an ISR Operator. His deployments include Iraq, Afghanistan, Africa, and South America. He is a 2001 USAFA graduate with a B.S. in Management and a Minor in French. He also holds a Masters in Military Operational Art and Science from Air University and an MBA from Trident University.



## Irregular Warfare Department

The Irregular Warfare (IW) department is composed of two branches, Irregular Warfare and Force Protection, that focus on the dynamic nature and context of today's irregular threats to US interests and national security. The Irregular Warfare Branch conducts educational courses and seminars about insurgency and counterinsurgency (COIN), Foreign Internal Defense (FID), Unconventional Warfare (UW), and related IW activities. The Force Protection Branch conducts courses and modules of education that focus on past and present terrorist activities and the force protection challenges associated with today's global operational environment.

### Irregular Warfare Branch

#### ***Contemporary Irregular Warfare Course (CIWC)***

CIWC continued its record of excellence as USAFSOS' longest-running course on irregular warfare. CIWC is an unclassified course designed to educate US military special operations forces (SOF), general purpose forces (GPF), DoD and interagency civilians, and select partner-nation personnel about irregular warfare (IW) theory, doctrine, and concepts at the strategic and operational levels. Key speakers in the CIWC include renowned subject matter experts, interagency professionals, and boots-on-the-ground practitioners. The course seeks to give students a greater understanding of the population-centric struggle between governments and insurgents, as well as the complexities of contemporary global security challenges. In AY16, USAFSOS conducted three iterations of CIWC.

## ***Insurgency and Foreign Internal Defense Course (IFID)***

IFID is designed for AFSOC's Combat Aviation Advisor (CAA) trainees. IFID frames the CAA's operating environment through discussion of insurgency, COIN, and FID, and illustrates these concepts through case studies and current operations briefings. Current and past CAAs provide the operator's perspective and enlighten trainees on challenges and potential solutions inherent in contemporary advisory operations. A capstone practical exercise requires students to apply course concepts in an operational FID campaign. In AY16, USAFSOS conducted two iterations of IFID.



## ***Interagency for Special Operations Forces (IASOF)***

IASOF is designed for CAAs and SOF personnel who will be involved with US government interagency organizations or operations. The course introduces students to the 3D Warrior (Defense, Diplomacy and Development) concept and the roles of other governmental and non-governmental entities. The course emphasizes the necessary skills to operate successfully in the US interagency environment, and to facilitate collaboration with other US government agencies, international governmental organizations (IGO), and non-governmental organizations (NGO) while performing SOF missions across the full spectrum of conflict. The course features guest speakers from organizations integral to successful IA collaboration. Lecture and discussions provide an overview of doctrine, planning, coordination, integration, employment and implementation of effective IA collaboration at the operational level of conflict or crisis resolution. In AY16, USAFSOS conducted four iterations of IASOF.



## ***Force Protection Branch***

### ***Dynamics of International Terrorism Course (DIT)***

The DIT course satisfies DoD Antiterrorism (AT) Level I training requirements and is designed for AFSOC members without previous formal education in AT or force protection (FP). Though designed to meet AFSOC requirements, it is an open-enrollment course available to all DoD personnel and employees of other US Government agencies. The course provides an awareness of the organization, motivations, operational capabilities, and threats posed by terrorist groups on international, national, and regional levels. The curriculum emphasizes protective measures that government personnel and their families can employ to minimize the terrorist threat. DIT remained an extremely popular course, with eight iterations (including a base-wide mobile education event) instructing over 687 personnel, including an off-station course at Cannon AFB, NM for AFSOC's 27th Special Operations Wing (SOW).



### ***Anti-Terrorism Officers Course (ATOC)***

ATOC is one of nine AF-approved AT Level II certification courses. It provides students the knowledge and skills necessary to perform as an antiterrorism officer (ATO) and/or commander's AT/FP advisor. Following classroom lecture, participants engage in AT/FP planning, vulnerability assessments and route surveys. In a capstone practicum, student teams build a structured findings brief based on practical exercises conducted during the course. The ATOC is always in high demand and is often cited by units and individuals as being the best AT Level II course in DoD. In AY16, USAFSOS conducted eight iterations of ATOC including one class at Cannon AFB, New Mexico, for AFSOC's 27 SOW and one for AFRICOM HQ



and EUCOM personnel at Stuttgart, Germany. 241 personnel were DoD-certified for AT level II duty.

The FP Branch collaborated with Operations and Theater branches for five Mission Commanders' Course iterations (235 students), the Combat Aviation Advisor course, and the Air Commando Course (over 60 students).

Additionally, during AY16, USAFSOS conducted a number of MEEs. These included support to 5 different AFSOC squadrons with foreign weapons familiarization to include live fire training on the weapons; providing tailored pre-deployment force protection training for one deploying USAF General Officer; as well as DIT Terrorist Capabilities Demonstrations for AFJROTC, AFROTC/USAFA cadets, a Congressional Staff Delegation, the Air Force Enlisted Village, AFSOC Honorary Commanders and the Special Operations Research Association symposium.



# SPECIAL OPERATIONS DEPARTMENT

AIR COMMANDO DEVELOPMENT COURSE (ACDC)

INTRODUCTION TO SPECIAL OPERATIONS (ISOC)

SPECIAL OPERATIONS FORCES AIR  
COMMAND AND CONTROL COURSE (SOFAC2C)

MISSION COMMANDERS COURSE (MCC)

US AIR FORCE SPECIAL OPERATIONS SCHOOL

[WWW.AFSOC.AF.MIL/UNITTS/AIRFORCE/SPECIALOPERATIONS/AIRWARFARECENTER/USAFSOS.ASPX](http://WWW.AFSOC.AF.MIL/UNITTS/AIRFORCE/SPECIALOPERATIONS/AIRWARFARECENTER/USAFSOS.ASPX)

## Special Operations Department Chair

Mr. Michael Grub is a retired Lt Col with 24 years of service (18 in AFSOC). He was a Combat Aviation Advisor (#449) and command pilot with over 3400 hours in the UH-1N, MH-53M, and Mi-17 helicopters. His combat experience includes Operations ALLIED FORCE, SOUTHERN WATCH, ENDURING FREEDOM, IRAQI FREEDOM & advisor missions in Yemen & Afghanistan. Other non-combat missions include: START Treaty Officer, Kosovo refugee support, 2004 Athens Olympics security, Hurricane Katrina relief, and POTUS & VPOTUS missions in Europe. He is a 1992 USAFA graduate with a B.S. in Military History, M.A. in Unconventional Warfare from AMU, and a USAF Weapons Officer school graduate. Significant assignments include: HQ AFSOC/A3TW, 1 SOG/CD, and USAFSOS/CV.



## Special Operations Department

United States Air Force Special Operations School (USAFSOS) Special Operations Department conducted operational military education for Air Force Special Operations Command (AFSOC) commandos and other Department of Defense (DoD) personnel through a variety of formal courses and mobile education events during academic year (AY) 2016. This department focused its efforts on indoctrinating new air commandos, developing mission commanders, and exposing deploying personnel to the intricacies of Special Operations Forces (SOF) command and control, and United States Special Operations Command (USSOCOM) strategic responsibilities.

The department prepared airmen to conduct and successfully accomplish special operations worldwide missions by educating them on direct and indirect approaches; exposing them to SOCOM's global SOF network and highlighting AFSOC core mission areas. The educational goal of the department is to ensure AFSOC personnel know how to use critical thinking, adaptability, and improvisation to successfully conduct special operations to achieve tactical, operational, and strategic objectives. The formal courses taught in the department were the Introduction to Special Operations Course (ISOC), Mission Commanders' Course (MCC) and Special Operations Forces Air Command and Control Course (SOFAC2C). Additionally, the Air Commando Development Course (ACDC) will soon be added to the department's list of offerings.



## ***Introduction to Special Operations Course (ISOC)***

The ISOC examines the historical evolution, development, organization, and mission activities of USSOCOM and its components. It provides a working knowledge of Air Force SOF and emphasizes the joint perspective. This course targets newly assigned personnel to AFSOC or other personnel programmed for a position requiring knowledge of joint US special operations. The course is available to all others, to include spouses, on a space available basis. The department conducted eighteen iterations at Hurlburt Field, Cannon AFB, Kirtland AFB, RAF Mildenhall, Kadena AB, and Duke Field.



## ***Mission Commanders Course (MCC)***

The MCC is an operational military educational seminar designed to prepare prospective AFSOC mission commanders (and other applicable DoD personnel) for their duties and responsibilities in deployed environments. The course uses presentations, discussions, and personal interactions to educate future mission commanders on the internal and external processes of leading an AFSOC element,

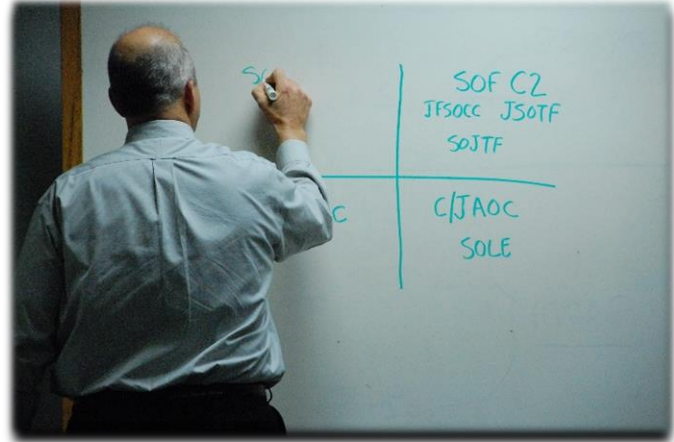


whether it is a unilateral off-station mission or a Joint Special Operations Air Component (JSOAC) mission. This course addresses the pre-deployment, deployment, and post-deployment challenges of standing up a bare base operation or integrating into the infrastructure of an already established deployed location. The department conducted eight home station iterations at Hurlburt Field, five total off-station courses

at Travis AFB, Cannon AFB, RAF Mildenhall and Kadena AB.

## ***Special Operations Forces Air Command and Control Course (SOFAC2C)***

The SOFAC2C exposes students to SOF doctrinal concepts and processes necessary to work and operate in a SOF command and control (C2) organization. Specific areas of instruction include command relationships, SOF air and ground components, air operations center departments, and SOF senior perspectives. This course covers operational level SOF C2 nodes. It is designed for AF/SOF personnel who could be tasked to work in a JSOAC,



Joint Special Operations Air Detachment (JSOAD), Special Operations Liaison Element (SOLE) and fledgling Special Operations Joint Task Force (SOJTF) organizations. The course is also educational for all other SOF operators, mission planners, and SOF support staff members. Four Hurlburt Field iterations were offered with an additional two iterations off station.

## ***Air Commando Officers Development Course (ACODC)***

ACODC is a 4 day educational course that has four modular areas of instruction. The first module lays out the strategic vision and mission of AFSOC while emphasizing the role of today's airmen in leading current and future Special Operations Forces. The second module explores the legal, administrative and financial responsibilities of SOF leaders within SOCOM organizations, providing students with a functional understanding of what resources are available at their disposal. The third module is devoted to specialized topics that include the importance of Total Force Integration (TFI), role of industry in furthering the AFSOC/SOCOM missions, introduction to the strategic planning processes, commanders' deployment tools and AFSOC career development mentorship. The fourth module includes mentorship panels from current and former commanders, first sergeants, and senior enlisted leaders. In AY16, USAFSOS conducted one iteration of ACODC.



