



U.S. Air Force Special Operations School (USAFSOS)

Mobile Education Event (MEE) Planning Handbook 1 October 2014



Prepared by the
Mobile Education Division: USAFSOS.SOED.M.DL@us.af.mil

357 Tully Avenue
Hurlburt Field, FL 32544

USAFSOS Homepage: www.afsoc.af.mil/usafsos
Blackboard Learning Mgmt System: <https://afsoc.blackboard.com>
USAFSOS Student Support: COMM 850-884-4757/4758; DSN 579-4757/4758

Table of Contents

Introduction	1
Lesson Menus	5
Lesson Menu Summary Matrix	6
Introduction to Special Operations (ISOC) Lessons	11
Mission Commanders (MCC) Lessons	12
Special Operations Air Command and Control (SOFAC2) Lessons.....	14
Intel Resources for Complex Operations (INSOF) Lessons.....	16
AFRICOM Theater (ATSOF) Lessons	17
EUCOM Theater (ETSOF) Lessons	18
CENTCOM Theater (CTSOF) Lessons	20
PACOM Theater (PTSOF) Lessons	21
SOUTHCOM Theater & Mexico (STSOF) Lessons	22
Building Partnership Aviation Capacity (BPACC) Lessons	24
Intercultural Competencies (ICSOF) Lessons	26
Intercultural Competencies <i>Basic</i> (ICBC) Lessons	28
Dynamics of International Terrorism (DIT) Lessons.....	29
Anti-Terrorism Officers (ATOC) Lessons	30
Contemporary Irregular Warfare (CIWC) Lessons	32
Insurgency & Foreign Internal Defense (IFID) Lessons	34
Interagency Orientation (IASOF) Lessons	35
Language Center Lessons.....	36
USAFSOS Formal Course Listing	37
USAFSOS Faculty Listing	42

Introduction

Purpose: The purpose of this handbook is to assist external agencies as well as USAFSOS faculty in planning Mobile Education Events (MEE). It provides a description of MEEs, an overview of available lessons, formal course information and a faculty listing. It is designed primarily to assist in the creation of custom modular education events that best fit operational military education requirements, including those in preparation for overseas deployments.

Points of Contact: The primary point of contact for organizing a MEE is the USAFSOS Mobile Education Division. The current Mobile Education Division Chief is Lt Col Matt Imperial, COMM 850-884-4472; (DSN 579), matthew.imperial@us.af.mil. The additional POCs for MEEs are Maj Martin Conrad, COMM 850-884-3204 (DSN 579), martin.conrad.1@us.af.mil and MSgt Shaun Khoenle, COMM 850-884-3908 (DSN 579), shaun.khoenle@us.af.mil. The use of the Mobile Education email distribution list is encouraged at: USAFSOS.SOED.M.DL@us.af.mil.

Mobile Education Event (MEE) Frequently Asked Questions:

What is a Mobile Education Event? A Mobile Education Event (MEE) is a unit-requested custom tailored education event that draws from modularized lesson content across Irregular Warfare, Special Operations, Theater Engagement and Language Center content areas. Often, MEEs are part of pre-deployment preparation, providing the most pertinent operational, regional and language material to better prepare units for downrange operations. Mobile Education Teams (METs) can deliver these education events both in the Hurlburt Field local area and at locations worldwide. Off-station MEEs typically range from 2 to 5 days in duration. MEEs conducted at Hurlburt or the surrounding area can last from just a few hours to several days. USAFSOS faculty adapt existing content and create new lessons as required to create focused operational military education. A listing of recent Mobile Education Events can be found at the USAFSOS homepage at www.afsoc.af.mil/usafsos.

Who is the target student audience? Our primary audience is Air Force, Service and Joint Special Operations Forces (SOF) and SOF-enablers. In addition, we educate students from general purpose forces, Department of Defense (DoD) agencies and interagency partners.

Does USAFSOS educate international students? International partner nation units and students are welcome to attend USAFSOS courses on the Military Articles and Services List (MASL). Certain USAFSOS courses and iterations are available to students from specific partner nations including: Building Partnership Aviation Capacity Course (MASL # D173091); AFRICOM Theater Course (MASL # D126073); Intercultural Competencies Course (MASL # D126071); Contemporary Irregular Warfare Course (MASL # D126020). Dynamics of International Terrorism (MASL # D126012) was recently added in 2014. By U.S. law, all international students must pay tuition to attend U.S. military courses. Payment for certain courses may be funded by International Military Education and Training (IMET), Expanded-IMET, Counter Terrorism Fellowship Program (CTFP) or Foreign Military Sales (FMS). All requests for international student education must be initiated through the Security Cooperation Organizations (SCO) at the nearest U.S. Embassy. For general questions, international units and

students may contact the USAFSOS International Military Student Officer (IMSO) at 850-884-8504 (DSN 579).

How much do Mobile Education Events cost and how do we pay for them? The cost of a USAFSOS MEE is dependent on content, duration and location. MEEs conducted at Hurlburt Field or the local area with solely USAFSOS in-house faculty do not incur a monetary cost but still require sufficient lead-time for planning. The primary MEE costs are travel, per diem, and if applicable non-governmental speaker fees (honorariums). A typical CONUS-based 2-5 day MEE can range from \$5-20K. A typical OCONUS-based 3-10 day MEE can range from \$10-50K. MEE costs are incurred by the requesting unit. Payment for military and civilian instructor travel costs is typically done through the cross-organization process in the Defense Travel System (DTS). Payment for contractor travel is completed via Military Interdepartmental Purchase Request (MIPR) or the General Fund Enterprise Business System (GFEBs). Non-governmental speaker fees (honorariums) are typically paid through a check-writer from the requesting unit or its headquarters/support element.

Subject to available funding, it is the intent of USAFSOS to fund off-station MEEs conducted for Air Force Special Operations Command (AFSOC) units, in particular for the 27th SOW at Cannon AFB, NM; 352d SOG at RAF Mildenhall, UK; 353d SOG at Kadena AB, Japan; and 193d SOW at Harrisburg ANGB, PA.

What if we want an entire course? In some cases, it may be determined that an existing formal course in its entirety has the most appropriate content to meet operational needs. That approach can also be accommodated by USAFSOS. This type of request is known as an “out of cycle formal course.” Most USAFSOS formal courses can be delivered at worldwide locations. For units located at Hurlburt Field or Cannon AFB, our recommendation is to align with an existing forecasted formal course offering. In some cases, a formal course can be compressed in a slightly shorter time-frame to address operational time constraints. This is handled on a case-by-case basis. In addition, formal courses also have the flexibility to customize educational content.

Do students get official credit for MEEs? Typically, no. Official credit requires enrollment and successful completion of a USAFSOS formal course. This completion is recorded by USAFSOS which results in the appropriate service/organization update of a member’s official records. Since MEEs are not formal courses with course codes, completion will not be recorded in a member’s official records. However, USAFSOS can provide written evidence of successful completion of a MEE for personal, unit and performance report purposes.

Okay, now that I know all about MEEs and out of cycle formal courses, how does my unit request one? Before formally requesting an MEE or formal course, it’s best to first coordinate with the Mobile Education Division to discuss the overall purpose of your education event, the delivery timeframe, student audience and desired content areas. Once this initial coordination is complete, MEEs and out of cycle formal courses are requested by sending an official memo to USAFSOS by the first O-5 (or equivalent) in the requesting unit’s chain of command. **USAFSOS normally requires a minimum of 60 days official notice in order to schedule MEEs and out of cycle formal courses.** However, USAFSOS maintains a capability to respond to urgent operational education requirements in preparation for deployments and other sensitive operations.

The MEE request memo should include the following information:

1. **Statement of Need**
 - a. What specific type of education is required (i.e., SOF Overview; Intercultural Competencies; Theater Orientation; Force Protection; Insurgency; etc.)
 - b. Who needs the education? How many and what types of forces will be trained? Please indicate if students are SOF or SOF-enablers.
 - c. Why is this education required? Tied to deployment? Mission-related? Please keep unclassified.
 - d. When is the education desired? Specific timeframes and backup dates are requested if possible. Include intended duration (e.g., 2.5 days, mid-September *or* 4 days in the first 3 weeks of January *or* Primary: 5 days, August 12-16, Secondary 19-23 August.
 - e. Where will the education event take place? Are there classroom/auditorium facilities available? Most classes require PowerPoint presentation capability and audio-visual projection capability for video/audio clips.
2. **Logistics.** Address any special security requirements/special reporting instructions at the event location. Identify classification capabilities of intended classroom facilities.
3. **Funding.** Indicate understanding that MEE is funded by the requesting unit and amount budgeted for event (i.e. allocated \$10K for event).
4. **Point of Contact (POC).** Please provide the rank, name, phone number and email address of the POC for the request.
5. **The signed MEE Request Memorandum should be submitted electronically to USAFSOS.SOED.M.DL@us.af.mil.**



MEE-Out of Cycle
Course Request Form

(Embedded file in Word format only)

