

JOINT
SPECIAL
OPERATIONS
UNIVERSITY

2014

FACTBOOK





THE FUTURE HOME OF JOINT SPECIAL OPERATIONS UNIVERSITY | 2016

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LETTER FROM THE PRESIDENT



Once again, I am honored to present the annual Joint Special Operations University (JSOU) Factbook for Academic Year 2014 (AY14). This detailed synopsis of our many academic programs, course results, and student demographics provides an accurate snap-shot of JSOU capability and direct support to our SOF Enterprise. It is intended for all stakeholders, so you may better assess our academic effectiveness, assist in making program improvements, and to find the right academic programs for your organizations and people.

In this academic year, JSOU surpassed the 10,000 student mark for the first time and it was the fifth consecutive year of increasing student attendance in our academic programs. As stated in prior reports, this number is not significant without a comparable increase in student contact hours, which increased by 19 percent over the previous year and has steadily increased by approximately 20 percent each year during the entire period. AY14 is also the first year we have collected data on students attending JSOU's fully online courses, accounting for 25 percent of this growth. Support to Professional Military Education institutions continues to be a JSOU mainstay and contributes another 40 percent to overall student numbers. It should be noted that resident course attendance declined by 14 percent, the first decrease in five years, and is attributable to low first quarter numbers as budget uncertainties and travel restrictions were the norm.

Responding to the increased academic demands of our community, JSOU added 10 new resident courses in AY14, increasing our total course offerings to 55. Of these, four "dual level" accredited courses were introduced, forming our first postgraduate certificate in Advanced Special Operations Studies. These courses are designed to accommodate students at the undergraduate level as well. Currently, we are converting three existing continuing education courses and developing three new courses as undergraduate electives; these will be piloted in AY15 and conducted at both our main campus and at component locations. Several new course additions were developed primarily for international students, directly supporting the security cooperation initiatives of the theater special operations commands (TSOCs). They include a Special Operations Maritime Integration course and an Inter-Ministerial Collaboration course. Mobile education team (MET) events maintained relatively constant attendance although greater emphasis was placed on TSOC requirements and partner nation support. Overall, we educated almost 2,000 international students in 79 METs and seven resident courses.

Outstanding progress was made in SOF enlisted education programs. The fully online SOF Enterprise Management course was added as the final course in the four course series forming the SOF Noncommissioned Officer Career Education Program. Enrollment in each of these courses continues to grow as indicated by the significantly increased enrollments for AY14 in all JSOU Enlisted Academy courses (including those fully online). I expect this will remain a trend as the word spreads about their positive impact and relevance of the curricula. Of benefit to all, JSOU piloted a Systemic Operational Design course for SOF (formerly offered through the SOCOM-J5). As the JSOU faculty gains a deeper understanding of this valuable curriculum, we intend to offer this course more frequently throughout the command as a CAPSTONE course within a SOF operational planning sequence.

In AY14, JSOU completed its organizational realignment into a true university structure. This is proving to be a sound decision and a significant first step for JSOU's future development. Our courses are becoming increasingly more focused on higher levels of student learning while our academic processes are rapidly paralleling the academic standards found in major civilian universities. Unfortunately, it does not look promising this year to receive authority to confer degrees and the level of accreditation allowed for JSOU remains uncertain. However, JSOU will continue its priority programs of NCO education; continuing education for the USSOCOM Headquarters, components and the TSOCs; security cooperation programs for TSOCs; professional military education (PME) support; and continue its foundational efforts in SOF-specific undergraduate and postgraduate courses. JSOU will continue to build strong partnerships with selected SOF "friendly" civilian colleges and universities that can assist our community in applying JSOU course credits toward a variety of degree programs.

In early AY16, the university will move into its new academic facility, significantly advancing our contribution to SOF's intellectual readiness and our status within the academic community. Progress on the building is proceeding as planned and its proximity to USSOCOM Headquarters will be an added benefit. Features such as an expanded research library, multiple classrooms of various sizes, assorted breakout rooms, a SCIF classroom and wireless connectivity will posture JSOU to begin a new era of academic excellence in a dedicated, high tech academic facility specifically designed for 21st century learning.

Please review this Factbook and see how JSOU supports your mission. I look forward to hearing from you and together, continue to build an outstanding and unique SOF institution.



Dr. Brian A. Maher, SES
President



JSOU faculty and staff | September 2014

PHOTO BY KIMBERLY NORMAN

ABOUT JSOU

JSOU Mission

To prepare special operations forces (SOF) to shape the future strategic environment by providing specialized joint professional military education, developing SOF-specific undergraduate and graduate level academic programs, and by fostering special operations research, analysis and outreach in support of United States Special Operations Command (USSOCOM) objectives.

Rendering of the new JSOU campus, opening 2016.



JSOU Vision

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

A globally recognized academic institution that serves the entire Department of Defense (DoD) as the center of excellence for special operations knowledge and research. JSOU is the foundation of joint professional development throughout the special operations community, investing in the entire SOF team of officers, NCOs, warrant officers, and civilians. This is achieved by maintaining the high standards of an accredited academic institution, delivering relevant special operations-focused curricula when and where needed, retaining a highly competent faculty proficient in multiple teaching methods, and by rapidly adapting to a changing global environment.

SOF Education Network



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

USSOCOM Education Vision

Education and training are the cornerstones of readiness. The Commander's Education and Training Guidance provides guidance and conveys CDRUSSOCOM priorities and goals necessary to build and maintain a well-trained and professionally educated force that sets the standard for quality within the DOD. Success in building the global SOF network is directly linked to the demonstrated professionalism of our entire force. For USSOCOM to succeed, we must become more intellectually agile and better prepared to operate in the complexity of the globalized, multinational, interagency environment.

USSOCOM DIR 621-1, 18 April 2014

The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic and adaptive professional education opportunities via existing joint and service PME programs or through developing and delivering SOF-unique programs. The JSOU campus is just north of the MacDill Air Force Base Visitor Center and the main gate entrance at 6701 South Dale Mabry Highway,

Tampa, FL. JSOU liaisons are at or near SOF component headquarters in the Washington, D.C., area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and North Atlantic Treaty Organization (NATO) SOF Headquarters, Belgium. JSOU also conducts a MET program for educating units worldwide. Contact the university for more information on how JSOU can tailor a course to meet your unit's specific educational needs.

Leadership



Dr. Brian Maher
President



COL Jeffrey Goble
Vice President



CSM David Betz
Command Senior Enlisted Leader



SGM Steven Horsley
Commandant, Enlisted Academy



Dr. Amie Lonas
Vice President for Academic Affairs



Mr. George McNair
Director, Center for Continuing Education



Dr. Kenneth Poole
Director, Center for Special Operations Studies and Research



Mr. Boyd Ballard
Dean, College of Special Operations

JSOU SOF Chairs

COL Guy LeMire, USA
Naval Post Graduate School

Col Andrew Nielsen, USAF
National Defense University

LTC Carl Morris, USA
Marine Corps University

Mr. Michael Bennett
Joint Forces Staff College

JSOU Fellows

DISTINGUISHED SENIOR FELLOWS

Chuck Cunningham
Lieutenant General, USAF, Retired

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

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

Frank Kearney
Lieutenant General, USA, Retired

Phil Kensinger
Major General, USA, Retired

Paul E. Lefebvre
Major General, USMC, Retired

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

Tom Matthews
Major General, USA, Retired

Hector Pagan
Brigadier General, USA, Retired

David Passage
U.S. Ambassador, Retired

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

Pete Schoomaker
General, USA, Retired

Michael Spigelmir
Lieutenant General, USA, Retired

Donny Wurster
Lieutenant General, USAF, Retired

SENIOR FELLOWS

Juan Alvarez
Colonel, USAF, Retired

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

Joe Celeski
Colonel, USA, Retired

James Forest
Ph.D., Higher Education Administration

Thomas Henriksen
Ph.D., History

Russell Howard
Brigadier General, USA, Retired

Will Irwin*
Lieutenant Colonel, USA, Retired
Master of Military Arts and Sciences

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

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

Bill Mendel
Colonel, USA, Retired

Mark Moyer*
Ph.D., History

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

Chuck Ricks
M.S., English

Linda Robinson
Public Policy Scholar, Wilson Center

Richard Shultz
Ph.D., Political Science

COL Greg Salomon*
MSSI, Strategic Intelligence
M.A., Military Arts

Jessica Turnley
Ph.D., Cultural Anthropology

Konrad Trautman
Colonel, USA, Retired,
National Intelligence University and Defence Intelligence Agency Chair to USSOCOM

Francisco Wong-Diaz
J.D., Ph.D., Political Science

Harry R. (Rich) Yarger
Ph.D., History

* Denotes a Resident Senior Fellow

ASSOCIATE FELLOWS

James Kiras
Ph.D., Strategic Studies

Dariusz Dachowicz
Colonel, Polish Army
Former Commander 1st Special Commando Regiment, Polish Special Operations Command

Andrzej Dylong
Colonel, Polish Army
Ph.D., The National Security
Senior National Representative to USCENTCOM

James Kiras
Ph.D., Strategic Studies

Alvaro de Souza Pinheiro
Major General, Brazilian Army, Retired

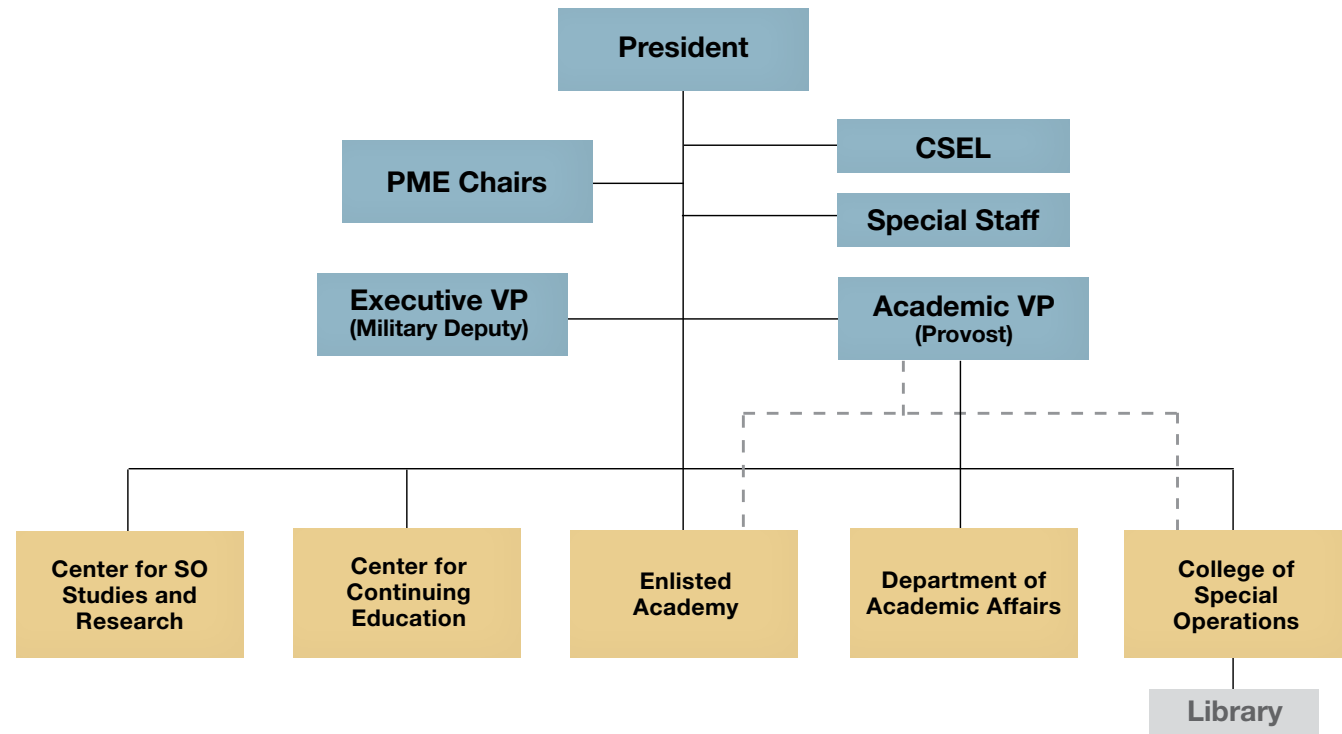
Celina Realuyo
MBA, Professor of Practice,
William J. Perry Center for Hemispheric Defense Studies

Prakash Singh
Director General, Indian Border Security Force, Retired

Robert Spulak
Ph.D., Physics and Nuclear Engineering

J. Paul de B. Taillon
Ph.D., International Relations
Colonel, Canadian Army, Retired

Organization



Faculty and Staff

To accomplish its mission, JSOU employs an extremely diverse workforce, all of whom are hired or assigned under a variety of staffing programs. The staff and faculty include active duty, active reserve, temporary duty reserve military personnel, government civilians, civilian contractors, private consultants, guest lecturers, and speakers. Simply put, the university could not perform as well as it does without the diverse efforts of all of these people.

JSOU's active-duty military personnel are assigned by USSOCOM or the service components. Reserve component military personnel serve in whatever way best supports the organizational mission as directed by JSOU leadership. Government civilians are hired through the U.S. Civil Service personnel system and nongovernment civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct faculty and guest speakers/lecturers are hired as needed

to support specific educational requirements.

Active-duty and reserve-military personnel typically are assigned to specific education support requirements, i.e., to act as course directors or subject-matter experts, but some are assigned to support mission and unit administration positions. Government civilians and civilian contractors also fill education and support roles. Personnel funding is obtained from standard and nonstandard sources. For example, reserve personnel positions are not funded by JSOU, but some civilian staff positions are paid for with limited grants or unfunded requirement requests.

All faculty members attend the Methods of Instruction Course (MOIC) or an approved substitute course. MOIC prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum while creating active learning

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

Instructor - Completed MOIC or an acceptable substitute, certification in one lesson. Active instructors will complete an annual instructor evaluation and complete 12 continuing education units (CEU) each academic year.

Senior - One year of teaching experience after MOIC, certification in five lessons (minimum), annual instructor evaluation, complete 12 CEUs each academic year, recommendation by department director.

Master - Obtain Certified Postsecondary Instructor (CPI) certification, five years' teaching experience, certification in five lessons (three if published in JSOU press), annual instructor evaluation, complete 12 CEUs each academic year, recommendation by department director.

JSOU Executive Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Maher	Brian	SES	President	Senior	Doctorate
Betz	David	CSM	Command Senior Enlisted Leader	Instructor	Bachelor's
Leonard	Kay	GS-13	Protocol	Instructor	Associate's
Turbe	Janette	GS-11	Executive Assistant	*	Some College
Trautman	Konrad	DISL	NIU/DIA Chair	Instructor	Master's
Bennett	Michael	GS-14	SOF Chair, JFSC	Senior	Master's
Morris	Carl	LTC	SOF Chair, MCU	Instructor	Master's
Nielsen	Andrew	Col	SOF Chair, NDU	Instructor	Master's
LeMire	Guy	COL	SOF Chair, NPS	Instructor	Master's

Command Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Goble	Jeffrey	COL	Vice President	Instructor	Master's
Angle	Doug	GS-14	Director, Education Technology/CIO	Instructor	Master's
Brixie	Richard	GS-12	Facility Manager	*	Some College
Chonsky	April	GS-11	Logistics Manager	*	Bachelor's
Jensen	Marylee	CTR	Budget Analyst	*	Bachelor's
Kilgore	Joe	GS-14	Chief of Staff	Master	Doctorate
Larsen	Douglas	GS-11	Budget Analyst	*	Associate's
Ortiz	Jose	GS-11	Security Manager	*	Bachelor's
Rivera	Victor	CTR	Visitor Control Center	*	Bachelor's
Salley	Herman	CTR	Visitor Control Center	*	Some College
Scholten	Leonila	GS-9	Personnel Liaison	*	Bachelor's
Tyler	Don	GS-14	Contracting Officer Representative	Instructor	Master's

* Indicates Staff Member/MOIC not required

Department of Academic Affairs

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Lonas	Amie	GS-14	Vice President for Academic Affairs	Master	Doctorate
Armour	Spencer	GS-13	Director, Information Technology	*	Master's
Ashford	Guy	GS-7	AV Production Technician	*	Some College
Burroughs	Lana	CTR	Graphic Artist	*	Bachelor's
Carson	Kathryn	CTR	Director, Academic Counseling	Instructor	Bachelor's
Casey	Robin	GS-13	Director, Curriculum Management	Senior	Master's
Cruz	Nicole	CTR	Student Services	Instructor	Bachelor's
Edwards	Eddie	GS-13	Institutional Research Analyst	Instructor	Master's
Harkins	Homer	GS-13	Dean of Academics	Master	Master's
Hersey	Scott	CTR	Instructional System Specialist	Instructor	Master's
Jones	Olander	GS-9	Registrar	Instructor	Master's
Mafnas	Daniel	CTR	SharePoint Administrator	*	Associate's
Maldonado	Michelle	CTR	Registrar	Instructor	Bachelor's
Meade	Shannon	GS-13	Associate Dean, Director Institutional Effectiveness	Instructor	Master's
Miller	Alexander	CTR	Project Manager SharePoint	*	Bachelor's
Mister	Jarvis	CTR	Systems Administrator	*	Bachelor's
Navarro	Julio	CTR	Course Director, JSOTF and I2WDL	Instructor	Bachelor's
Norman	Kimberly	GS-9	Registrar	Instructor	Bachelor's
Sanicola	Robert	CTR	LMS Administrator	Instructor	Bachelor's
Schaal	Dion	CTR	SharePoint Developer	*	Associate's
Shiver	Joseph	GS-13	Faculty Development	Master	Master's
Taylor	Michael	GS-12	Director, Admissions	Senior	Master's
Tyler	Katherine	GS-13	Director, Distance Learning	Instructor	Doctorate
Williams	Parrysh	CTR	AV Engineer	*	Bachelor's
Womack	Faith	GS-13	Instructional Designer	Instructor	Doctorate

JSOU - Enlisted Academy

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Horsley	Steven	SGM	Commandant	Senior	Bachelor's
Ammen	Tipton	GS-12	CEP3 Distance Learning	Master	Bachelor's
Bailey	Brian	CTR	CEP1 Instructor	Master	Bachelor's

Barnhart	Bryce	CTR	ISD	Instructor	Master's
Beyersdorf	Korey	CTR	CEP3 ISD	*	Bachelor's
Boyles	Daniel	SBCS	CEP3 Instructor	Senior	Bachelor's
Brown	David	CTR	CEP1 Instructor	Senior	Bachelor's
Caffall	Christopher	GS-13	Chief, Faculty Development	Master	Master's
Cannady	Roger	CTR	CEP2 ISD	*	Bachelor's
Casey	Paul	SGM	CEP3 Instructor	Master	Master's
Chin	Peter	CTR	CEP2 Instructor	Instructor	Master's
Crews	Paul	SGM	CEP3 Instructor	Instructor	Some College
Decker	Steve	CTR	CEP1 Instructor	Senior	Bachelor's
Dolasky	Kent	CTR	CEP2 Course Director	Senior	Master's
Egan	Thomas	SOCM	Deputy Commandant	Instructor	Bachelor's
Foster	Matthew	CTR	ISD	Instructor	Master's
Gamache	Bob	CTR	CEP3 English Professor	Senior	Master's
Giger	Ronald	CTR	CEP1 Course Director	Senior	Associate's
Horvath	James	MSGt	CEP3 Instructor	Senior	Bachelor's
Howell	William	GS-12	CEP3 Distance Learning	Master	Bachelor's
Jackson	Reginald	CTR	CEP3 LMS	Instructor	Bachelor's
James	Mark	GS-12	CEP3 Instructor	Master	Bachelor's
Labuz	John	SGM	CEP3 Instructor	Instructor	Some College
Lundstrom	Michael	CTR	CEP4 Instructor	Master	Associate's
Miller	Michael	SGM	CEP3 Distance Learning	Instructor	Associate's
Mills	Edgar	MSG	Operations	Instructor	Some College
Moody	Barbara	GS-6	Administrative Assistant	Instructor	Master's
Rauschuber	Brian	SGM	CEP3 Instructor	Senior	Associate's
Reilly	Brad	SMSGt	CEP3 Instructor	Instructor	Associate's
Shreve	Bart	CTR	CEP3 Instructor	Instructor	Master's
Smith	Mark	CTR	CEP2 Instructor	Instructor	Bachelor's
Smith	Thomas	CTR	CEP4 Course Director	Senior	Bachelor's
Southworth	John	SGM	CEP3 Instructor	Senior	Bachelor's
Thomas	Troy	GS-12	CEP3 Instructor	Master	Master's
Ware	Oscar	CTR	CEP2 Instructor	Senior	Doctorate
Weaver	Carey	CTR	CEP2 ISD	Instructor	Bachelor's
West	Robert	CMSGt	Chief of Academics	Instructor	Associate's
Windemaker	Credie	SGM	Operations	Instructor	Some College
Wolf	Ken	GS-13	Strategic Analyst	Instructor	Bachelor's

Center for Continuing Education

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
McNair	George	GS-15	Director, Center for Continuing Education	Master	Master's
Armstrong	John	GS-13	Course Director, SOPC	Senior	Bachelor's
Ashing	Jim	CTR	Course Director, CbTNIS	Instructor	Master's
Baggott	Sean	GS-14	Course Director, CbTEIS; USEP-N/Liaison, NCR	Senior	Juris Doctor
Binette	Dan	GS-7	Administrative Assistant/IMSO	*	Bachelor's
Boyer	Ricky	GS-13	Course Director, TSOC-Basic Education Course	Senior	Master's
Brandt	Mark	GS-13	Planning and Operations	Master	Master's
Breland	Scott	GS-13	Global Operations	Instructor	Master's
Brinser	Charles	CTR	SOCAFRICA Desk Global Operations	*	Some College
Cobb	Norman	GS-14	Chief, Institute for Senior Education	Master	Master's
Coker	Steve	CTR	Course Director, USEP Executive/ Advanced	Instructor	Master's
D'India	Eric	LTC	Chief, Institute for Planning and Operations	Instructor	Master's
Doan	Gilbert	GS-14	Chief, Institute for Professional Development	Master	Master's
Downing	Jeb	GS-13	Course Director, SOD	Senior	Master's
Edwards	Blake	GS-13	Global Operations	Master	Bachelor's
Findlay	Alex	CTR	Program Manager	*	Master's
Guess	Steven	GS-13	Course Director, Introduction to SOF	Master	Bachelor's
Jacobs	Christopher	GS-14	Chief, Institute for Global Operations	Master	Master's
Jordan	Douglas	GS-13	Course Director, SCM-OC	Master	Master's
Kaffka	Michael	CTR	SOCEUR Desk Global Operations	Senior	Master's
LaVigne	Paul	Lt Col	Liaison, NSHQ	Instructor	Master's
Mullins	David	CTR	Course Director, TSPC	Instructor	Master's
Newton	Richard	GS-13	Institute for Senior Education	Master	Master's
O'Donnell	Kris	GS-13	Course Director, USEP Foundations	Master	Master's
Pereira	Eon	GS-13	Course Director, Functional Courses	Senior	Master's
Peterson	William	GS-13	Course Director, SOIC & CTFC	Senior	Master's
Ramthun	Christian	CTR	Course Director, SOCbT/ASOCbT/CVE	Instructor	Master's
Ross	Luz	CTR	SOCENT Desk Global Operations	Instructor	Master's
Shaw	Jeffrey	LTC	Deputy, Center for Continuing Education	Master	Master's
Shera	Jeff	GS-12	Course Director, PEOS	Senior	Associate's
Smith	Derrick	GS-13	Global Operations	Instructor	Master's
Stenger	Laura	GS-13	Course Director, JSOFPC	Senior	Master's
Sutherland	Hugh	GS-13	CTFP Manager Global Operations	Master	Master's
Torres	Manny	CTR	SOC SOUTH Desk Global Operations	Instructor	Master's

