



USAFSOS FACTBOOK 2018



UNITED STATES AIR FORCE
SPECIAL OPERATIONS SCHOOL



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LOCATION

The United States Air Force Special Operations School (USAFSOS) is located at Hurlburt Field on northwest Florida's Gulf Coast, five miles west of Fort Walton Beach. It is collocated with the 492nd Wing 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 50-year evolutionary process. 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 USAFSOS. In June 1987, USAFSOS, as an organizational element of the 23rd Air Force, was assigned to the US Special Operations Command (USSOCOM), headquartered at MacDill AFB, FL. In May 1990, the school became a direct reporting unit of the newly established Air Force Special Operations Command (AFSOC). In October 2008, with the stand-up of the Air Force Special Operations Training Center, USAFSOS was placed under that unit, which was later reorganized on 11 February 2013 and renamed the Air Force Special Operations Air Warfare Center. Most recently, USAFSOS is aligned to the 492nd Special Operations Wing. During its formative years, the school's main thrust was the preparation of Air Force personnel for duty in Southeast Asia. Subsequently, USAFSOS has grown from teaching a single course the first year, to conducting 165 iterations of 20 different formal courses and 33 customized, Mobile Education Events (MEEs) in AY18. USAFSOS currently provides (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 Air Force Special Operation Forces (AFSOF) assets and AFSOF leadership development.

MISSION

Provide reasoned, responsive, and relevant air-centric operational military education to develop quality Air Force Special Operations Forces who excel in Special Operations across the spectrum of conflict.



Figure 1

USAFSOS Spiral of Expertise Principle

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

VISION

We will dedicate ourselves to the single proposition of providing quality, relevant, integrated military education indispensable to Air Force Special Operations Command mission success.

USAFSOS COMMANDANT



Lieutenant Colonel Michael S. Lowe is currently serving as the Commandant, United States Air Force Special Operations School (USAFSOS). USAFSOS develops and conducts resident and off-station joint, interagency, and multinational special operations courses with focus areas in command and control, language, cultural and geopolitical regional orientation, security cooperation, antiterrorism, and irregular warfare to provide operational readiness for special operations forces. USAFSOS also supports education requests from other Department of Defense and governmental organizations and participates in educational outreach initiatives to select foreign military partners.

Lieutenant Colonel Lowe was commissioned through the Reserve Officer Training Corps and graduated from the University of Florida in 1999. He earned his pilot rating through Undergraduate Pilot Training at Naval Air Station Corpus Christi NAS, Texas. Lieutenant Colonel Lowe is an evaluator and instructor pilot with over 3,900 hours in the C-146, C-145, PC-12, MC-130H, C-130H, C-130E, T-44, and T-37 and has served in Operations ENDURING FREEDOM, IRAQI FREEDOM, NOBLE EAGLE, NEW DAWN, ENDURING FREEDOM-PHILIPPINES, ENDURING FREEDOM-TRANS SAHEL and WILLING SPIRIT. Prior to this assignment, Lieutenant Colonel Lowe served as the Chief of Staff for Operations in the Directorate of Strategic Operational Planning at the National Counterterrorism Center.

OPERATIONAL MILITARY EDUCATION

USAFSOS provides Operational Military Education (OME) curricula that instill 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.

ACADEMIC YEAR 2018

HIGHLIGHTS & ACCOMPLISHMENTS

In its 51st year of operation, 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 AY18. Specific details on AY18 changes, events, and accomplishments follow with each department highlighting its respective achievements.

USAFSOS DESIGN INQUIRY

USAFSOS, together with the Joint Special Operations University (JSOU) facilitated design inquiry into what USAFSOS teaches and how. Spurred by recent priority changes within national strategy, the Commandant directed a deep dive into how the school will support the new strategy through education. The design review highlighted capability gaps in leadership and warfighting education and validated many of the courses currently being taught, such as the theater orientation courses. Figure 2 reflects the USAFSOS staff discussing courses of action that will facilitate discussion on future family of courses.



Figure 2

USAFSOS DEVELOPMENTAL PROCESS

USAFSOS has anchored deliberate AFSOF Development to a clearly defined and articulated culture. That culture does, in essence, become the desired outcome from an iterative process of education, training, and purposeful experiences throughout an AFSOF member's time in the command. This approach also will reach, to some degree, everyone in the command. The ways in which we educate, train, and experience all seek to embed, articulate, and reinforce AFSOC culture. An example of USAFSOS staff using a design inquiry exercise may be seen in figures 3 and 4.

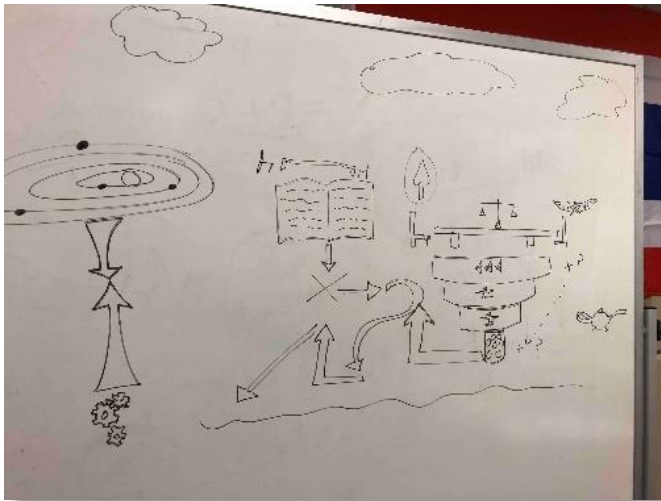


Figure 3

At each developmental level, our personnel iterate through the deliberate process, with various off-ramps and tailoring along the way to account for longevity in the command (think one-tour support personnel vs. career AFSOC), and the unique requirements for each career field. The AFSOC developmental process integrates with the broader USAF developmental process, which it would not replace. There exists an educational methodology in the discipline of “identity-based education,” which informs our approach.



Figure 4

RESULTS FROM DESIGN INQUIRY

This review resulted in a major organizational change to streamline processes and provide more integration between departments. AFSOF educational requirements have been identified and leadership and warfighting families of courses are being developed to deliver the required education to the appropriate audience, when needed in their career to accomplish the mission. Below chart reflects the family of courses that will support the educational requirements, embracing the new strategy that was identified during the design inquiry.

USAF Special Operations School

<p>Leadership Development</p> <ul style="list-style-type: none"> - L100: AFSOC Flight Leadership - L200: AFSOC Leadership Development - L400: AFSOC Squadron Leadership <p>Force Protection</p> <ul style="list-style-type: none"> - FP100: Dynamics of International Terrorism - FP200: SOF Antiterrorism Officer Level 2 - FP300: SOF Antiterrorism Level 3 <p>Warfighting</p> <ul style="list-style-type: none"> - W100: Intro to Special Operations - W200: AFSOF Mission Command - W200: SOF Air Command and Control <p>Security Cooperation</p> <ul style="list-style-type: none"> - S200: Combat Aviation Advising - S300: Building Partner Aviation Capacity Seminar - S300: Building Partner Aviation Capacity Seminar - Spanish 	<p>Theater Engagement</p> <ul style="list-style-type: none"> - T100: Intro to AFRICOM Theater (Distant Learning) - T100: Intro to CENTCOM Theater (Distant Learning) - T200: AFRICOM Theater - T200: CENTCOM Theater - T200: EUCOM Theater - T200: INDOPACOM Theater - T200: SOUTHCOM/NORTHCOM Theater <p>Culture and Language</p> <ul style="list-style-type: none"> - C100: Intercultural Competencies - C200: Intercultural Skills for Engagement <p>Defense Language Institute Detachment</p> <table style="width: 100%; border: none;"> <tr> <td>Arabic</td> <td>Indonesian</td> <td>Spanish</td> </tr> <tr> <td>Dari</td> <td>Polish</td> <td>Tagalog</td> </tr> <tr> <td>Farsi</td> <td>Portuguese</td> <td>Thai</td> </tr> <tr> <td>French</td> <td>Russian</td> <td>Urdu</td> </tr> </table>	Arabic	Indonesian	Spanish	Dari	Polish	Tagalog	Farsi	Portuguese	Thai	French	Russian	Urdu
Arabic	Indonesian	Spanish											
Dari	Polish	Tagalog											
Farsi	Portuguese	Thai											
French	Russian	Urdu											



Support Department Chair

The Support Department is Chaired by Mr. Bob Love who provides direction for 12 civilians, 3 military members and 3 contractors. The department is the backbone of the squadron touching all aspects of education and instruction. 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 dedicated audio visual specialists provide classified and non-classified multimedia and the associated software, hardware, and presentation systems for six auditoriums, classrooms, and conference rooms in order to carry out its mission.



Our classrooms feature fully upgraded digital systems, secure and non-secure video teleconference (VTC) systems, classroom recording and video editing. The audio visual team is also capable of providing presentation systems from legacy to present day technology. The student support division including guest speaker support is responsible for the support elements of all USAFSOS classes and Mobile Education Events.

Student support performs registrar functions which include loading/maintaining courses, loading/maintaining class iterations, quota allocation management and maintaining student statuses in various personnel databases.



Guest speaker support provides travel itineraries for guest lecturers and manages honoraria payments to non-DoD speakers. Our registrar coordinates with 300 quota managers among USAF, sister services and other DoD agencies to allocate seats in all classes assuring priority to AFSOC and other SOF personnel while also prioritizing other MAJCOM, sister services and DoD agency training needs. The department provided various levels of support to over 6,000 students attending 20 courses.

STAFF & FACULTY

To accomplish its mission, USAFSOS employs a diverse workforce, all of whom are hired or assigned under a variety of staffing programs. The staff and faculty include



active duty, active reserve, and temporary duty reserve military personnel, government civilians, civilian contractors, private consultants, guest lecturers and speakers. In 2018, USAFSOS had a total of 103 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 were assigned to mission support and unit administration positions. Government and non-government civilians also filled both education and support roles. Augmenting the school's resident instructor cadre in AY18 were over 400 guest lecturers representing active and reservist military, retirees, former ambassadors, general officers, academia from various universities, State Department, DoD, and other government agencies. Personnel funding is obtained from standard and non-standard sources.





ACADEMIC DEPARTMENT

FACULTY DEVELOPMENT WORKSHOPS

BIENNIAL COURSE REVIEWS

ELEARNING TREND ANALYSIS

LEARNING MANAGEMENT SYSTEM

COURSE CRITIQUES

Office of the Dean of Academics

USAFSOS continues to recognize the dynamic changes in AFSOC OME requirements. Rising to the challenge of providing AFSoF personnel with relevant operational education that will develop quality AFSoF to excel in Special Operations across the spectrum of conflict, three new courses were developed in AY18. AFSOC Flight Leaders Course, SOF Antiterrorism Level II and SOF Antiterrorism Level III are all new to the family of USAFSOS courses. Additionally, the AFSOC Methods of Instruction Course (MOIC) will be added to the school's list of courses and be managed by the Academic Department.

During AY 2018 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 conducted comprehensive Biennial Course Reviews (BCR) for nine USAFSOS courses with associated documentation, to include the syllabus, lesson objectives and evaluation instruments. Formal course reviews were conducted for INSOB, MCC, ICAAC, ICBC, ICBOF, ETSOF, STSOF, CTSOF and SOFAC2C. Course stakeholders 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 updates to maintain the highest levels of currency and relevancy for their target audiences. USAFSOS Course Directors with the assistance of content subject matter experts and Instructional Systems Design (ISD) expertise completed the required updates to course syllabi and associated lesson plans. USAFSOS will continue to conduct formal reviews for all its courses at least biennially.

USAFSOS optimized use of the Blackboard® Learning Management System (LMS) by adding Genius Student Information System (SIS) software and implementing one of the first successful LMS/SIS integrations in the USAF. Initial standup included a 100-percent use policy and four formal courses with over 200 students the very first week. Momentum from this venture paved the way for many successes this year! Our primary use of the LMS went from facilitating on-line reporting instructions, read-aheads and reach-back materials to enhanced face-to-face course materials, pod casts, blended learning and on-line course development. Implementation of Genius SIS added unprecedented capability for the school,



and was a “sought after” item from many other military units looking to do the same. Genius SIS took USAFSOS from paper based student critiques, handouts and certificates to full automation. Students enjoy an engaging dashboard to register/enroll in courses, they complete their critiques on-line and receive their graduation certificate on-line as well. The SIS assists staff with automated student reminders, templated e-mails, transcripts, and much more. The LMS and SIS work seamlessly together in a dot com environment creating optimum system availability for students and staff.

Instructional Design (ID) Team

The Instructional Design (ID) Team supports the analysis, design, development, implementation, and evaluation of the USAFSOS curriculum of in-residence courses as well as the school's online learning initiatives. Through collaboration with subject matter experts and stakeholders, the team ensures the syllabi reflect relevant behaviors



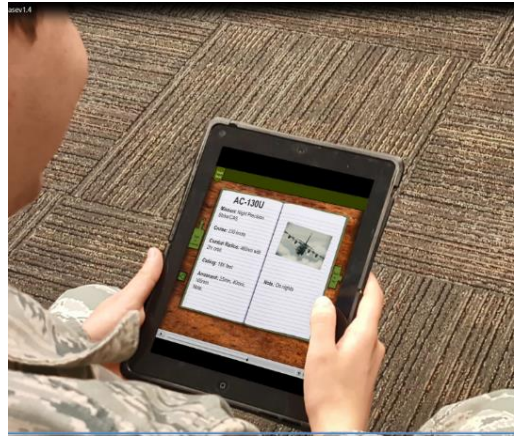
and learning competencies, and course activities are both engaging and effective. Team members possess decades of experience with a broad range of public, private, and military instructional design and media development, as well as advanced degrees in instructional design, media, and technology.