See next page for sample memo format



DEPARTMENT OF THE AIR FORCE

[DATE]

MEMORANDUM FOR USAFSOS

FROM: [Requesting Unit]
[Mailing Address]

SUBJECT: Mobile Education Event/Out of Cycle Course Request

1. Statement of Need

- a. The [Requesting Unit] requests a USAFSOS Mobile Education Event (MEE) combining lessons and content in the following areas: [Subject/Course/Region/Country 1], [Subject/Course/Region/Country 2] and [Subject/Course/Region/Country 3] OR an out of cycle [Insert Course (s) Name].
- b. Student Makeup. It is estimated that [insert number] unit members will be students in this requested MEE/course. These members are [Special Operations Forces (SOF), SOF-enablers, General Purpose Forces, other] from the following career and/or mission areas [intelligence; flying operations; special tactics, other] across the grades/ranks of [insert grades/ranks/civilian grades or equivalent].
- c. Justification. Members of the [Requesting Unit] require this education event for the following reasons: [mission related, pre-deployment, other, NOTE: keep unclassified]
- d. Duration/Location. This MEE/course is requested as a [insert hours/days] long event between the [enter specific dates or date range] at the following location [insert base, post, city, state, country].
- e. Facility. This MEE/course would take place at the following facility: [insert facility name/type] with the following capabilities [insert audio-visual capabilities, projection; seating capacity; classification-level; etc.]

2. Logistics. The following are special security, travel and/or reporting instructions for our location: [insert any applicable information].

3. Funding. It is understood the cost of this event is the [insert unit] responsibility and have budgeted and authorized up to [insert dollar amount]. It is recognized the majority of cost is travel and per diem. Funding is typically accomplished through Defense Travel System cross-organizational processes but may also use Military Interdepartmental Purchase Request (MIPR) or within General Fund Enterprise Business System (GFEBS). The fund cite to charge travel and per diem costs against will be provided upon approval of this request. In addition, speaker fees may be required for non-DoD civilian instructors and such fees require check-writing capability from the requesting unit. Unit POC for financial matters is: [insert name, phone numbers and email].

4. The overall POC for this education event is: [insert name, phone numbers and email]. Thank you.

MICHELE C. JOHNSON, Lt Col, USAF
[Duty Title]

Lesson Menus

This section provides a list of available lessons that can be modularized into a custom Mobile Education Event (MEE). Lessons are organized by functional area in the Lesson Menu Summary Matrix (pages 6-10) and by course/content area (pages 11-36). Each lesson is identified by its title, its approximate delivery length and a brief description. Lesson delivery modes include formal lecture; informal lecture; panel discussion; role-play; exercise; and hands-on demonstration. In addition, some hands-on lessons require the use of a small arms and weapons range. As such, these lessons are only available at USAFSOS HQ at Hurlburt Field, FL. Some lessons are taught primarily by USAFSOS in-house instructors while others are taught primarily by external expert guest lecturers. This lesson menu is comprised of educational content that currently resides in formal USAFSOS courses. If deemed appropriate and with advanced notice, custom educational content on topics not listed can be offered.

It is also important to note that some lessons build upon the foundation of other lessons and therefore do not lend well to being independently presented, unless students already have prior knowledge of the subject.

The classification of lessons range from unclassified, unclassified for official use only, confidential and secret. Some lesson can be offered in either an unclassified or classified version. When classified lessons are requested for off-site MEEs, it is the responsibility of the requesting unit to obtain use of approved and cleared facilities. In addition, the requesting unit is responsible to ensure all students have proper clearance and need to know.

These lesson menus are provided as a starting point for identifying topic areas most applicable to unit education requirements. Personal coordination with USAFSOS and the requesting unit is required to develop and deliver the most operationally relevant curriculum.

Lesson Menu Summary Matrix

A short description of each lesson is available on pages 11-36

SPECIAL OPERATIONS DIVISION			
<u>Intro to Special Ops</u>	<u>Mission Commanders</u>	<u>SOF Air Command and Control (C2)</u>	<u>Intelligence Resources for Complex Operations</u>
1. Intro to SOF and Op EAGLE CLAW	1. Command Relationships	1. Intro to SOF	1. Intro to the Intelligence Community
2. SOF Core Ops/Activities	2. Mentoring Sessions	2. Command Relationships	2. RFI Process for AFSOC
3. AFSOC Overview	3. First Sergeant	3. SOF Command & Control	3. Intelligence History, Theories, and Research
4. Component Overview	4. Logistics Readiness	4. Joint SOF Air Component (JSOAC) Air Assets	4. Selected National Organizations
5. AFSOC History & Heritage	5. Tactical Communications	5. Embassy Operation	5. Selected Airborne Collection Platforms
6. Relative and Recent Special Ops Case Study	6. Medical Issues & Public Health	6. Special Tactics	6. Non-traditional Air Force Intelligence
7. Culture as SOF enabler	7. Legal Considerations	7. Joint Special Operations Task Force Components	7. Coalition and Other Service Intelligence
8. Air Commando Warrior Mindset	8. Safety & Risk Mgmt	8. Theater JSOAC Perspective	8. Operational and/or Strategic Level Intelligence
9. SOF Senior Perspective	9. Maintenance Considerations	9. AFSOC Operations Center	
10. Combat Resiliency	10. Force Protection Mindset	10. Theater Air Ground System (TAGS)	
11. Irregular Warfare	11. Public Affairs	11. Joint Operation Planning Process (JOPP)	
12. Operators Perspective	12. Command Post	12. Joint Air Tasking Cycle	
13. Flight Line/Air Park Tour	13. Contracting Introduction	13. Joint Air Operations Center (JAOC)	
	14. Paying Agent	14. Strategy Division (SRD)	
	15. AFSOC Ops Center	15. Combat Plans Division (CPD)	
	16. Air Commando Warrior Mindset	16. Combat Operations Division (COD)	
	17. US Foreign Policy & AFSOC	17. Air Mobility Division (AMD)	
		18. Intelligence, Surveillance and Reconnaissance Division (ISRD)	
		19. Component Liaisons to JAOC	
		20. JSOAC Mission Mgmt Tools	
		21. Personnel Recovery (PR)	
		22. Airspace Management	
		23. Foreign Policy & AFSOC	
		24. SOF Senior Perspective	

THEATER ENGAGEMENT DIVISION

<u>AFRICOM Theater</u>	<u>EUCOM Theater</u>	<u>CENTCOM Theater</u>	<u>PACOM Theater</u>	<u>SOUTHCOM Theater</u>
1. Intro to AFRICOM	1. Intro to EUCOM	1. Intro to CENTCOM	1. Intro to PACOM	1. Intro to SOUTHCOM
2. U.S. National Security Interests, Strategy in AFRICOM	2. U.S. National Security Interests & Strategy in EUCOM	2. CENTCOM Mission and Operations	2. U.S. National Security Interests and Policy in PACOM	2. U.S. National Security Interests & Strategy in SOUTHCOM
3. Contemporary Security Issues in AFRICOM	3. Contemporary Security Issues in EUCOM	3. SOCCENT Mission and Operations	3. SOCPAC and Theater Campaign Plan	3. Contemporary Security Issues in SOUTHCOM
4. Militaries in AFRICOM	4. Militaries & Police Forces in EUCOM	4. JSOAC Mission Brief	4. U.S. Agencies & Departments	4. Militaries & Police Forces in SOUTHCOM
5. Intercultural Competence in AFRICOM	5. Intercultural Competence in EUCOM	5. U.S. Foreign Policy in CENTCOM	5. Selected Country Studies	5. Intercultural Competence in SOUTHCOM
6. Major Foreign Players	6. NATO & EUCOM	6. Arab Military Culture	6. Transnational Security Issues	6. Colombia and the FARC-EP
7. Selected Country Focus	7. EUCOM Emerging Trends	7. Contemporary Security Issues	7. Insurgency and Terrorism in PACOM	7. Peru and Sendero Luminoso (SL)
8. Interagency Coordination in AFRICOM	8. Aviation Security Cooperation in EUCOM	8. Operational Culture of the Middle East and Afghanistan	8. Philosophies and Religions of Asia	8. Aviation Security Cooperation in SOUTHCOM
	9. Contemporary Security Issues, Russia	9. Terrorism in CENTCOM	9. SOF Operational Perspective	9. Contemporary Security Issues, Mexico
	10. Selected Country Focus	10. Aviation Foreign Internal Defense (AvFID) in CENTCOM	10. Interagency Coordination in PACOM	10. Selected Country Focus
	11. Interagency Coordination in EUCOM	11. Selected Country Focus		11. Interagency Coordination in SOUTHCOM
		12. Interagency Coordination in CENTCOM		