# THEATER ENGAGEMENT DEPARTMENT



... COURSE (USOF), BUILDING PARTNER AVIATION CAPACITY COURSE (BPACC), CENTCOM THEATER COURSE (CTC), ... INTERCULTURAL COMPETENCIES COURSE (ICCO), PACOM THEATER COURSE (PTOC), SOUTHCOM THEATER CO  
... COURSE (PTOC), SOUTHCOM THEATER COURSE (STOC), AFRICOM THEATER COURSE (ATOC), BUILDING PARTNER AVIATION CAPACITY COURSE (BPACC), CENTCOM THEATER COURSE (CTC), EUCCOM THEATER COURSE (ETOC), INTERCULTURAL COMPETENCIES CO  
... THEATER COURSE (CTOC), EUCCOM THEATER COURSE (ETOC), INTERCULTURAL COMPETENCIES COURSE (ICCO), PACOM THEATER COURSE (PTOC), SOUTHCOM THEATER COURSE (STOC), AFRICOM THEATER COURSE (ATOC), BUILDING PARTNER AVIATION CAPAC



## **Theater Engagement Department Chair**



Susan Alaniz is the Deputy Chief of the USAFSOS Theater Engagement Department. She supervises the conduct of five COCOM Theater for SOF courses, an Intercultural Competence for SOF course, and the Air Force's only Building Partner Aviation Capacity Course for International Military Students. She is a retired AF officer who served as a communications officer and political/military strategist. Previous assignments include mobile air control radar squadrons, the White House Communications Agency as an Overseas Presidential Communications Officer, and the HQ AFSOC A6 Communications and Information Directorate. She is a graduate of the USAF Academy and the University of Oklahoma. In addition, she is a current PhD Student in International Development at

the University of Southern Mississippi. Her focus area of study is political development and evolutionary uses of military forces.

## **Theater Engagement Department**

Academic year 2016 continued the long standing record of excellence by the Theater Engagement Department for providing political, cultural, and security education for Air Commandos in each COCOM. Theater Engagement courses educated students on the concepts and skills necessary for successful international SOF engagement in tandem with the other Departments at USAFSOS. Formal courses ranged from one-day to two weeks in length and covered topics spanning introductory intercultural competence to actual engagement with partner-nation military and civilian defense leaders. Department instructors also executed the vast majority of mobile education events for the entire school, illustrating the persistent mission need for updated theater engagement education. The SOCOM Commander's Training and Education Guidance (CTEG) for FY 15-18 and the new Education and Training Program for AFSOC Light Tactical Fixed Wing (LTFW) Aircrew continues to shape curriculum development and expand the number of education events.

The following summary reviews by course the special highlights during AY16:

## ***AFRICOM Theater Course (ATSOF)***

The ATSOE curriculum is the most widely demanded regional course in the Theater Engagement Department. Capt Daniel Weber served as the ATSOE course director along with Mr. Abdelhadi Tabit as Co-Director. These gentlemen enlarged their program from 4 to 6 formal courses in AY 16 and executed 25 MEEs. The formal curriculum reached 1200 students from all DoD branches and interagency federal services. Additionally, both directors served as guest speakers for African politics and culture both inside and outside the USAFSOS organization, totaling over 3000 students educated for the year.



Beyond these achievements, the course directors responded to dozens of requests from SEAL team leads, Air University, AFAFRICA, the Army Regionally Aligned Force at Ft Bliss and down-range AFSOC units. These requests were to assist in research inputs and library material updates specific to culture, security and development in Africa. Finally, the ATSOE course has made its material more accessible than ever by publishing research papers in four different academic scholarly journals.

## ***European Command Theater Course (ETSOF)***

With the loss of the supporting contractor, Capt Dmitry Masharin led the ETSOF courses in AY16, increasing external course presentation through MEEs as well as full-length courses, and keeping on-station course iterations at the same levels. The demand for ETSOF education is on the rise, likely due to increased tensions in Eastern Europe, as well as terrorism issues and mass migration issues



in Western Europe. In meeting this demand, Capt Masharin educated SOF personnel at Fort Bragg as well as RAF Mildenhall before these forces proceeded to the theater. The reputation of quality education grew tremendously in AY16, evident from the increased number of students outside of AFSOC.

## ***Central Command Theater Course (CTSOF)***

CTSOF is perhaps the most challenging course to direct in the Department; the theater has the most SOF deployed personnel and the region remains the most volatile in the world. In AY16, Ms. Roxy Slayton and Capt Ian Hartin directed the course and updated the curricula to illustrate both the strategic geo-political shifts in the theater, as well as their associated tactical-operational impacts. New additions to the course include “Sustainable Boundaries in the Middle East,” “Arab Military Culture,” and “SOF Operational Vignette.” Also, as of May 2016, Mr. Mike Trotter was hired on as a co-director for the course after the departure of Ms. Roxy Slayton. One



CTSOF iteration was directed by Ms. Slayton at Hurlburt field, Ms. Slayton and Capt Hartin executed two formal courses at the 551<sup>st</sup> SOS at Cannon, AFB and one course at Kirtland, AFB. In July 2016, Capt Hartin and Mr. Trotter instructed one CTSOF at Joint Special Operations University (JSOU) at MacDill AFB, FL. The course at JSOU was widely attended and improved the relationships between USAFSOS and agencies at SOCCENT, CENTCOM, and JSOU. Students

educated in formal courses rose from 127 in AY15 to 172 in AY16.

## ***Southern Command Theater Course (STSOF)***

STSOF was directed by our new course director, Capt Rafael López. Five full course iterations were held this FY with Capt Laura Sepeda as the Assistant Course Director. For FY 16, STSOF continued to enjoy strong student attendance, averaging 30 students per iteration. In addition to formal course iterations, STSOF offered recurring MEEs specifically tailored to deploying units on regular rotations downrange. Additionally, the course held its first course at



Homestead ARB to directly support SOCSOUTH personnel deploying to SOUTHCOM. Capt López in-country research on expanding Mexican Cartel operations in Central America during his deployment to Costa Rica led to the

development of a 12 million dollar funding strategy for regional illicit Air Traffic Surveillance and interdiction.

### **. *Building Partnership Aviation Capacity Seminar (BPACS)***

USAFSOS's Building Partner Aviation Capacity Seminar (BPACS) continues to be recognized as a leader in the US Government for integrating aviation enterprise learning objectives with relevant and cutting edge presentations in a joint, interagency and multilateral collaborative seminar. BPACS, since its inception, emphasized interactive, seminar-style participation by all attendees, guest speakers and USAFSOS staff. US students can expect to learn as much from their international student counterparts as from the formal presentations and field tours. Engagement opportunities have expanded to events outside the classroom through continuous social activities, site visits, and partner-nation presentations as part of the robust two-week seminar schedule.



This year the BPACS program hosted 29 international attendees from 22 different countries. Between international and U.S. attendees, the course represented each COCOM, the Joint DoD community, and three interagency organizations. The seminar's guest speakers were derived from across the aviation enterprise to include operational, MAJCOM, Joint and interagency organizations. To insure expert and full-range coverage of the aviation enterprise, state, civil and private sector presentations are critical. To close out the year, USAFSOS executed its third BPACS program

entirely in Spanish with overwhelming success. Leveraging resources from SAF/IA's Latin American Cooperation (LATAM COOP) funds, USAFSOS hosted its two-week seminar by bringing together 20 up-and-coming aviation leaders from NORTHCOM and SOUTHCOM staffs and AORs to discuss aviation enterprise development in these regions. Feedback from both attendees and Guest Speakers proves that the BPACS concept is growing in content, relevance, and interest across the international and interagency aviation community.

### ***Pacific Command Theater Course (PTSOF)***

PTSOF went under several leadership changes this year. Maj Dave Braithwaite continued as course director from October 2015 through January 2016. Afterwards, Maj Justin Hickey took over as course director from January 2016 through August 2016. Then Maj Braithwaite took back over duties as the PTSOF course director as Maj Hickey was picked to be the executive officer to the AFSOAWC Commander. Maj Annie Kleiman continued to serve as the Assistant Directed to the course throughout the year.



Maj Dave Braithwaite executed the first PTSOF iteration of the year at Kadena AB in December 2015 and began transition control of the course to Maj Hickey in January 2016. Maj Hickey's background as a South Asia Regional Affairs Specialist allowed the PTSOF to take on more a South Asia emphasis on it and his insights into the region reinvigorated new perspectives to the course.

Overall, the PTSOF was administered to 97 students with students coming from 3 x AFSOC wings, USCG, NGA, US Army, USMC and regular USAF agencies. Additionally, MEEs were conducted in Hawaii and Washington State.



## International Military Student Officer

USAFSOS hosts international visitors as part of Security Assistance Training and Building Partnership Capacity programs. The International Military Student Officer (IMSO) is the point of contact for Security Assistance Training Program (SATP) providing daily oversight and management for all international military student (IMS) operations.

During this academic year, the IMSO coordinated 6 international visitor events hosting personnel from 25 different countries. The IMSO duties included establishing contact with Air Force Security Assistance and Training (AFSAT) country managers and Embassy training officers for student information, Invitational Travel Orders (ITOs) and travel arrivals and departures. The IMSO also coordinated with AFSOC and Eglin Foreign Disclosure Offices (FDO), and 1 SOW Director of Staff for other international guest visit approvals, base access, and unescorted access as necessary.



IMSO was responsible for ensuring billeting and transportation arrangements were made. She also ensured students were provided pay advances and that travel vouchers are completed, as necessary. Contact was maintained with home countries through arrival and departure reports on all students.

IMSO managed the Field Studies Program (FSP) which has a goal of assisting International Military Students (IMS) in acquiring a balanced understanding of US society, institutions, and goals, in conjunction with their training experience. She requested funds for execution of the program, served as paying agent, and prepared/submitted all documentation to AFSAT.

Thirty-one international students and guest speakers participated in DIT and BPACS courses at USAFSOS.

The following summary reviews by course the special highlights during AY16:

*Personnel Accolades:*

ETSOF Personnel Accolades:

Capt Dmitry Masharin supported Air War College as a cultural liaison and interpreter during senior defense official meetings with the Ukrainian Air Combat Command Commander and his staff. Furthermore, Capt Masharin did a language immersion in Moldova, getting better handle on his Russian and Ukrainian language skills.

PTSOF Personnel Accolades:

Maj Dave Braithwaite deployed to Kuwait as the Air Force Special Operations Detachment-Iraq Chief of Intelligence from February 2016 until August 2016. While deployed to Kuwait, he provided intel support five different AFSOC weapons systems that were instrumental in countering ISIL's presence in support of Operation INHERENT RESOLVE.

CTSOF Personnel Accolades:

Capt Hartin completed an Arabic language immersion in Oman. While he was there, he stayed in a community of international students and facilitated the formation of a professional directory of contacts.

STSOF Accolades:

Capt López in-country research on expanding Mexican Cartel operations in Central America during his deployment to Costa Rica led to the development of a 12 million dollar funding strategy for regional illicit Air Traffic Surveillance and interdiction.



## ***Language & Culture Center Department Chair***

Lt Col Kelli Moon is the USAFSOS Language and Culture Center Department Chair. She is a 2001 graduate of the University of South Carolina, where she completed a Bachelor of Arts degree in political science and was commissioned as a second lieutenant in the United States Air Force through the Reserve Officer Training Corps. Lt Col Moon has held various positions to include Executive Officer at the Defense Language Institute English Language Center, Operations Officer at Basic Military Training, Flight Commander of the Air Force's largest discharge processing unit, Special Operations Support Squadron Section Commander, JSOAC J1, Legislative Liaison for Air Force Special Operations Command, Assistant Professor at the United States Military Academy at West Point, and Operations Officer at the Pentagon and Andrews AFB Force Support Squadrons. She also attended an academic development integration with the Israeli Defense Force in 2011. Additionally, Lt Col Moon serves as an Air Force Political Military Affairs Strategist.



## ***Language & Culture Center***

The Center's faculty is comprised of 2 active duty military positions, 1 Defense Language Institute Foreign Language Center (DLIFLC) Site Director, 15 DLIFLC instructors, 1 Academic Specialist, 1 SOCOM-funded contracted language instructor and three culture instructors, 1 25<sup>th</sup> Air Force-funded contracted language instructor, 6 Military Accessions Vital to National Interest (MAVNI)s, 1 AFSOAWC Command Language Program Manager (CLPM)/Test Examiner (TE), 1 Command Language Program/Cryptological Skills Administrator, and 2 Information Technology Specialists. The DLIFLC instructors are part of the DLI Multi-purpose Language Training Detachment (LTD). The languages covered by the LTD instructors are Arabic (MSA, Egyptian, Iraqi, and Levantine), Dari, French, Thai, Polish, Portuguese-Brazilian, Russian, Urdu, and Spanish.



The LCC accentuated itself this AY with two Open Houses. Nearly 150 high school students attended, as well as approximately 400 military personnel and their families. Attendees were able to observe and participate in language and cultural learning activities, such as how to say a few phrases, how to write their name in a different language, folkloric dancing, and trying ethnic foods.