During AY 2018, the ID Team enabled the design, development, and formative evaluation of the Flight Leadership Course (FLC), an innovative program focused on deliberate development of AFSOC Flight Commander and NCOIC leadership. The FLC is a direct component of the Air Force Chief of Staff's Revitalization of the Squadron effort, and USAFSOS instructional designers helped structure the course as well as capture and employ feedback and performance data to make substantive course revisions between iterations. The ID team also completed the transformation of the SOF Air Command and Control Course (SOFAC2C) from a five-day in-residence course to a phased, blended learning approach that combines online study with two days of classroom instruction. Students complete eLearning modules before participating in face-to-face instruction addressing sensitive, changing, or complex topics. Interactive, virtual scenarios and videos were developed and packaged with online activities to increase student engagement during the initial learning phase. The subsequent in-residence



blended learning approach that combines online study with two days of classroom instruction. Students complete eLearning modules before participating in face-to-face instruction addressing sensitive, changing, or complex topics. Interactive, virtual scenarios and videos were developed and packaged with online activities to increase student engagement during the initial learning phase. The subsequent in-residence

phase reinforces student behaviors. This tactic reduces time that students are away from their home stations, allows USAFSOS to accommodate increased student throughput, and helps ensure that students are better prepared to contribute to classroom discussion. SOFAC2C online components were developed to be responsive to different mobile devices, rendering on smartphones and Electronic Flight Bag tablets as well as laptop and desktop computers.



In response to DoDI 1322.26 (October 2017) that requires DoD components to measure and evaluate performance in part through the use of the experience application programming interface (xAPI) as well as use of Learning Record Store (LRS) capabilities, USAFSOS has successfully piloted the creation of lesson-embedded xAPI statements and automated collection and reporting of results using a commercial off-the-shelf LRS. USAFSOS is poised to adapt this capability to future lessons and with AFSOC's choice of LRS, to enhance data security and interoperability.

The ID Team's fresh approach to infusing multimedia into curriculum has led to a series of contemporary instructional videos designed, storyboarded, and published in-house, used to illustrate connections between concepts and real-world examples.



For example, a series of simulated 'breaking news' broadcasts was produced and integrated into classroom instruction to replace static material and to drive experiential learning. An effort to capture unique opportunities and exclusive lectures and interviews has yielded valuable

content that translates into micro-learning products for both videos and podcasts. Rich multimedia is proving to encourage critical thinking and serve as a catalyst for discussion.

The effective use of educational technology is a force multiplier, and the ID team exists to strengthen student learning outcomes, support academic departments and course directors in the creation and refinement of instructional strategies and materials, and improve the efficiency and cost-effectiveness of USAFSOS's educational support to AFSOF.

WARFIGHTING & LEADERSHIP DEVELOPMENT

Department

Warfighting & Leadership Development Department Chair

Mr. Michael Grub is the Chairperson for the Special Operations Department. He 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.



Warfighting & Leadership Development Department

Warfighting & Leadership Development Department conducted operational military education for AFSOF and other DoD personnel through a variety of formal courses and mobile education events during AY 2018. This department focused its efforts on indoctrinating new AFSOF, developing mission commanders, informing the next generation of AFSOC leaders, and exposing deploying personnel to the intricacies of SOF command and control, and USSOCOM strategic responsibilities.

The department prepares 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 through unified effort.

Force Protection Division

Mr. Richard M. Reddecliff, Division Chief

Dynamics of International Terrorism Course (DIT) – AT Level I

New Title: FP100: DYNAMICS OF INTERNATIONAL TERRORISM

The Dynamics of International Terrorism (DIT) course is designed for AFSOC and other members of the Special Operations community as an in-depth examination of the nature of terrorism and the means by which the United States, the Defense Department, and SOF can combat it. DIT provides education on the organizations, motivations, and operational capabilities of

international, domestic, and regional terrorist movements. The DIT curriculum is highlighted by a live-fire weapons and explosives demonstration, personal accounts of individuals who have been directly affected by terrorism, and specific instruction on protective measures that U.S. government personnel and their families can employ to minimize the risk posed by terrorism. In AY 2018, USAFSOS delivered one off-station and five resident DIT courses and educated 448 DIT students.



Anti-Terrorism Officers Course (ATOC) – AT Level II

New Title: FP200: SOF ANTITERRORISM OFFICER LEVEL 2

ATOC is a USAF-approved Antiterrorism Level II certification course, compliant with requirements contained in DoD Instruction O-2000.16, Volume 1. Having DIT as the first half of the ATOC curriculum, it is AFSOC's advanced AT Level II training course. Whereas DIT provides the facts and theory at the knowledge level in the first week, ATOC elevates student learning through practical exercises in risk mitigation and program management. Ultimately, ATOC provides students with the knowledge and skills necessary to perform as an antiterrorism officer (ATO) and commander's AT/FP advisor. The course incrementally builds with scenario injects, risk analysis, and strategy development, culminating in a capstone practicum requiring student teams to conduct a site survey for an irregular warfare

contingency operation. In AY 2018, USAFSOS certified 310 ATOC graduates as DoD antiterrorism officers.



Special Operations Forces Anti-Terrorism Level III Course (SOF-AT3) – AT Level III

New Title: FP300: SOF ANTITERRORISM



SOF-AT3 launched in May 2017 to educate unit-level commanders on their responsibilities related to antiterrorism. Constructed in accordance with requirements in DoD Instruction O-2000.16 and intended for SOF officers, it is tailored primarily to support the USAFSOS Mission Commanders Course, but it can also be offered as a stand-alone course upon request. Any military officer, senior non-commissioned officer, or civilian with antiterrorism responsibilities would find this seminar-style overview of strategy, policy, and unit-level responsibilities to be vitally important in today's dynamic terrorism threat environment.

In the AY18, USAFSOS certified 292 students in AT Level III.

Leadership Development Division Lt Col Buddy Elliott, Division Chief

Flight Leadership Course

New Title: **L100: FLIGHT LEADERSHIP**

The Flight Leadership Course is a 5-day educational and mentorship-based course that is comprised of three modular blocks of instruction. Each block of instruction is



focused on a core competency of flight leadership: The first day discusses how to effectively lead yourself. It includes education and mentorship on concepts of critical thinking; effective decision making TTPs; practicing core values and reinforcing AF Profession of Arms Center of Excellence (PACE) tenets; and weaving the AFSOF warrior ethos and mindset into everyday operations. Day 2 discusses how to effectively lead others. It includes education and mentorship on principles of effective leadership and supervision; effective communications; optimizing available resources; and ensuring member resilience. Day 3 discusses how to effectively manage a flight. It includes education and mentorship on effective process management; developing best practices; prioritizing tasks and planning; effectively networking on all levels; and institutionalizing and combining SOF & AF cultures. Day 4 is a culmination day. It includes a lesson on “effective writing” and one as a “communication overview”. The day ends with an experiential culminating exercise. The 5th day is an Evaluation day. This day is designed for students to discuss and provide value added inputs towards the development process of the Flight Leadership Course. This provides Flight leaders and soon-to-be Flight leaders the opportunity to demonstrate critical thinking skills as well as design and development skills.

Air Commando Leadership Development Course (ACLDC)

New Title: L200: AFSOC LEADERSHIP DEVELOPMENT

ACLDC is a wing commander-nominated leadership development course designed to prepare high performing O-3s/O-4s, MSGts and GS-12s/13s for future leadership roles. The course employs four general instructional formats to achieve this goal. The first component dissects the strategic vision, guidance and overarching AFSOC priorities, through multiple senior leader mentorship sessions and guided discussions, while emphasizing the role of SOF airmen in leading current and future SOF formations and core mission areas.



The second component explores various programmatic aspects of leading the AFSOC core mission areas, thereby providing students with a functional understanding of leveraging the resources available at their disposal. The third component is devoted to specialized topics that include readiness, resilience, Total Force Association (TFA), force development & management, and critical thinking sessions. The final component incorporates guided panel discussions with junior AFSOC Airmen, First Sergeants, Chiefs, partnered industry panel leaders and current AFSOC Squadron Commanders. In AY18, USAFSOS conducted four iterations of ACLDC.

Warfighting Division Major Robert J. Lerner, Division Chief

Introduction to Special Operations Course (ISOC)

New Title: W100: INTRODUCTION TO SPECIAL OPERATIONS

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 within the first 6 months of assignment 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 fourteen iterations at Hurlburt Field, Cannon AFB, RAF Mildenhall, Kadena AB, Oklahoma City Guard, and Duke Field.



Interagency for Special Operations Forces (IASOF)

Course material will be embedded into new Warfighting Division courses.

IASOF is tailored for USSOCOM and AFSOF personnel who will operate or liaison with US government agencies. The course introduces students to Whole of Government and to the 3D Warrior (Defense, Diplomacy and Development) concept with emphasis on the roles of US governmental and both US and non-US non-governmental organizations (NGOs). The course emphasizes successful Whole of Government approaches for USSOCOM and AFSOF personnel in the US interagency environment, and stresses collaboration with US government agencies, international governmental organizations (IGO), and NGO while performing SOF missions across the full spectrum of conflict. The course features guest speakers from organizations integral to successful Interagency (IA) collaboration. Lecture and discussions provide an overview of the Whole of Government, to include planning, coordination, integration, employment and implementation of effective IA collaboration at the operational level of conflict or crisis resolution.



Mission Command Course (MCC)

New Title: W200: AFSOC MISSION COMMAND

The MCC is an operational military educational seminar designed to prepare Prospective AFSOC mission commanders, Senior Enlisted Leaders (SEL), and other applicable DoD personnel for their duties and responsibilities in deployed environments. The course uses presentations, discussions, and personal interactions to educate future mission commanders and SELs on the internal and external



processes of leading an AFSOC team, whether it is a unilateral off-station mission or a Joint Special Operations Air Component (JSOAC) mission. This course addresses the pre-deployment, deployment, and post-deployment challenges of standing up a bare base operation or integrating into the infrastructure of an already established deployed location. The department conducted seven home station iterations at Hurlburt Field FL and ten total off-station courses at Cannon AFB NM, RAF Mildenhall UK and Kadena AB Japan.

Special Operations Forces Air Command and Control Course (SOFAC2C)

New Title: W200: SOF AIR COMMAND AND CONTROL

SOFAC2C exposes students to SOF doctrinal concepts and processes necessary to work and operate in various SOF command and control (C2) organizations. Specific areas of instruction include command relationships, SOF C2 nodes, air operations center functionality, CAF integration, and SOF senior perspectives. This course covers operational level SOF C2 concepts. It is designed for AFSOF



personnel who could be tasked to work on a JSOAC or Special Operations Liaison Element (SOLE) staff, or as a liaison in an embassy, Special Operations Joint Task Force, or other agency. The course is mandatory for Advanced Tactical Readiness (ATR) upgrade and prior to certain staff assignments, but also recommended for all other SOF operators, mission planners, and SOF support staff members. AY19 SOFAC2C will go from a five day in-residence course to a phased, blended learning approach that combines online study with two days of classroom instruction.



Theater Engagement Department Chair



Susan Alaniz is the Chairperson for the USAFSOS Theater Engagement Department. Ms Alaniz is a retired Air Force Lt Col who served as a communications officer and political/military strategist. Her 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 Candidate, in International Development at the University of Southern Mississippi. Her focus area of study is US Military Assistance and Recipient State Political Development.

Theater Engagement Department

Academic year 2018 continued the long standing record of excellence by the Theater Engagement Department for providing political, cultural, and security education for AFSOF 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 engagement with partner-nation militaries and civilian defense leaders to tactical operations in ongoing insurgency zones. Department course directors also executed the vast majority of mobile education events for the entire school, illustrating the persistent mission need for updated theater engagement education. This pace of operations and the priority placed on Theater Engagement Education was codified in the updated SOCOM Commander's Training and Education Guidance (CTEG) for FY2018-2022 that was



released on 25 September 2017. This document officially prioritizes Theater Training as one of the five pillars required to build and maintain a trained and educated force. USAFSOS is working with SOCOM Force Management, HQ AFSOC, and the Theater Special Operations Commands to expand its curriculum to best meet what is expected to be a heightened pace of operational training and education needs as specified in the new CTEG.

Culture and Language Division Major Angelina M. Maldonado, Division Chief

The Culture and Language Division provides education on broad intercultural competencies and also serves as the AFSOC operational liaison for language education. By working closely with the award winning Defense Language Institute's onsite Language Training Detachment, the division includes the AFSOC Command Language Program/Cryptological Skills Administrator to work with the AFSOC units requiring initial acquisition or enhancement language education. The team also includes the 492nd Special Operations Wing's Command Language Program Manager (CLPM), who also acts at the Test Administrator and two Information Technology Specialists to administer the unparalleled array of education and global news systems needed by the language instructors.



Two additional courses are currently being created within the Culture and Language Division with the goal of becoming available for AFSOC late AY19:



Intercultural Competence Skills for Analysis:

This new course is being designed to meet the learning needs of AFSOC personnel with a responsibility to plan for AFSOC global missions or to analyze data that will inform global operations. This course will provide attendees with general knowledge and skills to quickly and accurately comprehend articles, videos, and planning strategies presented in or about culturally diverse environments. Topics addressed include global intercultural trait analysis, comparative religion, comparative conflict management, and guidance on recognizing one's own cultural biases.

Advanced Negotiation: This new course is being designed to meet the advanced negotiation skills requirements of AFSOC operators in culturally complex environments that are characterized by varying degrees of open or potential conflict. Focus is placed on the creation of application level skills that students can use to advance their unit's deployed mission effectiveness.



Military Accessions Vital to National Interests (MAVNI)



USAFSOS is the only USAF provider of MAVNIs, which are comprised of 4 billets across 4 regions and 9 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 provide formidable support as role-players for "working through an interpreter" training, language SETs and pre-deployment training, classroom instruction in garrison and OCONUS. One MAVNI served as translator and interpreter for the 3rd Special Forces Group ODA team in Poland and provided vital data and alliance with the elite Polish Special Forces unit "GROM". Her tributes initiated females being integrated into Polish SOF.

Another MAVNI participated in multiple language immersion and joint exercises with SOCKOR key leaders in South Korea. Their engagements and assistance aided in strengthening international partnerships.



INTERCULTURAL COMPETENCIES BASIC COURSE (ICBC)

New Title: C100: INTERCULTURAL COMPETENCIES

The ICBC is an 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 communication that



provides 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. ICBC conducted 10 iterations in AY18 with 222 students completing the course in AY18.

Intercultural Competencies for SOF (ICSOF)

New Title: C200: INTERCULTURAL SKILLS FOR ENGAGEMENT

The ICSOF course is a 5 day blended (online/face-to-face) course that 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. Moreover, the course addresses topics in comparative religions, military culture, corruption, cultural geography, gender dynamics, working with the media, working with interpreters, food and health concerns in an intercultural setting, and culture shock. Due to its SOF focus, the course draws on former and current SOF personnel to discuss cases studies and lessons learned with the students. ICSOF is a 2 semester hour Community College of the Air Force (CCAF) accredited course. ICSOF conducted 10 iterations in AY18 with a total of 123 graduated students.