THEATER ENGAGEMENT DIVISION		
<u>Building Partnership Aviation Capacity (BPACC)</u>	<u>Intercultural Competencies (ICSOF)</u>	<u>Intercultural Competencies Basic (ICBC)</u>
1. Intro to Aviation Enterprise Development (AED)	1. Intro to Intercultural Competence	1. Intro to Intercultural Competence
2. Defense, Development and Diplomacy (3D)	2. Elements of Intercultural Competence	2. Culture Shock and Cultural Differences
3. Intro to Internal Defense & Development (IDAD)	3. Culture Shock	3. Mitigating Cultural Differences: Strategies for Conflict Resolution
4. U.S. DoD Strategic Approach to Aviation Partnership	4. Culture and Social Networks	4. Religion, Gender, and Food
5. Intro to Security Cooperation Management	5. Strategies for Conflict & Dilemma Resolution	5. Elements of Intercultural Communication
6. State Department Role in Building Partnership Capacity	6. American Culture Values	6. Patterns of Interaction and Body Language
7. U.S. Aviation/Security Force Assistance (SFA) Overview	7. Comparative Religion	
8. USAID – Aviation Applications	8. Gender Dynamics	
9. U.S. Army Aviation and Building Partnership	9. Food and Culture	
10. Civil-Military Relations (CMR) & Practice	10. Health Concerns in Intercultural Setting	
11. Aviation in non-DoD Organizations	11. Media Influence, Battle of the Story	
12. U.S. Civilian Aviation – Federal Aviation Administration	12. Strategic Communication	
13. Managing Interagency Relationships & Resources	13. Working with the Media	
14. Office of Foreign Disaster Assistance (OFDA)	14. Patterns of Interaction and Body Language	
15. Small-Medium Airfields; Dual-Use Facilities and Local Area Civilian & Military Cooperation Panel	15. Culture in Coalition Warfare and Military Orientalism	
	16. Saving Face	
16. Strategic Communication	17. Negotiations	
17. Partner Nation Country Presentations	18. World Cultures Panel	
18. Introduction to U.S. Justice System	19. Intercultural Competence from Operator’s Perspective	
19. Focus on U.S. Embassy Country Team	20. Communication Exercises	
20. Aviation Security Cooperation Selected Topics	21. Cultural Exercise	
21. Internal Defense and Development (IDAD) – Focus on Aviation Enterprise	22. Interpreter Operations	

IRREGULAR WARFARE DIVISION

<u>Dynamics of International Terrorism</u>	<u>Anti-Terrorism Officers</u>	<u>Contemporary Irregular Warfare</u>	<u>Insurgency & Foreign Internal Defense</u>	<u>Interagency Orientation</u>
1. Intro to Terrorism	1. Anti-Terrorism (AT) Roles, Responsibilities, Authorities & Orgs	1. Fundamentals of Contemporary Irregular Warfare	1. Fundamentals of Irregular Warfare	1. Interagency and the 3D Operator
2. Intro to Force Protection	2. AT Risk Management Considerations	2. Operationalizing Insurgency and Counterinsurgency Theories	2. Joint Publication 3-22 (Foreign Internal Defense) Overview	2. Strategic Interagency Operations
3. COCOM Theater Terrorism	3. Intel support to Force Protection	3. The Role of Culture and Identity in Irregular Warfare	3. AvFID - Strategic Assessment	3. The Department of State and the US Country Team
4. Improvised Explosive Devices (IED)	4. AFOSI support to Force Protection	4. Paths to Victory Study/Exercise	4. AvFID - Strategic Perspective	4. U.S. Agency for International Development
5. Personal Vehicle Bomb Search	5. Terrorism Threat Assessment	5. The US Country Team Role in Irregular Warfare	5. Operationalizing Insurgency and COIN Theories	5. Intergovernmental Organizations / NGOs
6. Weapons of Mass Destruction	6. Building Criticality Matrix	6. Legal Issues in Irregular Warfare	6. Irregular Warfare Historical Examples	6. Intelligence Collaboration
7. Domestic Terrorism	7. Terrorism Vulnerability Assessments	7. Case Studies	7. AvFID Tactical Level Assessment	7. Legal Guidance for Security Ops and Funding in Interagency Ops
8. Personal Security	8. AT Plan and Program	8. Insider Attacks - Afghanistan	8. Tactical Perspective	8. USSOCOM Roles & Responsibilities in Counterterrorism
9. Surveillance Detection	9. AT Resource Management	9. Airpower in Irregular Warfare	9. AvFID: Three Views	9. Working with the Media
10. Terrorism Finance	10. AT Training & Exercises	10. <i>Restrepo</i> Practical Exercise	10. 6th Special Ops Squadron (SOS): Contemporary Ops	10. Interagency Case Study
11. Arabic & Islamic Naming Conventions	11. Security Engineering and Design	11. America's Small Wars	11. Operational Implications of Airpower in COIN & FID Environment	
12. Weapons Capabilities	12. Physical Security Technologies	12. Evolution of Insurgency		
13. Prison Radicalization	13. AT/FP Contracting Considerations	13. Civil/Military Operations		
14. Radical Islam	14. Legal considerations	14. Intelligence, Surveillance, and Reconnaissance in Irregular Warfare		
15. Terrorism in Cyberspace	15. AT Tools	15. Information Operations in Irregular Warfare		
		16. Fundamentals of Unconventional Warfare		
		17. Unconventional Warfare Case Study		
		18. FID and US Policy		
		19. US Approaches to Counterterrorism		

LANGUAGE CENTER

1. Pre-deployment Language Training in: Spanish, Arabic, Russian, Indonesian, French, Korean, Dari, Pashto, Polish, Brazilian-Portuguese, Ukrainian, Swahili, and others upon request

2. Language Resource Information Sessions

Introduction to Special Operations (ISOC) Lessons

1. **Introduction to Special Operations Forces and Operation EAGLE CLAW (1.5 hour) ***
 - Introduces student to concept of Special operations and provides an overview and history of USSOCOM
2. **SOF Core Ops/Activities & AFSOC Mission Areas (1 hour) ***
 - Overview of SOF Core Ops and Activities; and AFSOC core mission areas
3. **Air Force Special Operations Command Overview (1.5 hours) ***
 - AFSOC organization, capabilities and role within USSOCOM
4. **USSOCOM Component Overview (1.5 hours) #**
 - USASOC/NAVSPECWARCOM/MARSOC organization, capabilities and role within USSOCOM
5. **AFSOC History and Heritage (2 hours) ***
 - AFSOC history and heritage ranging from early 20th century to present
6. **Relative and Recent Special Operations Case Study (1 hour)**
 - Operation NEPTUNE SPEAR demonstrated the success of SOF since the establishment of USSOCOM
7. **Culture as a SOF enabler (1 hour) ***
 - Overview of how cultural knowledge enhances SOF operations
8. **Air Commando Warrior Mindset (1 hour) #**
 - What it means to be an Air Commando, critical attributes for success and combat resiliency
9. **SOF Senior Perspective (1 hour) #**
 - A senior leader brings his perspective on leadership and SOF issues
10. **Combat Resiliency (1 hour) #**
 - This lesson complements the theory in the Warrior mindset lesson by providing a practitioners perspective
11. **Irregular Warfare (1 hour) #**
 - Introduction to Irregular warfare and importance to SOF
12. **Operators Perspective (1 hour) #**
 - An operator presents his/her perspective and experiences performing SOF operations
13. **Flight Line/Air Park Tour (2 hours) ~Field Trip ***
 - A tour of current and historic AFSOC aircraft

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

Mission Commanders (MCC) Lessons

1. **Command Relationships (1.5 hours) ***
 - Introduces basic command relationships
2. **Mentoring Sessions (3 hours) ^**
 - Leaders provide their perspective of the duties and responsibilities of a mission commander (from a seasoned Mission CC (MC) and from a Group/Wing CC)
3. **First Sergeant (1.5 hours) #**
 - Overview of First Sergeant's roles and responsibilities during a deployment
4. **Logistic Readiness (1 hour) #**
 - Overview of how deployment and logistic organizations interact with MC during all deployment phases
5. **Tactical Communications (1 hour) #**
 - Capabilities and limitations of tactical communications
6. **Medical Issues and Public Health (1 hour) #**
 - Medical and public health considerations #
7. **Legal Considerations (1 hours) #**
 - Overview of Legal and ROE considerations and their impact to the MC's planning
8. **Safety and Risk Management (1 hour) #**
 - Overview of safety and risk management factors as they pertain to the MC
9. **Maintenance Considerations (1 hour) ^**
 - Overview of how aircraft maintenance supports the MC during all phases of the deployment
10. **Force Protection Mindset (1 hour) #**
 - Discusses the purpose and inherent responsibility that MCs have for force protection
11. **Public Affairs (1 hour) ^**
 - Roles, responsibilities and capabilities of public affairs
12. **Command Post (30 mins) ^**
 - Reporting considerations and C2 procedures applicable to the MC
13. **Contracting Introduction (1 hour) #**
 - Role of contracting and how they support the MC
14. **Paying Agent (1 hour) ^**
 - Role of the paying agent and how they support the MC
15. **AFSOC Operations Center (1 hour) #**
 - Mission of the AFSOC Operations Center and how they support the MC
16. **Air Commando Warrior Mindset (1 hour) #**