### ***Intercultural Competencies Basic Course (ICBC)***

In AY16, Dr. Thomas Connell, Mr. Richard Holbrook, Lt Col Kelli Moon, and Lt Molly O'Connor taught and directed the Intercultural Competencies Basic Course (ICBC) and the Intercultural Competencies for Special Operations Forces (ICSOF) course. Lt Molly O'Connor arrived in June 16 to take over as the ICBC course director and



the new position of Cultural Branch Chief within the Language & Culture Center. ICBC is an introductory 8-hour course that seeks to provide attendees with basic knowledge and skills to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex environment to achieve the desired effect without necessarily having prior exposure to a particular group, region or its language. This course is designed as an introduction to culture and intercultural commu-

nications so as to provide a basic foundation for SOF students to conduct further research into the cultural values, beliefs, behaviors and norms of people in other countries or regions.

In AY16, ICBC conducted 20 iterations with 422 students completing the ICBC course. In addition to the in-residence course, the LCC collaborated with Progressive Expert Consulting (PEC) to produce USSOCOM's first online asynchronous culture course on Special Operations Forces Tele-training System (SOFTS). This initiative will help meet the demanding requirement for AFSOC's more than 550 Airmen annually, as well as serve as an education forum for all USSOCOM components. To-date, there have been 4 iterations conducted with 21 students completing the ICBC-DL course.



## ***Intercultural Competence Course (ICSOF)***



ICSOF is a 4.5 day course that teaches students to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex environment to achieve desired effect(s) without prior exposure to a particular group, region or its language. ICSOF addresses operational impact of physical, economic, social, political, and belief/value domains. Lectures, interactive discussions, and practical exercises focus upon cultural norms, comparative religion, food and health concerns, culture shock, and dealing with media in a foreign environment. Students will apply communicating and negotiating skills in role-playing scenarios, and will be exposed to a variety of hands-on practical exercises to challenge their cultural norms. ICSOF draws upon SOF personnel to discuss case-studies and lessons learned with the students.

Ultimately, this course enhances an individual's ability to think about oneself in a cultural context and to manage his/her attitudes towards culture to accomplish mission-related objectives.

DLIFLC and culture instructors joined forces for the first time this AY to develop a 3-hour lesson on food and culture for students in the ICSOF course, highlighting cultural awareness as well as the need to develop basic language skills in order to more effectively build relationships in an intercultural environment.

ICSOF is a 3 semester hour Community College of the Air Force (CCAF) accredited course. ICSOF had 8 iterations in AY16 with a total of 192 students.

## ***Language***

During AY2016, the Center provided 29,178 student contact hours of language training to 652 individuals in nine different languages as well as administered 13 Defense Language Aptitude Batteries (DLAB), 129 Oral Proficiency Interviews (OPI), and 468 Defense Language Proficiency Tests (DLPT).



In addition to Initial Acquisition Training (IAT), the Center offered multiple Sustainment and Enhancement Training (SET), and pre-deployment training events.

IAT is the foundational course geared toward developing a language capability within our force. During the year, the LCC conducted four IAT courses covering the



Arabic, Dari, French, and Spanish languages. A total of 649 students graduated during the year and 3 students continued into AY17. A large portion of the students were members of the Combat Aviation Advisor Mission Qualification Course - both active duty and reserve members. Students also included LEAP personnel, Army Civil Affairs, 7<sup>th</sup> Special Forces Group, Office of Special Investigations, Medical, and Intelligence personnel. The

LCC worked to provide ways to help improve language proficiency and established foreign language immersions for IAT students in Arabic (Dearborn, Michigan), French (Montreal, Canada), and Spanish (San Juan, Puerto Rico). Instructors spoke only the target language to teach academic subjects, using a wide range of instructional strategies.

In addition to IAT, the Center offered SETs for students with existing language skills, greatly aiding them in maintaining their proficiencies in critically-needed languages. SETs were offered in Arabic, Brazilian-Portuguese, Indonesian, Dari, Farsi, Thai, French, Pashto, Korean, Polish, Russian, Spanish, and Urdu.

The LCC also facilitated the SOFTS for all of AFSOC. This system provides flexible, synchronous opportunities for language training via the internet. The Center provided study areas, signed out computer equipment, and provided individual computer support to those wishing to take advantage of this program.



Additionally the LCC expanded to open a satellite operating location at Duke Field, in support of the Total Force language capabilities, providing on-site training and education to 4 Air Force active duty and reserve units as well as 7<sup>th</sup> Special Forces Group personnel.

## ***Military Accessions Vital to National Interests (MAVNI)***

USAFSOS is the only USAF provider of MAVNIs, which are comprised of 6 billets across 4 regions and 13 languages. These Airmen serve as Language and Culture Advisors and provide a unique USSOCOM resource for education, training, and direct support in deployed environments. They provided formidable support as role-players for “working through an interpreter” training, language SETs and pre-deployment training, and classroom instruction in garrison and OCONUS.

MAVNIs assisted in other courses, such as

USAFSOS’ ATSO, CIWC,

PTSO, BPACS and CTSO. One MAVNI served as translator and interpreter for the Saudi Ministry of Interior course, conducted by the Joint Special Operations University. Another MAVNI briefed the US Air Force Academy’s Military Strategic Studies department on Eastern versus Western culture and participated in a language immersion with SOCKOR in South Korea. Two MAVNIs deployed to an undisclosed location and assisted Combat Aviation Advisors in establishing Command and Control with ground stations, ISR capabilities, and negotiated logistical support that saved the Air Force more than \$200K. Their assistance aided in building partnership capacity.



One MAVNI was named the Air Force’s Enlisted Language Capable Airman of the Year for 2015.

Two additional MAVNIs were recruited in FY16 to fill Polish and Arabic language billets with report dates in FY17.



# USAF SPECIAL OPERATIONS SCHOOL



## SUPPORT DEPARTMENT



<http://www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS.aspx>

## Support Department Chair

The Support Department is Chaired by Mr Bill Dunn, who provides direction for 14 civilians, 2 military and 3 contractors. The department is responsible for the execution of administration, cyber operations, security, facility management, student and guest speaker support, resource management, audio-visual, graphics, video teleconferencing, and registrar functions. The department provided various levels of support to 5908 students attending 122 formal course iterations and 55 mobile education events. Augmenting the school's resident instructor cadre were over 450 guest lecturers representing active and reservist military, retirees, former ambassadors, general officers, academia from various universities, and State Department, DoD, and other government agencies. During AY16, the school obtained funding for additional contractor personnel and will soon have the ability to offer on-line education opportunities.



## STAFF & FACULTY

To accomplish its mission, USAFSOS employs an extremely diverse workforce, all of whom are hired or assigned under a variety of staffing programs. The staff and faculty includes active duty, active reserve, and temporary duty reserve military personnel, government civilians, civilian contractors, private consultants, guest lecturers and speakers. In 2016, USAFSOS had a total of 73 Faculty and Staff personnel assigned.

Active duty and reserve military personnel are typically assigned against specific educational support requirements, i.e., to act as Course Directors or Subject Matter Experts (SMEs), but some are assigned to mission support and unit administration positions. Government and non-government civilians also fill both education and support roles.

Personnel funding is obtained from standard and non-standard sources. For example, Reserve personnel positions are not funded by USAFSOS, while many civilian staff positions are paid for by limited grants or un-funded requirement requests. Because personnel funding is not standard, and because of recurring personnel deployments in support of Overseas Contingency Operations (OCO), many staff positions are only 'one-deep,' and rotate frequently. Filling authorized billets does not keep pace with mission requirements, which forces continued reliance on reserve or contractor personnel.

## USAFSOS Staff Directory

	Last Name	First Name	Rank/Grade	Job Title	Education
<b>Command Staff</b>	Portele	Chris	Lt Col	Commandant	MS
	Lowe	Michael	Lt Col	Vice Commandant	MA
	Harvey	Anita	GS-06	Secretary	AS
<b>Department of Academics</b>	Cobbs	Henry, Jr.	GS-13	Dean of Academics	PhD
	Crouch	Cynthia	GS-12	BlackBoard® Administrator	AS
	Polhamus	Joe	GS-12	Director, Institutional Effectiveness	MS
<b>Irregular Warfare Department</b>	Ziemann	Matt	Maj	IW Department Chair	MA
	Jasper	Dan	Capt	CIWC Course Director	
	Lewis	Angela	Lt Col	IFID Director	MS
	Hynie	Catherine	Capt	IASOF Course Director	BS
	Josephson	Michael	Capt	DIT Course Director	BA
	Gibson	Patrick	MSgt	ATOC Course Director	-
	Black	Kurt	SMSgt	DIT/ATOC Instructor	BS
	Stewart	Jarrold	TSgt	DIT/ATOC Instructor; FP Branch	AA
	Vollmer	Joseph	TSgt	DIT/ATOC Instructor; FP Branch	AA
	Wilson	James	GS-11	Weapons Safety / Range Control Officer	SC
	Alaniz	Susan	GS-13	TE Department Chair	MPA
	Allred	Kandi	Capt	ACDC Course Director	MS
	Braithwaite	David	Maj	PTSOF Course Director	MA
Hartin	Ian	Capt	CTSOF Instructor	BA	
Kleiman	Ang Yu	Capt	PTSOF IMA	MS	
Lopez Cruz	Rafael	Capt	STSOF Course Director	BA	
Masharin	Dmitry	Capt	ETSOF Director	MA	
Sepeda	Laura	Capt	BPACS Spanish Instructor	MS	
Sneeder	Michael	Contractor	BPACS Instructor	MS	
Tabit	Abdelhadi	Contractor	ATSOF Instructor	-	
Trotter	Michael	Contractor	CTSOF Instructor	MA	
Weber	Dan	Capt	ATSOF Course Director	MA	
<b>Special Operations Department</b>	Grub	Michael	GS-13	OPS Department Chair	MS
	McLagan	Daniel	Lt Col	Instructor	MS
	Brown	Randy	Maj	MCC Course Director	MS
	Burton	Eric	Capt	ISOC Course Instructor	BS
	Seymour	Jennifer	Capt	SOFAC2C Course Director	BS
	Chichester	Amanda	Capt	ISOC Course Director	BS
	Lane	Josiah	2Lt	ISOC Course Instructor	BS

**Language  
&  
Culture De-  
partment**

Moon	Kelli	Lt Col	Language & Culture Department Chair	MA
Badiane	Bachir	Contractor	French Instructor	BS
Bowen	Diana	AS 1700	Assistant Professor of Arabic (DLI)	BA
Butt	Naureen	Contractor	Urdu Instructor/Cultural advisor	BA
Cegielski	T. Mike	AD 1700	Assistant Professor of Polish (DLI)	MA
Churinov	Aleksandra	AD 1700	Academic Specialist and Assistant Professor of Russian (DLI)	MS
Clemente	Aracelis	AD 1700	Assistant Professor of Spanish (DLI)	MA
Connell	Thomas	Contractor	Culture Instructor	PhD
Cox	Andrea	Contractor	Information Technology Specialist	SC
DeJesus	Tomas	AD 1700	Assistant Professor of Spanish (DLI)	MS
Delgado	Angel	AD 1700	Assistant Professor of Spanish (DLI)	MA
Elgohary	Wagih	AD 1700	Assistant Professor of Arabic (DLI)	MA
Eum	Woo Jin	A1C	MAVNI/Korea - Korean	AA
Fadhil	Haider	SrA	MAVNI/Iraq - Arabic	BA
Fazli	Suriya	AD 1700	Assistant Professor of Dari (DLI)	AA
Holman	Donald	AD 1700	LTD Site Director	PhD
Holbrook	Richard	Contractor	Culture Instructor	MA
Jalil	Amel	AD 1700	Assistant Professor of Arabic (DLI)	BS
Keene	Kahley	AD 1700	Assistant Professor of French (DLI)	BA
Leatham	Kimberly	Contractor	CLPM and Test Examiner	AA
Mekhail	Madeleine	AD 1700	Assistant Professor of Arabic (DLI)	AA
Mendez	Miguel	Contractor	CLP/CSP Administrator	BS
Meyer	Alice	AD 1700	Assistant Professor of Portuguese-Brazilian (DLI)	JD
Muhura	Naomi	A1C	MAVNI/Kenya - Swahili	-
Ndiaye	Madani	AD 1700	Assistant Professor of French (DLI)	MS
O'Connor	Molly	2Lt	Cultural Branch Chief	BS
Sandi	Houcemeddine	SrA	MAVNI/Tunisia - French	AS
Sullivan	Sujitra	AD 1700	Assistant Professor of Thai (DLI)	MS
Velez	Alex	AD 1700	Assistant Professor of Spanish (DLI)	MS
Wood	Phillip	AD 1700	Assistant Professor of French (DLI)	MA