Security Cooperation Division
Major Mark A. Prusinowski, Division Chief

Introduction to Combat Aviation Advisor Course (ICACC)

New Title: S200: COMBAT AVIATION ADVISING



Formerly entitled Insurgency and Foreign Internal Defense (IFID), ICAAC is specifically tailored for AFSOC's Combat Aviation Advisor (CAA) pipeline trainees, and welcomes other SOF and USAF Advisors. ICAAC educates future advisors on security force assistance (SFA), foreign internal defense (FID), and unconventional warfare (UW) operations. The course illustrates these concepts through vignettes and current operations briefings. Experienced CAAs provide operators' perspectives and

instruct trainees on challenges and solutions encountered in ongoing advisory operations. A capstone exercise requires students to apply course concepts in a real-world scenario.

Building Partnership Aviation Capacity Seminar (BPACS)

New Title: S300: BUILDING PARTNER AVIATION CAPACITY SEMINAR

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 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.

The BPACS conducted three iterations in English and one in Spanish, hosting 56 international attendees from 33 countries along with 64 U.S. attendees. Between international and U.S. attendees, FY18 BPACS iterations hosted participants from each COCOM, the Joint DoD community, and three interagency organizations. The seminar's guest speakers were



recruited from across the U.S. national aviation enterprise to include Department of Defense, Department of Homeland Security, Federal Aviation Administration, Department of State, US Agency for International Development, and many others. To ensure expert and full-range coverage of the aviation enterprise as it pertains to national security objectives, inclusion of state and civil authorities is critical. To close

out the year, USAFSOS executed the 32nd iteration of BPACS in September. Feedback from both attendees and Guest Speakers proves that the BPACS is growing in content, relevance, and interest across the international and interagency aviation community.



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 operations. Due to the workload, USAFSOS has two fully certified personnel who are qualified to provide IMSO services.

During this academic year, the IMSO coordinated 42 international visitor events hosting personnel from 33 different countries who participated in BPACS. Duties included establishing contact with Air Force Security Assistance and Training (AFSAT) country managers and Embassy Security Cooperation Officers and Foreign



National Staff for student information, Invitational Travel Orders, funding, and travel arrivals and departures. The IMSO also coordinated with AFSOC and Eglin Foreign Disclosure Offices, and 1 SOW Director of Staff for other international guest visit approvals, base access, and unescorted access as necessary.

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

IMSOs managed the Field Studies Program which has a goal of assisting International Military Students in acquiring a balanced understanding of US society, institutions, and goals, in conjunction with their training experience. IMSOs requested funds for execution of

the program, served as paying agent, and prepared/submitted all documentation to AFSAT at Randolph AFB, TX.

Theater Operations Division
Major Johnny C. Smith, Division Chief

AFRICOM Theater for SOF Course (ATSOF)

New Title: **T200: AFRICOM THEATER**

The ATSOFF curriculum is a widely demanded regional course in the Theater Engagement Department. The course held 6 formal courses in AY 18 and executed a total of 7 MEES. Additionally, ATSOFF taught 177 students from all branches of DoD and interagency federal services through involvement in other USAFSOS courses as subject matter experts in African history, governance, conflict, and mission sets.



Beyond these achievements, the course directors responded to dozens of requests from organizations around the globe. These requests were to assist in research inputs and library material updates specific to culture, security and development in Africa. The ATSOFF course has made its material more accessible than ever by creating 5 distance learning lessons that will serve as USAFSOS' standard for distance learning well into the future. Future initiatives include exploration of alternative content delivery with a focus on content modules that are more responsive to the needs of SOF warfighters.

EUCOM Theater for SOF Course (ETSOF)

New Title: **T200: EUCOM THEATER**

ETSOF increased external course presentation through MEES as well as full-length courses, and kept on-station course iterations at consistent levels. The demand for ETSOF education is on the rise, likely due to increased tensions in Eastern Europe, as well as terrorism and mass migration issues in Western Europe. In meeting these demands,



ETSOF iterations were conducted to educate SOF personnel at RAF Mildenhall and Hurlburt Field before these forces proceeded to the theater. The reputation of quality education grew tremendously in AY18, evident from the increased number of non-AFSOC students attending the course.

CENTCOM Theater for SOF Course (CTSOF)

New Title: T200: CENTCOM THEATER

The CTSOF course provides a strategic overview of the CENTCOM AOR in accordance with USCENTCOM and TSOC operational priorities, including history, geopolitics, culture, and current operations. The course held six full in-residence iterations and two shorter Mobile Education Events tailored to the specific units' requests in AY18, totaling 34 academic days. CTSOF courses were held at Hurlburt Field, Cannon AFB, and MacDill AFB hosted by the Joint Special Operations University in order to support Special Operations Command-Central. In keeping the curriculum aligned with the CENTCOM Theater Campaign Plan, the course director shifted focus of the course to Afghanistan and other new operational priorities. The student body experienced significant growth this year, reaching 193 students from all DoD branches, several US federal agencies, and many other Air Force MAJCOMs. Finally, as with the ATSOE course, CTSOF has also made its material more accessible by creating 5 distance learning lessons that will serve as USAFSOS' standard for distance learning. This effort represented hundreds of hours of course development in concert with the eLearning which provided the interactive multimedia instructional capability for each of the five lessons.



SOUTHCOM Theater for SOF Course (STSOF)

New Title: T200: SOUTHCOM/NORTHCOM THEATER

The SOUTHCOM/NORTHCOM Theater for SOF course addresses U.S. strategic interests in the U.S. Southern Command (SOUTHCOM) and U.S. Northern Command (NORTHCOM) Area of Responsibility (AOR), with an emphasis on topics of greatest interest to SOF. As directed by the 2017 SECDEF, USSOCOM and CTEG, this course focuses on the creation of regional expertise and cultural understanding to enable SOF personnel, particularly those from AFSOC, to operate more effectively within the



SOUTHCOM/NORTHCOM AORs. Course material covered relevant policies, directives, rules of engagement, risk management procedures, force protection, and associated funding authorities for the AORs. The course covers current political, military, social, and economic factors which influence SOF operations in the AORs. It is designed to place tactical, core SOF mission tasks into operational and strategic contexts. Therefore, emphasis is placed upon issues of greatest interest to U.S. SOF, and, in particular, to AFSOC units. In recognition of the changing nature of international conflict, emphasis is placed on the role of US and international inter-agency structures in the accomplishment of DoD mission objectives. The course features resident faculty, guest civilian and military subject-matter experts.

PACOM Theater for SOF Course (PTSOF)

New Title: T200: INDOPACOM THEATER

PACOM Theater for SOF focuses on U.S. strategic interests in the Asia-Pacific region with emphasis placed upon items of greatest interest to SOF. In particular, to AFSOC units that operate within the Indo-Pacific Command (USINDOPACOM) Area of Responsibility. The course addresses the socio-economic, cultural, political, historical,



and security dynamics that influence SOF operations in support of INDOPACOM'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.

In addition to Initial Acquisition Training (IAT), the LTD offered multiple versions of Sustainment and Enhancement Training (SET), Significant Language Training Events (SLTE), Familiarization Training, and Pre-Deployment Training. The language professors tailor the education to meet the operational requirements of the USAF Special Operations Command (AFSOC).

The IAT courses provide the foundation for language capability throughout AFSOC, with special emphasis on the Combat Aviation Advisors (CAA) of the 6th and 711th Special Operations Squadrons. During the year, the LTD conducted IAT courses in Arabic, French, Spanish, and Thai.

Most of the IAT students who graduated this year were CAAs, both active duty and Air Force Reserve airmen. Students also came to the LTD from the Language Enabled Airman Program (LEAP), US Army Civil Affairs, 7th Special Forces Group, Office of Special Operations, 25th Intelligence Squadron linguists, and medical personnel.



Many of these students experienced in country immersions, an outstanding opportunity to employ their language skills in a country where they may be sent operationally in the future.

To meet the operational requirements of AFSOC, the LTD is continuously developing courses for airmen with a wide range of language proficiency. From Familiarization courses, where the students come to us with zero language proficiency; to SETs, to

enhance the students' current language skills; to intermediate and advanced courses, that provide students with higher level skills to ensure mission success; the LTD meets the diverse requirements of AFSOC continuously.

To better meet the needs of its customers stationed at Duke Field, the LTD also offers courses at the Duke Field Language Center. Although, no language professors are permanently assigned to Duke Field, the LTD ensures that professors in the appropriate languages are always available at the Language Center at Duke Field to meet AFSOC language requirements.

Mobile Education Events (MEEs) for AY18

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 educated 694 SOF members with customized pre-deployment MEEs for AFSOC units in AY18.



STUDENT DEMOGRAPHICS

Student attendance and course information in the tables that follow come from the Learning Management System (LMS) Blackboard. Formal courses are those assigned a PDS code and tracked in the USAF personnel data system. This includes all regular courses taught on-station and off-station. Student data for tailored Mobile Education Events (MEE) and Video Tele-Instruction (VTI) teaching activities are also included where appropriate for comparison purposes.

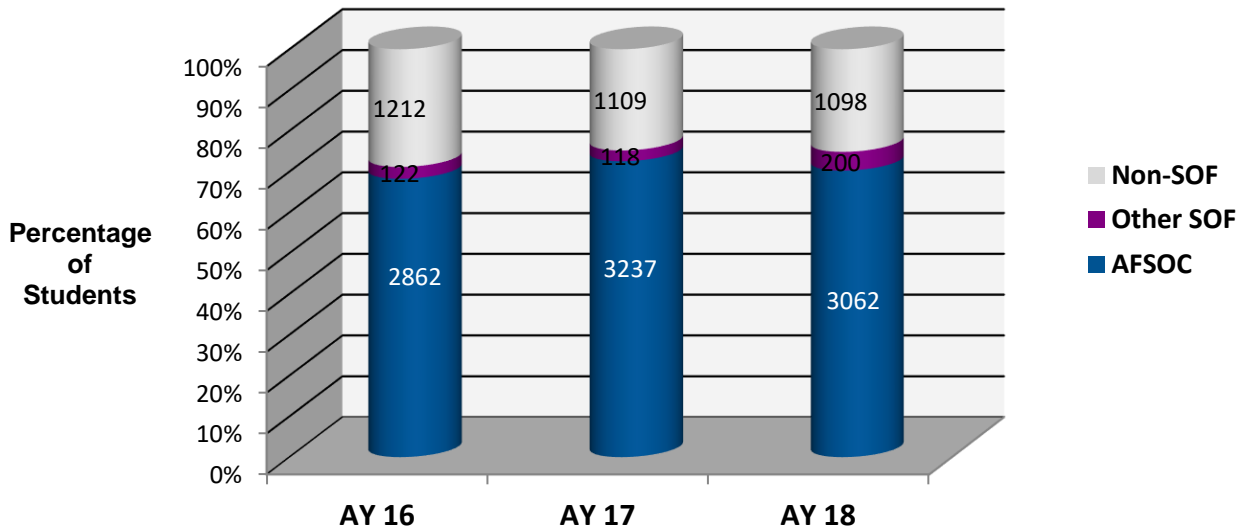
Target Population

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

Formal Course Iterations and Student Attendance by AY

USAFSOS	AY 16	AY 17	AY 18
Courses Conducted	18	19	20
Class Iterations	122	152	147
On-Station	75	125	81
Off-Station	47	27	66
Total Students	4196	4410	4360

Percentage Formal Course Attendance by AFSOC/Other SOF



SOF Attendance by Type of Course (AY18)

Type of Course:	Student Numbers / Percentages						
	AFSOC		Other SOF		Non-SOF		Total
Formal ¹	3062	70%	200	5%	1098	25%	4360
MEE ²	390	56%	89	13%	215	31%	694
LANG ³	72	34%	64	30%	73	35%	209
Totals	3524	67%	353	7%	1386	26%	5263

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

²**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)

³**LANG** – Language Center Students

AY18 Course Names

AY19 New Course Names

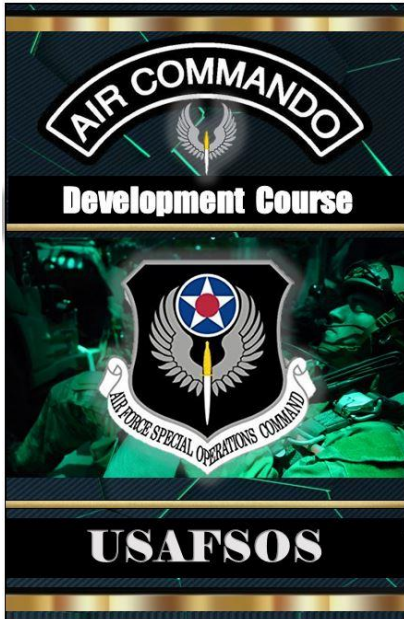
- ACLDC – Air Commando Leadership Development Course
 - L200: AFSOC LEADERSHIP DEVELOPMENT
- ATOC – Antiterrorism Officers Course
 - FP200: SOF ANTITERRORISM OFFICER LEVEL 2
- ATSOF - AFRICOM Theater for SOF Course
 - T200: AFRICOM THEATER
- BPACS - Building Partner Aviation Capacity Seminar
 - S300: BUILDING PARTNER AVIATION CAPACITY SEMINAR
- CTSOF - CENTCOM Theater for SOF Course
 - T200: CENTCOM THEATER
- DIT - Dynamics of International Terrorism
 - FP100: DYNAMICS OF INTERNATIONAL TERRORISM
- ETSOF - EUCOM Theater for SOF Course
 - T200: EUCOM THEATER
- FLC – Flight Leadership Course
 - L100: FLIGHT LEADERSHIP
- IASOF - Interagency for SOF Course
 - W200: AFSOF WARFIGHTING - BASIC
- ICAAC – Introduction to Combat Aviation Advisor Course
 - S200: COMBAT AVIATION ADVISING
- ICBC – Intercultural Competencies Basic Course
 - C100: INTERCULTURAL COMPETENCIES
- ICSOF - Intercultural Competencies for SOF Course
 - C200: INTERCULTURAL SKILLS FOR ENGAGEMENT
- INSOF – Intel Resources for Complex Operations
 - Course not available for AY19
- ISOC - Introduction To Special Operations Course
 - W100: INTRO TO SPECIAL OPERATIONS
- MCC - Mission Commander Course
 - W200: AFSOC MISSION COMMAND
- PTSOF - PACOM Theater for SOF Course
 - T200: INDOPACOM THEATER
- SOFAC2C - SOF Air Command & Control Course
 - W200: SOF AIR COMMAND AND CONTROL
- SOF-AT3 – SOF Anti-Terrorism Level 3 Course
 - FP300: SOF ANTITERRORISM
- STSOF - SOUTHCOM Theater for SOF Course
 - T200: SOUTHCOM/NORTHCOM THEATER

(L) Leadership Development (Divisions)
(W) Warfighting
(S) Security Cooperation
(FP) Force Protection
(T) Theater Engagement
(C) Culture and Language

Operational Military Education Course Descriptions

The following section contains detailed information about the courses offered by USAFSOS during AY18. 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.