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

- What it means to be an Air Commando, critical attributes for success and combat resiliency, emphasizing the need for the MC to watch and take care of personnel

17. US Foreign Policy and AFSOC (1 hour) *

- Overview of US foreign policy and the government's instruments of national power

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

Special Operations Forces Air Command and Control (SOFAC2C) Lessons

1. **Introduction to Special Operations (1 hour) ***
 - Introduces student to concept of Special operations and provides an overview of USSOCOM
2. **Command Relationships (1 hour) ***
 - Overview of the command structure for unified action by US armed forces
3. **SOF Command and Control (1 hour) ***
 - Overview of how SOF fits into the theater C2 structure
4. **Joint Special Operations Air Component Air Assets (1.5 hours) ***
 - Overview of AFSOC, 160th Special Operations Aviation Regiment (SOAR), conventional & contract aviation assets available to a JSOAC
5. **Embassy Operation (1.0 hours) #**
 - Examination of US embassy structure and organization
6. **Special Tactics (1.0 hour) #**
 - Organization and capabilities of Special Tactics airmen
7. **Joint Special Operations Task Force Components (1 hour) #**
 - Overview of a JSOTF and air support that it will need from a JSOAC
8. **Theater JSOAC Perspective (1.5 hours) ^**
 - Real world JSOAC experiences will reinforce doctrinal lessons
9. **AFSOC Operations Center (1 hour) ^**
 - Introduction to the hub of SOF Air C2 in AFSOC
10. **Theater Air Ground System (TAGS) (1 hour) #**
 - Overview of the air to ground system that all service components participate in
11. **Joint Operation Planning Process (JOPP) (1 hour) #**
 - Overview of JOPP and its use in JSOTF planning
12. **Joint Air Tasking Cycle (1 hour) ***
 - Air Tasking Order (ATO) cycle and how it drives organization & function of the AOC
13. **Joint Air Operations Center (JAOC) (1.0 hour) ***
 - Overview of the JAOC organization
14. **Strategy Division (SRD) in the JAOC (1 hour) ***
 - Organization of the Strategy Division and relationship with the SOLE
15. **Combat Plans Division (CPD) in the JAOC (1 hour) ***
 - Overview of the CPD and how the SOLE integrates with it

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

16. **Combat Operations Division (COD) in the JAOC (1 hour) ***
 - Execution of the Air Tasking Order and SOLE integration
17. **Air Mobility Division (AMD) in the JAOC (1 hour) ***
 - How the AMD can help SOF
18. **Intelligence, Surveillance and Reconnaissance Division (ISR) in the JAOC (1 hour) ***
 - SOLE relationship with ISR
19. **Component Liaisons to the JAOC (1 hour) ***
 - Overview of other service liaisons to the JAOC
20. **JSOAC Mission Management Tools (1 hour) ^**
 - Overview of JSOAC mission planning tools to complete the ASR process
21. **Personnel Recovery (PR) (1 hour) #**
 - How SOF air C2 integrates with the PR architecture
22. **Airspace Management (1 hour) ^**
 - How SOF integrates with the JFACC airspace control plan
23. **Foreign Policy and AFSOC (1 hour) #**
 - How foreign policy affects AFSOC
24. **SOF Senior Perspective (1 hour) ^**
 - A past JSOAC CC or SOLE director shares his/hers experiences

Legend: *USAFSOS In-House Instructor # In-house or Expert Guest Instructor ^ Expert Guest Instructor
--

Intel Resources for Complex Operations (INSOF) Lessons

1. **Introduction to the Intelligence Community (1 hour)***
 - Overview of the intelligence community and intelligence disciplines
2. **Request for Information Process for AFSOC (.5 hour)^**
 - Know whom to contact if they have intelligence related questions
3. **Intelligence History, Theories, and Research (6 hour) ^**
 - Discuss the latest intelligence related theories, research, and tools (social network analysis, social media exploitation, human domain, manhunting)
4. **Selected National Organizations (10 hour) #**
 - Discuss the impact of selected national security organizations and how they collect and disseminate intelligence (CIA, NSA, NGA, State Department)
5. **Selected Airborne Collection Platforms (7 hour)#**
 - Discuss the impact of selected manned and unmanned airborne collection platforms (JSTARS, Rivet Joint, U28, Small UAV, RPA)
6. **Non-traditional Air Force Intelligence (5 hour) ^**
 - Discuss the impact of selected non-traditional Air Force intelligence entities (J24-0, EOD, AFOSI, MISO)
7. **Coalition and Other Service Intelligence (3 hours) ^**
 - Discuss the impact of selected non-Air Force intelligence entities
8. **Operational and/or Strategic level Intelligence (1 hour)#**
 - Discuss how the Air Force conducts intelligence at the operational and strategic level

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

AFRICOM Theater (ATSOF) Lessons

1. **Introduction to AFRICOM Strategic environment (1 hour) ***
 - Geography; Culture; History; Politics and Economics
2. **US National Security Interests, Strategy & Tools (1- 2 hours *per topic*)**
 - AFRICOM Command Strategy #
 - AFRICOM Mission Plan & operations #
 - Theater Security Cooperation in Africa #
 - Special Operations Command – Africa (SOCAFRICA) Operations #
 - Intelligence Surveillance & Reconnaissance (ISR) ISO of SOCAFRICA ^
 - Combined Joint Task Force – Horn of Africa (JTF-HOA) #
 - Joint Special Operations Air Component (JSOAC) - Africa #
 - DoD and Interagency in Africa #
 - Army logistics, partnerships in Africa #
3. **Contemporary Security Issues in AFRICOM (1-2 hours *per topic*)**
 - Terrorism in AFRICOM *
 - AQIM, Boko Haram, Al- Shabab, LRA.... *
 - C-LRA/ Army SOF ^
 - Root causes of Religious Extremism in AFRICOM *
 - Drug & Illicit Trafficking *
 - Piracy *
 - Insurgencies
 - Civil wars *
 - Arab Spring *
4. **Militaries in AFRICOM (1-2 hours *per topic*)**
 - Case Study Countries (Nigerian military, concerns etc....) *
 - Civil-Military Relations ^
 - Use of Military for Internal Security *
 - African Military Formation *
 - Medical Stability Operations ^
5. **Intercultural Competence in AFRICOM (1-2 hours *per topic*)**
 - Intercultural communication in Africa *
 - Islam & Sufism *
 - Beyond Democracy, Non-Governmental Orgs (NGO), Cultural Intelligence *
6. **Major Foreign Players (1-2 hours *per topic*)**
 - China, India, EU, Iran & Gulf states *
 - US AID ^
7. **Selected Country/Regional Focus (1-4 hours *per topic*) #**
 - Kenya, Libya, Mali, Mauritania, Morocco, Tunisia, Uganda *
 - North Africa, West Africa, East Africa, Central Africa, Sub-Saharan Africa, Horn of Africa *
8. **Interagency Coordination in AFRICOM (1 hour) #**

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

EUCOM Theater (ETSOF) Lessons

1. **Introduction to EUCOM (2 hours) ***
 - Geography; Culture; History; Politics and Economics
2. **US National Security Interests & Strategy (2 hours)**
 - EUCOM Command Strategy *
 - EUCOM Campaign Support Plan *
 - EUCOM Formation & Priorities ^
 - AFSOC Multinational Cooperation *
3. **Contemporary Security Issues in EUCOM (2 hours per topic)**
 - Overview of Terrorism in EUCOM *
 - Islamic Extremism in in EUCOM *
 - Israel Issues #
 - Turkey Issues #
4. **Militaries & Police Forces in EUCOM (2-4 hours)**
 - Case Study Countries (Ireland, Balkans etc.) *
 - Case Study Cyber Operations *
 - Impact of Civil Military Relations Balkans ^
 - Use of Military for Internal Security ^
5. **Intercultural Competence in EUCOM (3 hours)**
 - Cultural Norms *
 - Strategies for effective intercultural communication *
6. **NATO & EUCOM (2 hours)**
 - NATO formation and evolution #
 - US Support and Plan for NATO ^
 - Current status of NATO Operations ^
7. **EUCOM Emerging Trends (2 hours)**
 - Emergence and development of Trends Energy Security #
 - Current status European Energy Security ^
8. **Aviation Security Cooperation in EUCOM (1-2 hours)**
 - Mission and challenges of Aviation Foreign Internal Defense (AvFID) ^
 - Special Operations Command – Europe (SOCEUR) ^
9. **Contemporary Security Issues in Russia (3 hours)**
 - Caucasus Region Security Issues *

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

10. Selected Country Focus (1-2 hours) #

- Israel #
- Ukraine *
- Poland #
- Northern Ireland *
- Turkey ^
- UK *

11. Interagency Coordination in EUCOM (1 hour) #

Legend: *USAFSOS In-House Instructor	# In-house or Expert Guest Instructor	^ Expert Guest Instructor
--------------------------------------	---------------------------------------	---------------------------