Townsend	Russell	CTR	Course Director, SOCbT/ASOCbT/CVE	Senior	Bachelor's
Waller	Harold	GS-13	Course Director, USEP-Foundations Course	Master	Bachelor's

College of Special Operations

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Ballard	Boyd	GS-14	Dean, College of Special Operations	Instructor	Master's
Bates	Christopher	GS-13	Undergraduate Studies Faculty	Senior	Master's
Bomberger	Rachel	CTR	Director, USSOCOM Research Library	Instructor	Master's
Carroll	Douglas	GS-13	Assistant Dean, College of Special Operations	Senior	Master's
Chelsea	David	GS-14	JSOU Liaison to NSWC	Instructor	Master's
Craven	Wendy	CTR	PME Visits Program Manager	*	Bachelor's
Dempsey	William	GS-14	JSOU Liaison to USASOC	Senior	Master's
Garland	Kyle	CTR	Director, PME Support	Instructor	Master's
Gray	Sid	GS-14	JSOU Liaison to AFSOC	Senior	Master's
Harig	Curt	GS-13	Undergraduate Studies Faculty	Master	Master's
Harn	Stacy	CTR	Research Librarian	Instructor	Master's
Mitchell	Olivia	CTR	Library Technician	*	Master's
Mitchell	Robert	GS-13	Graduate Certificate Faculty	Master	Juris Doctor
Mullins	Laura	CTR	Library Technician	*	Associate's
Poucher	John	GS-14	Faculty Lead, Graduate Studies	Instructor	Master's
Raney	Mark	GS-13	Faculty Lead, Undergraduate Studies	Master	Master's
Rubright	Richard	CTR	Undergraduate Studies Faculty	Instructor	Doctorate
Sager	Steven	CTR	Undergraduate Studies Faculty	Instructor	Doctorate
Searle	Tom	CTR	Graduate Certificate Faculty	Instructor	Doctorate

Center for Special Operations Studies and Research

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Poole	Kenneth	GS-14	Director, Center for Special Operations Studies and Research	Master	Doctorate
Irwin	Will	CTR	Resident Senior Fellow	Instructor	Master's
McCabe	Peter	CTR	Resident Senior Fellow	Instructor	Doctorate
Moyar	Mark	CTR	Resident Senior Fellow	Instructor	Doctorate
Nalepa	Robert	GS-13	Editor in Chief, JSOU Press	Instructor	Master's
Pitts	Cory	GS-06	Administrative Assistant	*	Some College
Reidy	Frank	GS-13	Deputy Director, Center for Special Operations Studies and Research	Master	Master's

Salomon	Greg	COL	Resident Senior Fellow	Instructor	Master's
Wyant	Anna	CTR	Editor, JSOU Press	*	Master's
Zimmerman	Frederick	CTR	Editor, JSOU Press	*	Some College

* Indicates Staff Member/MOIC not required

Academic Guidance for AY15

Strategic Objective

Continue to support the USSOCOM commander's lines of operation (LOO) through tailored and focused academic programs, adjusting as necessary for changes or updates resulting from the change of leadership. These LOOs are discussed thoroughly in SOCOM 2020. This strategic objective is further defined through the annual USSOCOM Command Education and Training Guidance (CETG), which expands educational opportunities for SOF along four lines of effort: post-secondary education, PME, regional studies and foreign language education.

General Guidance

In Academic Year 2015 (AY15), JSOU will continue the transition started in AY14, adjusting to the potential impact of revised congressional authorities and budgetary realities. JSOU will maintain its core academic and research competencies while upgrading to a nationally recognized post-graduate-level accreditation. We will execute validated post-secondary level courses while continuing to develop new electives and convert existing courses to support a bachelor's completion degree. JSOU will support all commitments to our constituents while we finalize planning and ultimately relocate to the new JSOU building. As AY15 concludes, JSOU should be fully postured to begin a new era of academic excellence in this dedicated, high-tech academic facility specifically designed for 21st century learning.

Accreditation

Accreditation is a voluntary method of quality assurance developed by American universities and secondary schools. Accreditation is primarily used to distinguish schools adhering to a set of educational standards. The accreditation process also is known in terms of its ability to effectively drive student performance and continuously monitor the improvement of students within the educational system.

Although accreditation is a set of rigorous protocols and research-based processes for evaluating an institution's organizational effectiveness, it is far more complex than that. Accreditation examines the whole institution, including the programs, the cultural context and the community of stakeholders, to determine how well the parts work together to meet student needs. In 2009, JSOU was granted a five-year accreditation with the Accrediting Council for Continuing Education & Training (ACCET). ACCET reviews educational institutions based on the quality of educational opportunities they provide. The evaluation process includes a self-evaluation, an on-site peer review and an independent review of the educational process.

ACCET was founded in 1974 for the purpose of improving continuing education and training, and has been officially recognized by the U.S. Department of Education since 1978 as a "reliable authority" as to the quality of education and training provided by the institutions it accredits. In 1998, ACCET became the only recognized accrediting agency to be certified as an ISO 9001-Quality Management System under the international standards established by the International Organization for Standardization and continues to hold that unique status.

Accreditation serves the interests of companies, agencies, and the public through the establishment of standards, policies, and procedures in conjunction with an objective third-party professional evaluation designed to identify and inspire sound education and training practices. When such a process is matched by an institution's commitment to high standards and accountability, a partnership for quality becomes reality. Note: ACCET only accredits to the lower division undergraduate level.

AY14 Highlights and Accomplishments

USSOCOM's mission has evolved rapidly since September 2001, as has the need for an innovative and educated special operations force. For more than fourteen years, JSOU has been working to integrate and transform the educational mission and academic processes to accommodate the ever-expanding changes in the world of special operations. During AY14,

JSOU successfully met its goals by tailoring and improving course offerings, increasing its faculty experience, implementing the use of technology, and utilizing METs for course delivery to remote locations. JSOU also increased its educational integration with joint and service PME institutions.

Department of Academic Affairs

The Department of Academic Affairs is responsible for ensuring that all national accreditation standards are met and appropriately documented. On behalf of the university, the department submitted a legislative proposal for National Defense Authorization Act (NDAA) 15 to obtain degree-granting authority. This authority will allow JSOU to develop and implement a bachelor's completion degree through the College of Special Operations and the Senior Enlisted Academy. Academic Affairs consists of five divisions: Admissions, Curriculum Management, Faculty Development, Information Technology (IT), and Institutional Effectiveness.

The Admissions Division continued to focus on enhancing the learning environment for all students. Enhancements included upgraded classroom furnishings and additional information technology capabilities. The Student Services section continued to place emphasis on making information available to students by providing the JSOU Student Handbook online and developing a JSOU Facebook page. The highlight for the department this past year was the expansion of articulation agreements through the Academic Counseling Center. The Academic Counseling Center provides academic advising to SOF personnel seeking college degrees. JSOU currently has articulation agreements with Excelsior College, St. Leo University, University of South Florida, Norwich University, and The University of Charleston, WV. These selected institutions have independently evaluated JSOU coursework as equivalent to the learning outcomes contained in selected college-level undergraduate and graduate-level courses. All partner schools affiliated with JSOU have met the following benchmarks: regionally accredited, SOF and military-friendly, offer tuition rates within the tuition assistance cap, offer completely online degrees, and have flexible admission requirements.

The Curriculum Management Division oversaw the development of curricula for 13 new courses, major revisions for three courses and general maintenance for 39 courses. In an effort to maximize contact hours and maximize college credit, several courses were converted from traditional face-to-face instruction to a blended (part online, part traditional) format. Also in AY14, JSOU achieved its goal of having a Blackboard presence for all 55 JSOU courses.

The Faculty Development Division provided instruction to 119 students through the MOIC, Methods of Instruction Course-Abbreviated (MOIC-A) and the Methods of Instruction Course-Distance Learning (MOIC-D). In September 2014, a MOIC was conducted at Tabuk, Saudi Arabia, to 18 Saudi officer and enlisted instructors. The division also oversaw the CPI certificate program, which recognizes educators who demonstrate mastery in principles of postsecondary instruction, plan instruction to meet learning objectives, create an effective learning environment and evaluate all aspects of learning to improve the quality of instruction. As of AY14, JSOU had 58 faculty members who are certified postsecondary instructors. In AY15, the MOIC will undergo a curriculum review to determine whether changes are necessary to better meet the needs of the JSOU faculty.

The IT Division maintained computer systems for more than 150 staff and faculty members. Additionally, the IT team provided computer and audiovisual support for 14 class, breakout and conference rooms.

The Institutional Effectiveness Division developed streamlined end-of-course surveys that greatly improved and simplified the information JSOU uses to track university performance. In addition, the division began preparation for submitting JSOU's five-year reaccreditation package with ACCET. Lastly, the division began the long process of positioning JSOU for possible enhanced accreditation that will enable JSOU to award bachelor's- and master's-level degrees, pending approval from Congress for a division submitted legislative proposal to Congress that would authorize JSOU to award degrees.



College of Special Operations

In response to the USSOCOM commander's education guidance for JSOU to "pursue the ability to confer undergraduate and graduate-level credits and degrees," the Professional Studies Department was reorganized to become the College of Special Operations.

The college retained responsibility for supporting special operations-related content in officer PME by providing resident expertise, adjunct faculty, and revised case studies, which directly supported SOF electives in both service and joint intermediate and senior colleges. The College of Special Operations continued to host U.S. and international PME visitors to USSOCOM Headquarters. In AY14, those two categories of educational support touched 4,652 students and provided nearly 17,000 student contact hours.

The USSOCOM Library continued its dual mission of research support to the headquarters staff and JSOU faculty and students. The library increased access to databases with relevant research materials to special operations and added electronic book access to SOF worldwide. The library staff continued to teach research methods to students in multiple JSOU courses and taught copyright law and compliance procedures to faculty members.

The most substantive change to the newly formed College of Special Operations' responsibilities was from support to externally focused advanced education initiatives for individuals – for example, managing the Special Operations Legislative Affairs program for USSOCOM – to a college concentrating on courses valuable to the force and recognized as upper-division undergraduate or graduate-level credits to other colleges or accrediting agencies. In AY14, four courses encompassing the evolution, strategic utility, employment, and networking of special operations to the interagency and international community were designed and piloted. Taken in combination, they equate to a graduate certificate in Advanced Special Operations Studies. Several of JSOU's existing courses were revamped to meet accrediting assessment and evaluation standards at the undergraduate level. Additionally, a curriculum workshop with the service components helped identify future course content which, with existing faculty resources, could be designed and piloted to become future core and elective courses.

Enlisted Academy

In AY14, the Career Education Program (CEP) for enlisted SOF provided joint professional military education to more than 400 personnel in the grades of E6 through E9. The Joint Special Operations University-Enlisted Academy (JSOU-EA) is comprised of four courses that cover the full continuum of SOF enlisted education from the tactical to the strategic level.

The four courses are: Joint Fundamentals, Enterprise Management, Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA) and Summit. Funding for the courses is provided through the Five-Year Defense Plan (FYDP), and USSOCOM Program Objective Memorandum facilitated educational initiatives for the joint enlisted special operator.

The Joint Fundamentals Course continues to target the SOF operators and enablers at the entry level. Taught exclusively through distance learning (DL) over an eight-week period, five times a year, the course objective is to develop skills in written, oral and visual communications, generate creative ideas, and evaluate ethical decision making. Students also analyze the history, unique function and the organization of the USSOCOM enterprise, from the headquarters to the sub-component commands.

The pilot course of Enterprise Management was successfully completed in Tampa during the second quarter. The course provides asynchronous educational learning over eight weeks through DL. Students in the grade of E7 are introduced to organizational leadership and management, the role of USSOCOM at the unit level and preparing for increased leadership roles in the joint environment. Conducted five times annually, the course is already recognized as a premier course for the senior enlisted SOF NCO.

JSOFSEA continued as the premier senior enlisted academy for the SOF "Warrior Diplomat." JSOFSEA conducted four courses, supporting the USSOCOM commander's second line of operation to expand the global SOF network. JSOFSEA continues as a two-phase course providing an academically rigorous curriculum to SOF warriors, preparing them for assignments at the joint level. Focusing on mission-oriented leadership, communications, organizational management, and strategy in each phase, JSOFSEA continues to gain recognition throughout the world for producing a better prepared SOF operator and enabler to lead in any environment.

The Summit Course provides SOF and selected conventional force senior enlisted advisors facilitated learning in mission-oriented leadership and strategic thinking skills, preparing them to effectively advise, lead, and mentor at the operational and strategic level. The course is conducted twice annually with a projected enrollment of 12 students per course. The Summit Course is taught in a blended learning format: eight weeks online followed by three weeks of resident and externship learning. Thanks in part to the team of instructors, designers and facilitators, each JSOU-EA course is recognized by several colleges for academic credit. Students enrolling through the Admissions Division Office can earn 13 to 15 college credits for Joint Fundamentals or Enterprise Management upon successful completion. JSOFSEA and Summit have been recognized for upper-level



JSOFSEA Class 15 graduation ceremony.
USSOCOM PUBLIC AFFAIRS

undergraduate and graduate-level credits for their curriculum. These measures provide the SOF operator and enabler additional opportunities to complete a degree through one of the institutions with which the university has entered into articulation agreements.

Center for Continuing Education

The CCE completed its reorganization early in AY14. The four Institutes that encompass JSOU's continuing education requirements are: Institute for Professional Development, Institute for Planning and Operations, Institute for Senior Education, and the Institute for Global Operations.

The Institute for Professional Development's primary focus is to deliver courses that prepare new personnel assigned to a joint special operations headquarters to operate and function effectively as a member of a joint staff. The institute accomplishes this through a variety of courses that target personnel assigned to specific special operations headquarters and, in some cases, specific special staff functional areas. To maximize student accessibility and professional development opportunities, the Institute offered a wide range of resident, online and off-campus courses conducted by mobile education teams in AY14.

During AY14, the institute continued to support TSOC education requirements through the TSOC-Basic Education Course and TSOC-Staff Preparation Course, which increased from three iterations in AY13 to four in AY14. In an effort to provide more senior staff educational opportunities, the institute added Advanced, Executive, and National Capital Region USSOCOM Staff Education Program (USEP) courses to complement the existing USEP-Foundations course. Additionally, the depart-

ment continued to reach more students with the Introduction to Special Operations Forces (ISOF) online course. The student completion rate more than doubled in AY14 and will provide instruction to approximately 1,500 students in AY15.

In AY14, the Certificate/Courses/PME Division transitioned to the Institute for Plans and Operations. This transition gathered the Systemic Operational Design (SOD), Special Operations Planning Course (SOPC), SOF Intelligence Leaders Orientation Course (SILOC), and the Counter Threat Finance Course (CTFC) all under the same division. During AY14, SILOC transitioned to the Special Operations Intelligence Course (SOIC) under the guidance of Konrad Trautman, SES. Additionally, a pilot course for SOD was created and taught using the same instructor team that previously provided instruction via a different contract. SOPC and CTFC continued to educate select personnel throughout the SOF enterprise who were then able to return to their respective organizations better enabled to incorporate their learning into their roles as SOF operators and enablers. In AY15, the Institute for Planning and Operations will continue to offer SOPC and CTFC with the same level of professionalism and offer a finalized SOD and SOIC to enable design team members and SOF intelligence enablers for the greater SOF enterprise.

In AY14, the Institute for Senior Education transformed under new leadership while continuing laudatory delivery of resident courses and developing emerging educational efforts. The institute conducted the Combined/Joint Force Special Operations Component Commander's Course (C/JFSOCCC) for the joint staff while continuing the close association of LTG (Ret.) Frank Kearney with the course. The institute continued to conduct the USSOCOM commander's Joint Special Operations Forces Pre-Command Course (JSOFPPCC). The institute continued to provide a conceptual reconnecting forum for retired SOF senior leaders (RSSL) in conjunction with the



Articulation Agreement Signing Ceremony with Dr. Maher and Dean Clements of Norwich University.

The Institute for Global Operations offered 12 different international education courses that were taught in the target language, tailored, delivered in partner countries, regional or bilateral in focus and supported the TSOCs special operational forces and security sector development plans. All resident courses were taught in English. Mobile education was delivered primarily in English, Spanish, French, and Arabic. The Institute maintained its academic rigor while offering a diverse curriculum.

In AY14, the Institute for Global Operations continued to align its methods of instruction by offering teaching opportunities to our critical and global core partners in support of SOCOM's Line of Operation #2 (Strengthen the Global Network). The impact of these opportunities was best illustrated during two Special Operations Combating Terrorism (SOCbT) iterations in Africa, in which the class participants consisted primarily of senior operational and strategic level officers. The majority of students had experience combating terrorism at home and abroad as members of various African Union (AU) or United Nations (UN) peacekeeping operations. This regionally focused event was a great opportunity to engage these key senior officers from across West Africa, including presidential and ministerial-level advisors. Additionally, senior military and ministerial personnel were identified to support future courses; hence the Inter-Ministerial Collaboration Course now resides in the Institute for Global Operations Division.

In AY14, the Institute for Global Operations partnered with the National Intelligence University (NIU), and the Center for Civil Military Relations (CCMR) at the Edelweiss Conference Center in Garmisch-Partenkirchen, Germany, for the Countering Violent Extremism Continuing Education Symposium. The purpose was to re-engage international alumni from the NIU, CCMR, and JSOU in order to foster enduring relationships with combating terrorism professionals in the security sector. The content focused on countering violent extremism in Europe, Africa, and the Middle East; encouraged interagency coordination to promote a common intellectual framework in the field of countering violent extremism; and allowed these professionals to network with their peers, who have graduated from other DoD schools.

International SOF Week while affording the commander an opportunity to build consensus regarding emerging SOF concepts and priorities.

The institute successfully conducted the CAPSTONE and APEX PME events, providing SOF-specific education to newly minted general and flag grade officers and senior executives, respectively. As directed, the institute transitioned those PME events to the College of Special Operations and integrated the Preparation of the Environment Orientation Seminar (PEOS), which prepares SOF for specific duties in support of TSOCs. Also integrated were emerging educational requirements to educate the SOF community regarding analysis, influence, and mission command in planning for unconventional warfare operations. Also integrated was the Combatting Terrorist Networks Seminar (CbTNIS), which educated senior career personnel expecting assignment to positions concentrating on combating terrorism with SOF, interagency and international organizations. The institute continues to expertly support multiple other educational operations, including interagency, irregular, and international instruction at home and abroad.

International Engagement

In AY14, the International Education Division transitioned to the Institute for Global Operations. This transition responded to a JSOU directive for the Center for Continuing Education to re-engineer its resources to better support JSOU's vision. The Institute for Global Operations continues to, "employ education as a strategic tool to achieve USSOCOM and TSOC objectives and promote deeper understanding among U.S. and international SOF." The Institute for Global Operations continued to receive high demand signals from the TSOCs and the components for residential courses and METs.

In AY14, the Institute for Global Operations hosted a number of international visitors, including those from Japan, Colombia, Chile, the Western Hemisphere Institute for Security Cooperation (WHINSEC), Marine Corps War College International Students, U.S. Army War College International Fellows, Pakistan National Defense University, Special Operations Command Australia Special Forces Training Centre, and the Chief of Ugandan Special Operations Forces.

In addition, 100 international students attended seven funded resident courses for AY14. Projected attendance in AY15 includes 80 invitational seats and up to 150 additional student nominations across five resident course iterations (2 x SOCbT, 1 x ASOCbT, and 2 x CVE).

International Students by Method of Instruction

	Participating Countries	INT'L Students	% JSOU INT'L Students
Resident	49	114	6%
JSOU-EA	2	2	0%
MET	58	1453	74%
DL	4	6	0%
PME	70	377	19%
TOTALS		1952	100%

Center for Special Operations Studies and Research

During AY14, the Strategic Studies Department met its goals while transforming into the Center for Special Operations Studies and Research (CSOSR). Between January and April 2014, the CSOSR transferred courses and realigned faculty to the College of Special Operations and CCE in order to support the new accreditation structure. CSOSR's main effort concentrated on developing a SOF intellectual center that conducts high-level studies, research, and publication. The objectives were advanced through cooperative relationships with the West Point Counterterrorism Center, the Joint Special Operations Command's Counterterrorism Center, and the U.S. Army Special Operations Command's Special Warfare Education Group.

The CSOSR network also includes the Fletcher School of Law and Public Diplomacy at Tufts University, the Monterey Institute of International Studies, and the Canadian Special Operations Forces Command, Professional Development Centre (CANSOFCOM PDC). As the network was forming, the JSOU senior fellows team completed two directed studies. One study at the request of the commander, Special Operations Joint Task Force Afghanistan, reviewed village stability operations. A second, directed by the USSOCOM commander, explored the social and team dynamics concerning the potential integration of women titled, "Special Operations Forces Mixed-Gender Elite Teams." Additionally, the CSOSR conducted two independent educational events during AY14.

The CANSOFCOM PDC Symposium took place 3-4 December 2013 in Kingston, Canada. More than 100 participants discussed ways to shape joint SOF education curricula to advance a SOF global network. The theme, "By With and Through: Executing the SOF Global Engagement Strategy," focused on future integration and interoperability necessary to achieve strategic aims. The partnership between American and Canadian special operators reflects a heritage rooted in the elite World War II combined commando unit, the 1st Special Service Force, also known as the Devil's Brigade. A special highlight included honoring three veterans on the 70th anniversary of the Monte la Difensa operation. In partnership with the CSOSR, the CANSOFCOM PDC published a monograph to summarize and expand on the symposium's line of exploration.

NATO Joint Senior Psychological Operations Seminar

In conjunction with the Supreme Headquarters Allied Powers Europe, JSOU was the host for 70 senior representatives from 18 countries at the NATO Joint Senior Psychological Operations Seminar in Tampa, Florida, from 10-13 December 2013. The theme for this seminar was, "Measuring Effects in the Human Domain," and presentations were organized to elicit discussions concerning salient issues for doctrine, training and leadership within the NATO Psychological Operations (PSYOP) community.

Overall, the CSOSR continues to directly support accreditation and provides the SOF community and its leadership with a scholarly forum to shape special operations thinking, policy formulation, and academic debate. During AY15, the center will exploit successful directed studies to advance the think tank potential of the emerging network of SOF-aligned research centers. AY15 planning will sustain a robust JSOU Press operation to augment accredited course materials and position the CSOSR to lead JSOU's development as an institution of advanced education.

JSOU Press

JSOU Press is the publishing arm of the CSOSR. Established in April 2005, JSOU Press is largely identified through the line of JSOU Press-branded monographs. During AY14, JSOU Press published 11 monographs authored by JSOU Senior Fellows, PME students and other scholars on topics relevant to the joint SOF community. In addition, JSOU Press published the third edition of the *Special Operations Forces Interagency Counterterrorism Reference Manual*, which serves as a quick reference for counterterrorism professionals throughout the interagency structure, and the *Special Operations Research Topics 2015* publication, which will influence and guide SOF-relevant research throughout academia, think tanks, and professional military education institutions.

ALL JSOU PRESS PUBLICATIONS CAN BE FOUND AT
jsou.socom.mil/PubsPages/Publications.aspx
 AND IN THE JSOU LIBRARY AT
jsou.libguides.com/jsoupublications.