**Support  
Department**

Dunn	William	GS-13	Support Department Chair	MS
Lynch	Shaka	SrA	Administrator	-
Lemay	Glenn	GS-11	Facility/Security Manager	SC
Baudoin	Miranda	GS-9	Resource Manager	BS
Werth	Lori	GS-09	Graphics CME	AA
Buckman	Robert	GS-12	Chief, Information Technology	AS

Brooks	Robert	GS-09	Cyber Systems	AS
Thorne	Robert	Gs-07	Cyber Systems	
Cagle	David	GS-11	Visual Information Specialist	SC
Gifford	John	GS-09	Visual Information Specialist	-
Breen	Craig	GS-09	AV Support	-
Newton	Robert	GS-09	Visual Information Specialist	AA
Urda	Linda	GS-07	Administrative Support Assistant	BS
Newton	Brenda	GS-06	Administrative Support Assistant	SC
Allen	William	GS-06	Administrative Support Assistant	SC
Carreiro	Richard	SSgt	MOIC Course Director	

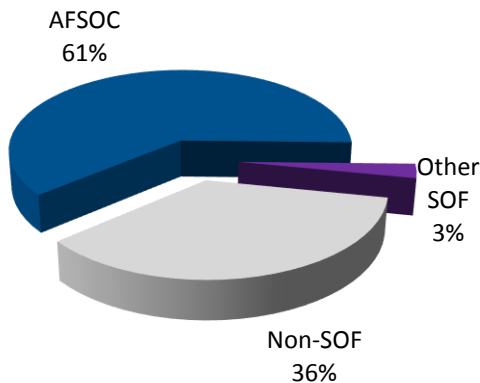
### Mobile Education Events (MEEs) for AY16

Mobile Education Events continued to provide a unique high demand instructional asset to USAFSOS. Its capability to deliver customized operational military education and deployed cultural and language expertise at locations worldwide maximized AFSOC & SOF mission success. MEE instructors include both in-house USAFSOS cadre and expert guest lecturers. Instructors adapt existing lessons and create new lessons in order to deliver focused operational military education. MEEs range in duration from several hours to several days and can be delivered locally and at locations worldwide. The primary target audience is AFSOC and other SOF units.

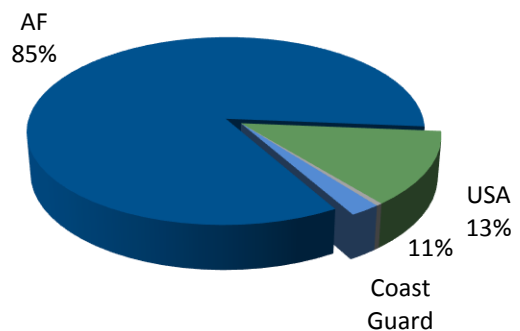
USSOCOM, USAF, and US Government agencies collaborate with USAFSOS to customize a 1-3 day MEE event for special operations forces and pre-deployment events. Impressively, USAFSOS delivered 55 customized pre-deployment MEEs for AFSOC units in AY 16.

### MEE AY16 Student Demographics

#### SOF Participation



#### Component/Agency



AFSOC	Other SOF	Non-SOF	USAF	USA	USMC	CG
673	30	392	931	140	5	24

## STUDENT DEMOGRAPHICS

Student attendance and course information in the tables that follow was gleaned from USAFSOS student registration database, which is used to record demographic data about students who attend the regular "formal" courses offered by the USAFSOS. Formal courses are those assigned a PDS code and tracked in the USAF personnel data system. This includes all regular courses taught on- station and off-station. Student data for tailored Mobile Education Events (MEE) and Video Tele-Instruction (VTI) teaching activities is also included where appropriate for comparison purposes.

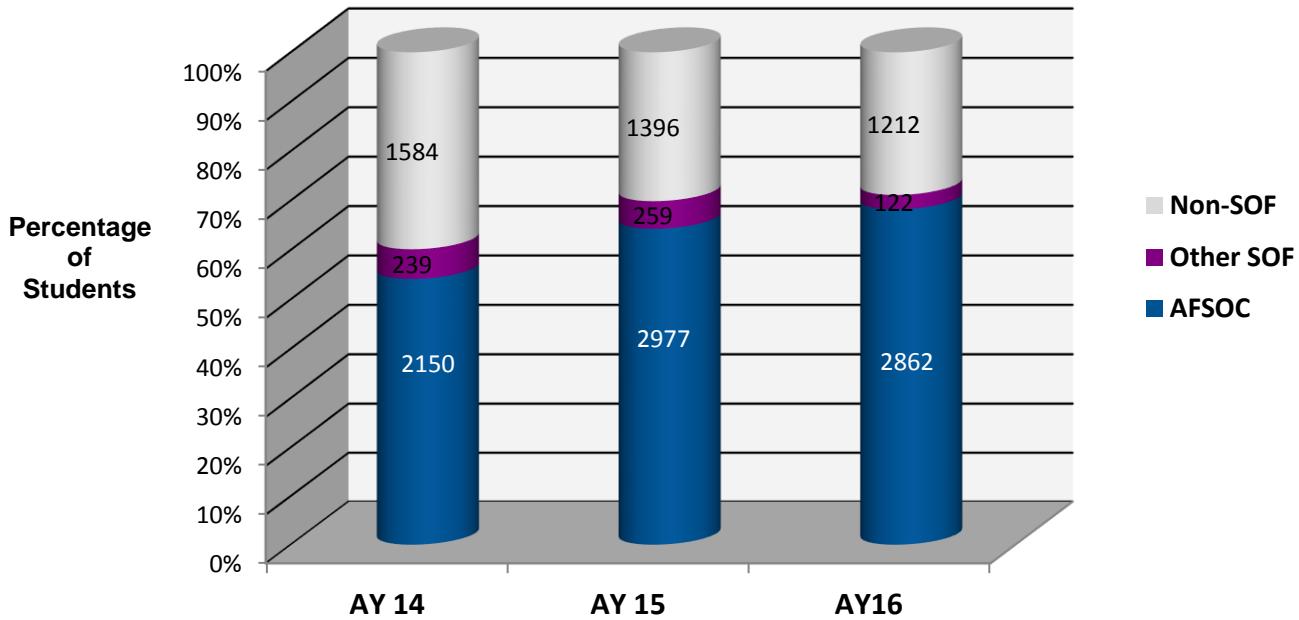
### Target Population

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

### Formal Course Iterations and Student Attendance by AY

USAFSOS	AY 14	AY 15	AY 16
Courses Conducted	16	18	18
Class Iterations	92	132	122
On-Station	59	82	75
Off-Station	33	48	47
Total Students	3973	4632	4196

### Percentage Formal Course Attendance by AFSOC/Other SOF



### SOF Attendance by Type of Course (AY16)

Type of Course:	Student Numbers / Percentages						
	AFSOC		Other SOF		Non-SOF		Total
<b>Formal</b> <sup>1</sup>	2862	68%	122	3%	1212	29%	4196
<b>MEE</b> <sup>2</sup>	592	56%	138	13%	328	31%	1058
<b>LANG</b> <sup>3</sup>	169	26%	186	29%	203	31%	652
<b>Totals</b>	<b>3323</b>	<b>56%</b>	<b>446</b>	<b>8%</b>	<b>1743</b>	<b>30%</b>	<b>5906</b>

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

<sup>2</sup>**MEE** – Courses of instruction taught by a Mobile Education team, tailored for specific audiences (includes regular bi-weekly SOF indoctrination briefs for newly assigned airmen)

<sup>3</sup>**LANG** – Language Center Students

## **OPERATIONAL MILITARY EDUCATION**

This section contains detailed information about the courses offered by USAFSOS during AY15. Each pair of course pages includes a brief description of the course, course objectives, target audience, overall end-of-course level-one evaluation (student feedback) results, and student/course demographic data.

Course information is similar to that published on the school website. Student demographic data is gleaned from the information provided by students during registration, and from unit training managers who fill formal quotas for the courses.

### **Course Acronyms**

- ACODC – Air Commando Officers Development Course
- ATOC – Antiterrorism Officers Course
- ATSOE - AFRICOM Theater for SOE Course
- BPACS - Building Partner Aviation Capacity Seminar
- CIWC - Contemporary Insurgent Warfare Course
- CTSE - CENTCOM Theater for SE Course
- DIT - Dynamics of International Terrorism (FP Level I)
- ETSE - EUCOM Theater for SE Course
- IASE - Interagency for SE Course
- ICBC – Intercultural Competencies Basic Course
- ICSE - Intercultural Competencies for SE Course
- INSE – Intel Resources for Complex Operations
- IFID - Insurgency and Foreign Internal Defense
- ISOC - Introduction To Special Operations Course
- MCC - Mission Commander’s Course
- PTSE - PACOM Theater for SE Course
- SEAC2C - SE Air Command & Control Course
- STSE - SOUTHCOM Theater for SE Course



## End-of-Course Evaluations

All students are asked to complete an end-of-course reaction survey. For each course iteration, students indicate the extent to which they agree with the following six statements:

1. The content of this course was what I expected or better.
2. The course was well organized and presented.
3. The objectives of this course as indicated in the syllabus were adequately covered.
4. The length of this course was appropriate.
5. The information provided in this course should prove useful to me in my job.
6. I would recommend this course to others.

Each student response is rated on a 4 point Likert scale, ranging from “*strongly agree*” to “*strongly disagree*”. Ratings and overall course feedback results are collated, analyzed, and reported to the course directors throughout the year. The overall course feedback results have been included in the pages that follow. The “Agree” percentage reflects the percentage of combined *Strongly Agree* and *Agree* responses to each of the six statements above regarding each USAFSOS course.



## Air Commando Officer Development Course (ACODC)

Course Code: SOED-ACODC

PDS Code: 1LU

Length: 5 Days

Total Course Hours: 30

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

**Target Audience:** Air Commando Officer Development Course is a leadership development course designed to advance today's Air Commando O-3s and O-4s into tomorrow's Special Operations Forces' (SOF) leaders. This is a "by nomination only" course targeting "high potential", mid-high level Captains (O-3) and new Majors that demonstrate SOF leadership potential. Attendees are nominated by their chain of command and approved at the wing or group level.

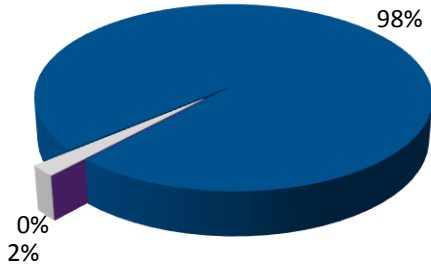
\*\* Course replaced by Air Commando Development Course (ACDC) effective Dec 2016

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

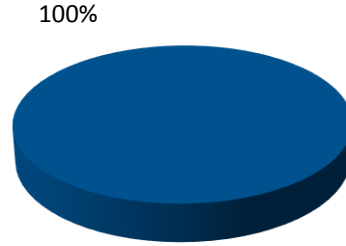
	<u>Agree</u>
1. The content of this course was what I expected or better.	97%
2. The course was well organized and presented.	99%
3. The objectives of this course as indicated in the syllabus were adequately covered.	96%
4. The length of this course was appropriate.	98%
5. The information provided in this course should prove useful to me in my job.	99%
6. I would recommend this course to others	99%

## ACODC AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Federal Agency	DOD
102	0	2		104	0	0	0	0	0	0

## ACODC 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	-	<b>1</b>	<b>3</b>
Off-Station	-	<b>0</b>	<b>0</b>
<b>Total Academic Days</b>	-	<b>5</b>	<b>5</b>
<b>Total Students</b>	-	<b>31</b>	<b>104</b>
<b>Student Contact Hours</b>	-	<b>930</b>	<b>3120</b>

Course replaced by Air Commando Development Course (ACDC) effective Dec 2016



## Anti-Terrorism Officers Course (ATOC)

Course Code: SOED-ATOC

PDS Code: 1CG

Length: 10

Total Course Hours: 76

The Antiterrorism Officer Course (ATOC) is a 10-day certification course for DoD Levels I and II Antiterrorism officers (ATO) (commissioned and non-commissioned) designed to provide students with knowledge and appreciation of the organization, motivation, operational capabilities, and threat posed by terrorists on an international, national, and theater specific basis. It is geared towards individuals who have not received formal education and training regarding terrorism or antiterrorism. Strong emphasis is placed on force protection measures that potentially targeted AFSOC personnel and their families can employ to minimize the threat index. ATOC is a combination of curriculum from both the Dynamics of International Terrorism course (week 1) and the Responsible Officer's Course (week 2) and students must successfully complete both weeks of instruction consecutively for ATOC course credit. Graduates of ATOC will be AT levels I and II certified and can perform the functions of ATOs IAW DoDI 2000.16, *DoD Antiterrorism (AT) Standards*.