CENTCOM Theater (CTSOF) Lessons

1. **Introduction to CENTCOM (2 hours) ***
 - Geography; Culture; History; Politics and Economics
2. **CENTCOM Mission and Operations (1.5 hours)**
 - U.S. national interests and military strategy in CENTCOM #
 - Mission, organization, priorities, operations and challenges of GPF/SOF #
3. **SOCCENT Mission and Operations (1 hour) ^**
 - Mission, organization, locations and objectives of SOF operations
4. **JSOAC Mission Brief (1 hour) ^**
 - Mission, organization, locations and objectives of AFSOC operations
5. **U.S. Foreign Policy in CENTCOM (2 hours) ^**
 - Foreign policy objectives toward select countries
6. **Arab Military Culture (1.5 - 2 hours) ^**
 - Roles of partner nation militaries and paramilitaries
7. **Contemporary Security Issues, Regional/Country Studies (2 – 4 hours per topic)**
 - The Levant [Syria & Lebanon] ^
 - The Gulf States ^
 - Central Asia ^
8. **Operational Culture of the Middle East/Afghanistan (2 hours)**
 - Intercultural communications *
 - Physical, social, economic, and political elements *
9. **Terrorism in CENTCOM (1 hour)**
 - Terrorist groups and Tactics, Techniques and Procedures (TTPs) *
 - Root causes of terrorism in CENTCOM *
10. **Aviation Foreign Internal Defense (AvFID) in CENTCOM (1 – 1.5 hours)**
 - Mission and challenges of aviation security cooperation #
11. **Selected Country Focus (1-2 hours)**
 - Afghanistan *, Iran #, Iraq *, Jordan *, Yemen, Pakistan #
12. **Interagency Coordination in CENTCOM (1 hour) #**

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

PACOM Theater (PTSOF) Lessons

1. **Introduction to PACOM (2 hours) ***
 - Geography; Culture; History; Politics and Economics
2. **U.S. National Security Interests and Policy in the PACOM AOR (1.5 hours) ***
 - U.S. national interests and military strategy in PACOM
 - Application of Diplomatic, Information, Military, Economic, Financial, Intelligence and Legal (DIME-FIL) framework in PACOM
3. **Special Operations Command – Pacific (SOCPAC) and Theater Campaign Plan (1 hour) ^**
 - Mission, organization, locations and objectives of SOF operations
4. **U.S. Agencies and Departments and relationship to/with SOF (1 hour) ^**
 - Mission, organization of State Department and coordination with SOF
5. **Selected Country/Regional Studies (~1-2 hours per country)**
 - Philippines #
 - China ^
 - Thailand ^
 - Japan/Okinawa ^
 - South Korea #
 - North Korea #
 - Nepal *
 - Cambodia ^
 - South Asia ^
 - Southeast Asian Regional Orgs *
6. **Transnational Security Issues (1 hour) ***
 - Impact of transnational crime on Asia's security environment
7. **Insurgency and Terrorism in PACOM (1 hour) ***
 - Terrorist groups and Tactics, Techniques and Procedures (TTPs)
8. **Philosophies and Religions of Asia (3 hours) ^**
 - Framework for comparative religions
9. **SOF Operational Perspective (1 hour per topic) ^**
 - Mission parameters and challenges of selected SOF aviation operations in PACOM
 - Operation Tomodachi, South Korea Joint Combined Exchange Training (JCET), Thailand JCETs, Joint Special Operations Task Force – Pacific (JSOTF-P)
10. **Interagency Coordination in PACOM (1 hour) #**

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

SOUTHCOM Theater & Mexico (STSOF) Lessons

1. **Introduction to SOUTHCOM (2 hours) ***
 - Geography, culture, history, politics and economics in SOUTHCOM
2. **US National Security Interests & Strategy (2 hours)**
 - USSOUTHCOM Command Strategy *
 - Special Operations Command – South (SOCSOUTH) Campaign Support Plan and current operations #
 - Special Operations Command - North (SOCNORTH) Formation & Priorities #
 - Joint Interagency Task Force – South (JIATF-S) Interagency and Multinational Cooperation ^
3. **Contemporary Security Issues in SOUTHCOM (1-2 hours per topic)**
 - Andean Region ^
 - Southern Cone ^
 - Central America ^
 - Caribbean ^
 - Drug & Illicit Trafficking, Trends and Issues^
 - Transnational Organized Crime ^
 - Transnational Gangs ^
 - Terrorism in SOUTHCOM *
 - Bolivarian States (Venezuela; Cuba, Bolivia, Ecuador, etc.) ^
 - Islamist Extremism in SOUTHCOM #
 - Democratic consolidation and weak institutions *
 - SOF Case Studies (ARSOUTH; AFSOUTH; NAVSOUTH; MARSOUTH; SOCSOUTH) ^
 - External Actors (China, Russia, India and Iran) in SOUTHCOM #
4. **Militaries & Police Forces in SOUTHCOM (2-4 hours) #**
 - Country Case Studies (Honduras; Brazil; El Salvador; Guatemala, etc.) (1-2 hours each)
 - Impact of Civil Military Relations
 - Use of Military for Internal Security
5. **Intercultural Competence in SOUTHCOM (2-4 hours) ***
 - Cultural Norms
 - Strategies for effective intercultural communication
6. **Colombia and the Revolutionary Armed Forces of Colombia – People’s Army (FARC-EP) (2 hours) ^**
 - FARC-EP formation and evolution
 - U.S. Support and Plan Colombia
 - Current status of FARC-EP
7. **Peru and Sendero Luminoso (SL) (2 hours) ^**
 - Emergence and development of Sendero Luminoso (Shining Path)
 - Current status of Sendero Luminoso and splinter groups
8. **Aviation Security Cooperation in SOUTHCOM (1-2 hours) ^**
 - Mission and challenges of Aviation Foreign Internal Defense (AvFID)
 - AvFID Case Study (Colombia; Honduras, etc.)

Legend: *USAFSOS In-House Instructor # In-house or Expert Guest Instructor ^ Expert Guest Instructor
--

9. Contemporary Security Issues in Mexico (2 hours)

- Cartels and Narcotrafficking ^
- Mexican police and military #

10. Selected Country Focus (1-2 hours) #

- Brazil, Colombia, Honduras, Peru

11. Interagency Coordination in SOUTHCOM (1 hour) #

Legend: *USAFSOS In-House Instructor # In-house or Expert Guest Instructor ^ Expert Guest Instructor

Building Partnership Aviation Capacity (BPACC) Lessons

1. **Introduction to Aviation Enterprise Development (AED) (3 hours) ^**
 - Strategic foundation of AED as cornerstone to national security, government stability and economic progress
2. **Defense, Development and Diplomacy (3D) (1 hour) ***
 - U.S. concept of 3D towards building partnership
3. **Introduction to Internal Defense & Development (IDAD) (1 hour) ***
 - Definition of IDAD; role of national and state governance in IDAD; contribution of Aviation Enterprise Mgmt to IDAD, etc.
4. **U.S. DoD Strategic Approach to Aviation Partnership (2 hours) ^**
 - Policy and challenges towards building aviation partnerships; strategies, capacities, processes for coordination of international students
5. **Introduction to Security Cooperation Management (3 hours) ^**
 - U.S. Security Cooperation (SC) and Security Assistance (SA) mission, programs and funding ; U.S. governments involved with SC and SA
6. **State Department Role in Building Partnership Capacity (BPC) (1 hour) ^**
 - State Department role in planning and strategy for BPC efforts
7. **U.S. Aviation/Security Force Assistance (SFA) Overview (2 hours) ^**
 - Major component of aviation SFA
8. **U.S. Agency for International Development (USAID) – Aviation Applications (1 hour) ^**
 - Mission of USAID, USG response to Humanitarian Assistance/Disaster Response (HA/DR)
9. **U.S. Army Aviation and Building Partnership (2 hours) ^**
 - Army's aviation organization & missions in relation to BPC; Army support to Civil Law Enforcement
10. **Civil-Military Relations (CMR) & Practice (2 hours) #**
 - Principle of civilian control of military structures & resources; CMR in relation to BPC
11. **Aviation in non-DoD Organizations (3 hours) ^**
 - Role of select organizations (U.S. Coast Guard; Dept of Homeland Security; U.S. Customs and Border Patrol, etc.
12. **U.S. Civilian Aviation – Federal Aviation Administration (FAA) (2 hours) ^**
 - Role of Civil Aviation Authority; Role of International Civil Aviation Authority
13. **Managing Interagency Relationships & Resources (1 hour) ^**
 - Challenges of strategic engagement within U.S. interagency structure

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

14. **Office of Foreign Disaster Assistance (OFDA) (4 hours) ^**
 - DoD and OFDA roles in disaster response; Use of military assets in HA/DR ops
15. **Small-Medium Airfields; Dual-Use Facilities and Local Area Civilian & Military Cooperation Panel (10 hours) *Field Trip***
16. **Strategic Communication towards building Aviation Partnership Capacity (1 hour) #**
17. **Partner Nation Country Presentations (student-presentations) (1 hour per presentation) ^**
18. **Introduction to U.S. Justice System (4 hours) ~Field Trip***
19. **Focus on U.S. Embassy Country Team (1 hour) ***
20. **Aviation Security Cooperation Selected Topics (1-3 hours per topic) ^**
21. **Internal Defense and Development (IDAD) – Focus on Aviation Enterprise (4 hours) #**