AY14 JSOU Press Publications:

U.S. Military Deployments to Africa: Lessons Learned from the Hunt for Joseph Kony and the Lord's Resistance Army, August 2014, James J.E. Forest

Persistent Engagement in Colombia, July 2014, Mark Moyar, Hector Pagan, Wil R. Griego

Special Operations Research Topics 2015, July 2014

Partners or Competitors? The Evolution of the Department of Defense/Central Intelligence Agency Relationship Since Desert Storm and its Prospects for the Future, May 2014, David P. Oakley

Countering the al-Shabaab Insurgency in Somalia: Lessons for U.S. Special Operations Forces, February 2014, Graham Turbiville, Josh Meservey, James Forest

Strategic Culture, December 2013, Russell D. Howard

The Role of the Global SOF Network in a Resource Constrained Environment, November 2013, edited by Chuck Ricks

Piracy: The Best Business Model Available, November 2013, John Alexander

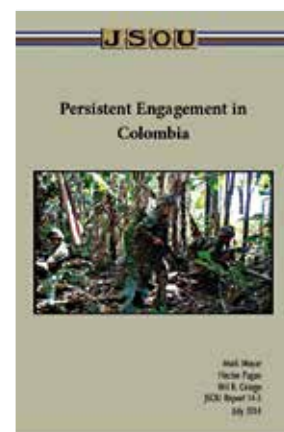
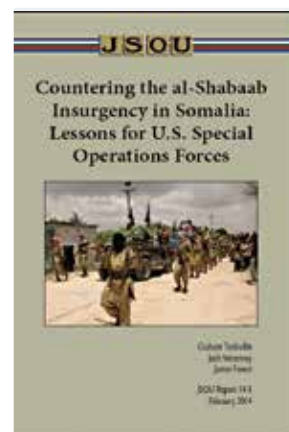
The Nexus of Extremism and Trafficking: Scourge of the World or So Much Hype?, October 2013, Russell D. Howard and Colleen Traugher

Special Operations Forces Interagency Counterterrorism Reference Manual, September 2013, edited by Chuck Ricks

Security Force Assistance and Security Sector Reform, September 2013, Richard H. Shultz Jr.

Hybrid Warfare, August 2013, Timothy McCulloh and Richard Johnson

Smart Power and U.S. National Strategy, August 2013, Francisco Wong-Diaz



Future JSOU Campus

In 2016, JSOU opens the doors to its new main campus. This modern facility, specifically designed with education in mind, is colocated with the USSOCOM Headquarters at the MacDill Air Force Base in Tampa, Florida. Serving as the central hub for joint SOF education, the main campus will support traditional resident courses with up-to-date technology. The new campus will also employ an unprecedented level of distance learning capability enabling real time education across multiple locations to include the component headquarters, the National Capital Region, and the TSOCs. This capability will minimize travel while increasing opportunities for peer-to-peer interaction in local SOF communities and expanding the availability of expertise throughout the joint SOF education network.

The building will be a combination of shared auditorium, classroom/seminar rooms with adjoining breakout spaces, faculty and staff office spaces, the future USSOCOM Library, media development areas, organizational support facilities, and student break and holding areas. It will also host an array of modern capabilities to best facilitate traditional, blended, and online learning.

2015 marks the fifteenth anniversary of JSOU's establishment. The move to this new building ensures the



university is well on its way to becoming a preeminent 21st century educational institution recognized as the center for joint special operations learning and research. The university's reach to our military, interagencies, and international partners has steadily grown throughout the years fulfilling the ever increasing needs for joint SOF education.

The new campus will accommodate continued future growth in mission and technological advancements with minimal disruption and expense. Within the campus halls will be the College of Special Operations, the JSOU Enlisted Academy, the Center for Continuing Education, the Center for Special Operations Studies and Research, and Department of Academic Affairs. Combined with ongoing academic initiatives, this world-class facility represents the significant commitment of the USSOCOM to educate its force.



The JSOU Campus

- Main Auditorium (150 students)
- 4 Seminar Rooms (32 students each)
- 2 Lectionaries (56 students each)
- Digital Classroom (28 students)
- SCIF Classroom (26 students)
- Executive Classroom (50 students)
- 4 Breakout Rooms (12 students each)
- 1 Library (50 students)
- History Office/Library (16 students)

COURSE DEMOGRAPHICS AND EVALUATIONS

Demographics

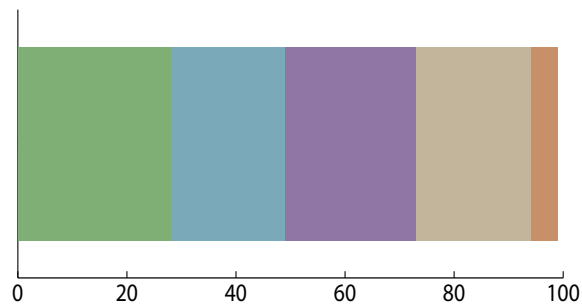
Course demographic data is gleaned from the university's student registration system for courses taught on-station, off-station, and online. Course data is organized into five categories: Resident, JSOU-EA, MET, DL, and support to PME activities.

Data Validity

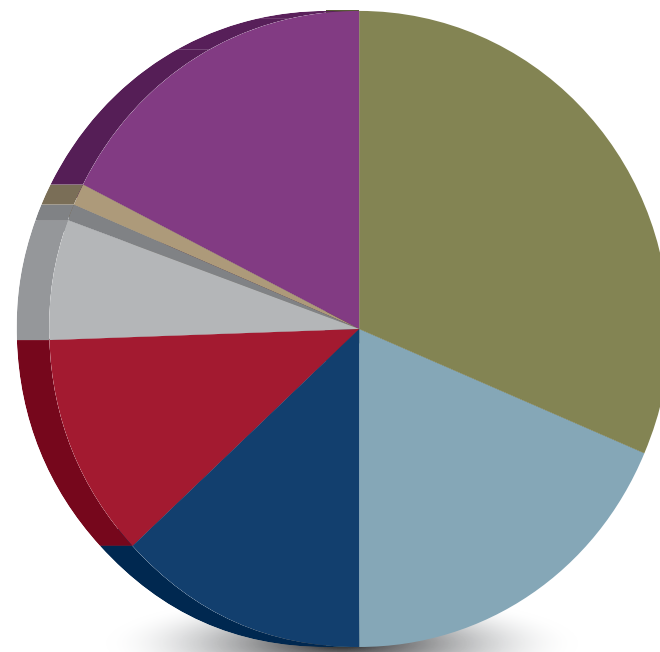
Student information is gathered directly from student electronic registration or by submitted paper forms. Consequently, as with any database of this kind, errors may exist in spite of every effort to prevent them. The numbers most accurately represent the student population that completed JSOU courses.

AY14 Student Contact Hours

Resident	90009	28%
JSOU-EA	67286	21%
MET	79520	25%
DL	69077	21%
PME	17347	5%
TOTAL HOURS	323239	100%



PERCENTAGE OF TOTAL STUDENT CONTACT HOURS

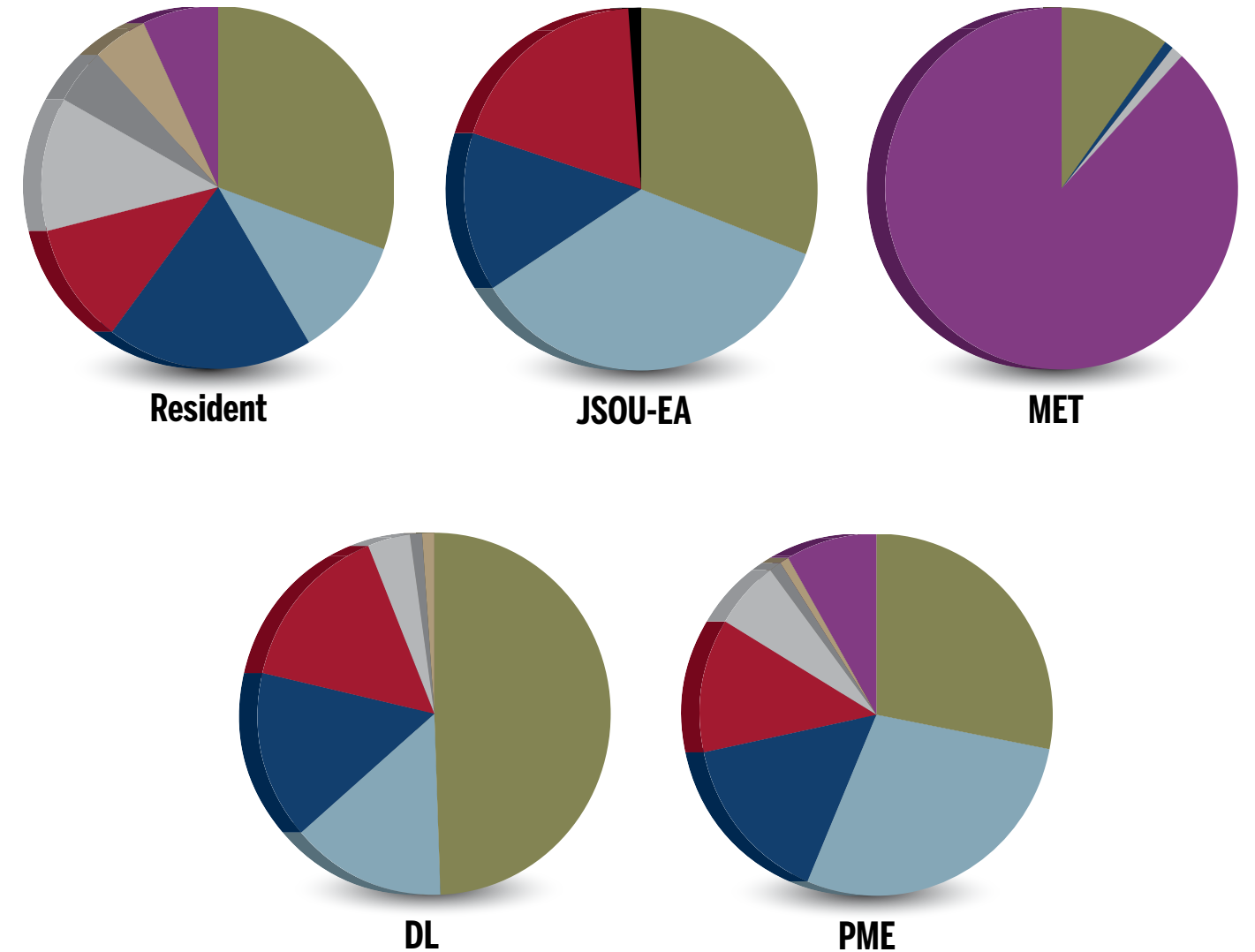


Total Students

USA	3524	31%
USAF	2022	18%
USN	1493	13%
USMC	1245	11%
USCG	25	0%
CIV	633	6%
CTR	154	1%
IA	155	1%
INT'L	1954	17%

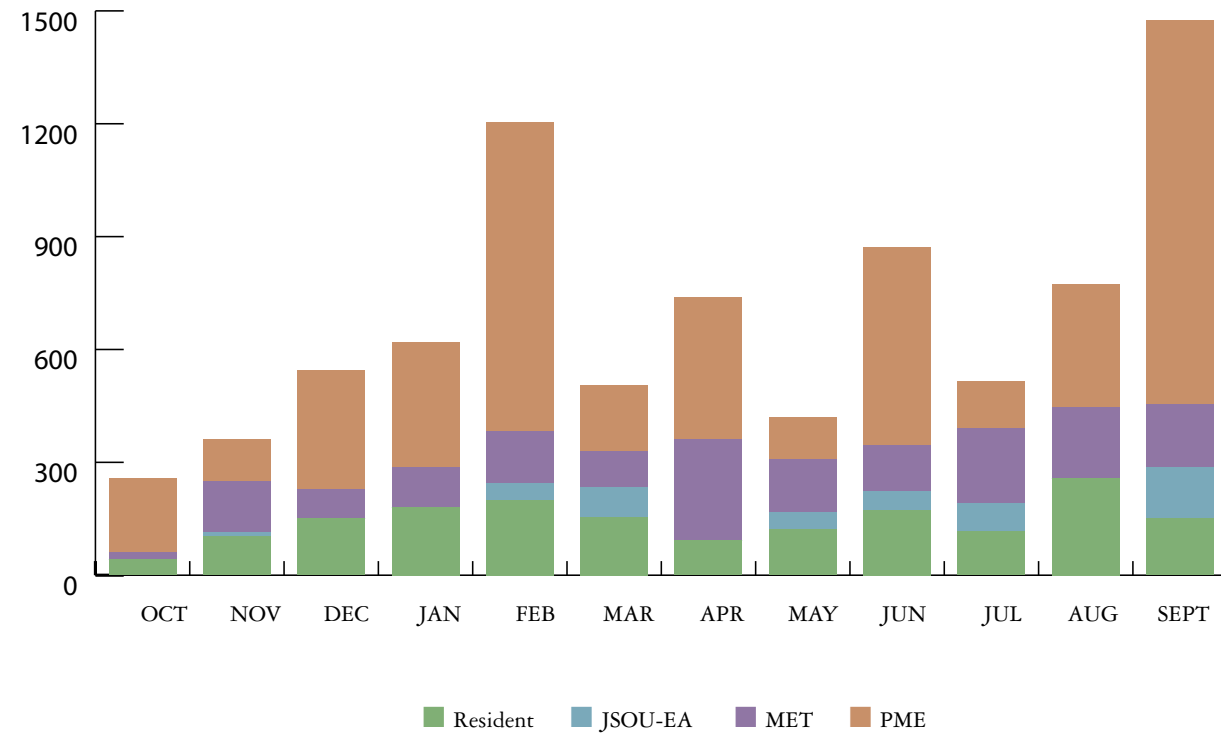
TOTAL STUDENTS 11205

AY14 Student Demographics by Service and Method of Instruction



	USA	USAF	USN	USMC	USCG	CIV	CTR	IA	INT'L
Resident	32%	11%	19%	11%	0%	12%	4%	5%	7%
JSOU-EA	31%	35%	14%	19%	0%	0%	0%	0%	1%
MET	10%	1%	1%	0%	0%	1%	1%	0%	86%
DL	49%	14%	15%	15%	0%	4%	1%	1%	0%
PME	28%	28%	15%	12%	0%	6%	1%	1%	8%

AY14 Monthly Output (Students)



End-of-Course Evaluations

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

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

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

COURSE EVALUATIONS

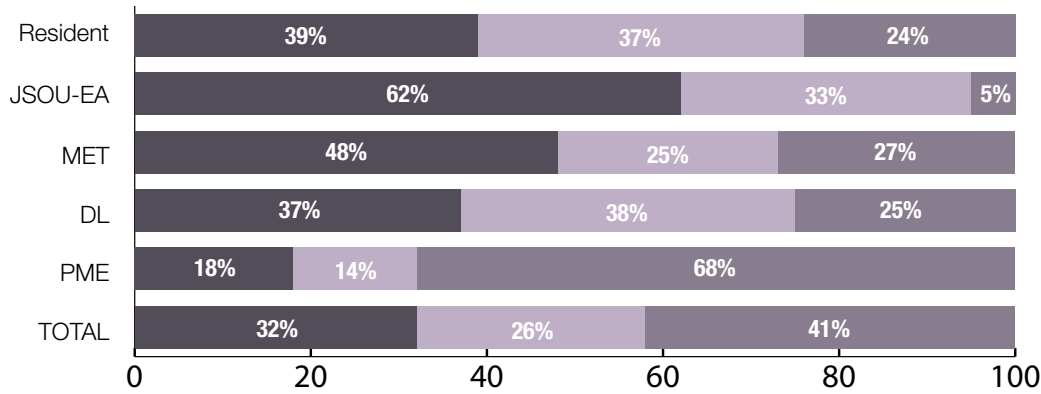
	Organization	Objectives	Content	Usefulness	Recommend	Students
Advanced Special Operations Combating Terrorism-Alumni Course	4.8	4.6	4.3	4.6	4.6	61
Asymmetric Warfare Course	4.5	4.4	4.3	4.4	4.5	199
Civil-Military Operations Seminar	4.7	4.6	4.5	4.8	4.7	160
Combating Terrorism Executive Interagency Seminar	4.9	4.8	4.8	4.8	4.9	20
Combating Terrorism Networks Interagency Seminar	4.6	4.6	4.5	4.6	4.7	93
Combined/Joint Force Special Operations Component Commanders Course	4.6	4.4	4.1	4.6	4.6	17
Counter Threat Finance Course	4.2	4.3	3.9	4.3	4.3	65
Countering Violent Extremism Course	4.7	4.8	4.6	4.8	4.8	125
Employment of Special Operations (Pilot)						7
Enterprise Management Course	4.6	4.5	4.5	4.6	4.8	106
Evolution of U.S. Special Operations Forces	4.4	4.6	4.6	4.9	4.9	15
Inter-Ministerial Collaboration Course	4.3	4.1	3.9	4.0	4.2	125
International and Interagency Special Operations (Pilot)						7
Introduction to Irregular Warfare Course	4.5	4.5	4.2	4.5	4.5	106
Introduction to Irregular Warfare Distance Learning Course (Not Rated)						377
Introduction to Special Operations Forces	4.5	4.4	4.4	4.4	4.4	1596
Irregular Warfare Advanced Course	4.6	4.5	4.3	4.5	4.6	43
Irregular Warfare Course	4.3	4.5	4.4	4.5	4.5	101
Joint Fundamentals Course	4.5	4.6	4.4	4.5	4.7	168
Joint Special Operations Chaplain/ Chaplain Assistant Course	4.7	4.7	4.7	4.8	4.8	67
Joint Special Operations Forces Senior Enlisted Academy	4.4	4.6	4.5	4.5	4.8	147
Joint Special Operations Forces Pre-Command Course	4.1	4.3	4.1	4.3	4.4	96
Joint Special Operations Medical Orientation Course	4.7	4.7	4.6	4.6	4.7	52
Joint Special Operations Task Force Course	4.3	4.2	4.1	4.3	4.2	945
Maritime Operational Planning Course	4.9	4.6	4.4	4.1	4.6	43
Methods of Instruction Course	4.9	4.8	4.8	4.8	4.8	45
Methods of Instruction Course-Abbreviated	4.7	4.7	4.5	4.6	4.6	30
Methods of Instruction Course-Distance Learning	4.5	4.8	4.4	4.7	4.7	44
Operational Planning Course	4.8	4.8	4.7	4.7	4.8	336
Preparation of the Environment Orientation Course	4.5	4.4	4.3	4.4	4.5	59
Security Cooperation Management Operator's Course	4.5	4.6	4.6	4.5	4.7	16
SOF Intelligence Leaders Orientation Course	4.1	4.4	4.2	4.5	4.3	41
SOF Resource Management Course	4.3	4.3	4.0	4.4	4.4	30
Special Operations Air Integration Course	4.5	4.4	4.2	4.1	4.5	131
Special Operations Aviation Planning Course	4.7	4.5	4.3	4.6	4.7	92
Special Operations Combating Terrorism Course	4.7	4.7	4.5	4.6	4.8	182
Special Operations Forces Integration Course (Not Rated)						118
Special Operations Forces Interagency Collaboration Course	4.5	4.4	4.2	4.4	4.5	108
Special Operations Planning Course	4.6	4.6	4.5	4.5	4.6	114
Strategic Utility of Special Operations	4.3	4.7	4.7	4.7	4.7	8
Summit Course	4.7	4.8	4.6	4.7	4.9	24
Systemic Operational Design (Pilot)						18
Theater Special Operations Command Basic Education Course	4.6	4.5	4.4	4.4	4.6	147
Theater Special Operations Command Staff Preparation Course	4.5	4.6	4.4	4.4	4.6	63
USSOCOM Staff Education Program - Advanced	4.7	4.8	4.9	4.8	5.0	44
USSOCOM Staff Education Program - Executive	4.9	4.8	4.9	4.9	4.9	8
USSOCOM Staff Education Program - Foundations	4.5	4.5	4.3	4.4	4.4	183
USSOCOM Staff Education Program - National	4.6	4.5	4.6	4.5	4.5	15
University Average	4.6	4.6	4.4	4.5	4.6	6597

Note: Some courses were offered at both the graduate and undergraduate level. Please visit jsou.socom.mil for the complete course listing.

Target Population

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

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

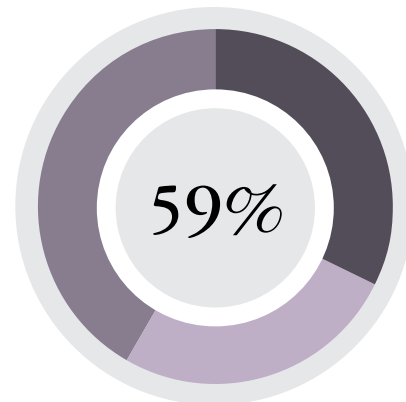


Overall SOF Attendance by Course Type

	SOF	SOF Enabler	Non-SOF
Resident	649	628	405
JSOU-EA	274	143	23
MET	781	415	446
DL	1081	1095	707
PME	813	609	3016
TOTAL	3598	2890	4597

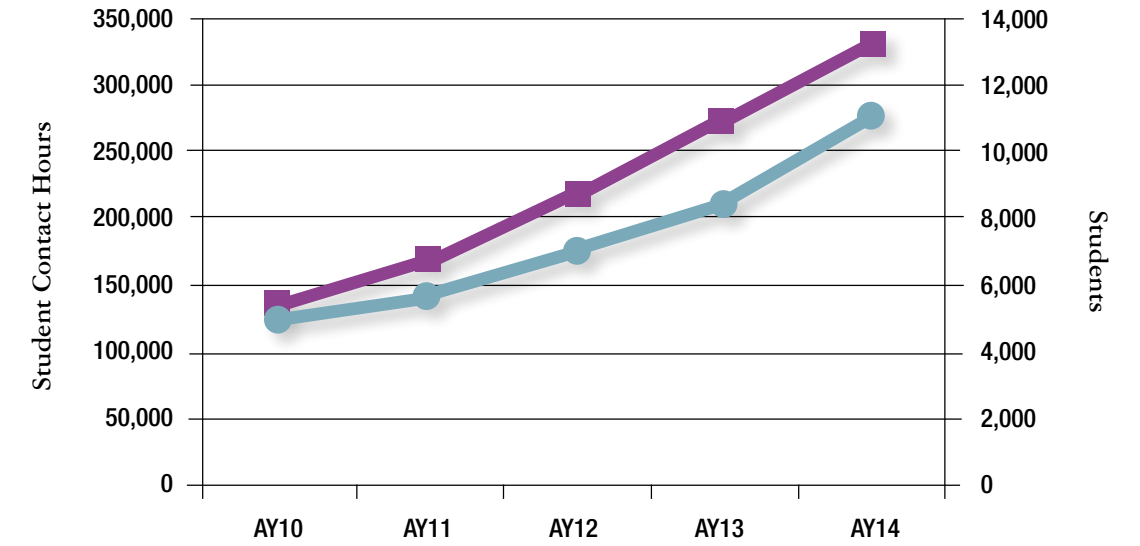
Overall SOF Attendance by Category

	SOF	SOF Enabler	Non-SOF	SOF and Enablers
Resident	39%	37%	24%	76%
JSOU-EA	62%	33%	5%	95%
MET	48%	25%	27%	73%
DL	37%	38%	25%	75%
PME	18%	14%	68%	32%
TOTAL	32%	26%	41%	59%



Students and Contact Hours

Over the past five years, JSOU has maintained a steady increase in the number of students and total student contact hours. In AY14, JSOU maintained its student numbers from MET courses while significantly increasing students and contact hours in the JSOU Enlisted Academy and distance learning programs. SOF education support to large non-SOF PME audiences also increased in AY14.