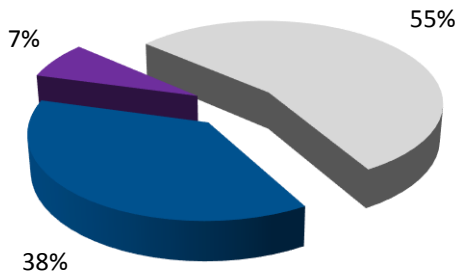
**Target Audience:** Military officers (O-1 to O-4), enlisted (E-5 to E-8), and US Government civilian employees designated by the commander to perform Antiterrorism (AT) duties and other individuals involved in or supporting AT/Force Protection (FP) programs. ATOC is a nominative course. Students are selected on an individual basis and notified of their selection by the course director. Selections are made approximately 4 weeks prior to the course start date. AFSOC and other SOF nominees are given priority, with other personnel accepted as space is available.

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

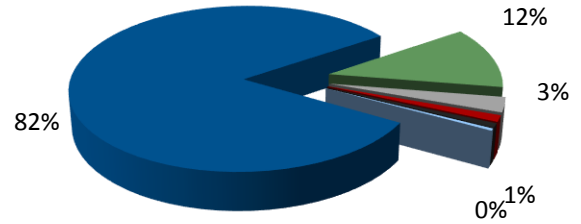
	<u>Agree</u>
1. The content of this course was what I expected or better.	94%
2. The course was well organized and presented.	95%
3. The objectives of this course as indicated in the syllabus were adequately covered.	97%
4. The length of this course was appropriate.	92%
5. The information provided in this course should prove useful to me in my job.	97%
6. I would recommend this course to others	98%

## ATOC AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	DOD	Non-DOD
89	17	131		198	29	7	3	2	1	1

## ATOC 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	-	6	6
Off-Station	-	1	2
Total Academic Days	-	70	80
Total Students	-	197	241
Student Contact Hours	-	14,972	18,316



## AFRICOM Theater for SOF (ATSOE)

Course Code: SOED-ATSOE

PDS Code: 06Y

Length: 4.5 Days

Total Course Hours: 33

AFRICOM Theater for SOF is a 4.5-day course that focuses on U.S. strategic interests on the continent of Africa with emphasis placed upon items of greatest interest to U.S. Special Operations Forces (SOF), in particular, to Air Force Special Operations Command (AFSOC) units that operate within the Africa Command (AFRICOM) Area of Responsibility. The course addresses the socio-economic, cultural, political, historical, and security dynamics that influence SOF operations in support of AFRICOM's Theater Campaign Plan. Due to its SOF focus, significant time is dedicated to operational perspective briefs presented by Special Operators who have deployed or conducted Joint Combined Exchange Training events throughout Africa. Students are also exposed to other subjects of interest to the U.S. government including terrorist activities, transnational crime, and regional organizations in the five major regions of Africa. This is a nominative course for which students must apply and be accepted to attend.

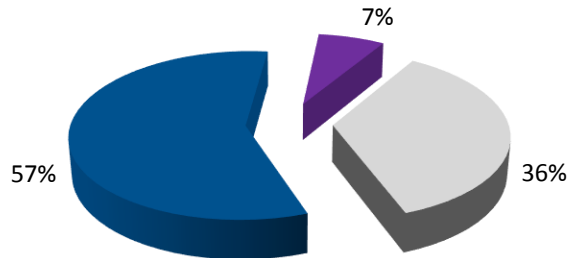
**Target Audience:** This course is designed for SOF personnel currently serving or en route to the Sub-Saharan Africa region. Other joint, DoD, or government personnel assigned or programmed for assignment or with a professional interest in the area may benefit from this instruction on a space available basis. Adult dependents of individuals on accompanied overseas status may attend the course at their sponsor's expense, subject to space availability and USAFSOS approval. SOF quota requests are given priority.

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

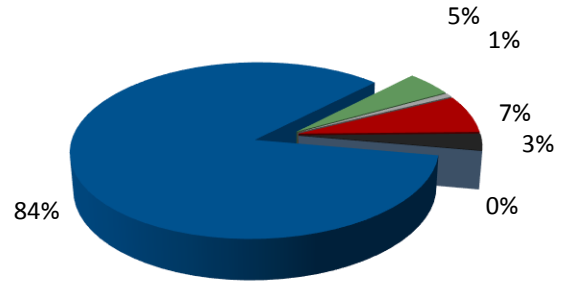
	<u>Agree</u>
1. The content of this course was what I expected or better.	98%
2. The course was well organized and presented.	97%
3. The objectives of this course as indicated in the syllabus were adequately covered.	98%
4. The length of this course was appropriate.	91%
5. The information provided in this course should prove useful to me in my job	96%
6. I would recommend this course to others	100%

## ATSOF AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Int'l	Non-DOD
82	10	51		109	6	1	9	4	0	0

## ATSOF 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	3	3	3
Off-Station	1	2	1
Total Academic Days	18	22.5	18
Total Students	219	218	143
Student Contact Hours	6,132	7194	4719



## Building Partner Aviation Capacity Seminar (BPACS)

Course Code: SOED-BPACS  
 PDS Code: YHO  
 Length: 10 Days  
 Total Course Hours: 73

The BPACC is designed to expose Partner Nation participants to the political, military, economic, social, and information, and infrastructure benefits of aviation resources in the development and defense of the Partner Nation. Partner Nation participants will be exposed to:

- US civilian-military relations (especially with regards to US national security decision-making), civilian-military aviation resource cooperation, and perspectives on civilian-military aviation operations
- The benefits of a coordinated, comprehensive, and long-term Civilian-Military plan for the Partner Nation’s aviation resource development
- The role of aviation in extending the Partner Nation government’s reach into “un-governed and under- governed spaces” – a US National Security Strategy goal
- US Security Assistance pre-requisites, programs, and processes to facilitate and ease Partner Nation-US Building Partner Aviation Capacity efforts
- Various classroom exercises and field trips that give Partner Nation and US personnel opportunities to learn about the Partner Nation’s aviation capabilities and security challenges, talk about US perspectives on how to enhance capabilities and address challenges, and apply both to the Partner Nation’s future aviation resource development

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

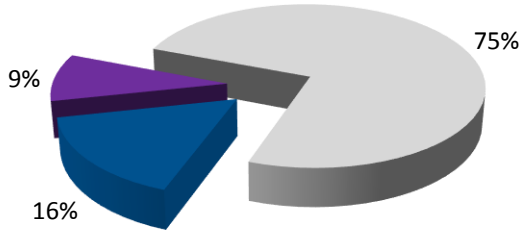
### BPACS Overall End-of-Course Student Feedback Results

	<u>Agree</u>
1. The content of this course was what I expected or better.	100%
2. The course was well organized and presented.	100%
3. The objectives of this course as indicated in the syllabus were adequately covered.	100%
4. The length of this course was appropriate.	98%
5. The information provided in this course should prove useful to me in my job.	100%
6. I would recommend this course to others	100%
7.	

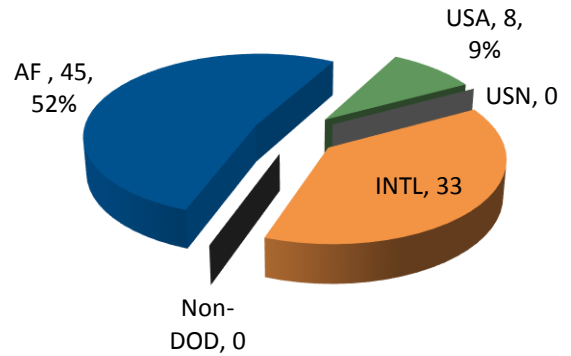


# BPACS AY16 Student Demographics

## SOF Participation



## Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Federal Agency	Int'l	Non-DOD
14	8	65		45	8	0	0	0	1	33	0

# BPACS 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	2	4*	4*
Off-Station	0	0	0
<b>Total Academic Days</b>	<b>20</b>	<b>40</b>	<b>40</b>
<b>Total Students</b>	<b>53</b>	<b>89</b>	<b>87</b>
<b>Student Contact Hours</b>	<b>3,180</b>	<b>6497</b>	<b>6351</b>

\* 1 class in Spanish



## Contemporary Insurgent Warfare Course (CIWC)

Course Code: SOED-CIWC

PDS Code: LZP

Length: 4.5 Days

Total Course Hours: 28

This course provides a foundation for SOF and other DoD personnel who deploy or support internal crises, giving them an appreciation of the complexity of the intrastate conflict environment and a framework for analyzing such conflicts. It uses presentations and a panel discussion to provide a strategic and operational-level overview of insurgent warfare. The CIWC has four modules of instruction. The first module teaches insurgent ideologies, strategies, and infrastructures, and the second continues with theory, national policy and doctrine. The third module addresses the roles of the US Country Team and civil affairs operations with regards to intrastate conflict. The fourth module uses a case-study methodology to compare and contrast current and past internal conflicts. It culminates in a panel discussion, exploring the future of insurgency and guerilla warfare.

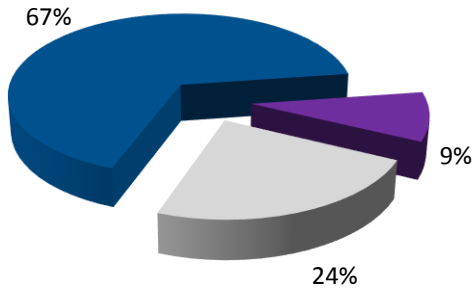
**Target Audience:** This course is designed for USSOCOM and subordinate command personnel in the grades of noncommissioned officer through O-5. This course also accepts DoD and non-DoD US Government personnel whose job requires knowledge of insurgency and counterinsurgency as defined in Joint Publication 3-07, particularly personnel in intelligence, operations, and planning positions.

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

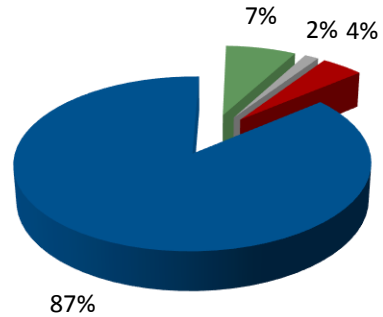
	<u>Agree</u>
1. The content of this course was what I expected or better.	98%
2. The course was well organized and presented.	100%
3. The objectives of this course as indicated in the syllabus were adequately covered.	100%
4. The length of this course was appropriate.	95%
5. The information provided in this course should prove useful to me in my job.	94%
6. I would recommend this course to others	100%

## CIWC AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Federal Agency	Int'l
43	6	15		58	5	1	3	0	0	0

## CIWC 3-Year Course Totals

Class Iterations	<i>AY14</i>	<i>AY15</i>	<i>AY16</i>
On-Station	3	3	3
Off-Station	2	2	0
Total Academic Days	22.5	25	16.2
Total Students	99	122	64
Student Contact Hours	2,772	3,416	1,792



## CENTCOM Theater for SOF Course (CTSOF)

Course Code: SOED-CTSOF

PDS Code: 06Z

Length: 4.5 Days

Total Course Hours: 28

This course covers the entire CENTCOM region. It covers political, military, cultural, and historical factors which influence SOF operations in CENTCOM, and it also provides relevant background information and effective strategies for inter-cultural communication with people from the region. Due to the major combat operations ongoing in Iraq and Afghanistan, significant time is dedicated to those regions and other regions of interest to SOF. The origins and development of political Islam and its motivational effect on extremists are also covered, as well as U.S. policies and interests. The course features resident faculty instructors, guest civilian and military subject-matter experts as well as AFSOC Warriors. This is a nominative course for which students must apply and be accepted to attend.