Air Commando Leadership Development Course (ACLDC)

New Title: L200: AFSOC LEADERSHIP DEVELOPMENT

Course Code: SOED-ACLDC

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.

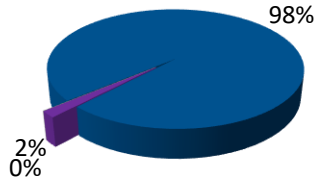
Target Audience: Wing commander-nominated leadership development course designed to prepare high performing 0-3s/0-4s, MSgts and GS-12s/13s for future leadership roles.

ACLDC 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 covered.	98%
4. The length of this course was appropriate.	99%
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%

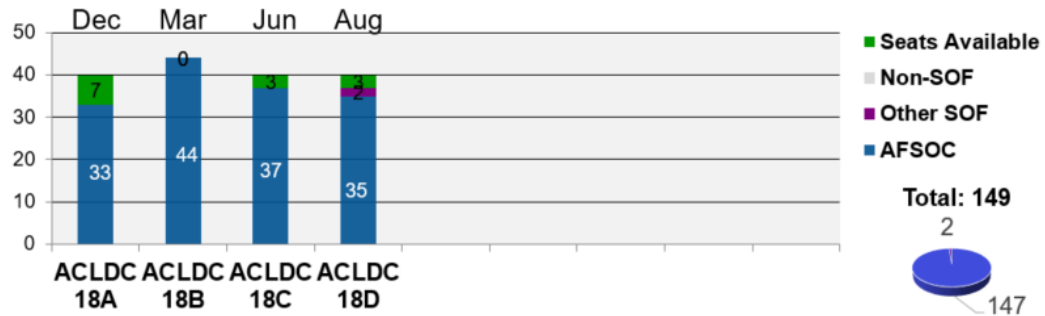
ACLDC AY18 Student Demographics

SOF Participation



AFSOC	Other SOF	Non-SOF
147	2	0

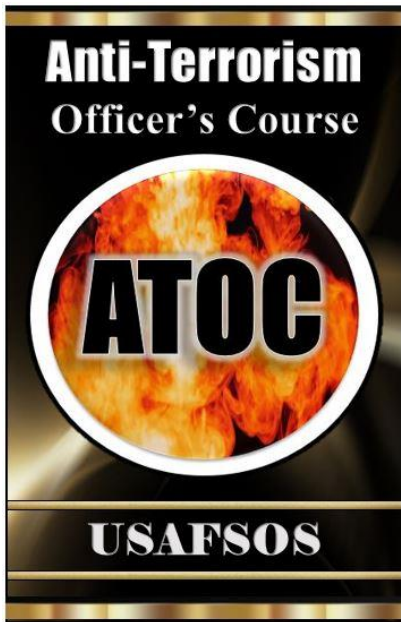
ACLDC Iterations



ACLDC 3 Year Totals

Class Iterations	AY16	AY17	AY18
On-Station	3	4	4
Off-Station	0	0	0
Total Academic Days	5	5	5
Total Students	104	130	149
Student Contact Hours	3120	3900	4470

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



Anti-Terrorism Officers Course (ATOC)

New Title: FP200: SOF ANTITERRORISM OFFICER LEVEL 2

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.

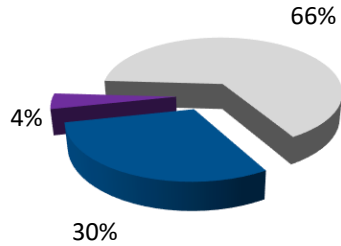
Target Audience: Military officers (O-1 to O-4), enlisted (E-5 to E-8), and US Government civilian employees designated by the commander to perform Antiterrorism (AT) duties and other individuals involved in or supporting AT/Force Protection (FP) programs. ATOC is a nominative course. Students are selected 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.	96%
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%

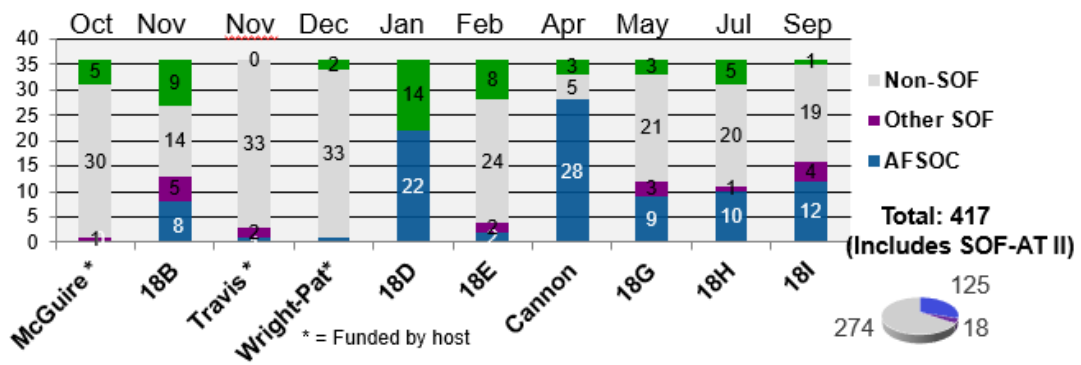
ATOC AY18 Student Demographics

SOF Participation



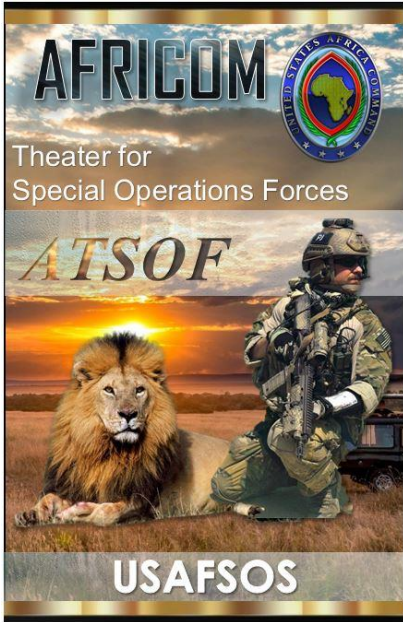
AFSOC	Other SOF	Non-SOF
125	18	274

ATOC Course Iterations



ATOC 3 Year Totals

Class Iterations	AY16	AY17	AY18
On-Station	6	6	6
Off-Station	2	4	4
Total Academic Days	80	100	100
Total Students	241	307	386
Student Contact Hours	18,316	23,332	18,316



AFRICOM Theater for SOF (ATSOF)

New Title: T200: AFRICOM THEATER

Course Code: SOED-ATSOF

PDS Code: 06Y

Length: 5 Days

Total Course Hours: 33

This course covers the entire AFRICOM region. ATSOF is a 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. This course will have an On-Line portion in AY19, complimented with a 2-day in-residence portion.

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.

ATSOF 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.	98%
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	96%
6. I would recommend this course to others	98%

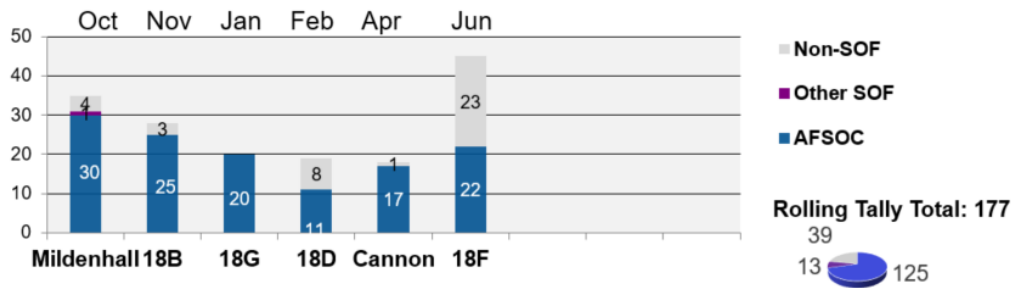
ATSOF AY18 Student Demographics

SOF Participation



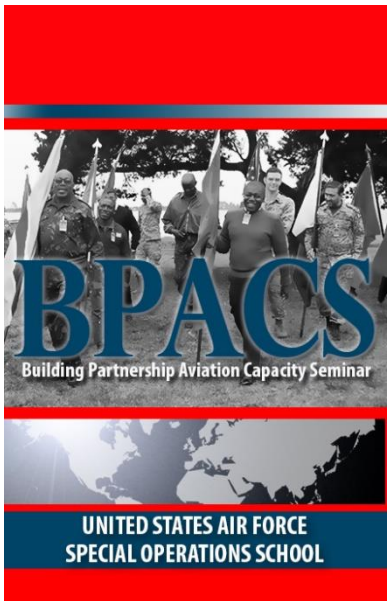
AFSOC	Other SOF	Non-SOF
105	1	47

ATSOF Course Iterations



ATSOF 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	3	4	4
Off-Station	1	1	2
Total Academic Days	18	22.5	22.5
Total Students	143	153	177
Student Contact Hours	4719	5049	5841



Building Partner Aviation Capacity Seminar (BPACS)

New Title: S300: BUILDING PARTNER AVIATION CAPACITY SEMINAR

Course Code: SOED-BPACS

PDS Code: YHO

Length: 10 Days

Total Course Hours: 73

The BPACS is designed to expose Partner Nation participants to the political, military, economic, social 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, 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.

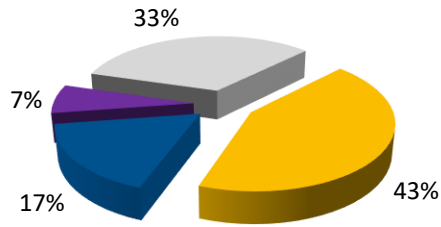
Target Audience: The BPACS goal is to bring Partner Nation military and civilian personnel together with US military and civilians to build trust and partnership as they work to build a shared, practical vision for the Partner Nation’s aviation resource development. To meet this goal, the following personnel 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.	99%
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%

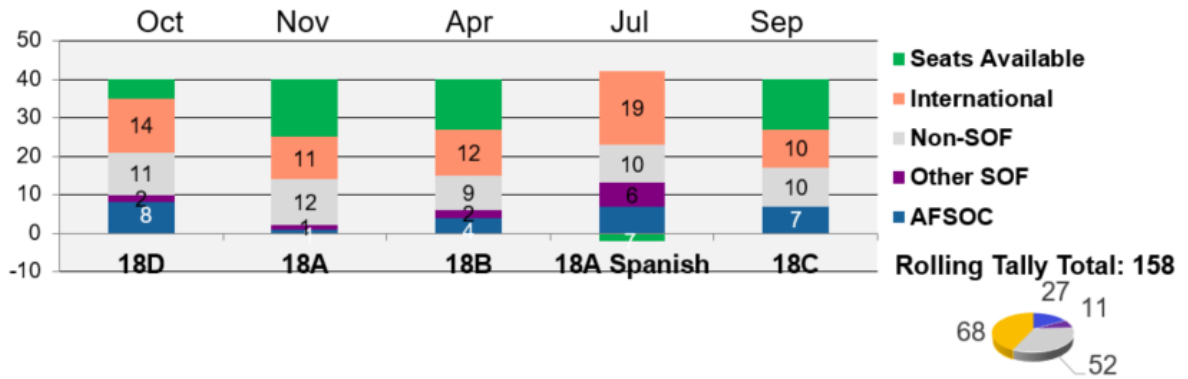
BPACS AY18 Student Demographics

SOF Participation



AFSOC	Other SOF	Non-SOF	International
27	11	52	68

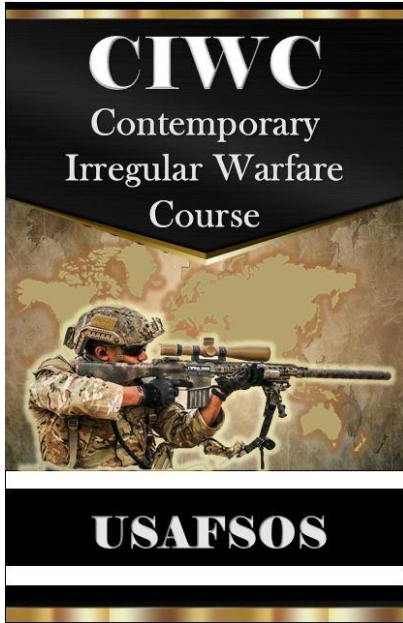
BPACS Iterations



BPACS 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	4*	3*	5*
Off-Station	0	0	0
Total Academic Days	40	30	30
Total Students	87	61	158
Student Contact Hours	6351	4453	11534

*1 Class conducted in Spanish



Contemporary Insurgent Warfare Course (CIWC)

This course material will be embedded into new Warfighting Division courses in AY19.

Course Code: SOED-CIWC
 PDS Code: LZP
 Length: 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.