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

Intercultural Competencies (ICSOF) Lessons

NOTE: excerpted from 4.5 day formal course

- 1. Introduction to Intercultural Competence (1 hour) ***
 - Definitions and key aspects of culture
- 2. Elements of Intercultural Competence (3 hours) ***
 - Interaction skills, non-verbal communications and communication styles
- 3. Culture Shock (1 hour) ***
 - Definition of Culture shock; defines adaptive and technical challenges
- 4. Culture and Social Networks (1 hour) ***
 - Rule-based and relationship-based communities
- 5. Strategies for Conflict & Dilemma Resolution ***
 - Perception of intercultural settings; reframing strategies
- 6. American Culture Values (1.5 hour) ***
 - American culture behaviors, beliefs, values and thought patterns
- 7. Comparative Religion (4 hours) ***
 - Essential values of selected major world religions (Islam, Hinduism, and Buddhism); religion and culture mutual influence (2 hours Abrahamic Religions, 2 hours Non-Abrahamic Religions)
- 8. Gender Dynamics (1-2 hours) ~Includes practical exercise ***
 - Definition of gender; gender issues influence on intercultural interactions in SOF missions
- 9. Food and Culture (1 hour) ***
 - Food taboos; importance of food in intercultural interactions
- 10. Health Concerns in Intercultural Setting (1 hour) ***
 - Health concerns and mitigation strategies
- 11. Media Influence, Battle of the Story (1.5 hour)**
 - Techniques of media manipulation; underlying media agenda in various cultures
- 12. Strategic Communication (1.5 hour) ***
 - Definition of strategic communication and its effect on mission accomplishment
- 13. Working with the Media (1.5 hour) ***
 - Basic techniques for working with media in official duties
- 14. Patterns of Interaction and Body Language (1-3 hours) ~Role Play ***
 - Universal body language & facial expressions in human interaction
- 15. Culture in Coalition Warfare and Military Orientalism (2 hour) *~Includes practical exercise ***
 - Concept and challenges of coalition warfare; concepts of military orientalism and negative effect on mission effectiveness

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

16. Saving Face (1 hour) ~Role Play *

- Five intercultural conflict styles; role “face” plays in intercultural conflict management

17. Negotiations (4-5 hours) ~Role Play *

- Basic concepts of interest-based negotiation; Best Alternative To a Negotiated Agreement (BATNA); apply negotiation methods in scenario

18. World Cultures Panel (2 hours) ~Guided Panel Discussion *

- Cultural facts and experiences of select world cultures

19. Intercultural Competence from Operator’s Perspective (1 hour) *

- Selected examples of real-world SOF missions involving direct interaction with international partners

20. Communication Exercises (1 hour) ~Hands-on Activity *

- Apply lessons from other lessons in role-playing scenarios that challenge cultural norms

21. Cultural Exercise (2 hour) ~Hands-on Activity* (Capstone activity)

- Apply lessons from other lessons by participating in activity with unfamiliar food and cultural practices

22. Interpreter Operations (1 hour) *

- Comprehend planning, selection and employment of interpreters

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

Intercultural Competencies *Basic* (ICBC) Lessons

NOTE: Excerpted from 1 day formal course

1. Introduction to Intercultural Competence (1 hour) *

- Defines intercultural competence and the five dimensions of operational culture as it applies to irregular warfare.

2. Culture Shock and Cultural Differences (2 hour) *

- Explains the critical attributes of culture shock; and discusses the ten cultural value dimensions that describe the most important cultural differences that exist throughout the world.

3. Mitigating Cultural Differences: Strategies for Conflict Resolution *

- Discusses the problem of perception in an intercultural setting; and the importance of reframing strategies in intercultural interactions.

4. Religion, Gender, and Food *

- Discuss the impact of religion, gender and food influence upon intercultural interactions in SOF missions

5. Elements of Intercultural Communication (2.5 hours) *

- Explains the types of non-verbal communication; the concept of communication styles; and how paralanguage and non-verbal communication affects intercultural communication

6. Patterns of Interaction and Body Language (Core) *

- Expands upon non-verbal communication including body language and facial expressions in human interaction

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

Dynamics of International Terrorism (DIT) Lessons

NOTE: The full DIT course satisfies the requirements for DoD Antiterrorism Level I annual training.

- 1. Introduction to Terrorism (1 hour) ***
 - Introduces terrorism and force protection , including Joint publication guidance
- 2. Introduction to Force Protection (1 hour) ***
 - Initial exposure to Force Protection concepts, including Joint publication guidance
- 3. COCOM Theater Terrorism (1-2 hours each) #**
 - Individual lectures based on COCOM theaters (AFRICOM, CENTCOM, EUCOM, PACOM, SOUTHCOM)
- 4. Improvised Explosive Devices (IED) (1 hour) ***
 - Covers IED construction and effects
- 5. Personal Vehicle Bomb Search (1 hour) ~Demonstration/Performance ***
 - Students observe then demonstrate systematic vehicle search for emplaced IEDs
- 6. Weapons of Mass Destruction (WMD) (2 hours) ^**
 - Overview of different WMDs
- 7. Domestic Terrorism (2 hours) ^**
 - Overview of national terrorism in the United States
- 8. Personal Security (2 hours) ^**
 - Focuses on techniques to increase travel safety and security
- 9. Surveillance Detection (2 hours) ^**
 - Concepts of surveillance detection, attack recognition and route analysis
- 10. Terrorism Finance (2 hours) ^**
 - Focuses on the different ways terrorists finance their operations
- 11. Arabic & Islamic Naming Conventions (1 hour) (elective) ^**
 - Differences between naming conventions in Western, Arab & Muslim lands
- 12. Weapons Capabilities (1 hour) ~Demonstration/Performance on weapons range ***
 - Students observe then demonstrate capabilities of various types of small U.S. & foreign small arms
- 13. Prison Radicalization (1 hour) ^**
 - Explores role that prisons have played in radicalization of inmates
- 14. Radical Islam (2 hours) #**
 - Identifies primary Sunni and Shia terrorist groups and reasons for radicalization
- 15. Terrorism in Cyberspace (1 hour) #**
 - Introduces the topic of how terrorists use cyberspace to their advantage.

Legend: *USAFSOS In-House Instructor	# In-house or Expert Guest Instructor	^ Expert Guest Instructor
--------------------------------------	---------------------------------------	---------------------------

Anti-Terrorism Officers (ATOC) Lessons

NOTE: The full 2-week ATOC course is a certification course for DoD Level II Antiterrorism Officer (ATO) training. The first week of ATOC is the DIT course. The second week of ATOC was formally known as the Responsible Officers Course (ROC). ATOC is an Air Force-centric course and due to off-base course exercises is typically run only from Hurlburt Field location.

- 1. Anti-Terrorism (AT) Roles, Responsibilities, Authorities and Organizations (2 hour) ***
 - Introduces roles, responsibilities, authorities and organizations associated with AT
- 2. AT Risk Management Considerations (1 hour) ***
 - Overview of how AT management should be applied
- 3. Intelligence support to Force Protection (FP) (2.5 hours) ^**
 - Introduction to intelligence products that support FP
- 4. AFOSI support to Force Protection (1 hour) #**
 - Introduction to AFOSI activities in support of force protection
- 5. Terrorism Threat Assessment (1 hour) ***
 - Introduction to terrorist TTPs, capabilities, probable courses of actions and history
- 6. Building Criticality Matrix (3 hours) ^**
 - Introduction to required criticality assessments.
- 7. Terrorism Vulnerability Assessments (2.5 hours) ***
 - Introduction to vulnerability-based analysis
- 8. AT Plan and Program (1 hour) ***
 - Concepts of surveillance detection, attack recognition and route analysis
- 9. AT Resource Management (1 hour) #**
 - Introduction of funding means for emergent or emergency AT requirements
- 10. AT Training & Exercises (1 hours) ***
 - Introduction to requirements to conduct formal AT training and exercises
- 11. Security Engineering and Design (1 hour) #**
 - Introduction to construction and renovation project requirements to comply with DoD Minimum AT Standards for Buildings.
- 12. Physical Security Technologies (1 hour) #**
 - Overview of technological systems that can enhance physical security

Legend: *USAFSOS In-House Instructor	# In-house or Expert Guest Instructor	^ Expert Guest Instructor
--------------------------------------	---------------------------------------	---------------------------

13. AT/FP Contracting Considerations (1 hour) ^

- Contracting issues affecting AT/FP planning and implementation

14. Legal Considerations (1 hour) ^

- Introduction to a variety of legal considerations associated with AT/FP programs.