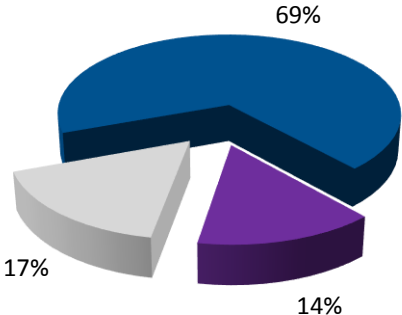
**Target Audience:** This course is designed for SOF personnel who will be operating in the CENTCOM theater, with emphasis on SOF aviation. The focus audiences include combat aviation advisors, aviation special tactics personnel, and standard- and non-standard aviation mission planners. Other audiences include non-aviation SOF and those who support them. This is a nominative course for which students must apply and be accepted to attend.

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

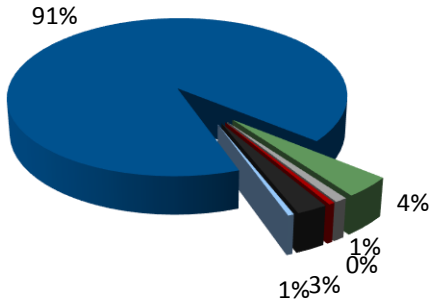
	<u>Agree</u>
1. The content of this course was what I expected or better.	98%
2. The course was well organized and presented.	98%
3. The objectives of this course as indicated in the syllabus were adequately covered.	98%
4. The length of this course was appropriate.	94%
5. The information provided in this course should prove useful to me in my job.	94%
6. I would recommend this course to others	97%

# CTSOE AY16 Student Demographics

## SOF Participation



## Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	Inter-agency Agency	Dod (Other)
62	13	15		181	8	2	1	5	1

# CTSOE 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	2	2	2
Off-Station	2	2	3
Total Academic Days	18	18	22.5
Total Students	115	115	201
Student Contact Hours	2,408	2,408	5,628



## Dynamics Of International Terrorism (DIT)

Course Code: SOED-DIT

PDS Code: X9D

Length: 5 Days

Total Course Hours: 28

The Dynamics of International Terrorism (DIT) course is a basic course designed to provide students with an awareness and appreciation of the organization, motivation, operational capabilities, and threat posed by terrorists on an international, national, and regional basis. It is geared towards individuals who have had no previous formal training about terrorism or antiterrorism. Strong emphasis is placed on protective measures that government personnel and their families can employ to minimize the threat.

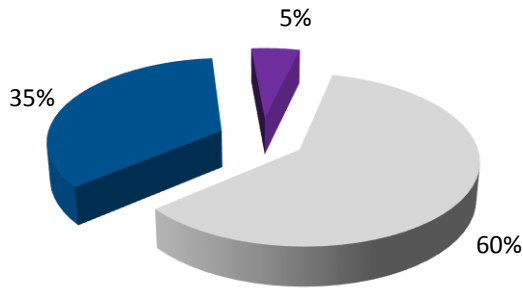
**Target Audience:** DIT targets AFSOC Air Commandos, giving them a broad context of knowledge regarding the threat posed by terrorists on an international, national, and regional basis with a desired goal of every AFSOC member attending DIT during the first 12 months of their assignment. DIT also supports other SOF personnel preparing to live in, operate in, or deploy to overseas areas. Other military members, dependents, federal and other government employees can attend as space is available.

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

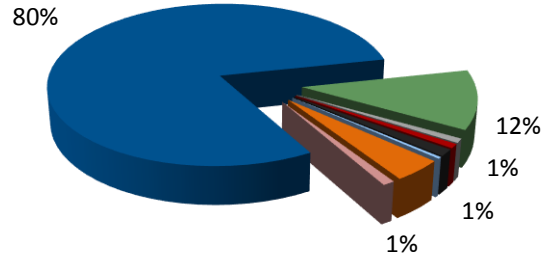
	<u>Agree</u>
1. The content of this course was what I expected or better.	96%
2. The course was well organized and presented.	99%
3. The objectives of this course as indicated in the syllabus were adequately covered.	99%
4. The length of this course was appropriate.	95%
5. The information provided in this course should prove useful to me in my job.	98%
6. I would recommend this course to others	98%

# DIT AY16 Student Demographics

## SOF Participation



## Component/Agency



AFSOC	Other SOF	Non-SOF	USAF	USA	USN	USMC	CG	Federal Agency	DOD	Non-DOD
208	32	367	480	69	5	5	8	2	25	9

# DIT 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	5	7	5
Off-Station	2	1	2
<b>Total Academic Days</b>	<b>35</b>	<b>40</b>	<b>35</b>
<b>Total Students</b>	<b>586</b>	<b>766</b>	<b>607</b>
<b>Student Contact Hours</b>	<b>17,580</b>	<b>21,448</b>	<b>16,996</b>



## EUCOM Theater for SOF Course (ETSOF)

Course Code: SOED-ETSOF

PDS Code: O72

Length: 4.5 Days

Total Course Hours: 28

The EUCOM Theater for SOF Course focuses on US strategic interests within the EUCOM AOR with emphasis placed on items of greatest importance to AFSOC personnel/units that operate within the theater. In support of the EUCOM Theater Campaign Plan, the course covers the political, historical, religious, cultural, and economic aspects of the region as well as examines the comparative military capabilities within the region. Due to its SOF focus, significant time is dedicated to operational-perspective lectures presented by Special Operators who have deployed in the conduct of operations, exercises, or Joint Combined Exchange Training events throughout the AOR. Additionally, the course features resident faculty instructors as well as civilian and military guest speakers who are subject matter experts on various topics related to Russian, Eurasian, and Eastern European affairs.

**Target Audience:** This course is designed for SOF personnel currently serving or route to the Russia/Eurasia region. As space is available, others may benefit from this instruction. This secondary group includes joint personnel, DoD, or other government personnel with a professional interest in the area and/or personnel currently assigned or programmed for assignment in the Russia/Eurasia region. Adult dependents of individuals on accompanied overseas status may attend the course at their sponsor's expense, subject to space availability and USAFSOS approval. SOF quota requests are given priority.

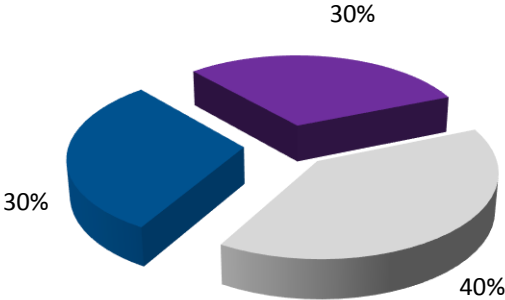
### ETSOF Overall End-of-Course Student Feedback Results

	<u>Agree</u>
1. The content of this course was what I expected or better.	100%
2. The course was well organized and presented.	100%
3. The objectives of this course as indicated in the syllabus were adequately covered.	100%
4. The length of this course was appropriate.	100%
5. The information provided in this course should prove useful to me in my job.	100%
6. I would recommend this course to others	100%

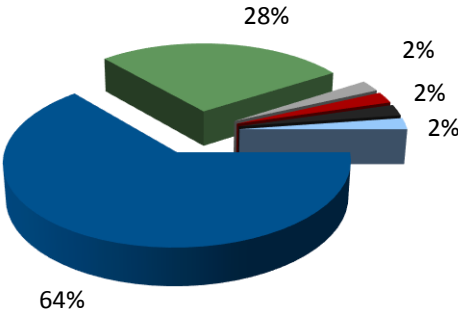


## ETSOF AY16 Student Demographics

**SOF Participation**



**Component/Agency**



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	DOD
13	13	17		28	12	1	1	1

## ETSOF 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	3	4	2
Off-Station	0	2	1
<b>Total Academic Days</b>	<b>13.5</b>	<b>27</b>	<b>13.5</b>
<b>Total Students</b>	<b>62</b>	<b>153</b>	<b>43</b>
<b>Student Contact Hours</b>	<b>1,736</b>	<b>4,284</b>	<b>1,204</b>



## Interagency for Special Operations Forces Course (IASOF)

Course Code: SOED-IASOF

PDS Code: 0P2

Length: 2 Days

Total Course Hours: 16

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

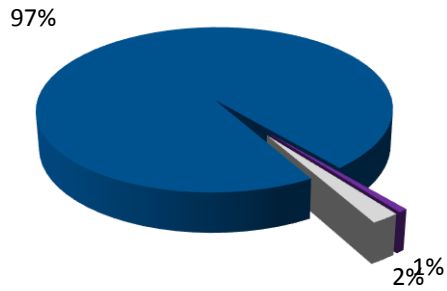
**Target Audience:** IASOF is designed for USSOCOM and subordinate command personnel in the grades of noncommissioned officer through O-5. This course also accepts DoD and non-DoD US Government personnel whose job requires knowledge of interagency operations and will likely deploy outside of the United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

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

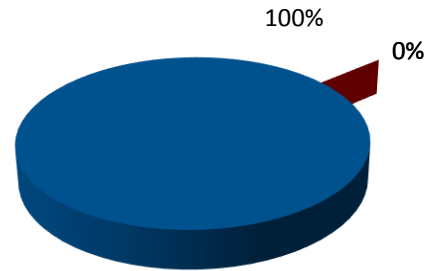
	<u>Agree</u>
1. The content of this course was what I expected or better.	88%
2. The course was well organized and presented.	93%
3. The objectives of this course as indicated in the syllabus were adequately covered.	95%
4. The length of this course was appropriate.	88%
5. The information provided in this course should prove useful to me in my job.	88%
6. I would recommend this course to others	98%

## IASOF AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Federal Agency	Int'l
131	1	3		131	0	0	0	0	0	0

## IASOF 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	3	3	4
Off-Station	0	2	0
<b>Total Academic Days</b>	<b>6</b>	<b>10</b>	<b>8</b>
<b>Total Students</b>	<b>97</b>	<b>174</b>	<b>131</b>
<b>Student Contact Hours</b>	<b>1,164</b>	<b>2,784</b>	<b>2,096</b>



## Intercultural Competencies for SOF Course (ICBC)

Course Code: SOED-ICBC

PDS Code: 1H9

Length: 1 Day

Total Course Hours: 8

The Intercultural Competencies Basic Course (ICBC) is not tied to a particular Language, Region or Culture (LRC). Therefore, it provides Air Commandos with maximum adaptability for unforeseen or short-notice deployments and serves as a foundation for follow-on specific LRC learning prior to departure. The USAF Chief of Staff's Culture, Region and Language Flight Plan defines cross cultural competence (3C) (a.k.a. Intercultural Competence) as "the ability to quickly and accurately comprehend, then appropriately and effectively act, in culturally complex environments, to achieve the desired effect." This course provides an introduction to 3C concepts for all Air Commandos.

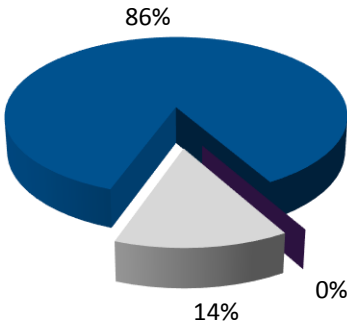
**Target Audience:** The Intercultural Competencies Basic Course (ICBC) enables Special Operations Forces (SOF) excellence in complex and ambiguous operational environments world-wide. ICBC's primary audience includes SOF personnel who engage in direct, face-to-face interactions with foreign people as part of Irregular Warfare, Counterinsurgency, Counterterrorism, Foreign Internal Defense, Unconventional Warfare, medical operations, intelligence analysis, bilateral/multilateral exercise mission planning, Non-Standard Aviation, Civil Affairs, Military Information Support Operations, Humanitarian Assistance/Disaster Relief, Security Assistance and/or Foreign Military Sales. ICC is useful especially for SOF personnel anticipating a deployment outside CONUS; in addition, non-SOF government personnel who work or train with partner nations will benefit from this course.