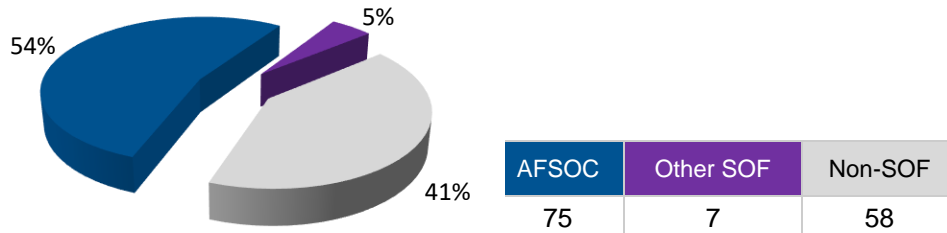
Target Audience: This course is designed for USSOCOM and subordinate command personnel in the grades of noncommissioned officer through O-5. This course also accepts DoD and non-DoD US Government personnel whose job requires knowledge of insurgency and counterinsurgency as defined in Joint Publication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

CIWC Overall End-of-Course Student Feedback Results

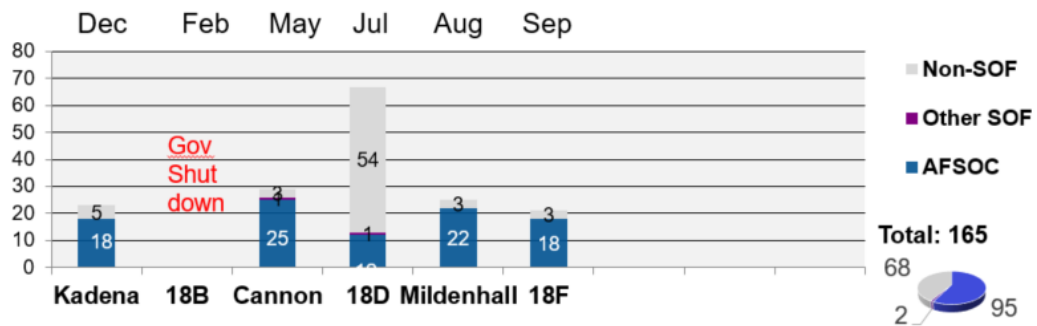
	<u>Agree</u>
1. The content of this course was what I expected or better.	98%
2. The course was well organized and presented.	98%
3. The objectives of this course as indicated in the syllabus were adequately covered.	100%
4. The length of this course was appropriate.	95%
5. The information provided in this course should prove useful to me in my job.	96%
6. I would recommend this course to others	100%

CIWC AY18 Student Demographics

SOF Participation

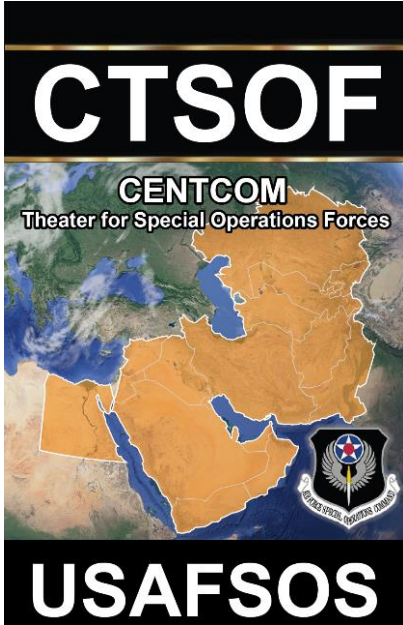


CIWC Iterations



CIWC 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	3	1	2
Off-Station	0	4	3
Total Academic Days	13.5	22.5	22.5
Total Students	64	140	165
Student Contact Hours	2,112	3,920	4,620



CENTCOM Theater for SOF Course (CTSOF)

New Title: T200: CENTCOM THEATER

Course Code: SOED-CTSOF

PDS Code: 06Z

Length: 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.

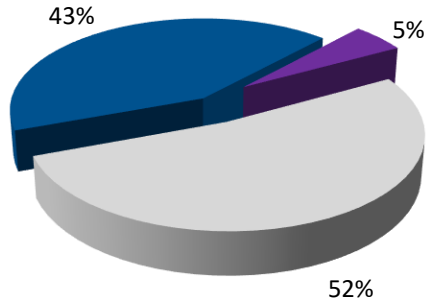
Target Audience: This course is designed for SOF personnel who will be operating in the CENTCOM theater, with emphasis on SOF aviation. The focus audiences include combat aviation advisors, aviation special tactics personnel, and standard- and non-standard aviation mission planners. Other audiences include 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.	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.	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	99%

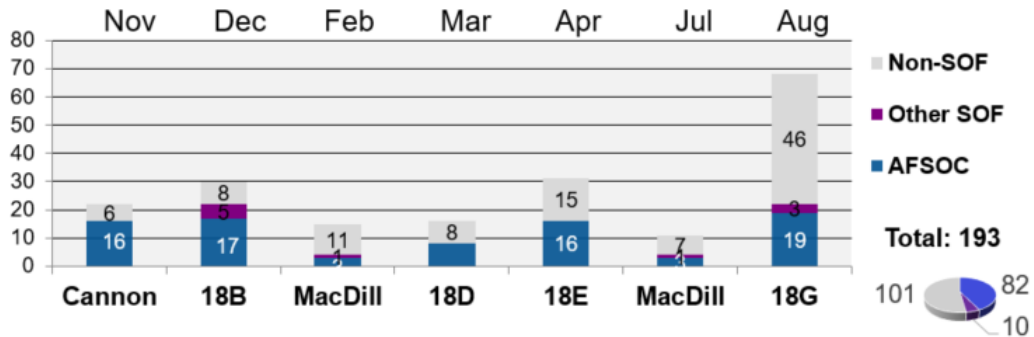
CTSOF AY18 Student Demographics

SOF Participation



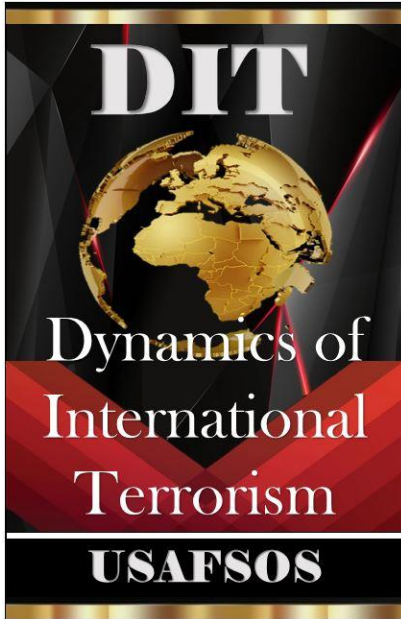
AFSOC	Other SOF	Non-SOF
82	10	101

CTSOF Iterations



CTSOF 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	2	2	4
Off-Station	3	4	3
Total Academic Days	22.5	27	31.5
Total Students	201	202	193
Student Contact Hours	5,628	5,656	5,404



Dynamics Of International Terrorism (DIT)

New Title: FP100: DYNAMICS OF INTERNATIONAL TERRORISM

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.

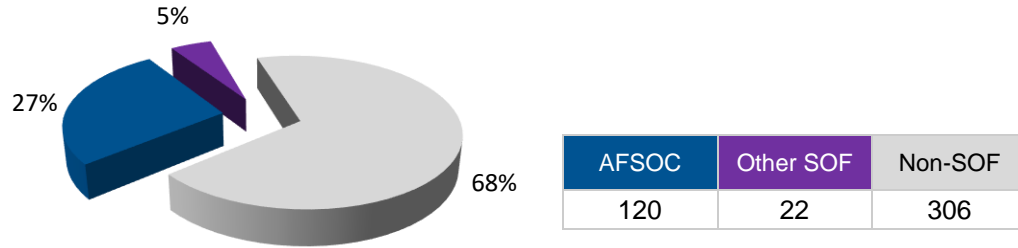
Target Audience: DIT targets AFSOF, giving them a broad context of knowledge regarding the threat posed by terrorists on an international, national, and regional basis with a desired goal of every AFSOC member attending DIT during the first 12 months of their assignment. DIT also supports other SOF personnel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

DIT Overall End-of-Course Student Feedback Results

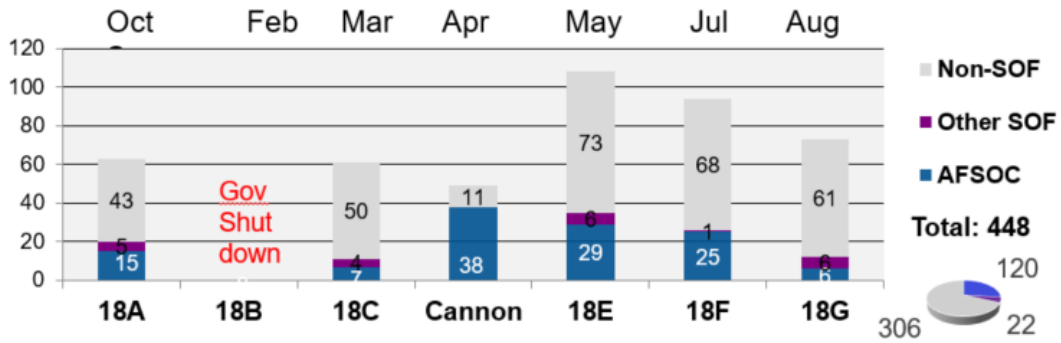
	<u>Agree</u>
1. The content of this course was what I expected or better.	96%
2. The course was well organized and presented.	97%
3. The objectives of this course as indicated in the syllabus were adequately covered.	99%
4. The length of this course was appropriate.	96%
5. The information provided in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

DIT AY18 Student Demographics

SOF Participation

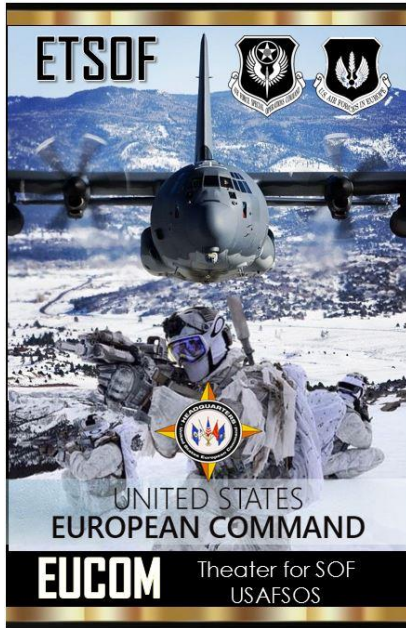


DIT Iterations



DIT 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	5	5	5
Off-Station	2	1	1
Total Academic Days	35	30	30
Total Students	607	445	445
Student Contact Hours	16,996	12,740	12,544



EUCOM Theater for SOF Course (ETSOF)

New Title: T200: EUCOM THEATER

Course Code: SOED-ETSOF

PDS Code: O72

Length: 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.

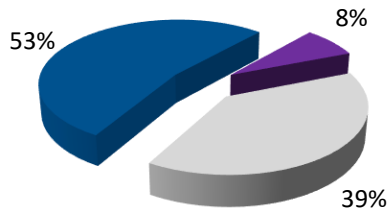
Target Audience: This course is designed for SOF personnel currently serving or en route to the Russia/Eurasia region. As space is available, others may benefit from this instruction. This secondary group includes joint personnel, DoD, or other government personnel with a professional interest in the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

ETSOF 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.	97%
4. The length of this course was appropriate.	96%
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%

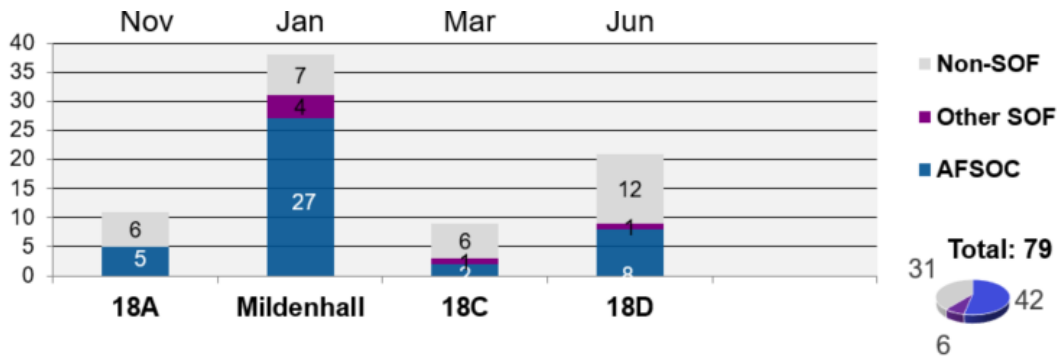
ETSOF AY18 Student Demographics

SOF Participation



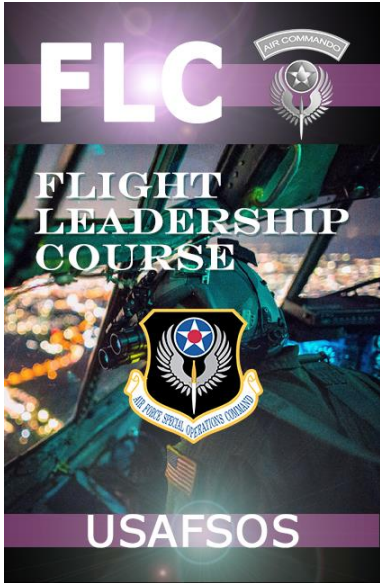
AFSOC	Other SOF	Non-SOF
42	6	31

ETSOF Iterations



ETSOF 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	2	3	3
Off-Station	1	0	1
Total Academic Days	13.5	13.5	18
Total Students	43	47	79
Student Contact Hours	1,204	1,316	2,212



Flight Leadership Course (FLC)

New Title: **L100: FLIGHT LEADERSHIP**

Course Code: SOED-FLC

PDS Code: 532

Length: 5 Days

Total Course Hours: 32

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

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

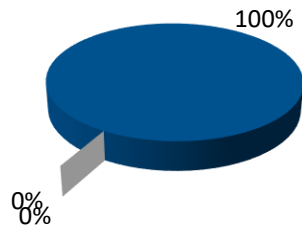
Target Audience: Flight Leadership Course is an educational and mentorship-based course designed to proactively develop AFSOC's unit-level flight leadership teams into fully effective leaders. All students will accomplish this course prior to assuming flight leadership duties; unit leaders should proactively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

FLC 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.	87%
4. The length of this course was appropriate.	96%
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%

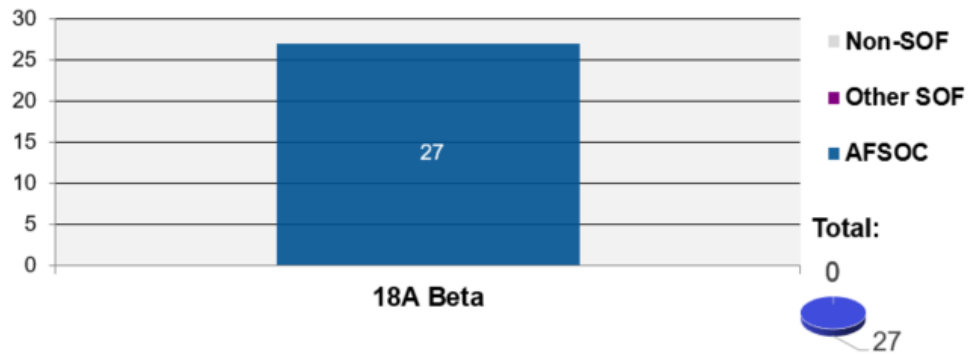
FLC AY18 Student Demographics

SOF Participation



AFSOC	Other SOF	Non-SOF
27	0	0

FLC Iterations



- This is the 1st course for FLC. Additional classes are scheduled for AY19.