15. AT Tools (1 hour) *

- Introduction to tools available to run effective AT programs and perform ATO duties.

Legend: *USAFSOS In-House Instructor # In-house or Expert Guest Instructor ^ Expert Guest Instructor
--

Contemporary Irregular Warfare (CIWC) Lessons

- 1. Fundamentals of Contemporary Irregular Warfare (2.5 hours) ***
 - Introduction to the fundamentals of contemporary irregular warfare
 - Contrasts traditional and irregular warfare and their inherent differences
- 2. Operationalizing Insurgency and Counterinsurgency Theories (2 hours) ^**
 - Case history illustrates theories of insurgency and counterinsurgency “on the ground”
- 3. The Role of Culture and Identity in Irregular Warfare (2 hours) #**
 - The importance of cultural understanding in the irregular conflict environment
- 4. Paths to Victory (2 hours) ^**
 - RAND study of factors leading to success/defeat in insurgencies 1978-2008
- 5. The U.S. Country Team Role in Irregular Warfare (1.5 hours) #**
 - Structure and roles of the U.S. country team and interagency partners in irregular warfare
- 6. Legal Issues in Irregular Warfare (1.5 hours) #**
 - Explain the legal bases for military operations, the importance of rule of law, the priority of LOAC, and the challenges of establishing and following ROEs in an irregular environment
- 7. Irregular Warfare – Historic Examples (2 hours) #**
 - Historic examples that emphasize the causes & conduct of irregular warfare
- 8. Insider Attacks – Afghanistan (1 hour) ***
 - Overview of the insider attacks taking place in Afghanistan and the effects of these attacks on achieving US strategic objectives.
- 9. Air Power in Irregular Warfare (1.5 hours) #**
 - Explores the contributions of airpower in an irregular warfare environment
- 10. Restrepo movie Practical Exercise (3 hours) ***
 - Illustrates/analyzes the challenges at a remote combat outpost in Afghanistan’s Korengal Valley
- 11. America’s Small Wars (1.5 hours) ^**
 - History of America’s involvement in irregular warfare
- 12. Evolution of insurgency (1.5 hours) ^**
 - Historic evolution of the causes that have fueled insurgencies
- 13. Civil/Military Operations (1.5 hours) #**
 - Role of Civil/Military operations in the irregular warfare environment

Legend: *USAFSOS In-House Instructor	# In-house or Expert Guest Instructor	^ Expert Guest Instructor
--------------------------------------	---------------------------------------	---------------------------

14. Intelligence, Surveillance, and Reconnaissance in Irregular Warfare (1.5 hours) #

- Role of intelligence in population-centric conflicts

15. Information Operations in Irregular Warfare (2 hours) #

- Information Operations concepts relevant to irregular warfare

16. Fundamentals of Unconventional Warfare (1.5 hours) *

- Unconventional warfare as it relates to U.S. military activities ISO insurgencies

17. Unconventional Warfare – Historic Example (1.5 hours) #

- Historic example on the conduct of past U.S. unconventional warfare efforts

18. FID and U.S. Policy (1 hour) #

- US strategic and foreign policy guidance and the role of foreign internal defense (FID) as a tool to achieve US strategic goals

19. US Approaches to Counterterrorism (1 hour) #

- Define the roles and responsibilities of US government organizations in CT, explain the US government's strategic approach to CT, and identify CT lines of effort and tools

Legend: *USAFSOS In-House Instructor # In-house or Expert Guest Instructor ^ Expert Guest Instructor
--

Insurgency & Foreign Internal Defense (IFID) Lessons

1. **Introduction to the Fundamentals of Irregular Warfare (2.5 hours) ***
 - Contrasts traditional and irregular warfare
2. **Joint Publication (JP) 3-22 (Foreign Internal Defense) Overview (1.5 hours) ***
 - General overview of JP 3-22, Foreign Internal Defense
3. **Aviation Foreign Internal Defense (AvFID) - Strategic Assessment (1 hour) #**
 - Discussion of major Joint Strategic Planning System guidance documents and relation to Combatant Commander's FID planning process
4. **Aviation Foreign Internal Defense (AvFID) - Strategic Perspective (1 hour) #**
 - Forum for CAA leadership to provide perspective on role of Aviation FID
5. **Operationalizing Insurgency and Counterinsurgency (COIN) Theories (3 hours) ^**
 - Case study to illustrate how insurgency theories have been actualized "on the ground"
6. **Irregular Warfare Historical Examples (2 hours) #**
 - Historical examples of irregular warfare
7. **AvFID Tactical Level Assessment (1.5 hours) ^**
 - Pre-execution activities to provide FID support to Host Nation forces
8. **AvFID Tactical Perspective (1 hour) ^**
 - Exposure to issues & complexities Combat Aviation Advisors encounter during missions
9. **AvFID: Three Views (1.5 hours) ^**
 - Perspective on Combat Aviation Advisor duties in a variety of settings
10. **6th Special Operations Squadron(SOS): Contemporary Operations (1.5 hours) ^**
 - Overview of current 6th SOS operations (Combat Aviation Advisors)
11. **Operational Implications of Airpower in COIN & FID Environment (1.5 hours) #**
 - Historical examples to convey to students the causes & conduct of irregular warfare

Legend: *USAFSOS In-House Instructor

In-house or Expert Guest Instructor

^ Expert Guest Instructor

Interagency Orientation (IASOF) Lessons

- 1. Interagency and the 3D Operator (1 hour) ***
 - Defines the term “interagency” and explains the importance of working with a whole-of-government approach to attack complex issues
- 2. The Department of State and the US Country Team (1 hour) #**
 - Provides an overview of the Department of State, its function, its culture, and introduces students to the US country team concept
- 3. United States Agency for International Development (US AID) (1 hour) ^**
 - Provides an overview of USAID, its function, its culture, discusses collaboration between USAID and SOF
- 4. Intergovernmental Organizations / Non-governmental Organizations (NGO) (1 hour) ^**
 - Defines IGOs and NGOs, discusses how the DoD can interact with both, as well as provides suggestions for coordination with these groups
- 5. Intelligence Collaboration (1.5 hours) #**
 - Provides an overview of selected intelligence agencies & suggestions for coordination
- 6. Legal Guidance for Security Operations and Funding in Interagency Operations ^**
 - Explains different funding types that can be used when conducting OCONUS operations as well as what protection is provided under varying legal status
- 7. USSOCOM and the Global SOF Network ^**
 - History, organization & SOF 2020
- 8. Working with the Media (1 hour) ^**
 - Discusses the importance of the media as a weapon system
- 9. Interagency Case Study (1 hour) ^**
 - Provides students with real world examples of positive and negative interagency group dynamics and what methods lead to success

Legend: *USAFSOS In-House Instructor	# In-house or Expert Guest Instructor	^ Expert Guest Instructor
--------------------------------------	---------------------------------------	---------------------------

Language Center Lessons

1. Pre-deployment Language Preparation (2-40 hrs)

- Focused linguistic lessons to individuals or teams covering basic conversational and job-specific operational terminology in the languages below.
 - Spanish
 - Arabic
 - Russian
 - Indonesian
 - French
 - Korean
 - Dari
 - Pashto
 - Polish
 - Brazilian-Portuguese
 - Ukrainian
 - Swahili

2. Language Resource Information Session (1 hr)

- Provides students with information regarding language resources and media available free of charge for initial, sustainment, or enhancement training. Some resources are open to all military members while others are limited to USSOCOM personnel.

NOTE: With advanced notice, other languages may be made available

USAFSOS Formal Course Listing

This section outlines USAFSOS formal courses currently available for official education and training credit. Course specific information including target audience, description, enrollment, security procedures and forecasted iterations can be found by following the course links on the USAFSOS homepage at: <http://www.afsoc.af.mil/usafsos/>. USAFSOS formal courses represent a mix of content across Theater Engagement, Special Operations, Irregular Warfare and Language topics. A Training Line Number (TLN) is required in order to enroll in these courses. The primary point of contact for obtaining a TLN is the student's Unit Training Manager (UTM). For non-USAF members, a current listing of Training POCs can be found on our homepage.

USAFSOS Student Support is available to assist with formal course enrollment via phone at commercial 850-884-4757/4758 (DSN 579) and email at usafsos.ss.dl@us.af.mil.

A current forecast of the USAFSOS overall course schedule can also be found on our homepage.

NOTE: Open-enrollment courses are open to all students. Self-Nomination courses require approval by the appropriate course director (see [Faculty Listing](#)).