Number of Students

	AY10	AY11	AY12	AY13	AY14
Resident	1,548	1,594	1,969	1,979	1,698
JSOU-EA	59	57	135	179	445
MET	1,261	2,825	2,199	1,693	1,694
DL	--	--	--	911	2,918
PME	1,942	1,500	2,568	3,478	4,450
TOTALS	4,810	5,976	6,871	8,240	11,205

Student Contact Hours

	AY10	AY11	AY12	AY13	AY14
Resident	73,492	80,176	104,492	100,572	90,009
JSOU-EA	17,110	16,530	39,150	44,934	67,286
MET	35,340	63,731	56,986	85,952	79,520
DL	--	--	--	23,624	69,077
PME	10,504	9,629	14,951	16,084	17,347
TOTALS	136,446	170,066	215,579	271,166	323,239

Average Hours Per Student

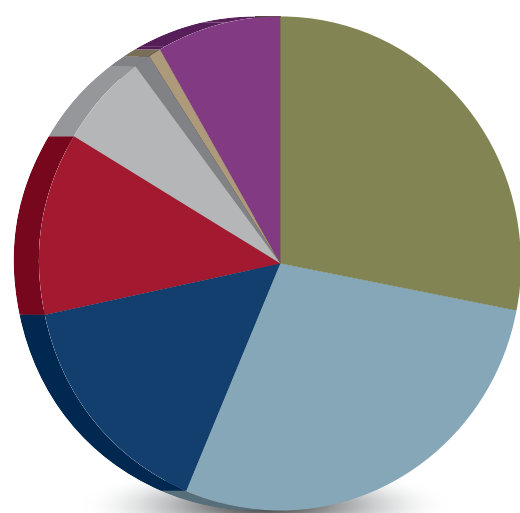
	AY10	AY11	AY12	AY13	AY14
Resident	47	50	53	51	53
JSOU-EA	290	290	290	251	151
MET	28	23	26	51	47
DL	--	--	--	26	24
PME	5	6	6	5	4
TOTALS	28	28	31	33	29

Professional Military Education

PME

JSOU provides academic support to formal PME courses conducted by recognized military and government (U.S. or international) schools, colleges, institutions, and universities. PME support, as an instructional category, provides the most influence of general purpose force knowledge of SOF and associated operational capabilities. JSOU support to PME institutions continued an upward trend in AY14 with a 28 percent increase in total students.

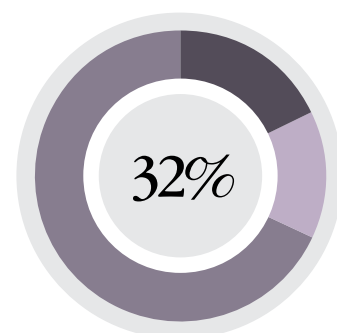
Total Iterations	103
Students	4450
Student Contact Hours	17347
International Students	377
Int'l Officer	376
Int'l Enlisted	0
Int'l Civilian/Other	1



Student Demographics

■ USA	1237	28%
■ USAF	1241	28%
■ USN	663	15%
■ USMC	541	12%
■ USCG	20	0%
■ CIV	288	6%
■ CTR	33	1%
■ IA	50	1%
■ INT'L	377	8%

PME SCHOOL OR EDUCATION CENTER	STUDENT CONTACT HRS	STUDENTS
Air Command and Staff College	613	541
Air War College	1033	295
APEX	282	94
Army War College	144	16
CAPSTONE	1036	259
CGSC	256	128
JFSC	4574	1316
MacDill or Other	2445	315
MCU	1352	493
Naval War College	240	20
NDU	600	25
NPS	2160	80
NSW	839	264
USAFSOS	294	168
USAJFKSWCS	1481	436
AY14 Total	17347	4450



Attendance by SOF Category

■ SOF	813	18%
■ SOF Enabler	609	14%
■ Non-SOF	3016	68%

JSOU COURSES

Course Pages

The course information on the following pages is grouped alphabetically within the hosting JSOU college or department. Each page has a course description, summary of student demographics, and evaluation ratings during AY14 (from Oct. 1, 2013 to Sept. 30, 2014). For further information about our courses and scheduled offerings, please visit jsou.socom.mil.

COLLEGE OF SPECIAL OPERATIONS

Employment of Special Operations

This course examines special operations employment mechanisms and procedures from the national strategic to the operational levels across the spectrum of conflict. The course addresses the protocols associated with the employment of U.S. SOF, with emphasis on roles and responsibilities at the strategic and operational levels. Students examine mission command structures and relationships, roles and missions, and authorities associated with the employment of SOF in various environments and in response to state and non-state conflict. It includes the associated employment procedures, the integration of joint SOF capabilities with conventional forces, support and sustainment issues, legal considerations, the paramount roles of information and influence, and the multiple domains in which SOF operate. Seminar discussions and assessments will focus primarily on current and future employment options of U.S. SOF in support of countering hybrid threats and achieving national security objectives.

COURSE CODE: SOS 4655, 5655
LENGTH: 3 Wks Plus DL

Conducted as a Resident Course

Total Iterations	1
On-Station (Pilot)	1
Off-Station	0
Students	7
Academic Hours	45
Student Contact Hours	315
Military Students	
Officer	75%
Enlisted	25%

COLLEGE OF SPECIAL OPERATIONS

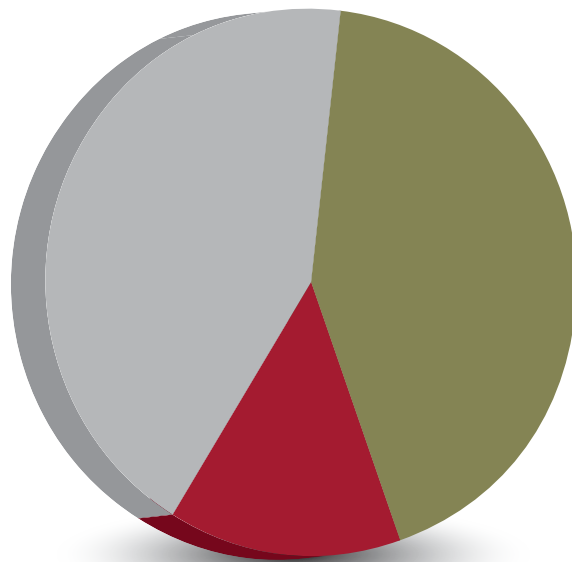
Evolution of U.S. Special Operations Forces

This course examines the evolution of the organization, preparation, and employment of SOF within the U.S. armed forces from WWII to the present. The course begins with a consideration of the origin and role of modern SOF as formed during WWII. It will then trace evolutionary developments and modifications in roles and missions, force structure, doctrine, training, equipment, and operations through the subsequent Cold War years. Finally, it will review the transformation and modernization of U.S. SOF in the post-Cold War years up to the present. Seminar discussions and assessments focus on how SOF continue to evolve, given how U.S. special operations theory and application have evolved since WWII. As a result, students will gain an understanding of the major themes and events that have shaped today's U.S. SOF.

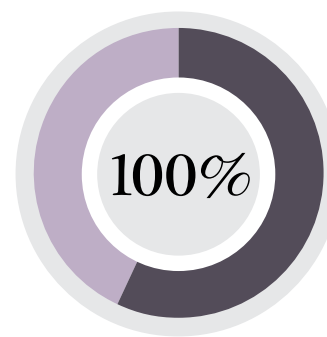
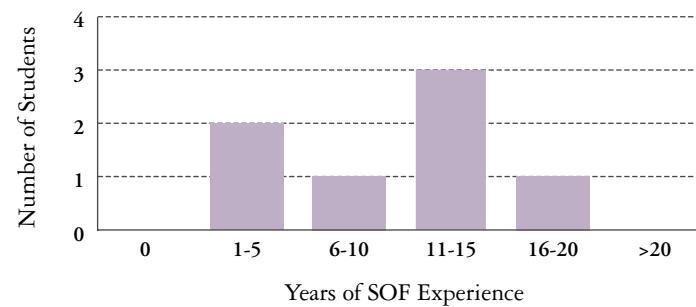
COURSE CODE: SOS 4651, 5651
LENGTH: 3 Wks Plus DL

Conducted as a Resident Course

Total Iterations	2
On-Station (Pilot)	1
Off-Station	1
Students	15
Academic Hours	45
Student Contact Hours	675
Military Students	
Officer	55%
Enlisted	45%



Years of SOF Experience



Students by SOF Category

SOF	4	57%
SOF Enabler	3	43%
Non-SOF	0	0%
SOF & Enabler Total	7	100%

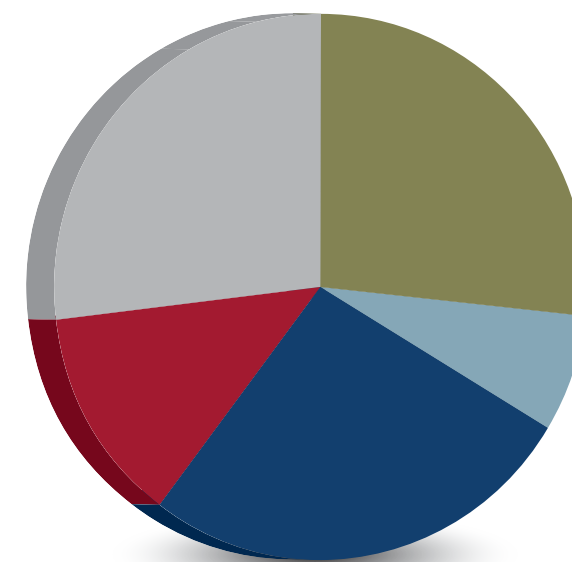
Course Demographics

USA	3	43%
USAF	0	0%
USN	0	0%
USMC	1	14%
USCG	0	0%
CIV	3	43%
CTR	0	0%
IA	0	0%
INT'L	0	0%

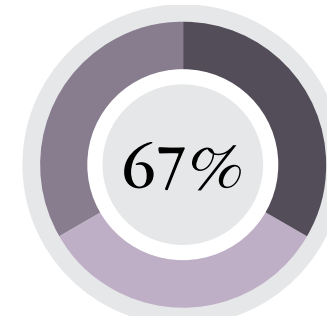
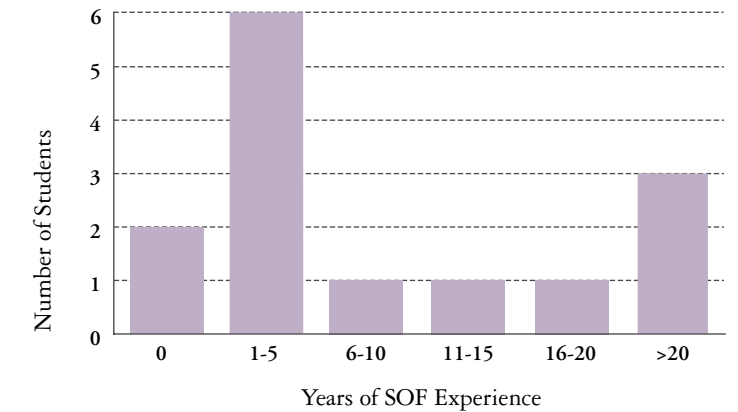
OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	*	4.6
The objectives of the course were successfully achieved.	*	4.6
The content of this course was what I expected or better.	*	4.4
The information provided in this course will be useful to me in my job.	*	4.5
I would recommend this course to others.	*	4.6

*Iteration was conducted as pilot for development.



Years of SOF Experience



Students by SOF Category

SOF	5	33%
SOF Enabler	5	33%
Non-SOF	5	33%
SOF & Enabler Total	10	67%

Course Demographics

USA	4	27%
USAF	1	7%
USN	4	27%
USMC	2	13%
USCG	0	0%
CIV	4	27%
CTR	0	0%
IA	0	0%
INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.4	4.6
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.6	4.4
The information provided in this course will be useful to me in my job.	4.9	4.5
I would recommend this course to others.	4.9	4.6

COLLEGE OF SPECIAL OPERATIONS

International and Interagency Special Operations

This course is a study of international and U.S. military and civilian organizations and their associated cultures and stakeholders as they relate to U.S. special operations. Students will use extensive reading and research to gain insights into the intricacies of other U.S. government agencies and other nations' SOF, as well as the varying aspects of other nations' inter-ministerial structures and processes. Students compare concepts and examine the influence of various institutions, groups, dynamics, and other factors on the development and application of SOF. Seminar discussions focus on the diverse global and interagency perspectives regarding special operations roles and functions, connectivity and cooperation, and coordination challenges.

COURSE CODE: SOS 4350, SOS 5350
LENGTH: 3 Wks Plus DL

Conducted as a Resident Course

Total Iterations	1
On-Station (Pilot)	1
Off-Station	0
Students	7
Academic Hours	45
Student Contact Hours	315
Military Students	
Officer	40%
Enlisted	60%

COLLEGE OF SPECIAL OPERATIONS

Irregular Warfare Advanced Course

This course is an advanced seminar that discusses the historical, current, and future irregular warfare (IW) theories and concepts. Students expand their critical thinking and IW planning skills by integrating social science into the analysis of relevant populations, adversaries, and IW security challenges. The course presents a comprehensive overview of the nature, motivation, and environment of armed groups and innovative approaches to countering international events at the operation to strategic levels of war.

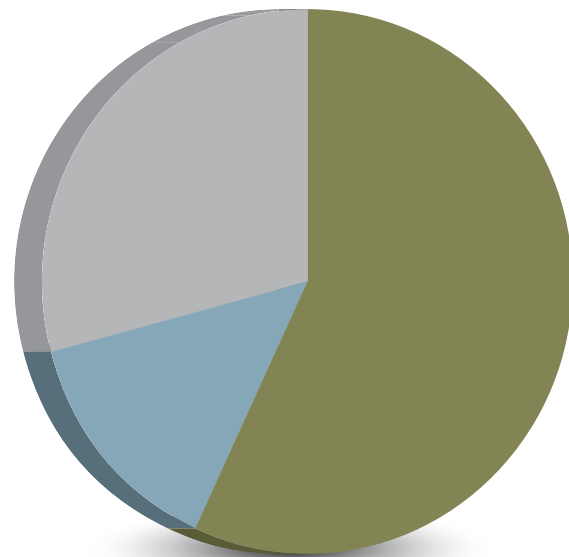
COURSE CODE: SOS 4640
LENGTH: 2 Wks

Conducted as Resident and MET Courses

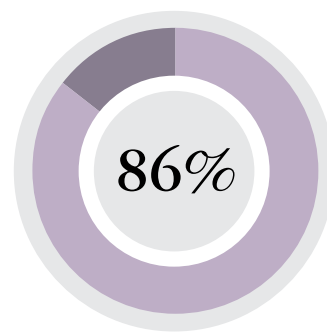
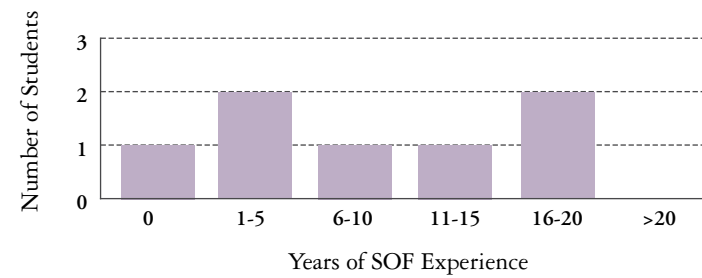
Total Iterations	2
On-Station	1
Off-Station	1
Students	43
Academic Hours	80
Student Contact Hours	3440
Military Students	
Officer	38%
Enlisted	63%

*Course is discontinued. Please refer to jsou.socom.mil for similar courses offered.

Participating INT'L Countries: 1



Years of SOF Experience



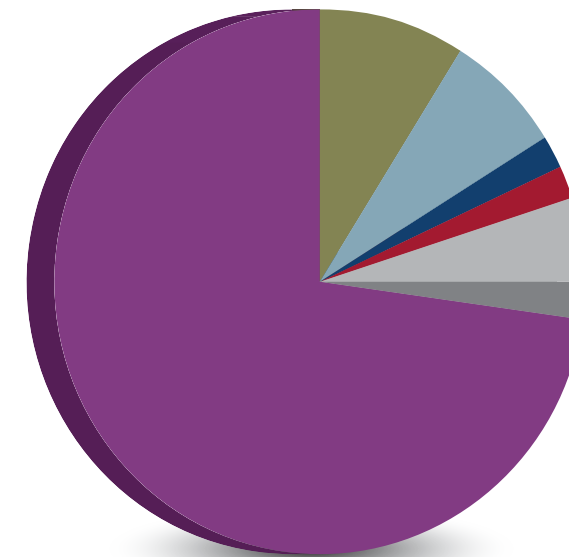
Students by SOF Category

SOE	0	0%
SOE Enabler	6	86%
Non-SOE	1	14%
SOE & Enabler Total	6	86%

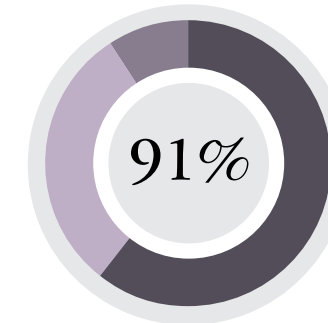
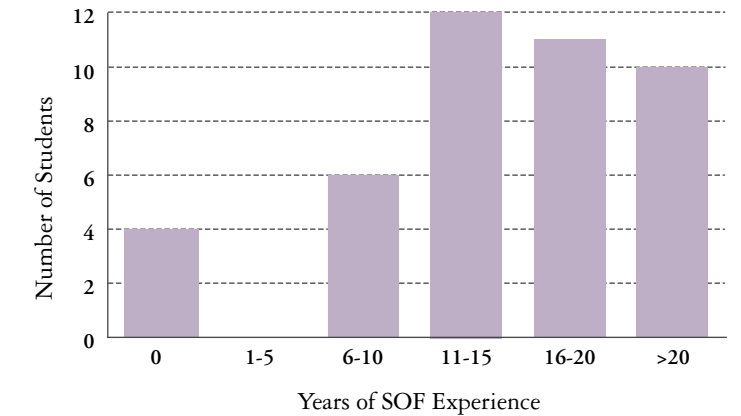
OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	*	4.6
The content of this course was what I expected or better.	*	4.6
The information provided in this course will be useful to me in my job.	*	4.4
I would recommend this course to others.	*	4.5
	*	4.6

*Iteration was conducted as pilot for development.



Years of SOF Experience



Students by SOF Category

SOE	26	60%
SOE Enabler	13	30%
Non-SOE	4	9%
SOE & Enabler Total	39	91%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.5	4.6
The information provided in this course will be useful to me in my job.	4.3	4.4
I would recommend this course to others.	4.5	4.5
	4.6	4.6

COLLEGE OF SPECIAL OPERATIONS

Irregular Warfare Course

This is an intermediate course analyzing prevailing concepts, theories, and challenges of the complex operating environment in the 21st century, selected supporting activities, and primary activities of irregular warfare. The key lessons include critical thinking, geopolitical complexities of contemporary conflict, historical lessons of political-military theory, social movement and their impacts on a nation states' sovereignty, governance, and legitimacy that incorporates nuances of emerging special operations paradigms, concepts, and theory. The course uses a blended delivery method and includes extensive readings with written responses, a group project, and a comprehensive paper.

COURSE CODE: SOS 3620
LENGTH: 8 Days Plus DL

Conducted as a Resident Course

Total Iterations	4
On-Station	0
Off-Station	4
Students	101
Academic Hours	64
Student Contact Hours	6464
Military Students	
Officer	40%
Enlisted	60%

Participating INT'L Countries: 1

COLLEGE OF SPECIAL OPERATIONS

Special Operations Forces Interagency Collaboration Course

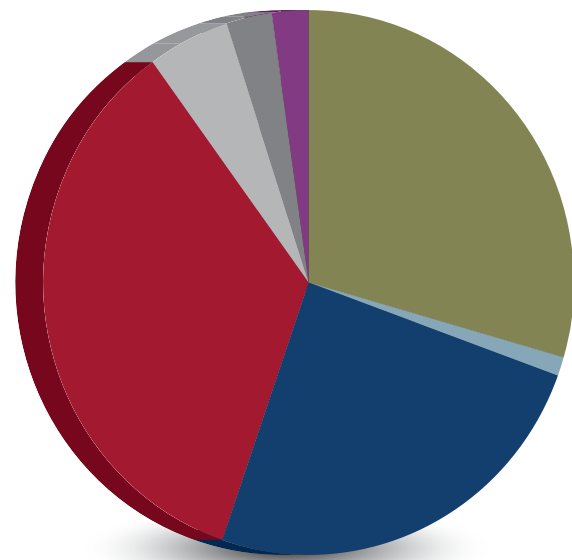
This course prepares students to collaborate in interagency efforts to counter violent extremism in support of U.S. national security interests. The course describes national strategies, government policies, and military doctrine related to USSOCOM efforts to synchronize operations against terrorist networks. It also introduces students to the capabilities and limitations of other national security organizations relevant to these efforts. The course is designed for mid-career civil service and military professionals who will participate in or enable special operations across the spectrum of conflict.

COURSE CODE: SOS 3325
LENGTH: 5 Days Plus DL

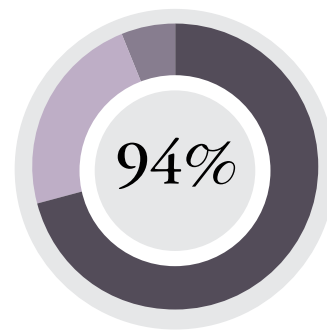
Conducted as a Resident Course

Total Iterations	4
On-Station	1
Off-Station	3
Students	108
Academic Hours	36
Student Contact Hours	3888
Military Students	
Officer	82%
Enlisted	18%

Participating Interagencies: 6



Years of SOF Experience

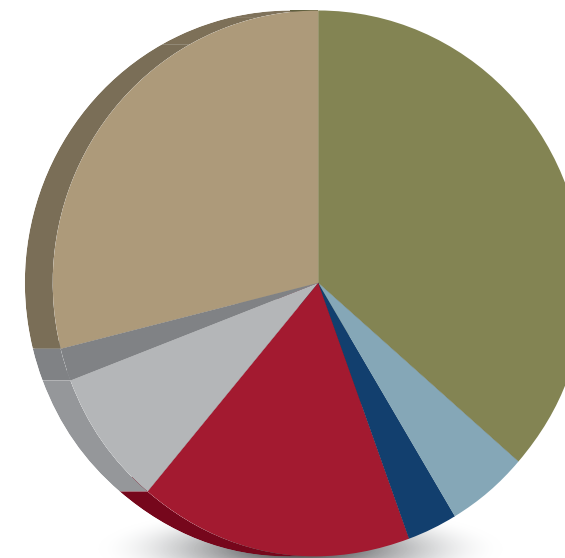


Students by SOF Category

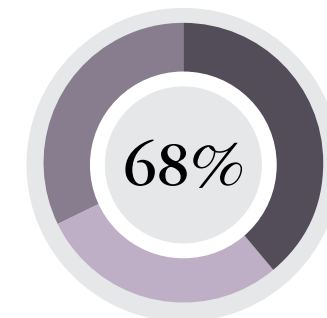
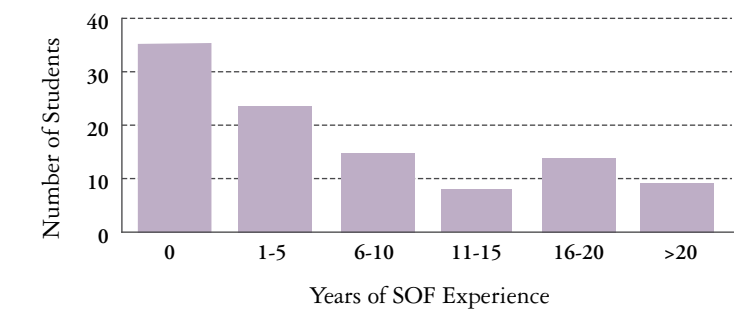
■ SOF	71	71%
■ SOF Enabler	23	23%
■ Non-SOF	6	6%
SOF & Enabler Total		94 94%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.3	4.6
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.4	4.4
The information provided in this course will be useful to me in my job.	4.5	4.5
I would recommend this course to others.	4.5	4.6



Years of SOF Experience



Students by SOF Category

■ SOF	42	39%
■ SOF Enabler	31	29%
■ Non-SOF	34	32%
SOF & Enabler Total		73 68%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.5	4.6
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.2	4.4
The information provided in this course will be useful to me in my job.	4.4	4.5
I would recommend this course to others.	4.5	4.6

COLLEGE OF SPECIAL OPERATIONS

Strategic Utility Of Special Operations

This course is a foundation for an inductive study of U.S. SOF requirements. The course relates USSOCOM policies, priorities, and initiatives to national security and defense imperatives. Through analysis of current issues, ideas and future concepts, the course emphasizes the hierarchy of national and defense strategic direction, converging national threats, and how special operations theory relates to that direction in terms of strategic planning and the associated global challenges. Students employ critical-thinking skills in a seminar environment to examine special operations theoretical concepts. Seminar discussions and assessments focus on future projections of U.S. SOF theory and the application of special operations.