FLC 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station			1
Off-Station			0
Total Academic Days			5
Total Students			27
Student Contact Hours			864



Interagency for Special Operations Forces Course (IASOF)

Course material will be embedded into the Warfighting Division in AY19.

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.

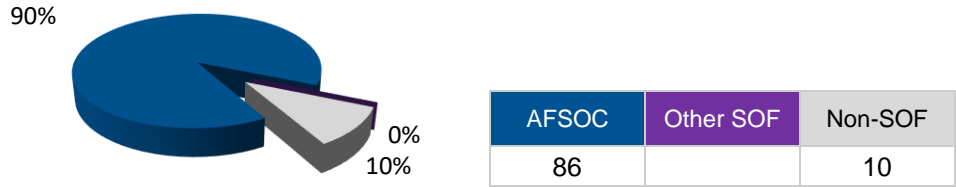
Target Audience: IASOF is designed for USSOCOM and subordinate command personnel in the grades of noncommissioned officer through O-5. This course also accepts DoD and non-DoD US Government personnel whose job requires knowledge of interagency operations and will likely deploy outside of the United States. 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

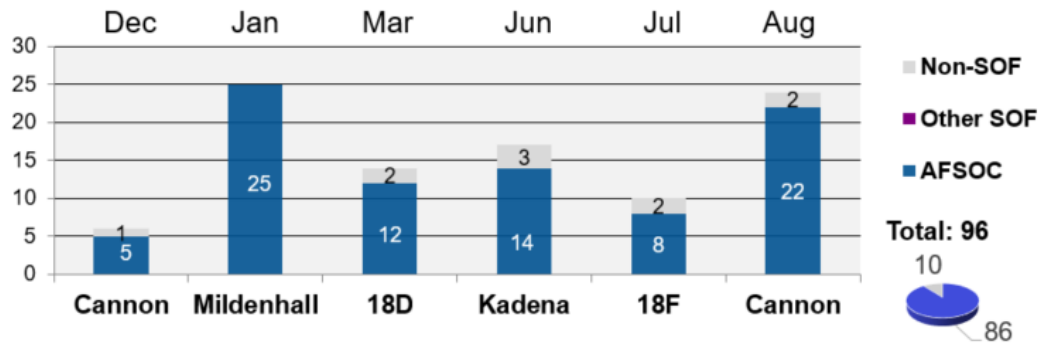
	<u>Agree</u>
1. The content of this course was what I expected or better.	90%
2. The course was well organized and presented.	94%
3. The objectives of this course as indicated in the syllabus were adequately covered.	95%
4. The length of this course was appropriate.	92%
5. The information provided in this course should prove useful to me in my job.	90%
6. I would recommend this course to others	97%

IASOF AY18 Student Demographics

SOF Participation



IASOF Iterations



IASOF 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	4	5	2
Off-Station	0	3	4
Total Academic Days	8	16	12
Total Students	131	86	96
Student Contact Hours	2,096	1,376	1,536



Introduction to Combat Aviation Advising Course (ICAAC)

New Title: S200: COMBAT AVIATION ADVISING

Formally known as IFID

Course Code: SOED-ICAAC

PDS Code: RHO

Length: 5 Days

Total Course Hours: 30

The Introduction to Combat Aviation Advising Course begins with an examination of insurgency and instability to frame the operational environment within which Combat Aviation Advisors (CAA) perform the FID mission. ICAAC 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. ICAAC 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.

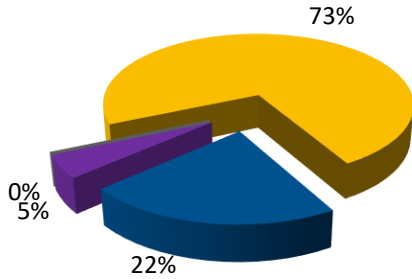
Target Audience: The Introduction to Combat Aviation Advising Course is primarily designed as a module for the CAA MQ-Phase I course, targeting new 6th SOS personnel. ICAAC also accepts personnel with missions directly related to Foreign Internal Defense in an aviation role. ICAAC is best suited to smaller class size. Therefore, students, who are not part of the 6th 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.

ICAAC 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.	98%
3. The objectives of this course as indicated in the syllabus were adequately covered.	99%
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%

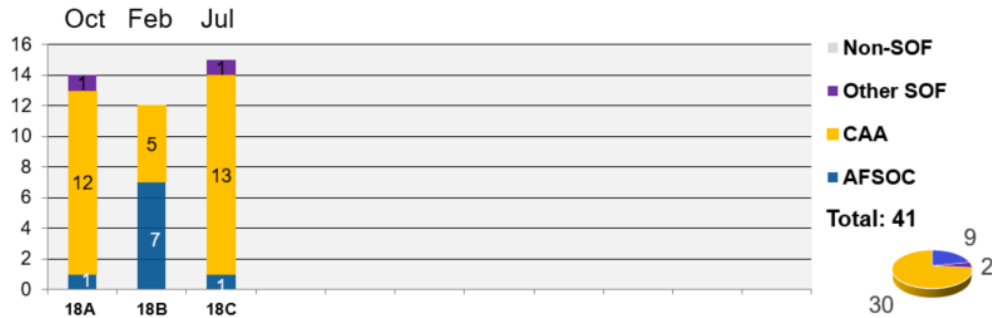
ICAAC AY18 Student Demographics

SOF Participation



AFSOC	Other SOF	Non-SOF	CAA
9	2	0	30

ICAAC Iterations



ICAAC 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	2	2	3
Off-Station	0	0	0
Total Academic Days	10	10	15
Total Students	48	49	41
Student Contact Hours	1,440	1,470	1,230



Intercultural Competencies Basic Course (ICBC)

New Title: C100: INTERCULTURAL COMPETENCIES

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 AFSOF 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 AFSOF.

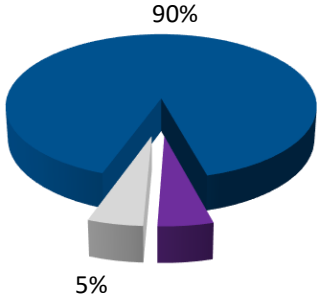
Target Audience: The Intercultural Competencies Basic Course (ICBC) enables Special Operations Forces (SOF) excellence in complex and ambiguous operational environments world-wide. ICBC's primary audience includes SOF personnel who engage in direct, face-to-face interactions with foreign people as part 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.	98%
2. The course was well organized and presented.	99%
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	96%

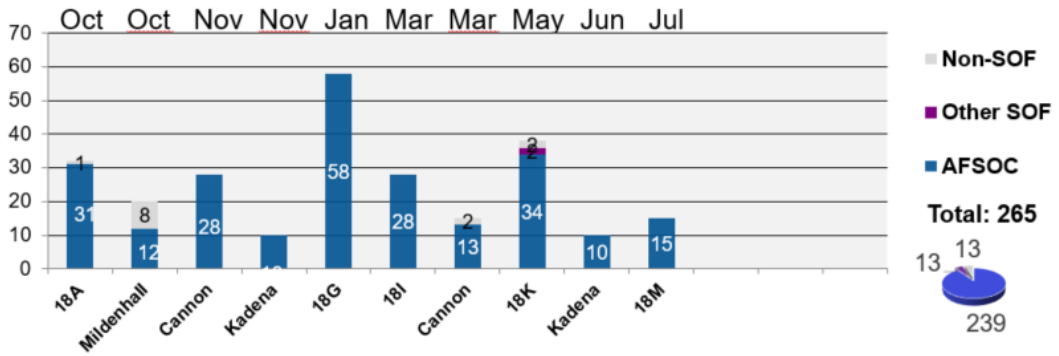
ICBC AY18 Student Demographics

SOF Participation



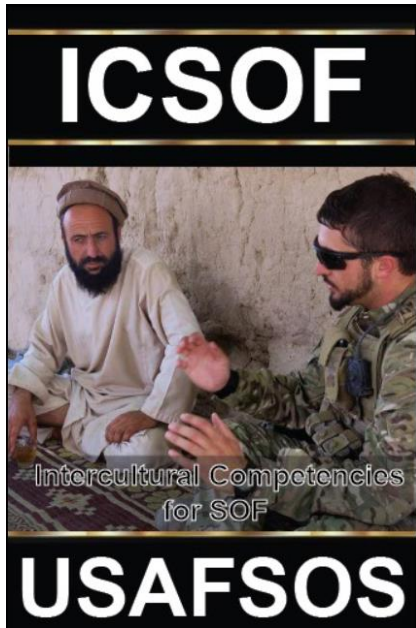
AFSOC	Other SOF	Non-SOF
239	13	13

ICBC Iterations



ICBC 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	14	7	5
Off-Station	6	11	5
Total Academic Days	20	18	10
Total Students	422	744	265
Student Contact Hours	3,376	5,952	2,120



Intercultural Competencies for SOF Course (ICSOF)

New Title: C200: INTERCULTURAL SKILLS FOR ENGAGEMENT

Course Code: SOED-ICSOF

PDS Code: 06V

Length: 5 Days

Total Course Hours: 31.5

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 case 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.

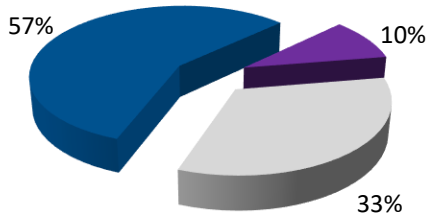
Target Audience: Special Operations personnel who will be engaging in direct, face-to-face interactions with international personnel as part of their duties. This includes but is not limited to: Foreign Internal Defense, Irregular Warfare UTC medical personnel, bilateral/multilateral exercise mission 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.	95%
2. The course was well organized and presented.	99%
3. The objectives of this course as indicated in the syllabus were adequately	98%
4. The length of this course was appropriate.	96%
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%

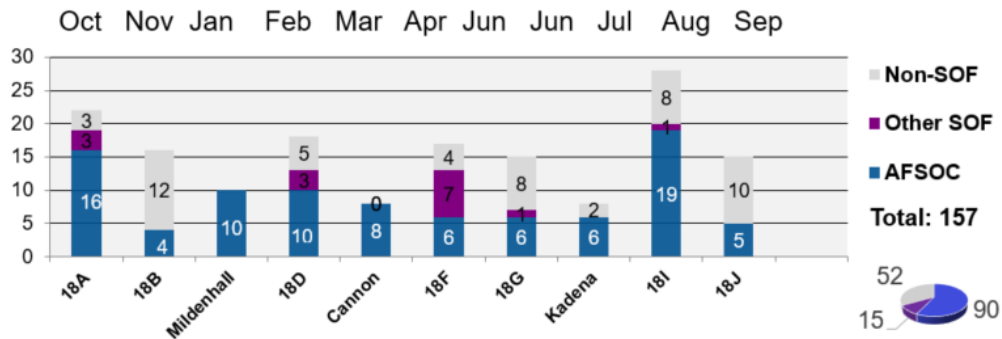
ICSOF AY18 Student Demographics

SOF Participation



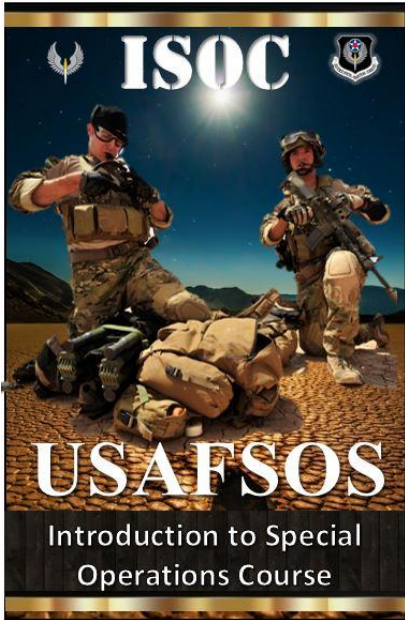
AFSOC	Other SOF	Non-SOF
90	15	52

ICSOF Iterations



ICSOF 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	6	8	7
Off-Station	2	3	3
Total Academic Days	36	49.5	45
Total Students	192	223	157
Student Contact Hours	6,048	7,024	4,945



Introduction To Special Operations Course (ISOC)

New Title: **W100: INTRO TO SPECIAL OPERATIONS**

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.

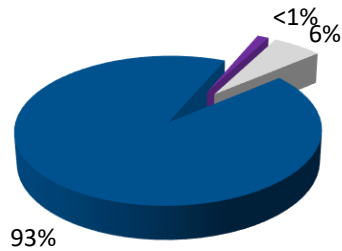
Target Audience: This course is designed for newly assigned (within 6 months of arrival) to Air Force Special Operations. It is also designed for other personnel in a position requiring knowledge of joint US special operations. The course is available to all others on a space available basis.