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

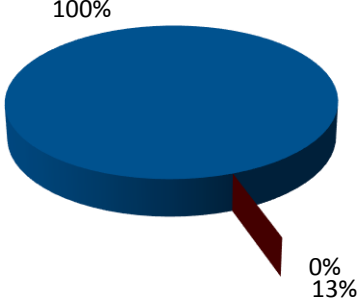
	<u>Agree</u>
1. The content of this course was what I expected or better.	99%
2. The course was well organized and presented.	98%
3. The objectives of this course as indicated in the syllabus were adequately	99%
4. The length of this course was appropriate.	93%
5. The information provided in this course should prove useful to me in my job.	97%
6. I would recommend this course to others	97%

# ICBC AY16 Student Demographics

## SOF Participation



## Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	CG	DOD	Non-DOD
359	0	58		420	0	0	0	0	0

# ICBC 3-Year Course Totals

Class Iterations	AY13	AY14	AY16
On-Station	-	10	14
Off-Station	-	10	6
<b>Total Academic Days</b>	-	20	20
<b>Total Students</b>	-	546	422
<b>Student Contact Hours</b>	-	4,368	3,376



## Intercultural Competencies for SOF Course (ICSOF)

Course Code: SOED-ICSOF

PDS Code: 06V

Length: 4.5 Days

Total Course Hours: 16

The Intercultural Competencies Course seeks to provide attendees with general knowledge and skills to quickly and accurately comprehend, then appropriately and effectively act, in a culturally complex environment to achieve the desired effect without necessarily having prior exposure to a particular group, region or its language. Students will apply communication and negotiation skills in role-playing scenarios, and will be exposed to a variety of hands-on exercises that will challenge their own cultural norms. Additionally, the course will address topics in comparative religions, military culture, food and health concerns in an intercultural setting, and culture shock. Due to its SOF focus, the course will draw on former and current SOF personnel to discuss cases studies and lessons learned with the students. Ultimately, this course is designed as an introduction to provide a solid foundation for students to conduct further research into the cultural values and communications styles of specific countries or regions.

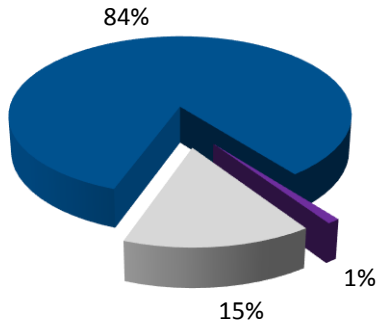
**Target Audience:** Special Operations personnel who will be engaging in direct, face-to-face interactions with international personnel as part of their duties. This includes but is not limited to: Foreign Internal Defense, Irregular Warfare UTC medical personnel, bilateral/multilateral exercise mission planners, Non-Standard Aviation, Civil Affairs, Military Information Support Operations, and Foreign Military Sales. This course is especially useful for personnel who anticipate going, but have not yet gone, on a deployment that requires this type of interaction. Other government personnel who work or train with international personnel will also benefit from this course.

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

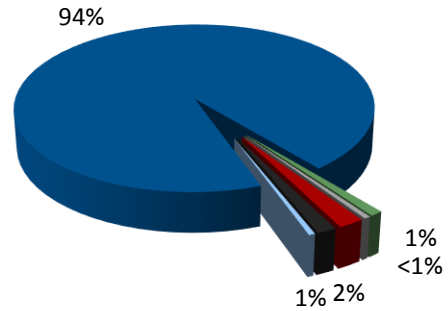
	<u>Agree</u>
1. The content of this course was what I expected or better.	96%
2. The course was well organized and presented.	98%
3. The objectives of this course as indicated in the syllabus were adequately	99%
4. The length of this course was appropriate.	94%
5. The information provided in this course should prove useful to me in my job.	96%
6. I would recommend this course to others	98%

## ICSOF AY16 Student Demographics

### SOF Participation



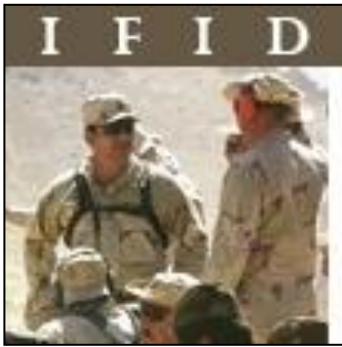
### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	Interagency
161	2	29		188	2	1	5	1

## ICSOF 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	8	7	6
Off-Station	5	5	2
Total Academic Days	58.5	54	36
Total Students	415	341	192
Student Contact Hours	11,620	5,456	3072



## Insurgency and Foreign Internal Defense (IFID)

Course Code: SOED-IFID

PDS Code: RHO

Length: 5 Days

Total Course Hours: 30

The Insurgency and Foreign Internal Defense (IFID) course begins with an examination of insurgency and instability to frame the operational environment within which Combat Aviation Advisors (CAA) perform the FID mission. IFID gives students a greater understanding of strategic and operational drivers, as well as the necessity for comprehensive, realistic assessments when planning and conducting FID missions. IFID has an integrated practical exercise with a strategic/operational perspective. Throughout the exercise, and the course, students apply knowledge/understanding from the lessons to analyze, design, and present a FID plan, to assist a notional host nation, and its air forces, in their efforts to provide security and stability to the population.

**Target Audience:** The Insurgency and Foreign Internal Defense (IFID) Course is primarily designed as a module for the CAA MQ-Phase I course, targeting new 6<sup>th</sup> SOS personnel. IFID also accepts personnel with missions directly related to Foreign Internal Defense in an aviation role. IFID is best suited to smaller class size. Therefore, students, who are not part of the 6<sup>th</sup> SOS CAA mission qualification process, may be accepted on a case-by-case, space-available basis, and are prioritized by nomination merit/need. The appropriate range of student ranks include E-4 through O-5.

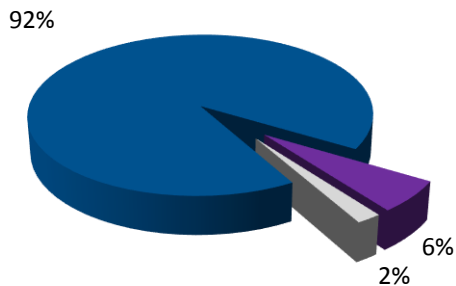
### IFID Overall End-of-Course Student Feedback Results

	<u>Agree</u>
1. The content of this course was what I expected or better.	93%
2. The course was well organized and presented.	98%
3. The objectives of this course as indicated in the syllabus were adequately covered.	100%
4. The length of this course was appropriate.	98%
5. The information provided in this course should prove useful to me in my job.	100%
6. I would recommend this course to others	100%

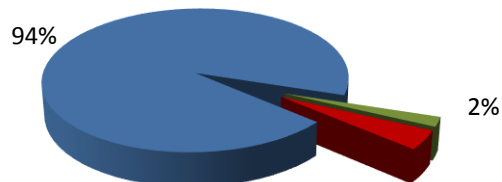


## IFID AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Federal Agency	Int'l
44	3	1		45	1	0	2	0	0	0

## IFID 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	2	3	2
Off-Station	0	0	0
Total Academic Days	10	15	10
Total Students	48	57	48
Student Contact Hours	1,440	1,710	1,440



## Intel Resources for Complex Operations Course (INSOF)

Course Code: SOED-INSOF

PDS Code: 14F

Length: 4.5 Days

Total Course Hours: 28

The INSOF course exposes students to a variety of tactical, operational and strategic ISR resources for in-garrison, pre-deployment preparation and deployed operations. Specific areas of instruction include Signals Intelligence (SIGINT), Geo-spatial intelligence (GEOINT), Human Intelligence (HUMINT), Open Source Intelligence (OSINT), Measurement and Signature Intelligence (MASINT), ISR space and air-based platforms including manned and unmanned aircraft, and the latest in social network analysis. Speakers represent intelligence community national agencies, Military Information Support Operations (MISO) officers, HUMINT officers and special operations ISR aircrew and analysts. Application of concepts and procedures will be reinforced by a class exercise.

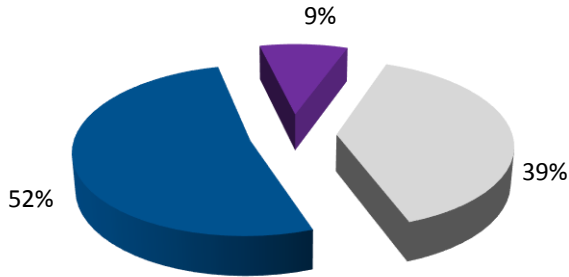
**Target Audience:** This course is designed for operators and other functional specialties that are expected to deploy. The course familiarizes students with a variety of Intelligence, Surveillance and Reconnaissance (ISR) capabilities and resources that can assist them with their mission. These resources can be utilized for a variety of missions including BPC (Building Partnership Capability), Irregular Warfare, and Counter Terrorism operations. These resources may also be utilized in pre-deployment mission planning, and while individuals and units are deployed. For units with embedded intelligence personnel, this course will better facilitate intelligence requests. For units without organic intelligence personnel, this course will provide education on ISR request processes and points of contact. This course is also available to intelligence personnel and others on a space available basis. This is a self-nomination course whereby students must apply and be accepted by course director to attend.

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

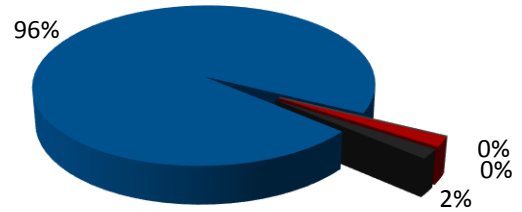
	<u>Agree</u>
1. The content of this course was what I expected or better.	98%
2. The course was well organized and presented.	98%
3. The objectives of this course as indicated in the syllabus were adequately covered.	100%
4. The length of this course was appropriate.	94%
5. The information provided in this course should prove useful to me in my job.	98%
6. I would recommend this course to others	98%

## INSOF AY16 Student Demographics

### SOF Participation



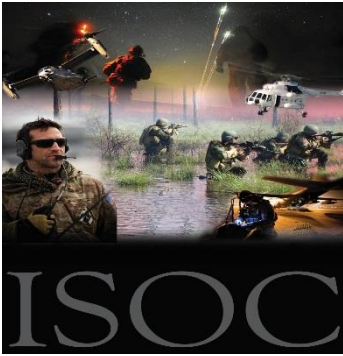
### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Federal Agency	Int'l
28	5	21		50	0	0	1	0	1	0

## INSOF 3-Year Course Totals

Class Iterations	<i>AY14</i>	<i>AY15</i>	<i>AY16</i>
On-Station	3	3	3
Off-Station	-	-	-
Total Academic Days	13.5	13.5	13.5
Total Students	80	89	57
Student Contact Hours	2,240	2,492	1596



## Introduction To Special Operations Course (ISOC)

Course Code: SOED-ISOC

PDS Code: LZL

Length: 3 Days

Total Course Hours: 18

ISOC is designed to provide students with information that will deepen their knowledge and understanding of US special operations heritage, missions, and capabilities. The course examines the historical evolution, development, organization, and mission activities of US Special Operations Command and its components. It provides a working knowledge of Air Force special operation forces and emphasizes the joint perspective. The course uses personal accounts from elite AFSOF warriors to analyze select special operations missions. The 3-day version includes a tour of static displays to familiarize students with air and special tactics hardware and capabilities, and a range demonstration to give a visual perspective of AFSOC ground capabilities.

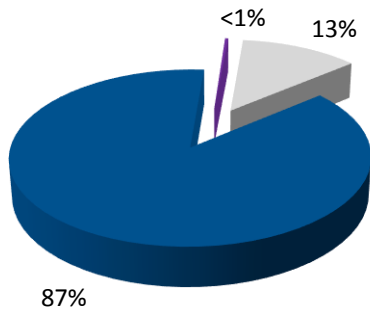
**Target Audience:** This course is designed for Air Force Special Operations personnel filling or programmed for a position requiring knowledge of joint US special operations. The course is available to all others on a space available basis.