COURSE CODE: SOS 4453, SOS 5453
LENGTH: 3 Wks Plus DL

Conducted as a Resident Course

Total Iterations	2
On-Station	2
Off-Station	0
Students	8
Academic Hours	45
Student Contact Hours	360
Military Students	
Officer	33%
Enlisted	67%

JSOU ENLISTED ACADEMY

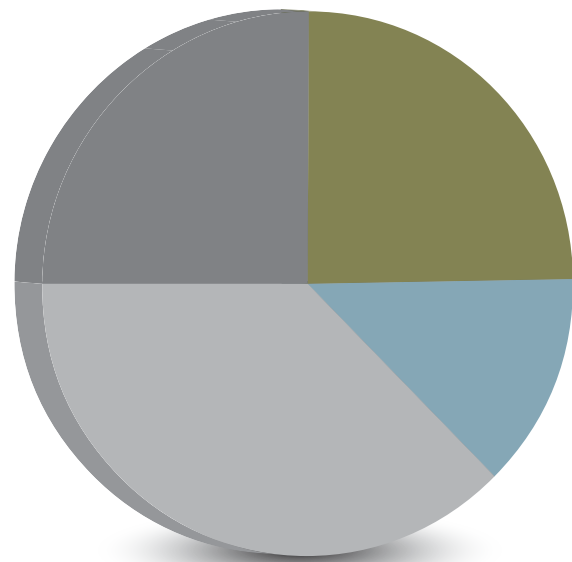
Joint Fundamentals Course

This course develops E6 enlisted special operators for leadership careers in SOF. Using a holistic approach, students will develop skills in written, oral, and visual communications as well as generate creative ideas and evaluate ethical decision making. Students will analyze the history, unique function, and organization of the USSOCOM enterprise from the headquarters down to the subcomponent commands.

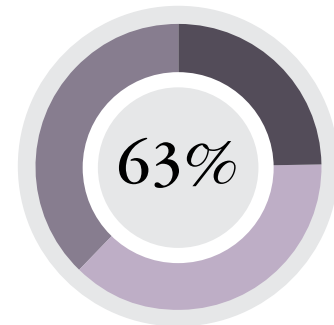
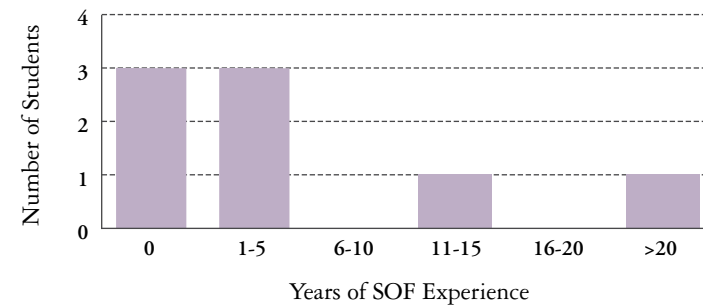
COURSE CODE: SOE 2220
LENGTH: 8 Wks DL

Conducted Online

Total Iterations	4
On-Station	NA
Off-Station	NA
Students	168
Academic Hours	80
Student Contact Hours	13440
Military Students	
Officer	0%
Enlisted	100%



Years of SOF Experience



Students by SOF Category

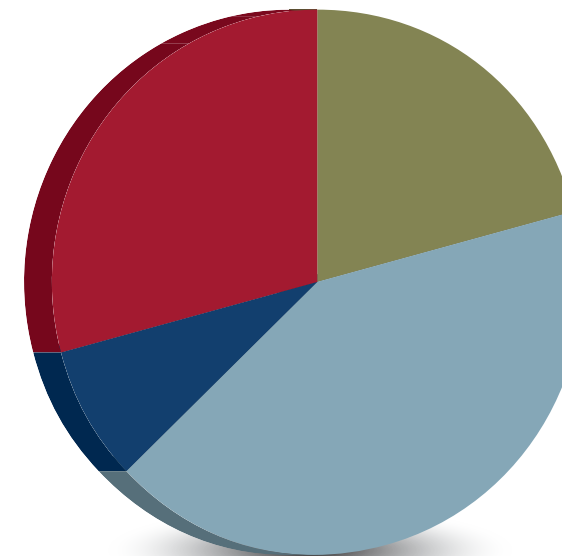
SOF	2	25%
SOF Enabler	3	38%
Non-SOF	3	38%
SOF & Enabler Total	5	63%

Course Demographics

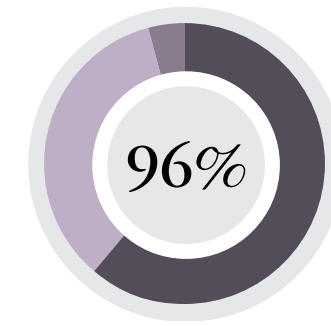
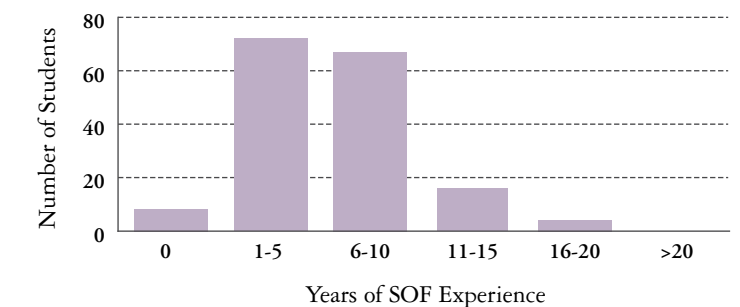
USA	2	25%
USAF	1	13%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	3	38%
CTR	2	25%
IA	0	0%
INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.3	4.6
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.7	4.4
The information provided in this course will be useful to me in my job.	4.7	4.5
I would recommend this course to others.	4.7	4.6



Years of SOF Experience



Students by SOF Category

SOF	104	62%
SOF Enabler	58	35%
Non-SOF	6	4%
SOF & Enabler Total	162	96%

Course Demographics

USA	35	21%
USAF	71	42%
USN	14	8%
USMC	48	29%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.5	4.6
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.4	4.4
The information provided in this course will be useful to me in my job.	4.5	4.5
I would recommend this course to others.	4.7	4.6

JSOU ENLISTED ACADEMY

Enterprise Management Course

This course provides SOF operators and enablers with a broad understanding of traditional and SOF-specific organizational leadership and management concepts and prepares them to assume higher-level leadership roles in larger organizations with more complex functions. The course consists of eight weeks of facilitated distance learning. Each student will engage in interactive multimedia presentations, online discussions, and assessments.

COURSE CODE: SOE 3420
LENGTH: 8 Wks DL

Conducted Online

Total Iterations	3
On-Station	NA
Off-Station	NA
Students	106
Academic Hours	80
Student Contact Hours	8480
Military Students	
Officer	0%
Enlisted	100%

JSOU ENLISTED ACADEMY

Joint Special Operations Forces Senior Enlisted Academy

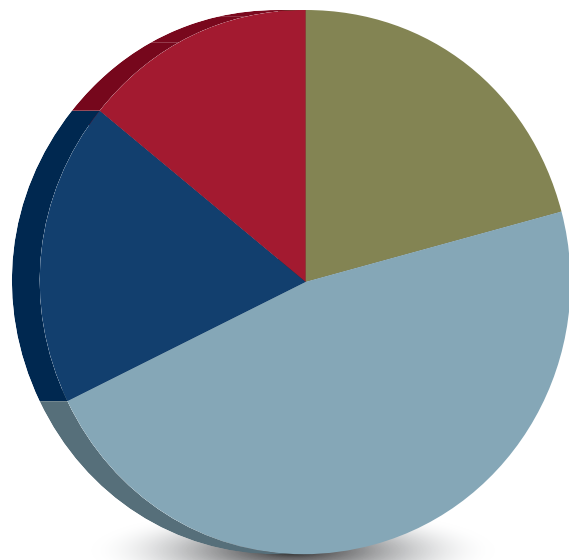
The primary target audience for the resident course is SOF operators and career SOF enablers in the grades of E8 through E9, in accordance with current service-specific selection policies. Academy attendees are selected by their component senior enlisted advisors (SEA) to attend this course. JSOFSEA provides education in the following subjects: joint communications, organizational management, strategy/doctrine, and force development. Phase II resident is conducted in Tampa, FL, two weeks after the completion of Phase I.

COURSE CODE:
SOE 3110, 3440, 3441, 4460
LENGTH: 2 Months Resident
Plus 6 Months DL

Conducted as a Resident Course

Total Iterations	3
On-Station	3
Off-Station	0
Students	147
Academic Hours	290
Student Contact Hours	42630
Military Students	
Officer	0%
Enlisted	100%

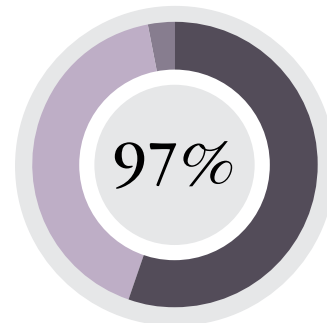
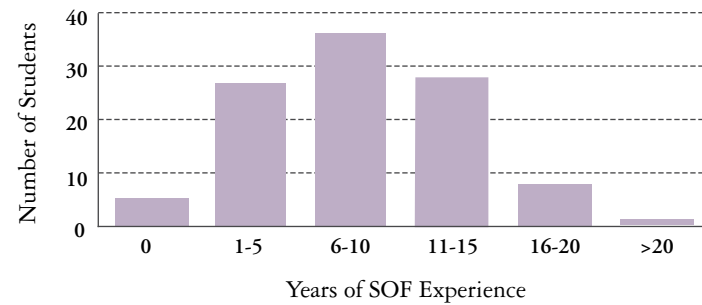
Participating INT'L Countries: 3



Course Demographics

USA	22	21%
USAF	50	47%
USN	19	18%
USMC	15	14%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Years of SOF Experience

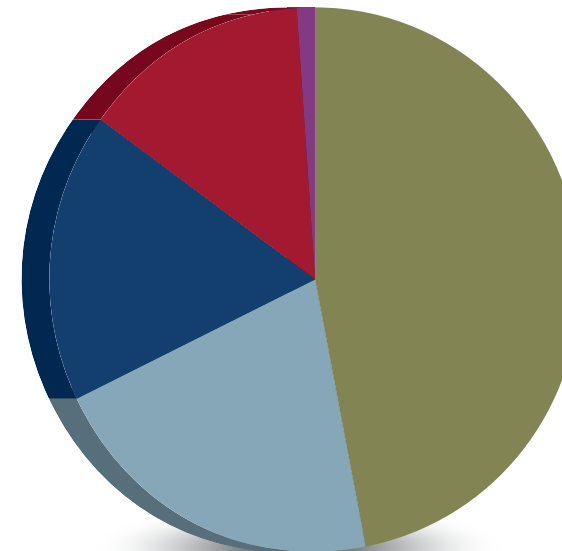


Students by SOF Category

■ SOF	59	56%
■ SOF Enabler	44	42%
■ Non-SOF	3	3%
SOF & Enabler Total		103 97%

OVERALL COURSE SURVEY RESULTS

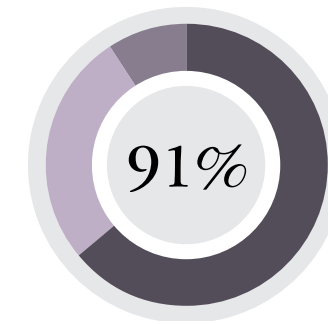
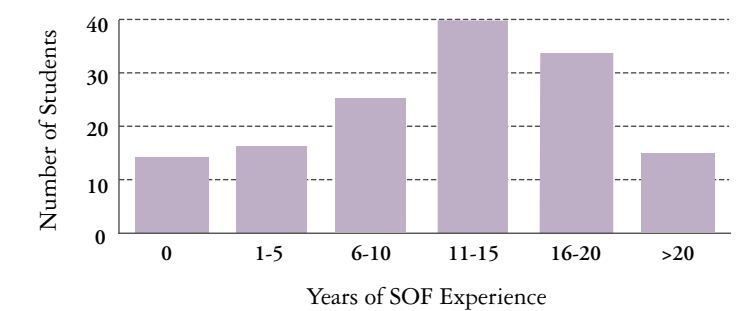
The course was well organized.	CRS	UNIV.
	4.6	4.6
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.5	4.4
The information provided in this course will be useful to me in my job.	4.6	4.5
I would recommend this course to others.	4.8	4.6



Course Demographics

USA	68	46%
USAF	31	21%
USN	25	17%
USMC	20	14%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	3	2%

Years of SOF Experience



Students by SOF Category

■ SOF	91	64%
■ SOF Enabler	38	27%
■ Non-SOF	13	9%
SOF & Enabler Total		129 91%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.4	4.6
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.5	4.4
The information provided in this course will be useful to me in my job.	4.5	4.5
I would recommend this course to others.	4.8	4.6

JSOU ENLISTED ACADEMY

Summit Course

The primary target audience is SOF operators in the grade of E9 selected to serve in or currently serving in an O6 command-level senior enlisted billet. Attendees are nominated by their service component senior enlisted leader and selected by the USSOCOM senior enlisted leader to attend the course. In a combination of online and face-to-face instruction, the Summit course covers topics that include strategic thinking, national policy and strategy, and how the U.S. implements that strategy, global trends and their impact on stability, theater strategy, and SOF force management.

COURSE CODE: SOE 4440
LENGTH: 3 Wks Plus DL

Conducted as a Resident Course

Total Iterations	2
On-Station	2
Off-Station	0
Students	24
Academic Hours	114
Student Contact Hours	2736
Military Students	
Officer	0%
Enlisted	100%

CENTER FOR CONTINUING EDUCATION

Advanced Special Operations Combating Terrorism – Alumni Course

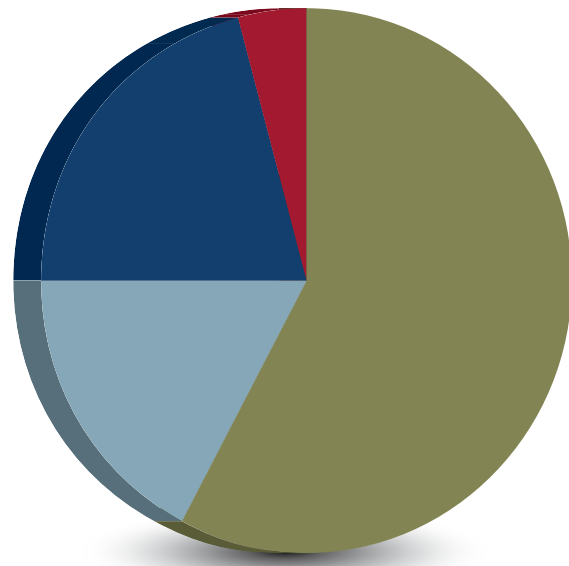
This course integrates those international partnership networks established during SOCbT and other Combating Terrorism Fellowship Program (CTFP)-sponsored courses and events through an in-depth examination of a specific emerging global terrorist threat. It is designed for U.S. and international mid- to senior-level military officers, ministry of defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

COURSE CODE: SOC 3445
LENGTH: Varies

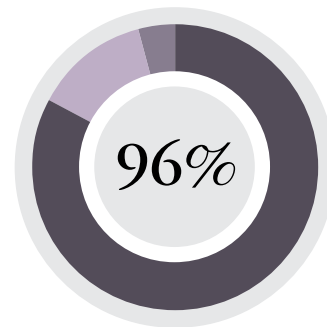
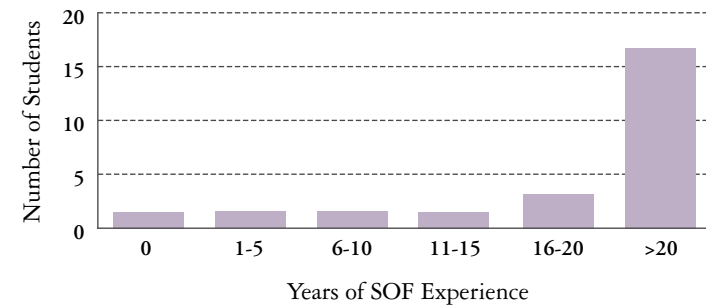
Conducted as Resident and MET Courses

Total Iterations	3
On-Station	2
Off-Station	1
Students	61
Academic Hours	40-60
Student Contact Hours	2840
Military Students	
Officer	75%
Enlisted	25%

Participating INT'L Countries: 24



Years of SOF Experience

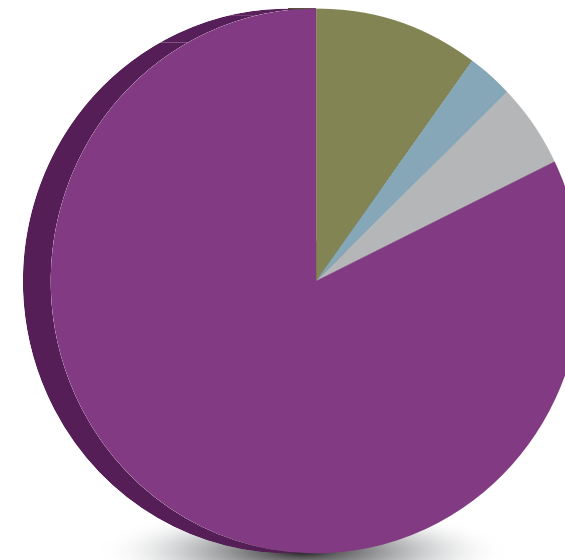


Students by SOF Category

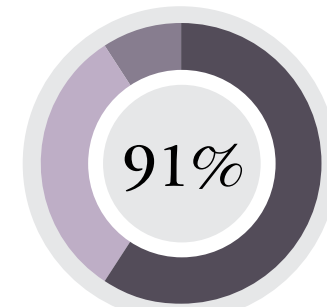
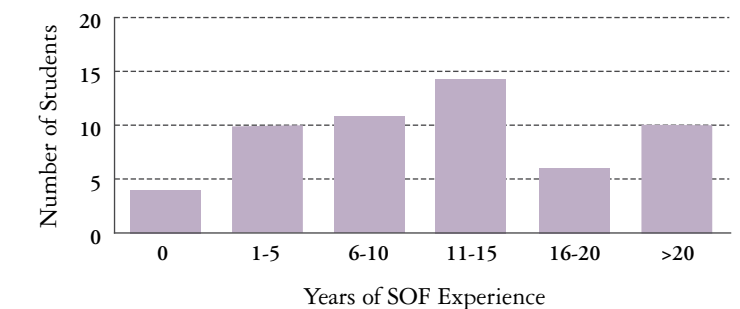
SOF	20	83%
SOF Enabler	3	13%
Non-SOF	1	4%
SOF & Enabler Total	23	96%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.8	4.6
The information provided in this course will be useful to me in my job.	4.6	4.4
I would recommend this course to others.	4.7	4.5
	4.9	4.6



Years of SOF Experience



Students by SOF Category

SOF	34	60%
SOF Enabler	18	32%
Non-SOF	5	9%
SOF & Enabler Total	52	91%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.6	4.6
The information provided in this course will be useful to me in my job.	4.3	4.4
I would recommend this course to others.	4.6	4.5
	4.6	4.6

CENTER FOR CONTINUING EDUCATION

Asymmetric Warfare Course

This course is designed for international special operations military officers (O2-O5), warrant officers (W1-W4), and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that may involve joint staff planning. The course provides knowledge of asymmetric warfare (AW) concepts, activities, and joint approaches. This course covers AW policy and concepts, strategic philosophies, and operational approaches with operational vignettes and case studies with a varied faculty discussing topics that range from critical thinking, culture, and insurgency theory, to intelligence and operational approaches, to transnational criminal activities and law enforcement.

COURSE CODE: SOC 3605
LENGTH: Varies

Conducted as a MET Course

Total Iterations	8
On-Station	0
Off-Station	8
Students	199
Academic Hours	28-56
Student Contact Hours	7794
Military Students	
Officer	67%
Enlisted	33%

Participating INT'L Countries: 17

CENTER FOR CONTINUING EDUCATION

Civil-Military Operations Seminar

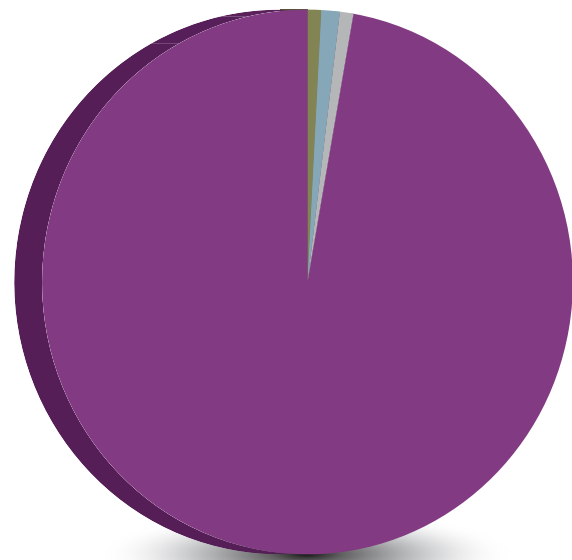
CMOS is designed for international civil-military operations (CMO) planners, Civil Affairs officers, special operations military officers, warrant officers, and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international civil-military operations assignment. Personnel with deployment experience and/or planning experience at JTF/corps/division level are also desired course candidates. Seminar participants will discuss, examine, and exchange ideas concerning the best practices in CMO and stability operations. The MET curriculum can be tailored to meet specific national requirements.