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%

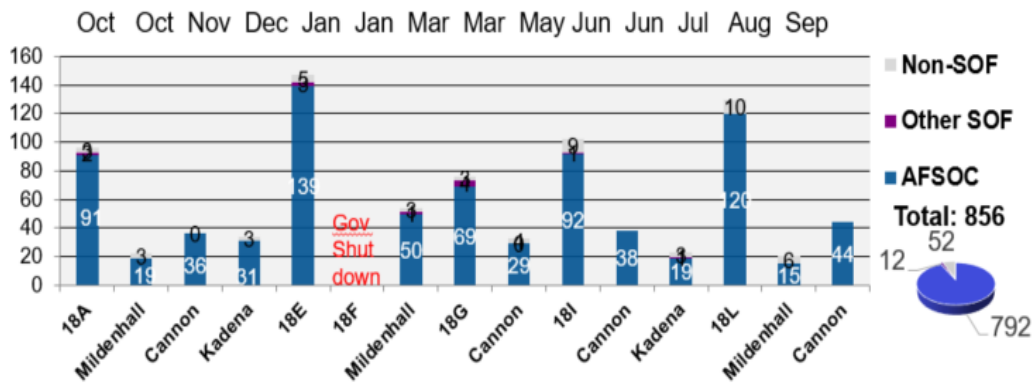
ISOC AY18 Student Demographics

SOF Participation



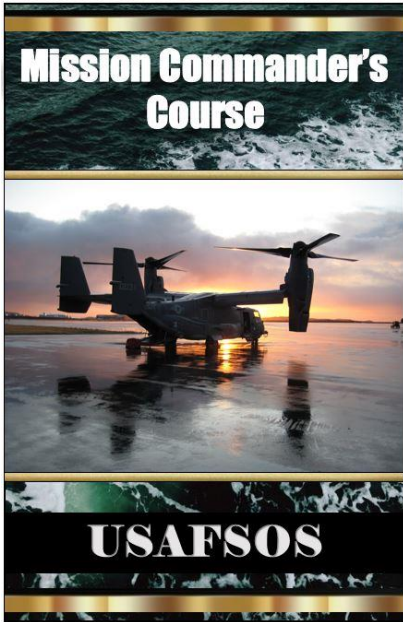
AFSOC	Other SOF	Non-SOF
792	12	52

ISOC Iterations



ISOC 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	7	9	6
Off-Station	12	6	9
Total Academic Days	54	45	45
Total Students	1179	1031	856
Student Contact Hours	21,222	18,558	15,408



Mission Commander Course (MCC)

New Title: W200: AFSOC MISSION COMMAND

Course Code: SOED-MCC

PDS Code: OYI

Length: 3 Days

Total Course Hours: 18

The Mission Commander 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.

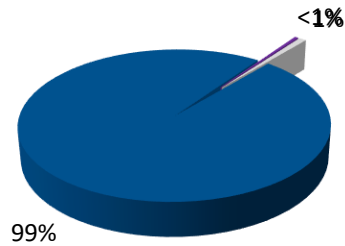
Target Audience: This course is designed for Air Force Special Operations Command personnel who have been selected for or have the potential to serve as a mission commander (MC) or Senior Enlisted Leader (SEL). This course primarily focuses on preparing future operational MCs and SELs but is open to 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.	97%
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.	96%
5. The information provided in this course should prove useful to me in my job.	98%
6. I would recommend this course to others	97%

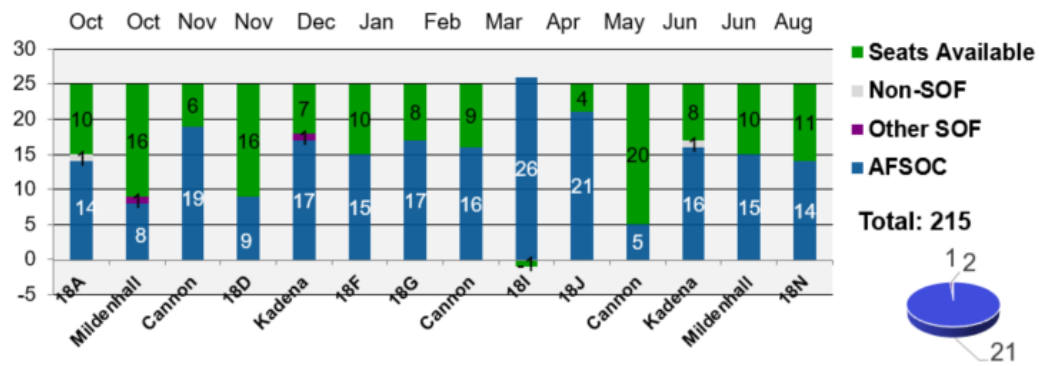
MCC AY18 Student Demographics

SOF Participation



AFSOC	Other SOF	Non-SOF
212	10	2

MCC Iterations



MCC 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	8	8	7
Off-Station	5	4	7
Total Academic Days	39	36	42
Total Students	239	161	215
Student Contact Hours	4,302	2,898	3,870



PACOM Theater for SOF Course (PTSOF)

New Title: T200: INDOPACOM THEATER

Course Code: SOED-PTSOF

PDS Code: O73

Length: 5 Days

Total Course Hours: 32

PACOM Theater covers all of the region. PACOM 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.	99%
2. The course was well organized and presented.	98%
3. The objectives of this course as indicated in the syllabus were adequately covered.	99%
4. The length of this course was appropriate.	97%
5. The information provided in this course should prove useful to me in my job.	97%
6. I would recommend this course to others	99%

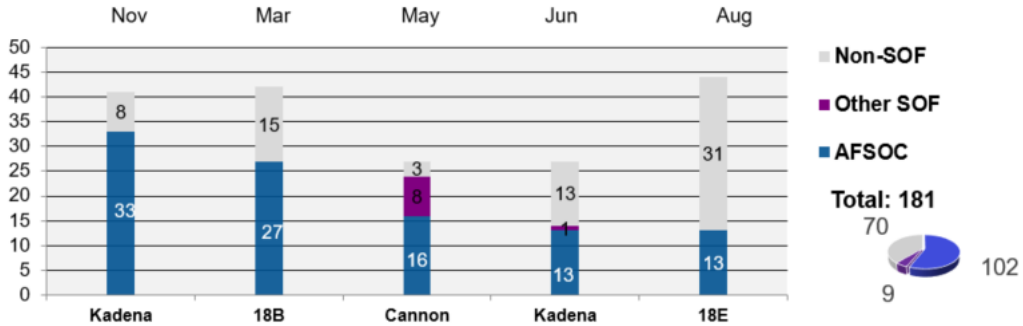
PTSOF AY18 Student Demographics

SOF Participation



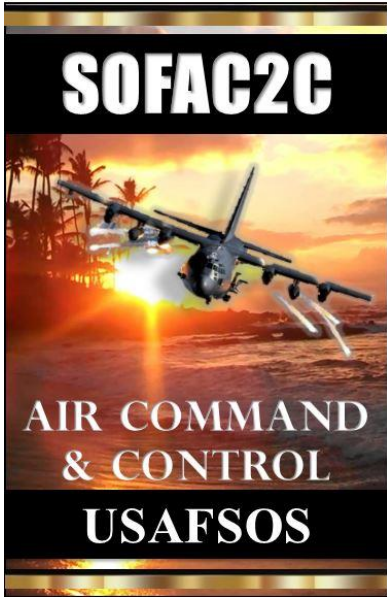
AFSOC	Other SOF	Non-SOF
102	9	70

PTSOF Iterations



PTSOF 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	2	2	2
Off-Station	1	1	3
Total Academic Days	13.5	13.5	22.5
Total Students	97	95	181
Student Contact Hours	1,746	1,710	3,258



Special Operations Forces Air C² Course (SOFAC²C)

New Title: **W200: SOF AIR COMMAND AND CONTROL**

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.

SOFAC2C is transforming in AY19 from a five-day in-residence course to a phased, blended learning approach that combines online study with two days of classroom instruction. Students complete eLearning modules before participating in face-to-face instruction addressing sensitive, changing, or complex topics. Interactive, virtual scenarios and videos have been developed and packaged with online activities to increase student engagement during the initial learning phase. The subsequent in-residence phase reinforces student behaviors.

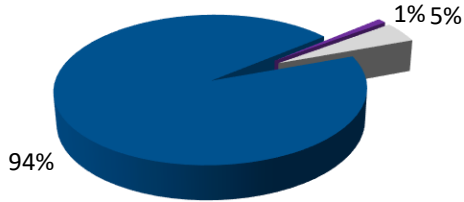
Target Audience: This course covers operational level Special Operations Forces (SOF) air command and control (C2) nodes. It is designed for Air Force special operations personnel who could be tasked to work in a JSOAC, JSOAD, SOLE or JSOTF organization. The course is also applicable to all other SOF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

SOFAC²C 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.	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.	94%
6. I would recommend this course to others	98%

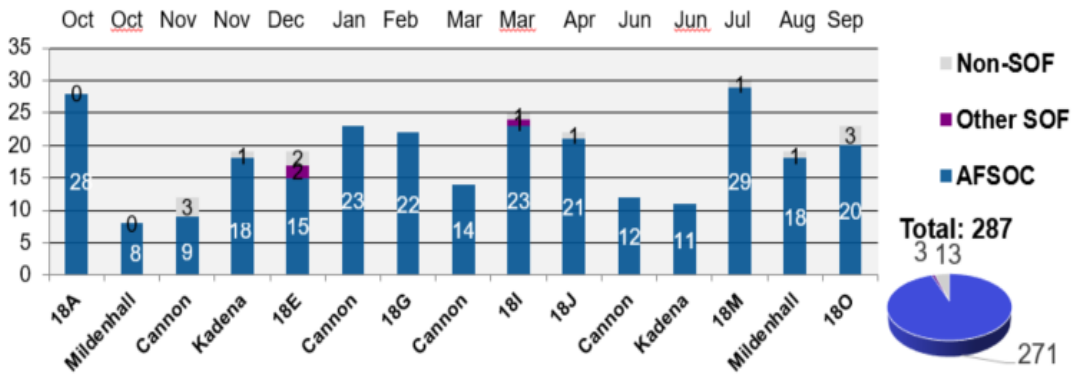
SOFAC²C AY18 Student Demographics

SOF Participation



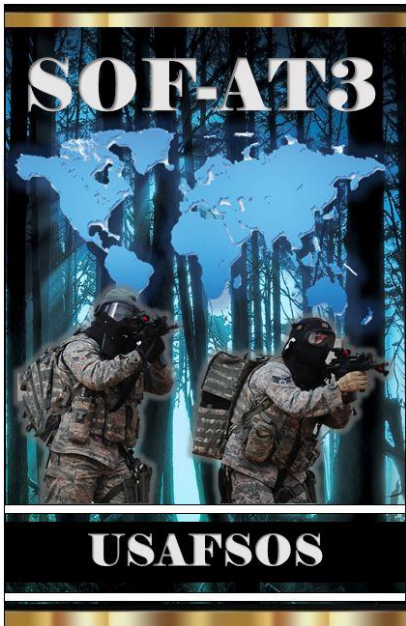
AFSOC	Other SOF	Non-SOF
271	13	13

SOFAC²C Iterations



SOFAC²C 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	4	4	7
Off-Station	2	7	8
Total Academic Days	27	49.5	67.5
Total Students	159	320	287
Student Contact Hours	4,452	8,960	8,036



**Special Operations Forces Antiterrorism
Level III Course (SOF-AT3)**

New Title: **FP300: SOF ANTITERRORISM**

Course Code: SOED-SOFAT3
PDS Code: 27H
Length: 1.5hrs

SOFAT3 satisfies Antiterrorism (AT) Level III training requirements for a SOF installation, unit, or contingency operation commander in accordance with DoD Instruction 2000.16, DoD Antiterrorism Standards, Vol I Standard 27. AFI 10-245, para 2.27.4, recommends a minimum of one hour to sufficiently address required topics for the AT Level III training.

The SOFAT3 course for unit and mission commanders is suitable for multiple venues, with an optional module for installation commanders.

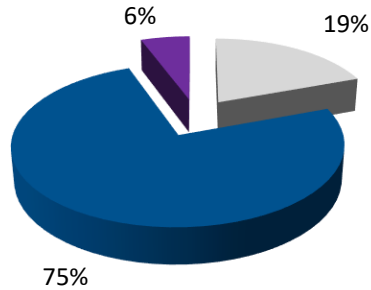
Target Audience: Special Operations Forces (SOF) installation commanders (O-6), SOF unit commanders (O-4 to O-5), and SOF mission commanders (O-3 to O-5).

SOFAT3 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.	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.	95%
6. I would recommend this course to others	100%

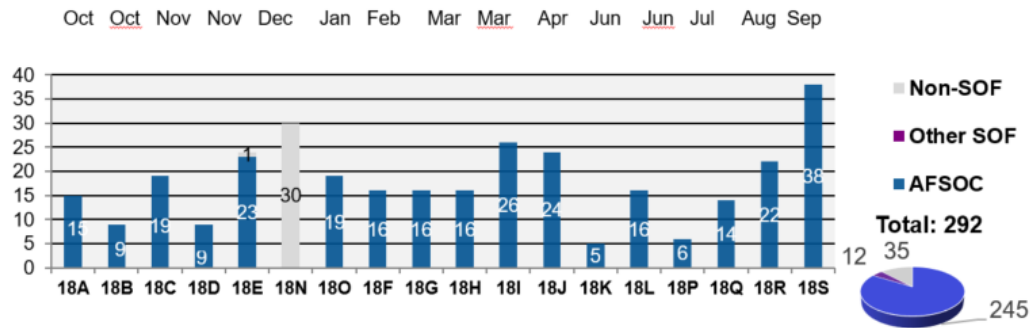
SOF-AT3 AY18 Student Demographics

SOF Participation



AFSOC	Other SOF	Non-SOF
158	12	41

SOF-AT3 Iterations



SOF-AT3 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	-	4	8
Off-Station	-	2	9
Total Academic Hours	-	9	9
Total Students	-	64	292
Student Contact Hours	-	94.5	438

This was a new course for 2017.



SOUTHCOM Theater for SOF Course (STSOF)

New Title: T200: SOUTHCOM/NORTHCOM THEATER

Course Code: SOED-STSOF

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.