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

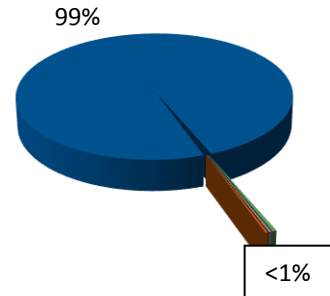
	<u>Agree</u>
1. The content of this course was what I expected or better.	99%
2. The course was well organized and presented.	99%
3. The objectives of this course as indicated in the syllabus were adequately covered.	99%
4. The length of this course was appropriate.	94%
5. The information provided in this course should prove useful to me in my job.	95%
6. I would recommend this course to others	98%

## ISOC AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	DOD	Non DoD
1029	4	146		1169	5	2	1	0	0	2

## ISOC 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	5	9	7
Off-Station	12	10	12
<b>Total Academic Days</b>	<b>41</b>	<b>57</b>	<b>54</b>
<b>Total Students</b>	<b>1577</b>	<b>1088</b>	<b>1179</b>
<b>Student Contact Hours</b>	<b>22,820</b>	<b>19,584</b>	<b>21,222</b>



## Mission Commander's Course (MCC)

Course Code: SOED-MCC

PDS Code: OYI

Length: 3 Days

Total Course Hours: 18

The Mission Commander's course is a professional military educational seminar designed to prepare prospective AFSOC mission commanders for their duties and responsibilities in a deployed environment. The course uses presentations, discussions, and personal interaction to educate mission commanders on the internal and external processes of integrating an AFSOC element into the infrastructure of an established, deployed location while examining pre-deployment, deployment, and post-deployment issues. The course focuses on operational and support considerations for mission commanders including such topics as air force special operations doctrine, command and control relationships, rules of engagement and legal issues, risk management and safety, force protection, and senior enlisted perspectives. The course culminates with leadership perspectives from senior mentors who have served as deployed mission commanders.

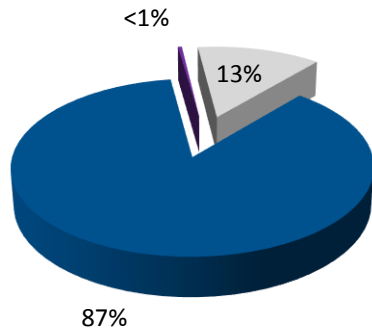
**Target Audience:** This course is designed for AFSOC personnel in the grades senior captain through colonel, who have been selected or have the potential to serve, as mission commanders (operations or mission support personnel). The course is available to all others on a space available basis. This is a nominative course whereby students must apply and be accepted to attend.

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

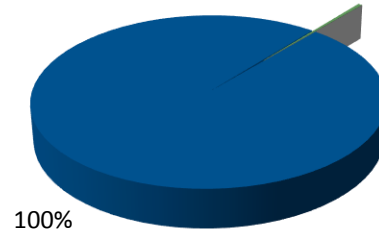
	<u>Agree</u>
1. The content of this course was what I expected or better.	98%
2. The course was well organized and presented.	99%
3. The objectives of this course as indicated in the syllabus were adequately covered.	98%
4. The length of this course was appropriate.	95%
5. The information provided in this course should prove useful to me in my job.	98%
6. I would recommend this course to others	98%

## MCC AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Federal Agency	Int'l
207	1	31		238	1	0	0	0	0	0

## MCC 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	4	5	8
Off-Station	5	7	5
Total Academic Days	27	36	39
Total Students	187	276	239
Student Contact Hours	3,366	4968	4302



## PACOM Theater for SOF Course (PTSOF)

Course Code: SOED-PTSOF

PDS Code: O73

Length: 4.5 Days

Total Course Hours: 18

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

**Target Audience:** This course is designed for SOF personnel currently serving or en route to the Asia-Pacific region. As space is available, others may benefit from this instruction. This secondary group includes government personnel who work or train with foreign nationals, in either a stateside or overseas location. Adult dependents of individuals on accompanied overseas status may attend the course at their sponsor's expense, subject to space availability and USAFSOS approval. SOF quota requests are given priority.

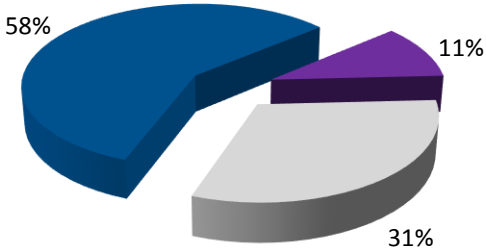
### PTSOF Overall End-of-Course Student Feedback Results

	<u>Agree</u>
1. The content of this course was what I expected or better.	100%
2. The course was well organized and presented.	98%
3. The objectives of this course as indicated in the syllabus were adequately covered.	100%
4. The length of this course was appropriate.	97%
5. The information provided in this course should prove useful to me in my job.	96%
6. I would recommend this course to others	100%

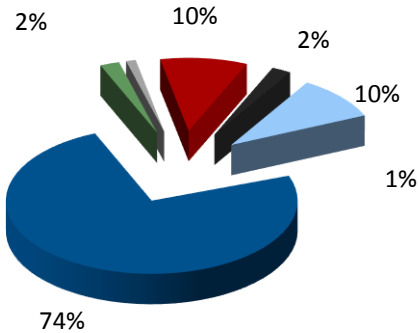


# PTSOF AY16 Student Demographics

## SOF Participation



## Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	DOD	Inter-agency
39	7	21		69	2	1	9	2	9	1

# PTSOF 3-Year Course Totals

Class Iterations	<i>AY14</i>	<i>AY15</i>	<i>AY16</i>
On-Station	2	2	2
Off-Station	0	2	1
<b>Total Academic Days</b>	<b>9</b>	<b>18</b>	<b>13.5</b>
<b>Total Students</b>	<b>49</b>	<b>105</b>	<b>97</b>
<b>Student Contact Hours</b>	<b>1,372</b>	<b>1,890</b>	<b>1,746</b>



## Special Operations Forces Air C<sup>2</sup> Course (SOFAC<sup>2</sup>C)

Course Code: SOED-SOFAC2C

PDS Code: XZO

Length: 4.5 Days

Total Course Hours: 28

The SOFAC2C course exposes students to SOF doctrinal concepts and processes necessary to work and operate in a SOF C2 organization. Specific areas of instruction include command relationships, SOF air and ground components, air operations center departments, and SOF senior perspectives. Application of concepts and procedures will be reinforced by class exercises to ensure students understand the coordination between SOF ground forces, the Joint Air Operations Center (JAOC)/Special Operations Liaison Element (SOLE), and SOF's integration into the conventional theater C2 structure.

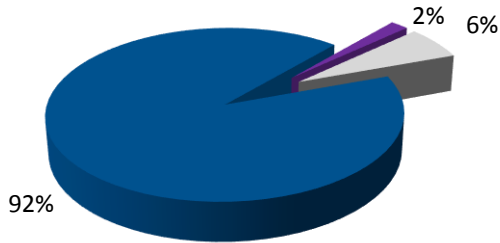
**Target Audience:** This course covers operational level Special Operations Forces (SOF) air command and control (C2) nodes. It is designed for Air Force special operations personnel who could be tasked to work in a JSOAC, JSOAD, SOLE or JSOTF organization. The course is also applicable to all other SOF operators, mission planners, and SOF support staff members, and is available to others on a space available basis.

### SOFAC<sup>2</sup>C Overall End-of-Course Student Feedback Results

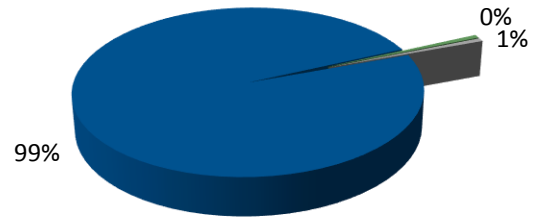
	<u>Agree</u>
1. The content of this course was what I expected or better.	98%
2. The course was well organized and presented.	99%
3. The objectives of this course as indicated in the syllabus were adequately covered.	99%
4. The length of this course was appropriate.	88%
5. The information provided in this course should prove useful to me in my job.	94%
6. I would recommend this course to others	96%

## SOFAC<sup>2</sup>C AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Federal Agency	Int'l
146	3	10		157	1	1	0	0	0	0

## SOFAC<sup>2</sup>C 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	2	3	4
Off-Station	1	1	2
<b>Total Academic Days</b>	<b>13.5</b>	<b>18</b>	<b>27</b>
<b>Total Students</b>	<b>63</b>	<b>84</b>	<b>159</b>
<b>Student Contact Hours</b>	<b>1,764</b>	<b>2,352</b>	<b>4,452</b>



## **SOUTHCOM Theater for SOF Course (STSOF)**

Course Code: SOED-STSOFF

PDS Code: O77

Length: 4.5 Days

Total Course Hours: 28

SOUTHCOM Theater for SOF focuses on U.S. national security interests in Latin America and the Caribbean with emphasis placed upon items of greatest interest to U.S. Special Operations Forces (SOF). In particular, to Air Force Special Operations Command (AFSOC) units that operate within the SOUTHCOM AOR as well as newly assigned staff at SOCSOUTH. The course covers political, military, cultural, and historical factors which influence SOF operations in SOUTHCOM as well as SOCSOUTH efforts to support SOUTHCOM's Theater Campaign Plan. Due to its SOF focus, significant time is dedicated to studying Irregular Warfare in the region as exemplified by threats posed to U.S. interests by the Revolutionary Armed Forces of Colombia – People's Army (FARC-EP), the Shining Path of Peru, international Drug Trafficking Organizations (DTOs), transnational gangs as well as populist movements. Students are also exposed to other subjects of interest to the U.S. government including terrorist activities occurring within the Tri-border area of South America, illicit trafficking throughout the region and revolutionary succession in Cuba.

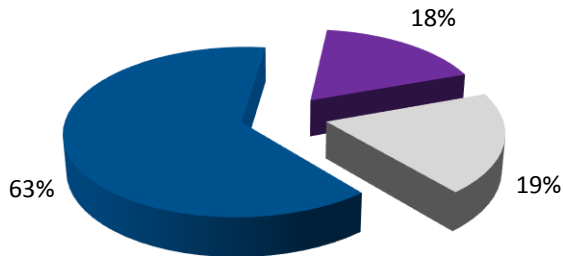
**Target Audience:** This course is designed for SOF personnel who are currently serving in or preparing to deploy to Latin America. Other joint, DoD, or government personnel, who are assigned, or are programmed for assignment to a Latin America country, may also be interested in attending this course. Adult dependents of individuals on accompanied overseas status may attend the course at their sponsor's expense, subject to space availability and USAFSOS approval. SOF quota requests are given priority.

### **STSOF Overall End-of-Course Student Feedback Results**

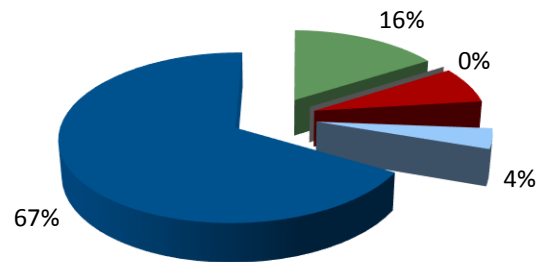
	<u>Agree</u>
1. The content of this course was what I expected or better.	100%
2. The course was well organized and presented.	100%
3. The objectives of this course as indicated in the syllabus were adequately covered.	98%
4. The length of this course was appropriate.	100%
5. The information provided in this course should prove useful to me in my job.	99%
6. I would recommend this course to others	100%

## STSOE AY16 Student Demographics

### SOF Participation



### Component/Agency



AFSOC	Other SOF	Non-SOF		USAF	USA	USN	USMC	CG	Federal Agency	DoD
65	18	20		85	20	0	9	4	4	5

## STSOE 3-Year Course Totals

Class Iterations	AY14	AY15	AY16
On-Station	2	2	3
Off-Station	1	1	2
<b>Total Academic Days</b>	<b>13.5</b>	<b>13.5</b>	<b>22.5</b>
<b>Total Students</b>	<b>74</b>	<b>82</b>	<b>123</b>
<b>Student Contact Hours</b>	<b>2,072</b>	<b>2,296</b>	<b>3,444</b>



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AIR COMMANDOS...QUIET PROFESSIONALS