1. Introduction to Special Operations Course (ISOC)

Course Code: SOED-ISOC	PDS Code: LZL
Length: 2 or 3 days	Classification: Unclassified
Org Email: usafsos.isoc@us.af.mil	Enrollment: Open
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/ISOC	

2. Mission Commanders Course (MCC)

Course Code: SOED-MCC	PDS Code: OYI
Length: 3 days	Classification: SECRET
Org Email: usafsos.mcc@us.af.mil	Enrollment: Self-Nomination
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/MCC	

3. SOF Air Command and Control Course (SOFAC2C)

Course Code: SOED-SOFAC2C	PDS Code: XZO
Length: 4.5 days	Classification: SECRET
Org Email: usafsos.sofac2c@us.af.mil	Enrollment: Self-Nomination
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/SOFAC2C	

4. Intelligence Resources for Complex Operations (INSOF)

Course Code: SOED-INSOF	PDS Code: 14F
Length: 4.5 days	Classification: SECRET
Org Email: usafsos.insof.dl@us.af.mil	Enrollment: Self-Nomination
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/INSOF	

5. AFRICOM Theater Course (ATSOF)

Course Code: SOED-ATSOF	PDS Code: 06Y
Length: 4.5 days	Classification: SECRET
Org Email: usafsos.atsof@us.af.mil	Enrollment: Open
MASL #: D126073	
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/ATSOF	

6. EUCOM Theater Course (ETSOF)

Course Code: SOED-ETSOF	PDS Code: 072
Length: 4.5 days	Classification: SECRET
Org Email: usafsos.etsof@us.af.mil	Enrollment: Open
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/ETSOF	

7. CENTCOM Theater Course (CTSOF)

Course Code: SOED-CTSOF	PDS Code: 06Z
Length: 4.5 days	Classification: SECRET
Org Email: usafsos.ctsof@us.af.mil	Enrollment: Open
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/CTSOF	

8. PACOM Theater (PTSOF)

Course Code: SOED-PTSOF	PDS Code: 073
Length: 4.5 days	Classification: SECRET
Org Email: usafsos.ptsof@us.af.mil	Enrollment: Open
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/PTSOF	

9. SOUTHCOM Theater & Mexico Course (STSOF)

Course Code: SOED-STSOF	PDS Code: 077
Length: 4.5 days	Classification: SECRET
Org Email: usafsos.stsof@us.af.mil	Enrollment: Open
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/STSOF	

10. Building Partnership Aviation Capacity Course (BPACC)

*Optimal class size is 15 U.S. members and 15 Partner Nation Students

Course Code: SOED-BPACC	PDS Code: YHO
Length: 10 days	Classification: Unclassified
Org Email: usafsos.bpacc@us.af.mil	Enrollment: Self-Nomination
MASL #: D173091	
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/BPACC	

11. Intercultural Competencies Course (ICSOF)

Course Code: SOED-ICSOF	PDS Code: 06V
Length: 4.5 days	Classification: Unclassified
Org Email: usafsos.icsof@us.af.mil	Enrollment: Open
MASL #: D126071	CCAF Credit: 2 Semester Hours
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/ICSOF	

12. Intercultural Competencies Basic Course (ICBC)

Course Code: SOED-ICBC	PDS Code: 1H9
Length: 1 day	Classification: Unclassified
Org Email: usafsos.icsof@us.af.mil	Enrollment: Open
Course Webpage: http://www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/ICBC	

13. Dynamics of International Terrorism (DIT)

Course Code: SOED-DIT	PDS Code: X9D
Length: 5 days	Classification: Unclassified
Org Email: usafsos.dit@us.af.mil	Enrollment: Open
MASL #: D126012	
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/DIT	

14. Anti-Terrorism Officers Course (ATOC)

NOTE: ATOC is an Air Force centric course

Course Code: SOED-ATOC	PDS Code: 1CG
Length: 12 days (including DIT)	Classification: SECRET
Org Email: usafsos.atoc@us.af.mil	Enrollment: Self-Nomination
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/ATOC	

15. Contemporary Irregular Warfare Course (CIWC)

Course Code: SOED-CIWC	PDS Code: LZP
Length: 4.5 days	Classification: Unclassified
Org Email: usafsos.ciwc@us.af.mil	Enrollment: Open
MASL #: D126020	
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/CIWC	

16. Insurgency and Foreign Internal Defense (IFID)

Course Code: SOED-IFID	PDS Code: RHO
Length: 5 days	Classification: SECRET
Org Email: udg_usafsos_ifid@us.af.mil	Enrollment: Self-Nomination
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/IFID	

17. Interagency Orientation Course (IASOF)

Course Code: SOED-IASOF	PDS Code: OP2
Length: 2 days	Classification: SECRET
Org Email: usafsos.iasof@us.af.mil	Enrollment: Open
Course Webpage: www.afsoc.af.mil/Units/AirForceSpecialOperationsAirWarfareCenter/USAFSOS/IASOF	

18. USAFSOS Language Center

The USAFSOS Language Center is staffed by Defense Language Institute (DLI) qualified instructors and contracted instructors. The Language Center provides full-spectrum foreign language training programs to meet linguistic proficiency requirements. The Language Center offers personal training, group or unit Language, Regional Expertise, and Culture (LREC) training, pre-deployment training, online language resources, as well as a language resource library. Current full-time language instructors are available as shown below. With advanced notice, other languages may be made available upon request.

Spanish	Dari
Arabic	Polish
Russian	Brazilian-Portuguese
Indonesian	French

USAFSOS Language Center initial acquisition courses vary in length from 16 weeks for Category I/II languages up to 29 weeks for Category IV languages. These courses are instructed in the USAFSOS Language Center at Hurlburt Field, FL. Off-site language training will be considered on a case by case basis.

The USAFSOS Language Center also hosts significant language training events for the sustainment or enhancement of foreign languages. These language courses are provided for members in language coded billets, in the Language Enabled Airmen Program (LEAP), and other personnel who already have some proficiency in a foreign language. Other personnel will be considered on a space-available basis.

Organizational Email: usafsos.ss.dl@us.af.mil

USAFSOS Faculty Listing

USAFSOS-assigned instructors include career SOF aviators; advanced academic degree holders from the Naval Postgraduate School and other respected institutions; AF/PAK Hands; native-born language and culture advisors; and Regional Affairs/Political Affairs Strategists (RAS/PAS). Our instructors represent a diverse mix of career specialties, including Force Protection, Explosive Ordnance Disposal (EOD), Law Enforcement, Counter Intelligence, Special Investigations, Flying Operations, Cyber Warfare, and Intelligence with many possessing significant language capability.

Course/Subject	Course Director / Instructor	Phone (DSN 579)	Course Organizational Email
Introduction to Special Operations	Capt Matthew Jackson Capt Jason Jones	850-884-4420 850-884-5725	usafsos.isoc@us.af.mil
Mission Commanders	Lt Col Christopher (Kit) McCormick	850-884-6742	usafsos.mcc@us.af.mil
SOF Air Command & Control	Mr. Ned Calvert	850-884-7989	usafsos.sofac2c@us.af.mil
Intelligence Resources for Complex Operations	Maj Martin Conrad Capt Catherine Hynie	850-884-3204 850-884-1858	usafsos.insof.dl@us.af.mil
AFRICOM Theater	Capt Caleb Slayton Mr. Hadi Tabit	850-884-7956 850-884-7133	usafsos.atsof@us.af.mil
CENTCOM Theater	Capt Roseann (Roxy) Slayton	850-884-8224	usafsos.ctsof@us.af.mil
EUCOM Theater	Capt Dmitry Masharin Mr. Tony Ramswell	850-884-1846 850-884-7988	usafsos.etsof@us.af.mil
PACOM Theater	Maj James Moran Capt David Braithwaite	850-884-5445	usafsos.ptsof@us.af.mil
SOUTHCOM Theater & Mexico	Capt James (Jeb) Beard	850-884-1880	usafsos.stsof@us.af.mil
Building Partnership Aviation Capacity	Mr. Anthony (Fred) Frederick Mrs. Susan Alaniz	850-884-6717 850-884-1855	usafsos.bpacc@us.af.mil
Intercultural Competencies	Dr. Biff Baker	850-884-1871	usafsos.icsof@us.af.mil
Dynamics of International Terrorism	SA Randy Metzger MSgt Ronnie Brickey	850-884-6330 850-884-2767	usafsos.dit@us.af.mil
Anti-Terrorism Officers	SMSgt Kurt Black MSgt Jason Hallam	850-884-2245 850-884-1856	usafsos.roc@us.af.mil
Contemporary Irregular Warfare	Maj Stephen Masternak Capt Stan Komitov	850-884-8224 850-884-7303	usafsos.ciwc@us.af.mil
Insurgency & Foreign Internal Defense	Capt Mazen Mehio Maj Stephen Masternak	850-884-8224 850-884-9022	udg_usafsos_ifid@us.af.mil
Interagency Orientation	Maj Angela Lewis Maj Stephen Masternak	850-884-3093 850-884-8224	usafsos.iasof@us.af.mil
Language Center	Mrs. Grisel Mundo-Love Mr. Miguel Mendez	850-884-8504 850-884-1697	usafsos.language@us.af.mil
Native Language & Culture Advisors	Iraq, Jordan, Kenya, Nepal, South Korea, Tunisia, Ukraine	850-884-3699	usafsos.soed.m.dl@us.af.mil
Student Support	Mrs. Linda Urda / Mr. Will Allen	850-884-4757	usafsos.ss.dl@us.af.mil