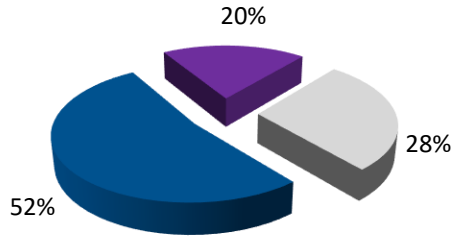
Target Audience: This course is designed for SOF personnel who are currently serving in or preparing to deploy to Latin America. Other joint, DoD, or government personnel, who are assigned, or are programmed for assignment to a Latin America country, may also be interested in attending this course. Adult 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.	99%
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.	92%
5. The information provided in this course should prove useful to me in my job.	94%
6. I would recommend this course to others	99%

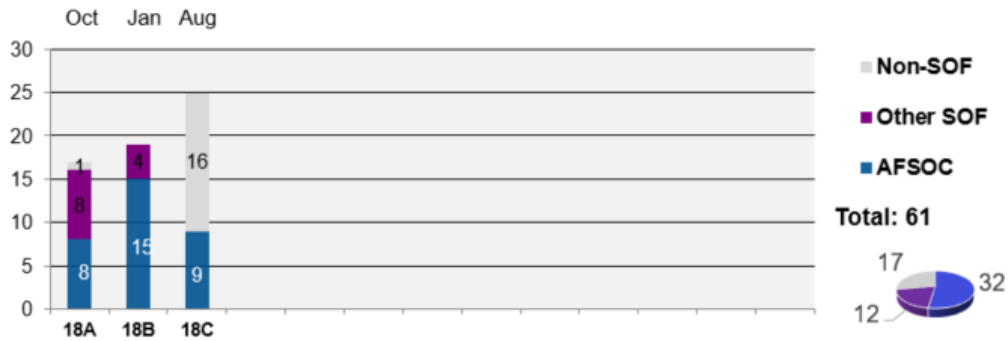
STSOF AY18 Student Demographics

SOF Participation



AFSOC	Other SOF	Non-SOF
32	12	17

STSOF Iterations



STSOF 3-Year Course Totals

Class Iterations	AY16	AY17	AY18
On-Station	3	2	3
Off-Station	2	1	0
Total Academic Days	22.5	13.5	13.5
Total Students	123	60	61
Student Contact Hours	3,444	1,680	1,708

GLOSSARY

ACLDC	Air Commando Leadership Development Course
AFSAT	Air Force Security Assistance and Training
AFSOF	Air Force Special Operation Forces
ATO	Anti-Terrorism Officer
ATOC	Antiterrorism Officer Course
ATSOF	AFRICOM Theater For SOF Course
AY	Academic Year
BCR	Biennial Course Review
BPACS	Building Partner Aviation Capacity Seminar
CAA	Combat Aviation Advisor
CAARB	Course After-Action Review Board
CLPM	Command Language Program Manager
CTEG	Commander's Training and Education Guidance
CTSOFF	CENTCOM Theater for SOF Course
DIT	Dynamics of International Terrorism
DLAB	Defense Language Aptitude Batteries
DLIFLC	Defense Language Institute Foreign Language Center
DOD	Department of Defense
ETSOFF	EUCOM Theater for SOF Course
FID	Foreign Internal Defense
FLC	Flight Leaders Course
IA	Interagency
IASOF	Interagency for SOF Course
IAT	Initial Acquisition Training
ICAAC	Introduction to Combat Aviation Advisor Course
ICBC	Intercultural Competencies Basic Course
ICSOFF	Intercultural Competencies for SOF Course
ID	Instructional Design
IGO	International Governmental Organizations
IMSO	International Military Student Officer
INSOF	Intel Resources for Complex Operations
ISD	Instructional Systems Design
ISOC	Introduction to Special Operations Course
JSOAC	Joint Special Operations Air Component
JSOU	Joint Special Operations University
LCC	Language and Culture Center
LEAP	Language Enabled Airman Program
LMS	Learning Management System
LTD	Language Training Detachment
MAJCOM	Major Command

MAVNI	Military Accessions Vital to National Interests
MCC	Mission Commander Course
MEE	Mobile Education Event
NGO	Non-governmental Organizations
OME	Operational Military Education
OPI	Oral Proficiency Interviews
PACE	Profession of Arms Center of Excellence
PTSOF	PACOM Theater for SOF Course
SATP	Security Assistance Training Program
SEL	Senior Enlisted Leader
SFA	Security Force Assistance
SIS	Student Information System
SLTE	Significant Language Training Event
SME	Subject Matter Experts
SOF	Special Operations Forces
SOFAC2C	SOF Air Command and Control Course
SOF-AT3	SOF Anti-Terrorism Level 3 Course
SOLE	Special Operations Liaison Element
SOUTHCOM	Southern Command
STSOF	SOUTHCOM Theater for SOF Course
TFA	Total Force Association
TSOC	Theater Special Operations Command
TTP	Techniques, Tactics and Procedures
USAFSAWS	United States Air Force Special Air Warfare School
USAFSOS	United States Air Force Special Operations School
USINDOPACOM	Indo-Pacific Command
USSOCOM	US Special Operations Command
UW	Unconventional Warfare
VTC	Video Teleconference
xAPI	Experience Application Programming Interface

Offered Courses/Locations/Dates

Valid as of 17 Jan 2019 Most up to date schedule at: <https://usafsos.geniussis.com/registration.aspx>

Course	Iteration	Location	Start Date	End Date
January 2019				
Introduction to Special Operations Course (ISOC)	19F	Hurlburt Field	2-Jan	4-Jan
Intercultural Competencies for SOF Course (ICSOF)	19B	Hurlburt Field	7-Jan	11-Jan
EUCOM Theater for SOF (ETSOF)	19A	Fort Bragg	7-Jan	11-Jan
SOUTHCOM Theater for SOF (STSOF)	19B	Hurlburt Field	14-Jan	18-Jan
Introduction to Combat Aviation Advising Course (ICAAC)	19B	Hurlburt Field	14-Jan	18-Jan
Intercultural Competencies Basic Course (ICBC)	19F	Hurlburt Field	15-Jan	15-Jan
Introduction to Special Operations Course (ISOC)	19H	Cannon AFB	23-Jan	24-Jan
PACOM Theater for SOF (PTSOF)	19B	Kadena AB	28-Jan	1-Feb
Dynamics of International Terrorism (DIT)	19B	Hurlburt Field	28-Jan	1-Feb
Anti-Terrorism Officers' Course (ATOC)	19B	Hurlburt Field	28-Jan	8-Feb
Methods of Instruction Course (MOIC)	19C	Hurlburt Field	28-Jan	8-Feb
February 2019				
EUCOM Theater for SOF (ETSOF)	19B	RAF Mildenhall	4-Feb	8-Feb
Intercultural Competencies for SOF Course (ICSOF)	19C	Hurlburt Field	11-Feb	15-Feb
SOF Anti-Terrorism Level II (SOF-AT2)	19D	Cannon AFB	11-Feb	15-Feb
Mission Command Course (MCC)	19E	Hurlburt Field	12-Feb	14-Feb
SOF Air Command and Control Course (SOFAC2C-BL)	19C	Cannon AFB	20-Feb	21-Feb
Introduction to Special Operations Course (ISOC)	19G	Hurlburt Field	20-Feb	22-Feb
Flight Leadership Course	19C	RAF Mildenhall	25-Feb	1-Mar
AFRICOM Theater for SOF (ATSOF)	19C	RAF Mildenhall	25-Feb	1-Mar
Dynamics of International Terrorism (DIT)	19C	Hurlburt Field	25-Feb	1-Mar
Anti-Terrorism Officers' Course (ATOC)	19C	Hurlburt Field	25-Feb	8-Mar
Mission Command Course (MCC)	19F	Cannon AFB	26-Feb	28-Feb
March 2019				
CENTCOM Theater Course (CTSOF)	19C	MacDill AFB	4-Mar	8-Mar
Air Commando Leadership Development Course (ACLDC)	19B	Hurlburt Field	4-Mar	8-Mar
PACOM Theater for SOF (PTSOF)	19C	Cannon AFB	4-Mar	8-Mar
SOF Air Command and Control Course (SOFAC2C-BL)	19D	RAF Mildenhall	6-Mar	7-Mar
Introduction to Special Operations Course (ISOC)	19I	RAF Mildenhall	11-Mar	13-Mar
Mission Command Course (MCC)	19C	RAF Mildenhall	12-Mar	14-Mar
Interagency for SOF Course (IASOF)	19D	Hurlburt Field	20-Mar	21-Mar
EUCOM Theater for SOF (ETSOF)	19C	Hurlburt Field	25-Mar	29-Mar
April 2019				
Dynamics of International Terrorism (DIT)	19D	Hurlburt Field	1-Apr	5-Apr
SOF Air Command and Control Course (SOFAC2C)	19C	Hurlburt Field	2-Apr	5-Apr
Building Partner Aviation Capacity Seminar (BPACS)	19B	Hurlburt Field	1-Apr	12-Apr
Methods of Instruction Course (MOIC)	19D	Hurlburt Field	1-Apr	12-Apr
SOF Anti-Terrorism Level II (SOF-AT2)	19E	Cannon AFB	8-Apr	12-Apr
Squadron Leadership Course (L400)	19A	Hurlburt Field	15-Apr	19-Apr
Intercultural Competencies Basic Course (ICBC)	19G	Hurlburt Field	16-Apr	16-Apr
Introduction to Special Operations Course (ISOC)	19J	Hurlburt Field	17-Apr	19-Apr
AFRICOM Theater for SOF (ATSOF)	19D	Cannon AFB	22-Apr	26-Apr
Interagency for SOF Course (IASOF)	n/a	RAF Mildenhall	30-Apr	1-May

May 2019				
Dynamics of International Terrorism (DIT)	19E	Hurlburt Field	6-May	10-May
Intercultural Competencies for SOF Course (ICSOF)	19D	Hurlburt Field	6-May	10-May
Anti-Terrorism Officers' Course (ATOC)	19D	Hurlburt Field	6-May	17-May
Introduction to Special Operations Course (ISOC)	19K	Cannon AFB	7-May	8-May
SOF Air Command and Control Course (SOFAC2C-BL)	19E	Cannon AFB	7-May	8-May
Introduction to Combat Aviation Advising Course (ICAAC)	19C	Hurlburt Field	13-May	17-May
Air Commando Leadership Development Course (ACLDC)	19C	Hurlburt Field	13-May	17-May
Mission Command Course (MCC)	19G	Hurlburt Field	21-May	23-May
June 2019				
Bldg Partner Aviation Capacity Seminar in Spanish (BPACS-S)	19A (SP)	Hurlburt Field	3-Jun	14-Jun
Methods of Instruction Course (MOIC)	19E	Hurlburt Field	3-Jun	14-Jun
Mission Command Course (MCC)	19H	Cannon AFB	4-Jun	6-Jun
SOF Anti-Terrorism Level II (SOF-AT2)	19F	Ramstein AB	10-Jun	14-Jun
SOF Air Command and Control Course (SOFAC2C-BL)	19F	Kadena AB	17-Jun	18-Jun
Intercultural Competencies for SOF Course (ICSOF)	19E	Kadena AB	17-Jun	21-Jun
Mission Command Course (MCC)	19I	Kadena AB	19-Jun	21-Jun
Introduction to Special Operations Course (ISOC)	19L	Kadena AB	24-Jun	25-Jun
Interagency for SOF Course (IASOF)	n/a	Kadena AB	24-Jun	25-Jun
PACOM Theater for SOF (PTSOF)	19D	Kadena AB	24-Jun	28-Jun
July 2019				
Interagency for SOF Course (IASOF)	n/a	Hurlburt Field	10-Jul	11-Jul
AFRICOM Theater for SOF (ATSOF)	19E	Hurlburt Field	15-Jul	19-Jul
Dynamics of International Terrorism (DIT)	19F	Hurlburt Field	15-Jul	19-Jul
Anti-Terrorism Officers' Course (ATOC)	19E	Hurlburt Field	15-Jul	26-Jul
CENTCOM Theater Course (CTSOF)	19D	Hurlburt Field	22-Jul	26-Jul
Intercultural Competencies for SOF Course (ICSOF)	19F	Cannon AFB	22-Jul	26-Jul
SOF Air Command and Control Course (SOFAC2C-BL)	19G	Hurlburt Field	24-Jul	25-Jul
Squadron Leadership Course (L400)	19B	Hurlburt Field	29-Jul	2-Aug
August 2019				
Mission Command Course (MCC)	19J	Hurlburt Field	6-Aug	8-Aug
Intercultural Competencies Basic Course (ICBC)	19H	Hurlburt Field	6-Aug	6-Aug
Introduction to Special Operations Course (ISOC)	19M	Hurlburt Field	7-Aug	9-Aug
Interagency for SOF Course (IASOF)	n/a	Cannon AFB	12-Aug	13-Aug
SOF Anti-Terrorism Level II (SOF-AT2)	19G	Cannon AFB	12-Aug	16-Aug
Methods of Instruction Course (MOIC)	19F	Hurlburt	12-Aug	23-Aug
Introduction to Special Operations Course (ISOC)	19N	RAF Mildenhall	19-Aug	20-Aug
SOUTHCOM Theater for SOF (STSOF)	19C	Hurlburt Field	19-Aug	23-Aug
Mission Command Course (MCC)	19K	RAF Mildenhall	21-Aug	23-Aug
SOF Air Command and Control Course (SOFAC2C-BL)	19H	RAF Mildenhall	19-Aug	20-Aug
Air Commando Leadership Development Course (ACLDC)	19D	Hurlburt Field	19-Aug	23-Aug
Intercultural Competencies for SOF Course (ICSOF)	19G	Hurlburt Field	5-Aug	9-Aug
EUCOM Theater for SOF (ETSOF)	19D	Hurlburt Field	12-Aug	16-Aug
September 2019				
CENTCOM Theater Course (CTSOF)	19E	MacDill AFB	9-Sep	13-Sep
Dynamics of International Terrorism (DIT)	19G	Hurlburt Field	9-Sep	13-Sep
SOF Air Command and Control Course (SOFAC2C-BL)	19I	Hurlburt Field	11-Sep	12-Sep
Anti-Terrorism Officers' Course (ATOC)	19F	Hurlburt Field	9-Sep	20-Sep
Intercultural Competencies for SOF Course (ICSOF)	19H	Hurlburt Field	16-Sep	20-Sep
Building Partner Aviation Capacity Seminar (BPACS)	19C	Kadena AB	16-Sep	27-Sep
Squadron Leadership Course (L400)	19C	Hurlburt Field	23-Sep	27-Sep
Introduction to Combat Aviation Advising Course (ICAAC)	19D	Hurlburt Field	23-Sep	27-Sep

OPR: USAFSOS/SOED-DI
Joe Polhamus
357 Tully Street, Hurlburt Field, FL 32544-5273
Phone (850) 884-3309; DSN 579-3309

January 2019

AIR COMMANDOS...QUIET PROFESSIONALS



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