COURSE CODE: SOC 3608
LENGTH: Varies

Conducted as a MET Course

Total Iterations	5
On-Station	0
Off-Station	5
Students	160
Academic Hours	30-36
Student Contact Hours	5156
Military Students	
Officer	51%
Enlisted	49%

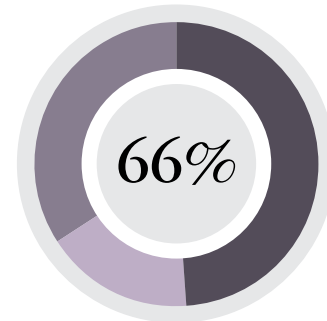
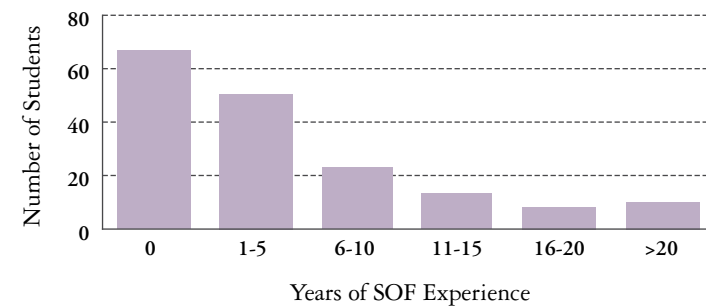
Participating INT'L Countries: 1



Course Demographics

USA	1	1%
USAF	1	1%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	2	1%
CTR	0	0%
IA	0	0%
INT'L	195	98%

Years of SOF Experience

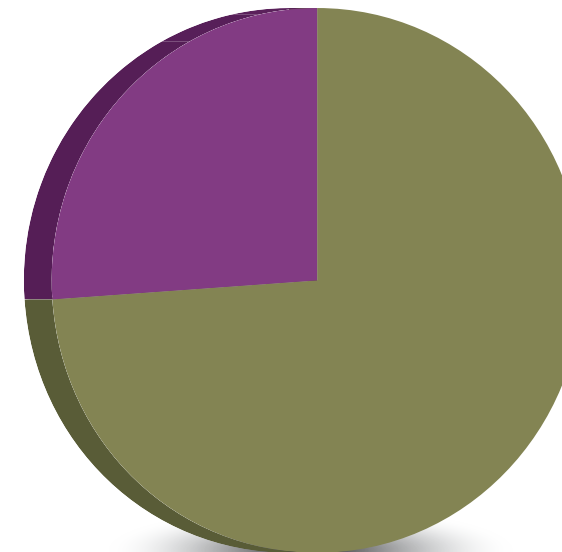


Students by SOF Category

■ SOF	96	49%
■ SOF Enabler	33	17%
■ Non-SOF	65	34%
SOF & Enabler Total		129 66%

OVERALL COURSE SURVEY RESULTS

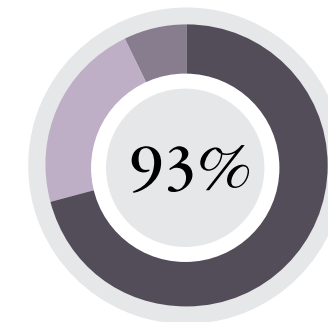
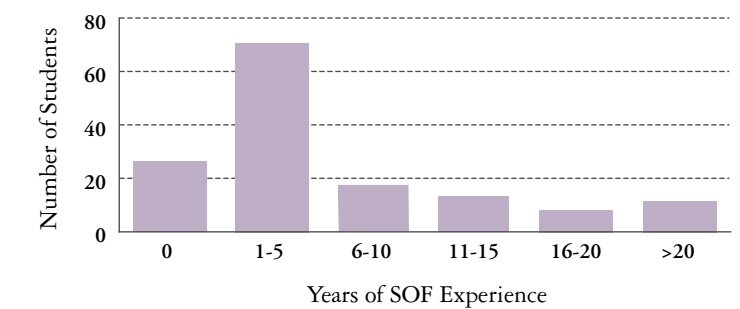
The course was well organized.	CRS	UNIV.
	4.5	4.6
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.3	4.4
The information provided in this course will be useful to me in my job.	4.4	4.5
I would recommend this course to others.	4.5	4.6



Course Demographics

USA	118	74%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	42	26%

Years of SOF Experience



Students by SOF Category

■ SOF	108	71%
■ SOF Enabler	34	22%
■ Non-SOF	11	7%
SOF & Enabler Total		142 93%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.7	4.6
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.5	4.4
The information provided in this course will be useful to me in my job.	4.8	4.5
I would recommend this course to others.	4.7	4.6

CENTER FOR CONTINUING EDUCATION

Combating Terrorism Executive Interagency Seminar

This seminar is designed for general/flag officers, senior executive service, senior intelligence service, and equivalent personnel from the DoD and other U.S. government agencies that interact with SOF in the struggle against violent extremism. This seminar provides instruction and panel discussion on topics involving interaction among USSOCOM and other government agencies while conducting and coordinating efforts against violent extremism.

COURSE CODE: SOC 5355
LENGTH: 2 Days

Conducted as a Resident Course

Total Iterations	1
On-Station	0
Off-Station	1
Students	20
Academic Hours	16
Student Contact Hours	320
Military Students	
Officer	50%
Enlisted	50%

Participating Interagencies: 6

CENTER FOR CONTINUING EDUCATION

Combating Terrorism Networks Interagency Seminar

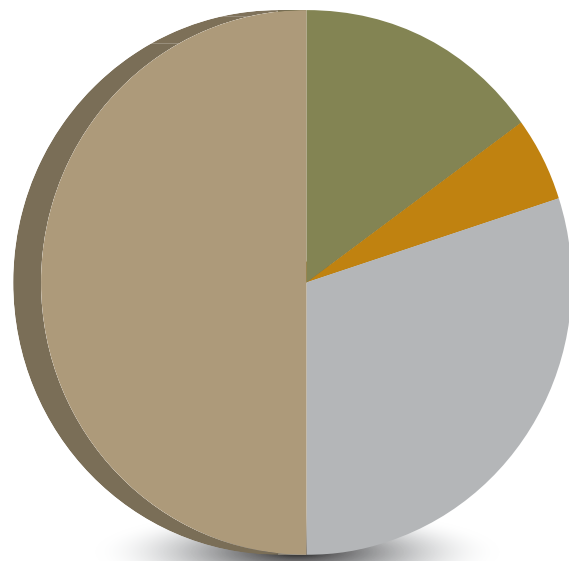
The objective of the CbTNIS is to analyze, in an interagency context, U.S. efforts to disrupt, deter, and defeat terrorist networks. This course is designed for senior-career professionals from the DoD and other federal agencies involved in combating terrorist networks and violent extremist organizations. The curriculum provides an in-depth exposition of direct and indirect lines of operation. Students examine the nature, structure, and composition of terrorist networks and the societies that support them. The course summarizes national and DoD plans and strategies for combating these networks and provides an overview of the missions, roles and capabilities of the various U.S. government organizations involved.

COURSE CODE: SOC 3345
LENGTH: 4 Days

Conducted as a Resident Course

Total Iterations	4
On-Station	2
Off-Station	2
Students	93
Academic Hours	32
Student Contact Hours	2976
Military Students	
Officer	78%
Enlisted	22%

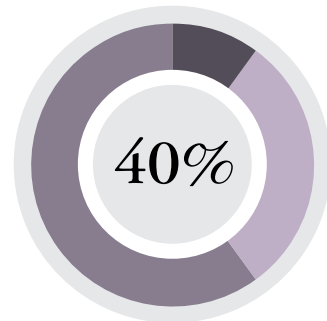
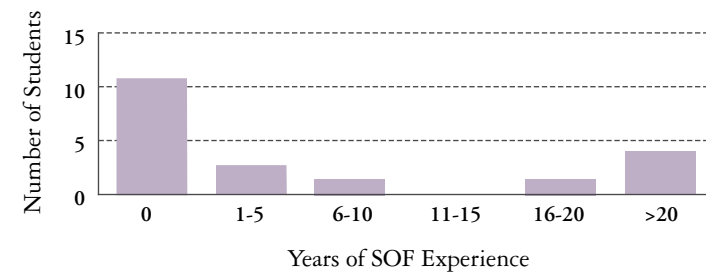
Participating Interagencies: 8



Course Demographics

USA	3	15%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	1	5%
CIV	6	30%
CTR	0	0%
IA	10	50%
INT'L	0	0%

Years of SOF Experience

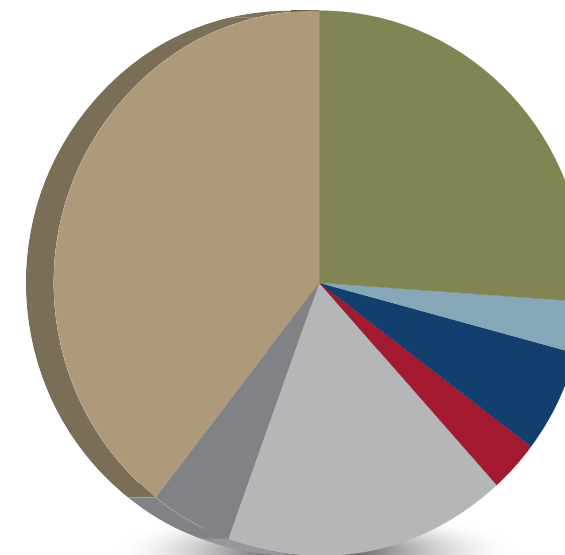


Students by SOF Category

■ SOF	2	10%
■ SOF Enabler	6	30%
■ Non-SOF	12	60%
SOF & Enabler Total		8 40%

OVERALL COURSE SURVEY RESULTS

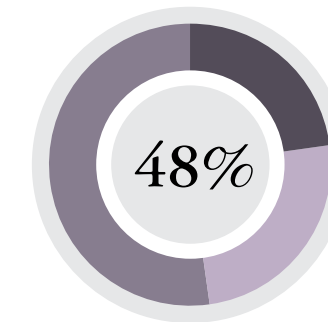
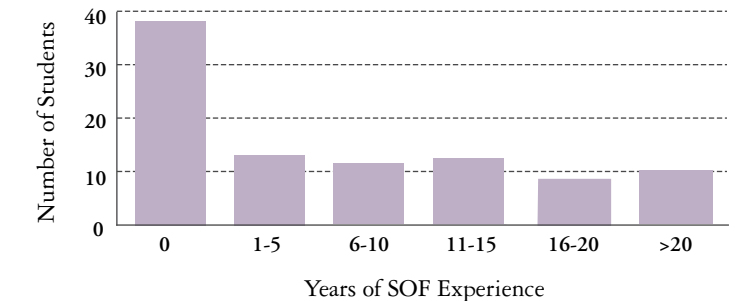
The course was well organized.	CRS	UNIV.
	4.9	4.6
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.8	4.4
The information provided in this course will be useful to me in my job.	4.8	4.5
I would recommend this course to others.	4.9	4.6



Course Demographics

USA	24	26%
USAF	3	3%
USN	6	6%
USMC	3	3%
USCG	0	0%
CIV	16	17%
CTR	5	5%
IA	36	39%
INT'L	0	0%

Years of SOF Experience



Students by SOF Category

■ SOF	21	23%
■ SOF Enabler	23	25%
■ Non-SOF	48	52%
SOF & Enabler Total		44 48%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.6	4.6
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.5	4.4
The information provided in this course will be useful to me in my job.	4.6	4.5
I would recommend this course to others.	4.7	4.6

CENTER FOR CONTINUING EDUCATION

Combined/Joint Force Special Operations Component Commanders Course

The C/JFSOCC is designed to prepare general/flag officers with special operations experience, along with senior executive service personnel from other government agencies for theater-wide, operational-level, combat leadership. This chairman of the joint chiefs of staff officer professional military education policy designated warfighter course develops senior leader understanding of the complexities of major joint, combined, interagency, and multinational operations conducted by joint special operations forces to accomplish strategic objectives. Participants attend by invitation only.

COURSE CODE: SOC 5450
LENGTH: 4.5 Days

Conducted as a Resident Course

Total Iterations	1
On-Station	1
Off-Station	0
Students	17
Academic Hours	36
Student Contact Hours	612
Military Students	
Officer	79%
Enlisted	21%

Participating INT'L Countries: 2

CENTER FOR CONTINUING EDUCATION

Counter Threat Finance Course

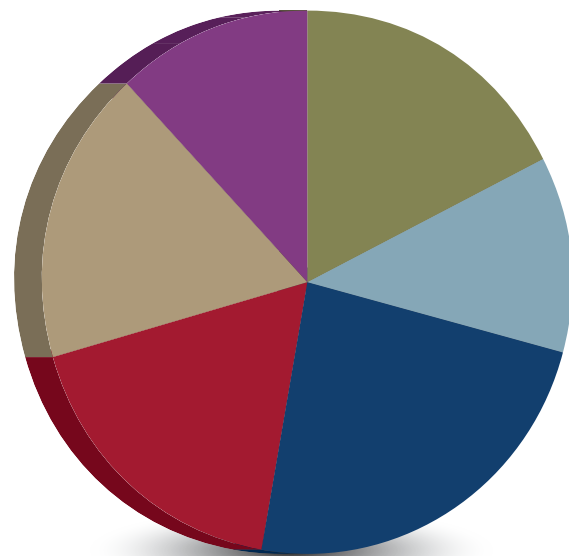
This course is an introduction to threat finance and counter threat finance (CTF) fundamentals for special operations forces (SOF), conventional force, and interagency students supporting SOF. The course outlines CTF strategic context, operational considerations, and tactical capability options. Students discuss unique CTF challenges, methods, and solutions. Students learn how to recognize and describe threat networks. They identify intelligence methods to collect and analyze information to target adversary financial networks. Students will select lethal or nonlethal engagement options in order to disrupt or dismantle threat financial facilitation.

COURSE CODE: SOC 2615
LENGTH: 5 Days

Conducted as a Resident Course

Total Iterations	2
On-Station	2
Off-Station	0
Students	65
Academic Hours	36
Student Contact Hours	2340
Military Students	
Officer	42%
Enlisted	58%

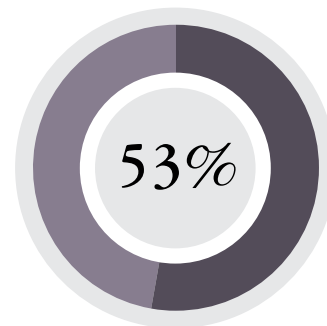
Participating Interagencies: 2



Course Demographics

USA	3	18%
USAF	2	12%
USN	4	24%
USMC	3	18%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	3	18%
INT'L	2	12%

Years of SOF Experience

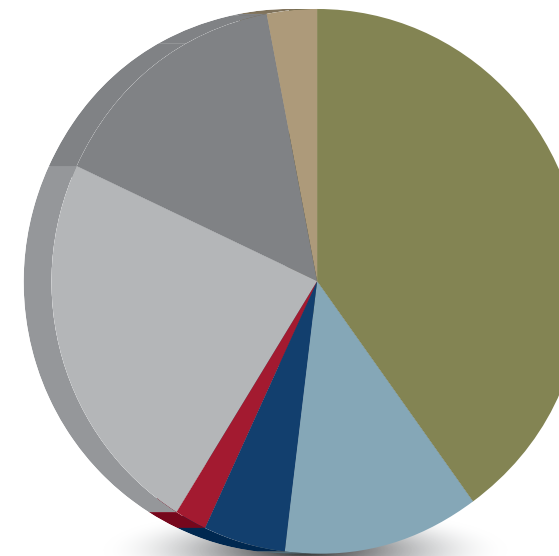


Students by SOF Category

SOF	9	53%
SOF Enabler	0	0%
Non-SOF	8	47%
SOF & Enabler Total		9 53%

OVERALL COURSE SURVEY RESULTS

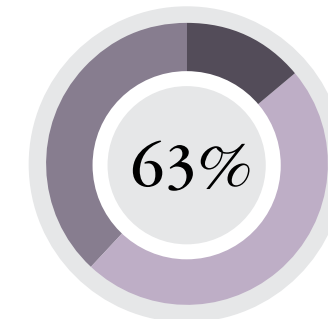
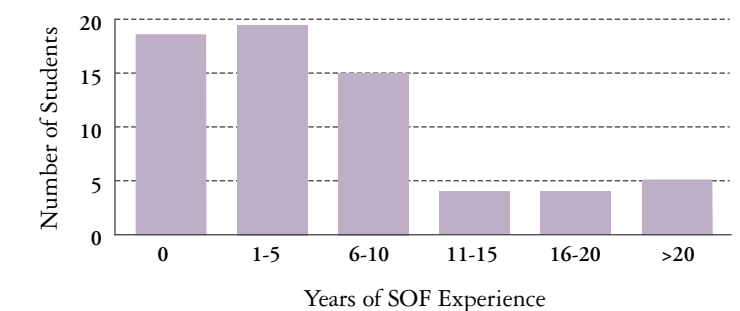
The course was well organized.	CRS	UNIV.
	4.6	4.6
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.1	4.4
The information provided in this course will be useful to me in my job.	4.6	4.5
I would recommend this course to others.	4.6	4.6



Course Demographics

USA	26	40%
USAF	8	12%
USN	3	5%
USMC	1	2%
USCG	0	0%
CIV	15	23%
CTR	10	15%
IA	2	3%
INT'L	0	0%

Years of SOF Experience



Students by SOF Category

SOF	9	14%
SOF Enabler	31	48%
Non-SOF	24	38%
SOF & Enabler Total		40 63%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.2	4.6
The objectives of the course were successfully achieved.	4.3	4.6
The content of this course was what I expected or better.	3.9	4.4
The information provided in this course will be useful to me in my job.	4.3	4.5
I would recommend this course to others.	4.3	4.6

CENTER FOR CONTINUING EDUCATION

Countering Violent Extremism Course

This course presents an overview of contemporary issues to confront violent extremism. Students gain a comprehensive awareness of the dynamics associated with the development of violent extremism. Students will explore issues of legitimacy, the root causes, and organizational dynamics of the development of violent extremism. Students will also explore messaging, prevention, motivations, and how to utilize social and cultural factors as tools.

COURSE CODE: SOC 3446
LENGTH: Varies

Conducted as Resident and MET Courses

Total Iterations	6
On-Station	2
Off-Station	4
Students	125
Academic Hours	36-76
Student Contact Hours	6032
Military Students	
Officer	99%
Enlisted	1%

Participating INT'L Countries: 20

CENTER FOR CONTINUING EDUCATION

Inter-Ministerial Collaboration Course*

This course provides students an understanding of how military forces collaborate with the law enforcement, intelligence, developmental, and informational elements of power in the international environment to disrupt complex, irregular threats. This course can have a national or regional focus, consisting of a five-day program of instruction presented through lectures, guided discussions, and a practical exercise. Designed for mid- and senior-level personnel from partner nation organizations involved in countering violent extremism.

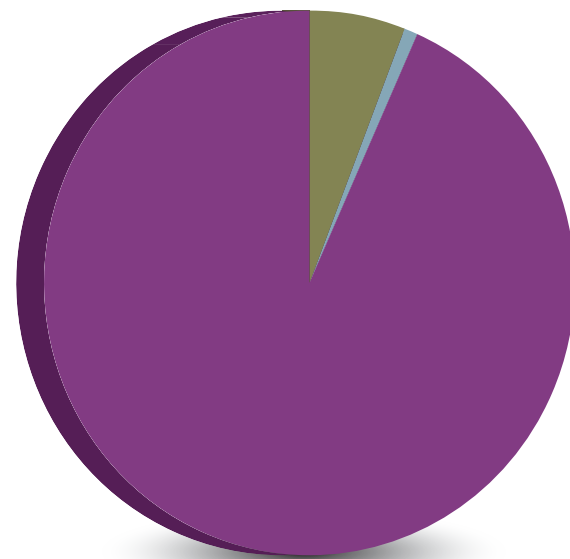
* Course has been modified for AY15 based on student feedback and curriculum review. Please refer to JSOU website for latest course information.

COURSE CODE: SOC 3426
LENGTH: Varies

Conducted as a MET Course

Total Iterations	3
On-Station	0
Off-Station	3
Students	125
Academic Hours	36-80
Student Contact Hours	6172
Military Students	
Officer	99%
Enlisted	1%

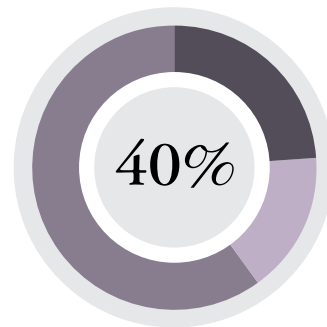
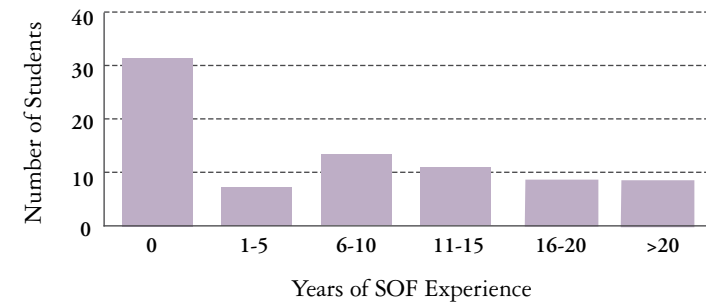
Participating INT'L Countries: 2



Course Demographics

USA	7	6%
USAF	1	1%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	117	94%

Years of SOF Experience

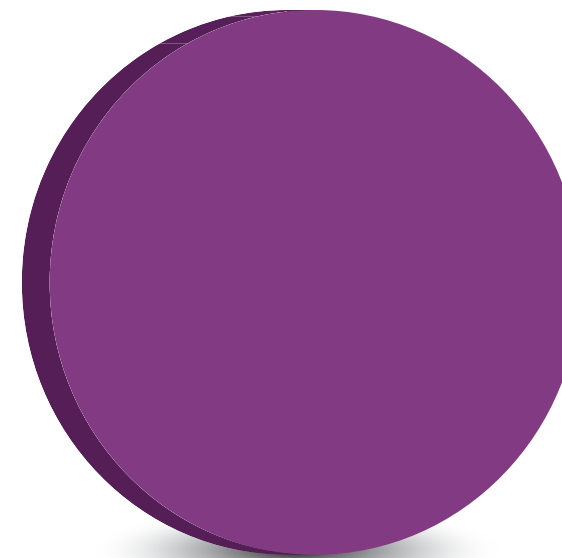


Students by SOF Category

SOF	29	24%
SOF Enabler	20	16%
Non-SOF	73	60%
SOF & Enabler Total	49	40%

OVERALL COURSE SURVEY RESULTS

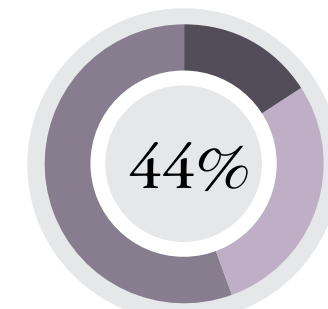
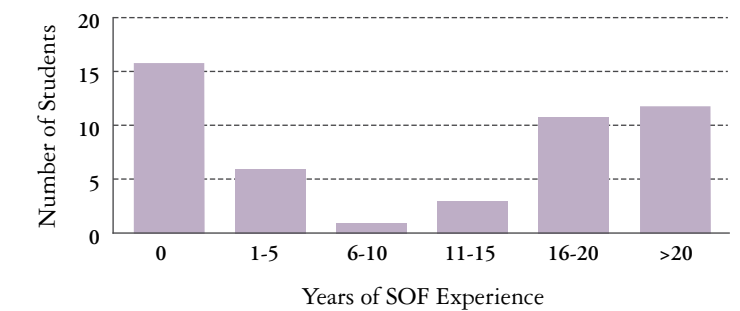
The course was well organized.	CRS	UNIV.
	4.7	4.6
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.6	4.4
The information provided in this course will be useful to me in my job.	4.8	4.5
I would recommend this course to others.	4.8	4.6



Course Demographics

USA	0	0%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	125	100%

Years of SOF Experience



Students by SOF Category

SOF	19	16%
SOF Enabler	35	29%
Non-SOF	68	56%
SOF & Enabler Total	54	44%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.3	4.6
The objectives of the course were successfully achieved.	4.1	4.6
The content of this course was what I expected or better.	3.9	4.4
The information provided in this course will be useful to me in my job.	4.0	4.5
I would recommend this course to others.	4.2	4.6

CENTER FOR CONTINUING EDUCATION

Introduction to Irregular Warfare Course

The course discusses fundamental concepts of IW and irregular adversaries, military support for stability operations, security force assistance, and building partner capacity.

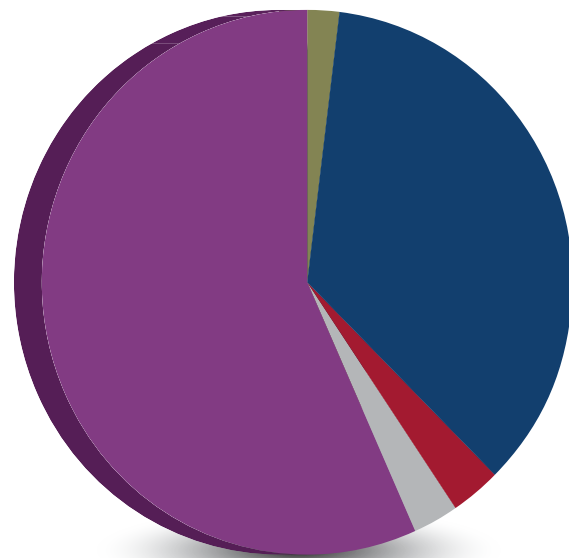
COURSE CODE: SOC 2610
 LENGTH: Varies
 Conducted as Resident and MET Courses
 Total Iterations 5
 On-Station 0
 Off-Station 5
 Students 106
 Academic Hours 22-40
 Student Contact Hours 2914
 Military Students
 Officer 34%
 Enlisted 66%
 Participating INT'L Countries: 2

CENTER FOR CONTINUING EDUCATION

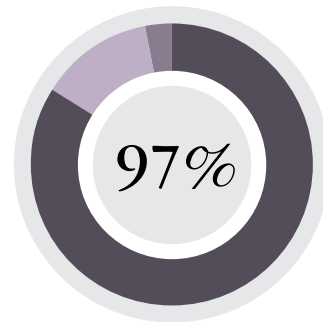
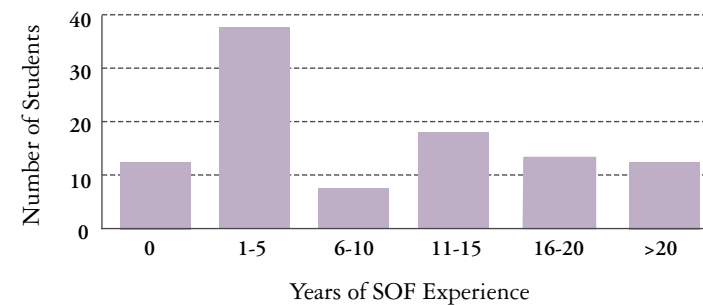
Introduction to Irregular Warfare Distance Learning Course

This is a 30-day online educational program hosted by Joint Knowledge Online (JKO). The course discusses fundamental concepts of IW and irregular adversaries, military support for stability operations, security force assistance, and building partner capacity. The collection of IW modules provides relevant IW content to those who cannot attend resident courses or who need the distance learning to reinforce resident attendance.

COURSE CODE: SOC 2610
 LENGTH: 4 Wks DL
 Conducted Online
 Total Iterations Continuous
 On-Station NA
 Off-Station NA
 Students 377
 Academic Hours 34
 Student Contact Hours 12818
 Military Students
 Officer 46%
 Enlisted 54%
 Participating Interagencies: 2



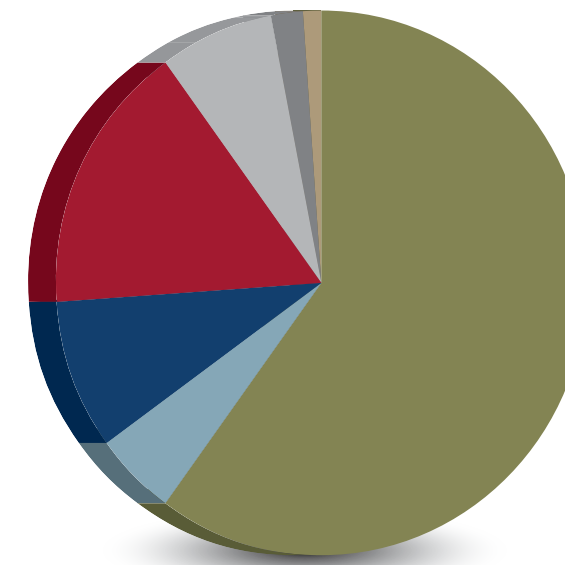
Years of SOF Experience



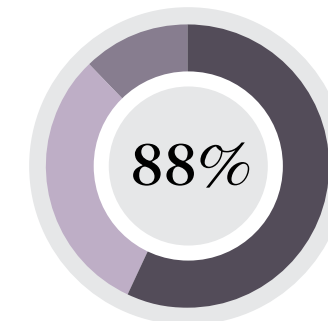
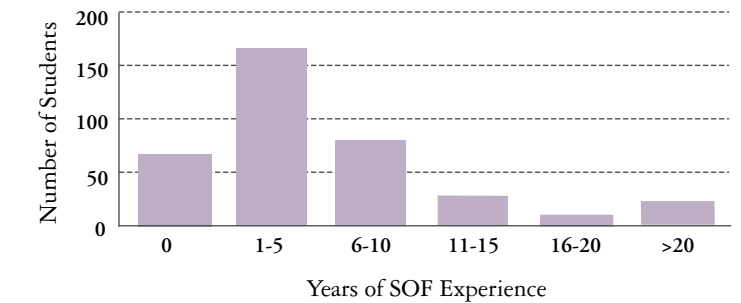
SOF Category	Count	Percentage
SOF	88	84%
SOF Enabler	14	13%
Non-SOF	3	3%
SOF & Enabler Total	102	97%

OVERALL COURSE SURVEY RESULTS

Statement	CRS	UNIV.
The course was well organized.	4.5	4.6
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.2	4.4
The information provided in this course will be useful to me in my job.	4.5	4.5
I would recommend this course to others.	4.5	4.6



Years of SOF Experience



SOF Category	Count	Percentage
SOF	214	57%
SOF Enabler	118	31%
Non-SOF	45	12%
SOF & Enabler Total	332	88%

OVERALL COURSE SURVEY RESULTS

Statement	CRS	UNIV.
The course was well organized.	NA	4.6
The objectives of the course were successfully achieved.	NA	4.6
The content of this course was what I expected or better.	NA	4.4
The information provided in this course will be useful to me in my job.	NA	4.5
I would recommend this course to others.	NA	4.6

CENTER FOR CONTINUING EDUCATION

Introduction to Special Operations Forces (Fully Online)

This online course is an introduction to U.S. SOF. The course is designed for individuals with minimal special operations experience who have been identified to serve on a joint special operations staff. The course describes the core activities, primary functions, organizations, capabilities, and doctrinal employment of U.S. special operations forces along with key concepts and terms.

COURSE CODE: SOC 1210
LENGTH: 4 Wks DL

Conducted Online

Total Iterations	Continuous
On-Station	NA
Off-Station	NA
Students	1596
Academic Hours	24
Student Contact Hours	38304
Military Students	
Officer	49%
Enlisted	51%

Participating INT'L Countries: 4

CENTER FOR CONTINUING EDUCATION

Joint Special Operations Chaplain/Chaplain Assistant Course

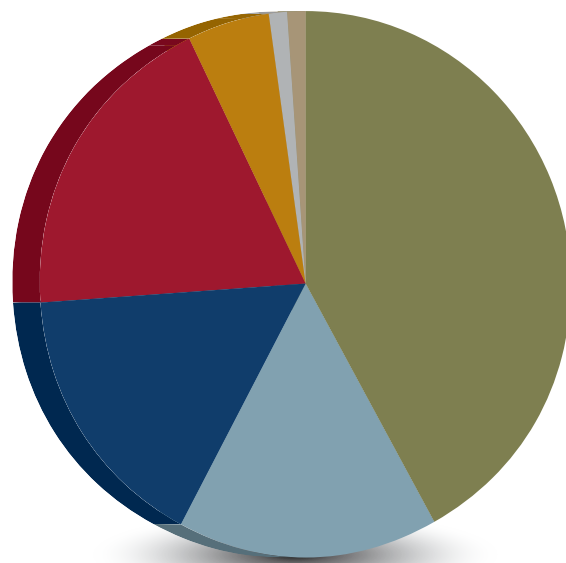
Designed for Army, Navy, and Air Force chaplains and chaplain assistants/religious program specialists on or pending assignment to USSOCOM staff, components, subunified commands and TSOC, this course provides an overview of specific religious support issues within each component and command best practices. It will examine religious support (RS) programs, unique funding issues, RS role on the interdisciplinary team, Preservation of the Force and Family (POTFF) Team, and supportive care and family life capabilities across the SOF enterprise.

COURSE CODE: SOC 3628
LENGTH: 4.5 Days

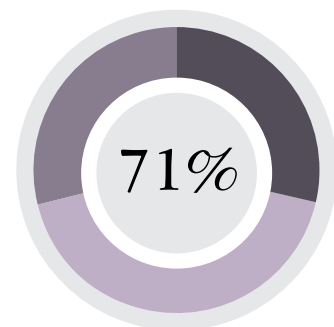
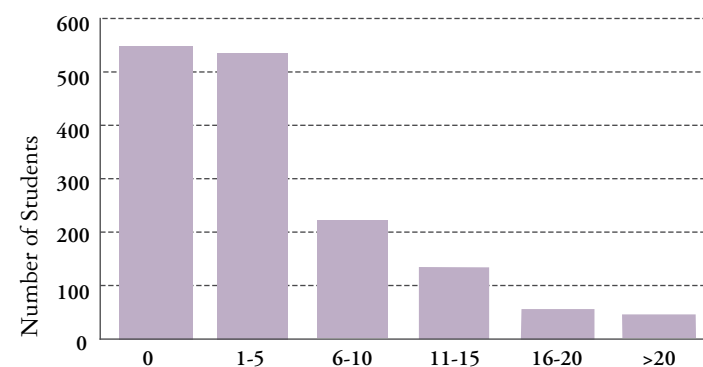
Conducted as a Resident Course

Total Iterations	2
On-Station	2
Off-Station	0
Students	67
Academic Hours	40
Student Contact Hours	2680
Military Students	
Officer	64%
Enlisted	36%

Participating INT'L Countries: 1



Years of SOF Experience

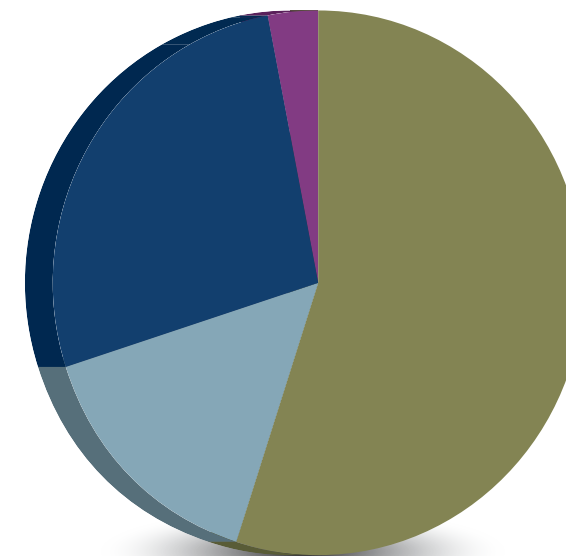


Students by SOF Category

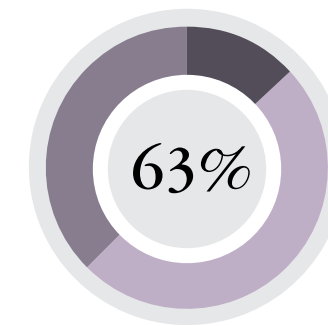
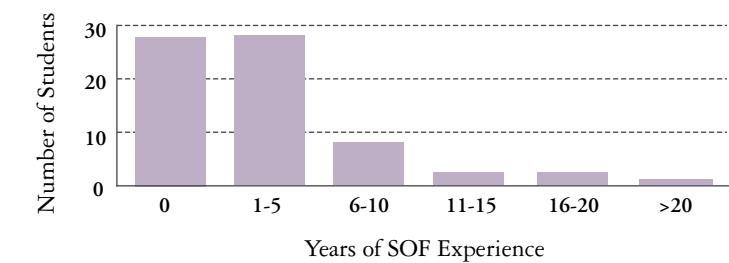
■ SOF	448	29%
■ SOF Enabler	672	43%
■ Non-SOF	450	29%
SOF & Enabler Total		71%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.4	4.6
The information provided in this course will be useful to me in my job.	4.4	4.4
I would recommend this course to others.	4.4	4.5



Years of SOF Experience



Students by SOF Category

■ SOF	9	13%
■ SOF Enabler	33	49%
■ Non-SOF	25	37%
SOF & Enabler Total		63%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.7	4.6
The information provided in this course will be useful to me in my job.	4.7	4.4
I would recommend this course to others.	4.8	4.5

CENTER FOR CONTINUING EDUCATION

Joint Special Operations Forces Pre-Command Course

The JSOFPCC is a USSOCOM commander-directed course designed for all centrally selected SOF commanders (O5-O6) and their command senior enlisted leaders (E9). Distinct from component courses, the curriculum prepares designated leaders for command by providing a common understanding of joint SOF doctrine and by providing a venue for networking and discussion of the salient issues, policy, selected functions, and duties for joint SOF leaders within the USSOCOM enterprise. Students are identified to attend by their component personnel office.

COURSE CODE: SOC 5460
LENGTH: 4.5 Days

Conducted as a Resident Course

Total Iterations	2
On-Station	2
Off-Station	0
Students	96
Academic Hours	36
Student Contact Hours	3456
Military Students	
Officer	71%
Enlisted	29%

CENTER FOR CONTINUING EDUCATION

Joint Special Operations Medical Orientation Course

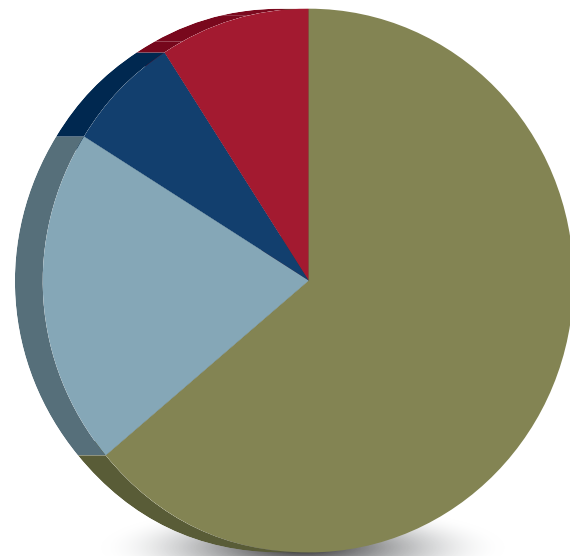
This course is designed for officers, warrant officers, noncommissioned officers, and U.S. government civilian employees who are serving the SOF community or in direct support of the SOF medical community. This is a five-day survey program introducing SOF medical operations concepts. It explains the fundamentals of the USSOCOM mission, roles, and capabilities with a focus on medical operations in a joint SOF setting. It also examines operations/plans, current lessons learned, medical intelligence, medical force protection, operational risk assessment, health surveillance, and SOF-relevant clinical subjects.

COURSE CODE: SOC 3627
LENGTH: 5 Days

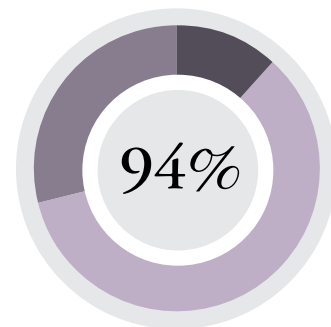
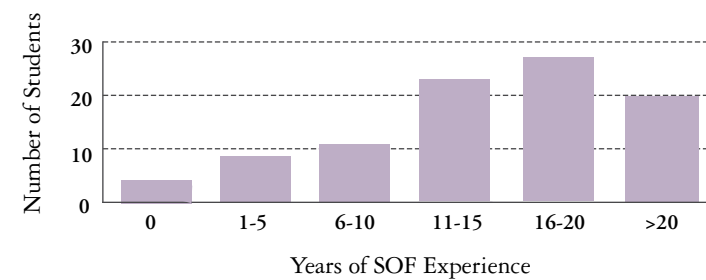
Conducted as a Resident Course

Total Iterations	2
On-Station	2
Off-Station	0
Students	52
Academic Hours	40
Student Contact Hours	2080
Military Students	
Officer	88%
Enlisted	13%

Participating Interagencies: 1



Years of SOF Experience

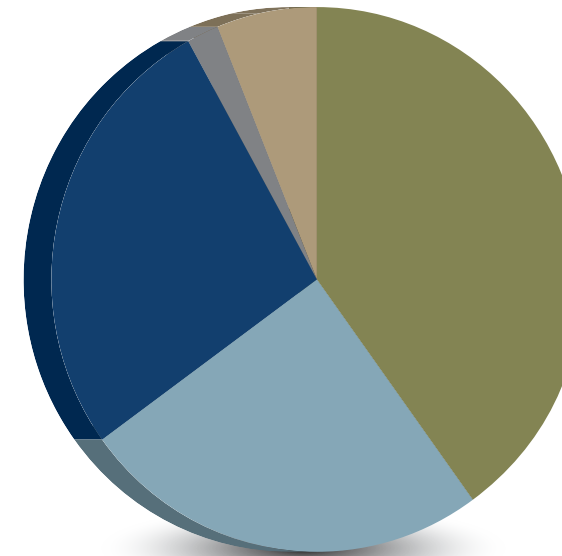


Students by SOF Category

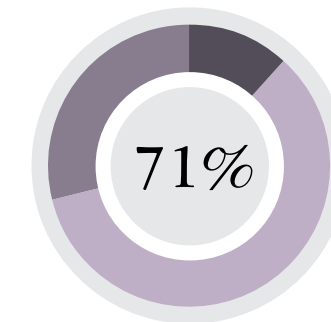
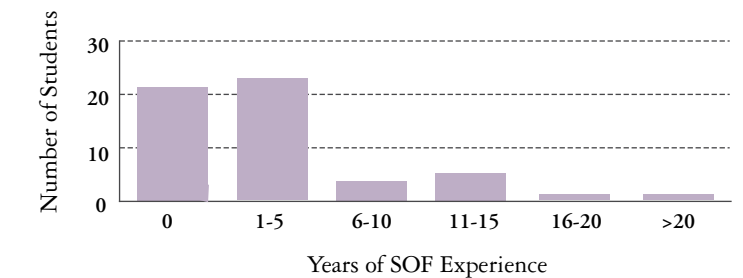
■ SOF	70	73%
■ SOF Enabler	20	21%
■ Non-SOF	6	6%
SOE & Enabler Total		90 94%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.1	4.6
The content of this course was what I expected or better.	4.3	4.6
The information provided in this course will be useful to me in my job.	4.1	4.4
I would recommend this course to others.	4.3	4.5
	4.4	4.6



Years of SOF Experience



Students by SOF Category

■ SOF	6	12%
■ SOF Enabler	31	60%
■ Non-SOF	15	29%
SOE & Enabler Total		37 71%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.7	4.6
The information provided in this course will be useful to me in my job.	4.6	4.4
I would recommend this course to others.	4.6	4.5
	4.7	4.6

CENTER FOR CONTINUING EDUCATION

Joint Special Operations Task Force Course

This online educational program hosted by JKO is a self-paced, interactive computer-based training course that provides information on specific functional areas of a JSOTF staff and basic knowledge of SOF component commands, to include their missions, capabilities, and limitations. It was designed for individuals assigned to a JSOTF headquarters who are service specialty or branch qualified, but not necessarily qualified or experienced with joint SOF operations.

COURSE CODE: SOC 1610
LENGTH: 4 Wks DL

Conducted Online

Total Iterations	Continuous
On-Station	NA
Off-Station	NA
Students	945
Academic Hours	19
Student Contact Hours	17955
Military Students	
Officer	50%
Enlisted	50%

Participating Interagencies: 2

CENTER FOR CONTINUING EDUCATION

Maritime Operational Planning Course

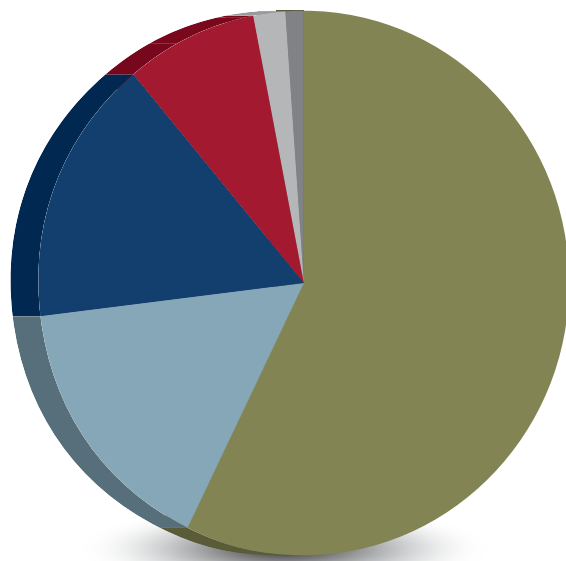
This course is designed for mid-career officers and senior noncommissioned officers from the SOF maritime community, who may serve as an operational-level maritime staff planner. The course is focused on the SOF component planning and the integration of SOF elements within a maritime JTF. Key lessons include the operational planning process, centers of gravity and critical factor analysis, mission analysis, and course of action development. Students also address the SOF perspective for joint operations, SOF command and control relationships, multi-national operations, maritime SOF capabilities and the maritime threat environment. The MET curriculum can be tailored to meet specific national requirements.

COURSE CODE: SOC 3603
LENGTH: Varies

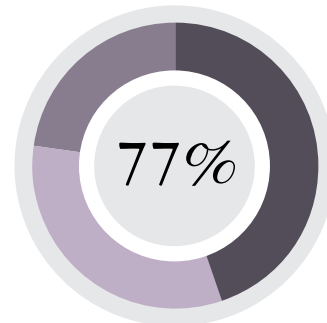
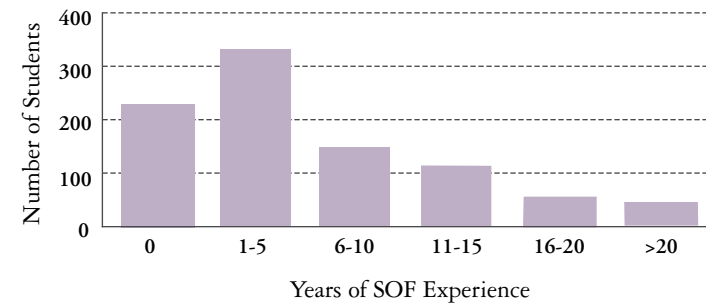
Conducted as a MET Course

Total Iterations	2
On-Station	0
Off-Station	2
Students	43
Academic Hours	52-60
Student Contact Hours	2420
Military Students	
Officer	77%
Enlisted	23%

Participating INT'L Countries: 2



Years of SOF Experience

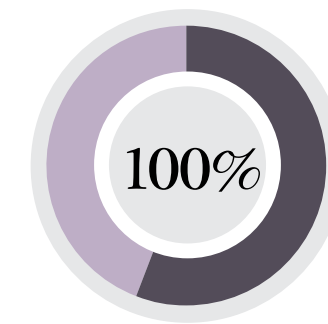
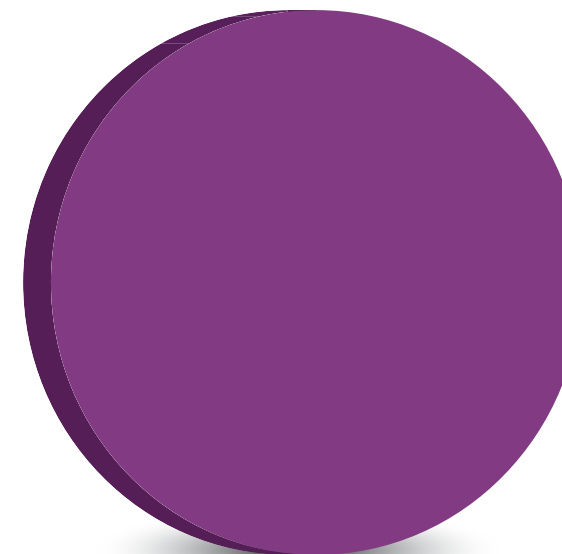


Students by SOF Category

■ SOF	419	45%
■ SOF Enabler	305	33%
■ Non-SOF	212	23%
SOF & Enabler Total		724 77%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.3	4.6
The objectives of the course were successfully achieved.	4.2	4.6
The content of this course was what I expected or better.	4.1	4.4
The information provided in this course will be useful to me in my job.	4.3	4.5
I would recommend this course to others.	4.2	4.6



Students by SOF Category

■ SOF	24	56%
■ SOF Enabler	19	44%
■ Non-SOF	0	0%
SOF & Enabler Total		43 100%

Course Demographics

Country/Branch	Count	Percentage
USA	0	0%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	43	100%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.9	4.6
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.4	4.4
The information provided in this course will be useful to me in my job.	4.1	4.5
I would recommend this course to others.	4.6	4.6

CENTER FOR CONTINUING EDUCATION

Operational Planning Course

OPC is designed for international special operations military officers (O2-O5), warrant officers, and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that may involve joint staff planning. The course focuses on links between national security guidance and military strategy with operational planning in the joint environment, as well as joint operational planning principles and processes. The MET curriculum can be tailored to meet specific national requirements. This course is approved for funding through the CTFP.

COURSE CODE: SOC 3604
LENGTH: Varies

Conducted as a MET Course

Total Iterations	14
On-Station	0
Off-Station	14
Students	336
Academic Hours	36-90
Student Contact Hours	23933
Military Students	
Officer	75%
Enlisted	25%

Participating INT'L Countries: 13

CENTER FOR CONTINUING EDUCATION

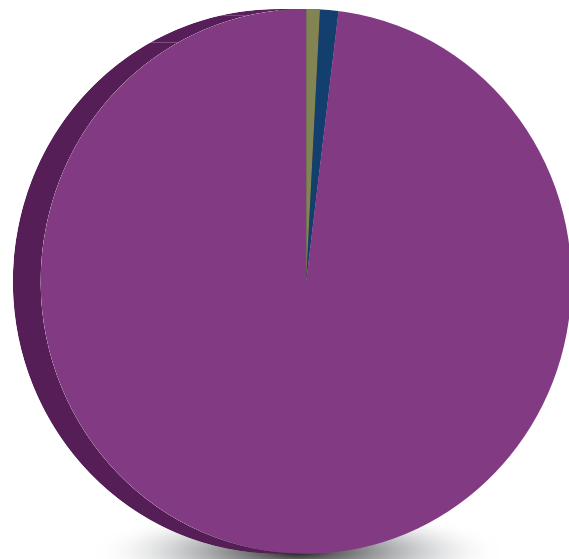
Preparation of the Environment Orientation Course

This classified course provides an eight-day introduction to the unique challenges, methods, and solutions associated with preparation of the environment. It orients SOF and SOF enablers to SOF activities, functions, and processes and focuses attention on USSOCOM's preparation of the environment mission. Students are identified to attend by the component personnel office and approved by the TSOC.

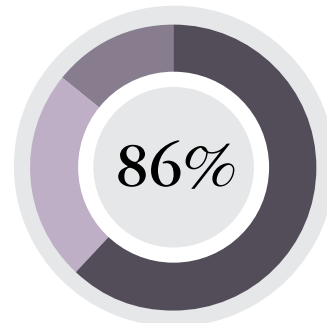
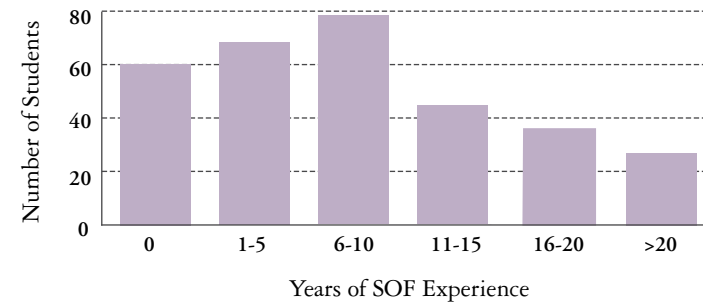
COURSE CODE: SOC 3610
LENGTH: 8 Days

Conducted as a Resident Course

Total Iterations	3
On-Station	3
Off-Station	0
Students	59
Academic Hours	64
Student Contact Hours	3776
Military Students	
Officer	39%
Enlisted	61%



Years of SOF Experience

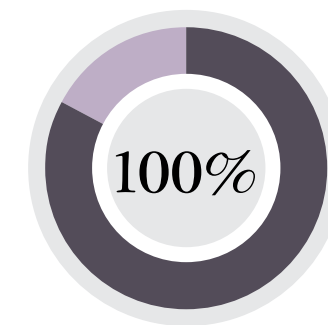
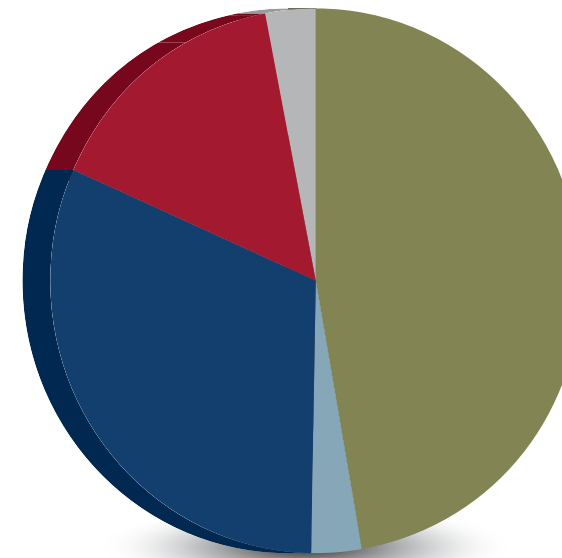


Students by SOF Category

■ SOF	202	62%
■ SOF Enabler	77	24%
■ Non-SOF	47	14%
SOF & Enabler Total		279 86%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.8	4.6
The information provided in this course will be useful to me in my job.	4.7	4.4
I would recommend this course to others.	4.7	4.5
	4.8	4.6



Students by SOF Category

■ SOF	49	83%
■ SOF Enabler	10	17%
■ Non-SOF	0	0%
SOF & Enabler Total		59 100%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.4	4.6
The information provided in this course will be useful to me in my job.	4.3	4.4
I would recommend this course to others.	4.4	4.5
	4.5	4.6

CENTER FOR CONTINUING EDUCATION

Security Cooperation Management Operator's Course

This course is an entry-level (Security Cooperation Workforce Level 2) course designed for personnel new to the security cooperation (SC) field or performing security cooperation duties on a part-time basis. It provides an overview of the full range of security cooperation activities, to include legislation, policy, foreign military sales (FMS) process, logistics, finance, and training management.

**Note: Students completing this course will receive a DISAM certificate. Course content is controlled by DISAM.*

COURSE CODE: SOC 3210

LENGTH: 1 Wk

Conducted as a Resident Course

Total Iterations	4
On-Station	4
Off-Station	0
Students	16
Academic Hours	40
Student Contact Hours	640
Military Students	
Officer	100%
Enlisted	0%

CENTER FOR CONTINUING EDUCATION

SOF Intelligence Leaders Orientation Course*

SILOC is designed for officers, warrant officers, noncommissioned officers, civilian equivalents, and contractors assigned to intelligence organizations. The course orients intelligence professionals to SOF activities, functions and processes, and focuses attention on USSOCOM mission and core tasks. It provides an overview of intelligence community (IC) support to SOF, USSOCOM J-2 staff elements, components, intelligence systems acquisition capability, the TSOCs, and specified emerging areas of interest.

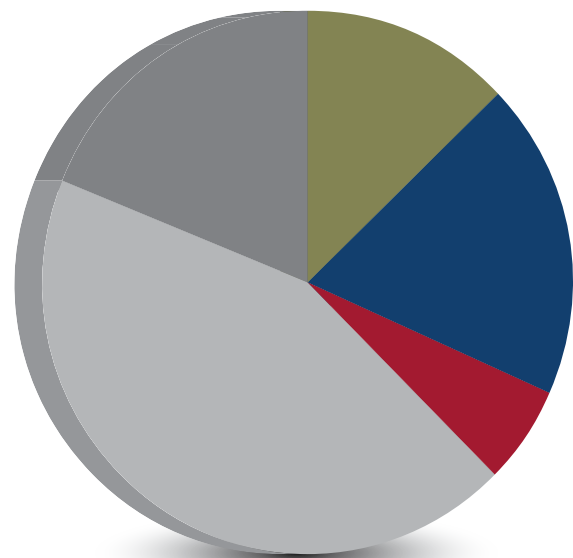
**Course is discontinued. Please refer to the Special Operations Intelligence Course (SOIC) on the JSOU website for further information.*

COURSE CODE: SOC 1710

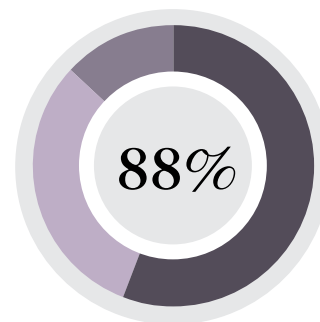
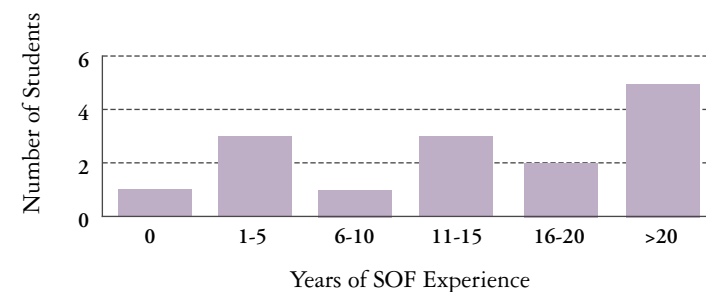
LENGTH: Varies

Conducted as a Resident Course

Total Iterations	2
On-Station	2
Off-Station	0
Students	41
Academic Hours	32-88
Student Contact Hours	2544
Military Students	
Officer	61%
Enlisted	39%



Years of SOF Experience

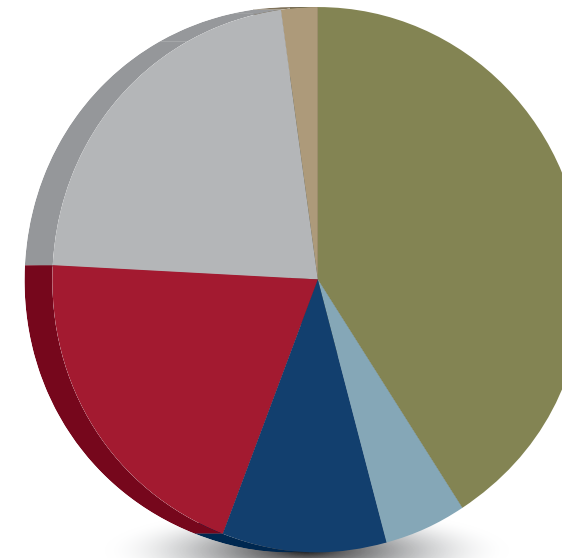


Students by SOF Category

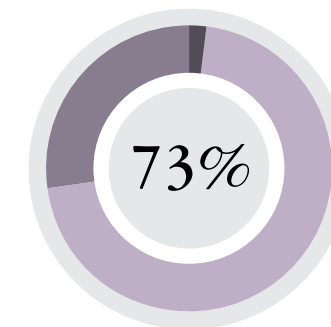
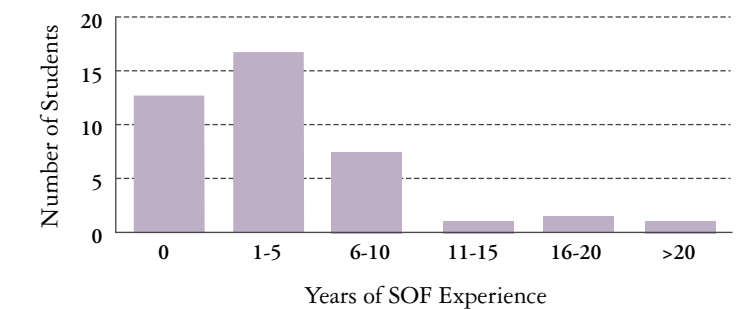
■ SOF	9	56%
■ SOF Enabler	5	31%
■ Non-SOF	2	13%
SOF & Enabler Total		14 88%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.6	4.6
The information provided in this course will be useful to me in my job.	4.6	4.4
I would recommend this course to others.	4.5	4.5
	4.7	4.6



Years of SOF Experience



Students by SOF Category

■ SOF	1	2%
■ SOF Enabler	29	71%
■ Non-SOF	11	27%
SOF & Enabler Total		30 73%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
The objectives of the course were successfully achieved.	4.1	4.6
The content of this course was what I expected or better.	4.4	4.6
The information provided in this course will be useful to me in my job.	4.2	4.4
I would recommend this course to others.	4.5	4.5
	4.3	4.6

CENTER FOR CONTINUING EDUCATION

Special Operations Air Integration Course

This seminar is for U.S. and international officers (O1-O4), warrant officers, senior noncommissioned officers (E-6 to E-9), and civilians assigned to or selected for assignment to an international or national organization performing duties directly associated with the planning of special air operations in support of military operations. This course provides students from national, joint, or combined organizations the knowledge to integrate special operations air/aviation forces at the theater level as part of a combined special operations component in support of a coalition operation.

COURSE CODE: SOC 3601
LENGTH: Varies

Conducted as a MET Course

Total Iterations	7
On-Station	0
Off-Station	7
Students	131
Academic Hours	34-54
Student Contact Hours	5118
Military Students	
Officer	97%
Enlisted	3%

Participating INT'L Countries: 12

CENTER FOR CONTINUING EDUCATION

Special Operations Aviation Planning Course

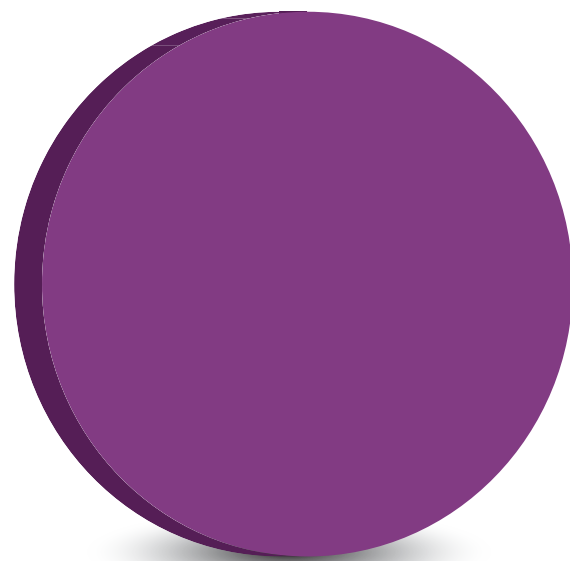
This course is for U.S. and international unit-level air mission planners (normally warrant officers through junior major) who will be assigned to coordinate fixed and/or rotary wing aviation in support of ground and/or maritime operations. The course provides students with the knowledge to plan and brief all phases of a special operations aviation mission. Unit-level planners will be prepared to plan and synchronize objectives and resources, and account for environmental factors to support special operations ground or maritime operations.

COURSE CODE: SOC 3602
LENGTH: Varies

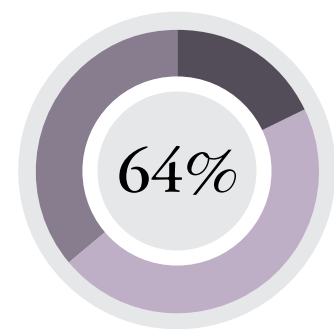
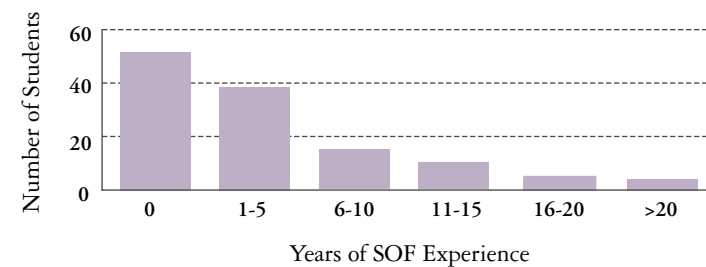
Conducted as a MET Course

Total Iterations	4
On-Station	0
Off-Station	4
Students	92
Academic Hours	36-40
Student Contact Hours	3588
Military Students	
Officer	90%
Enlisted	10%

Participating INT'L Countries: 4



Years of SOF Experience



Students by SOF Category

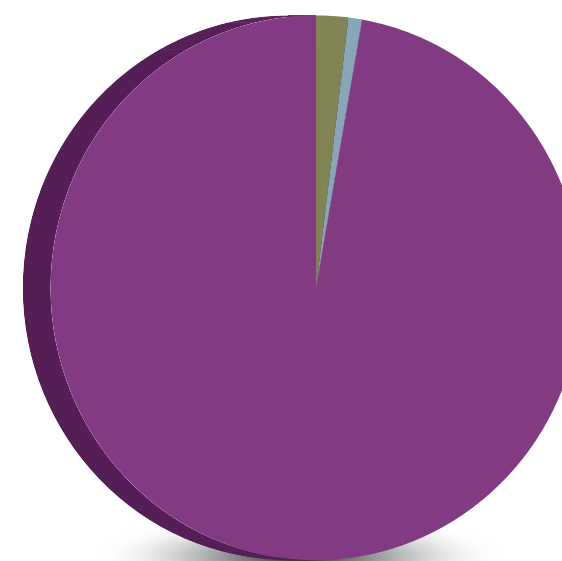
■ SOF	23	18%
■ SOF Enabler	60	46%
■ Non-SOF	47	36%
SOF & Enabler Total		83 64%

Course Demographics

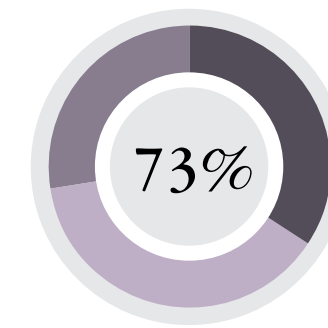
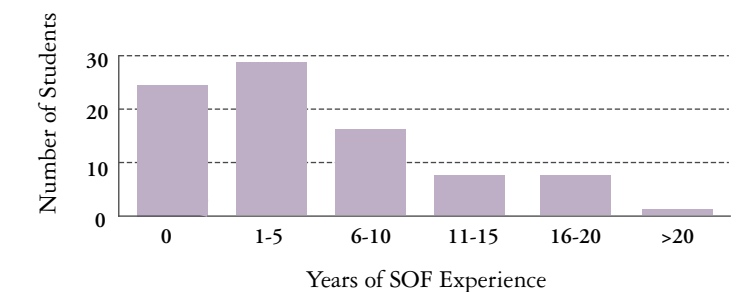
■ USA	0	0%
■ USAF	0	0%
■ USN	0	0%
■ USMC	0	0%
■ USCG	0	0%
■ CIV	0	0%
■ CTR	0	0%
■ IA	0	0%
■ INT'L	131	100%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.5	4.6
The objectives of the course were successfully achieved.	4.4	4.6
The content of this course was what I expected or better.	4.2	4.4
The information provided in this course will be useful to me in my job.	4.1	4.5
I would recommend this course to others.	4.5	4.6



Years of SOF Experience



Students by SOF Category

■ SOF	31	34%
■ SOF Enabler	35	38%
■ Non-SOF	25	27%
SOF & Enabler Total		66 73%

Course Demographics

■ USA	2	2%
■ USAF	1	1%
■ USN	0	0%
■ USMC	0	0%
■ USCG	0	0%
■ CIV	0	0%
■ CTR	0	0%
■ IA	0	0%
■ INT'L	89	97%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.7	4.6
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.3	4.4
The information provided in this course will be useful to me in my job.	4.6	4.5
I would recommend this course to others.	4.7	4.6

CENTER FOR CONTINUING EDUCATION

Special Operations Combating Terrorism Course

This course is an introduction to the Combating Terrorism Fellowship Program and presents a comprehensive perspective on how governments can combat terrorist threats. It is designed for U.S. and international mid- to senior-level military officers, ministry of defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

COURSE CODE: SOC 2415
LENGTH: Varies

Conducted as Resident and MET Courses

Total Iterations	8
On-Station	3
Off-Station	5
Students	182
Academic Hours	28-80
Student Contact Hours	9736
Military Students	
Officer	91%
Enlisted	9%

Participating INT'L Countries: 49

CENTER FOR CONTINUING EDUCATION

Special Operations Forces Integration Course

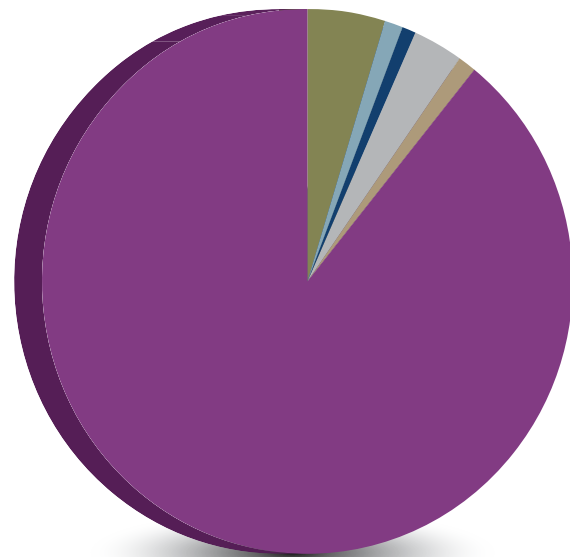
This course is intended to facilitate discussions among host nation senior officers on the challenges of developing and integrating SOF forces. It provides the senior students from partner nation national defense universities, war colleges, ministry of defense, and staffs with an understanding of the roles and mission of national SOF forces and the requirements for effective integration in joint operations. The curriculum focuses on the strategic and operational levels of conflict and the utilization of special operations. The course is also intended to provide a venue for partner nation SOF professionals to brief their countrymen on their national SOF structures and missions, integration efforts, and systemic challenges and to foster an examination of SOF in joint planning.

COURSE CODE: SOC 3607
LENGTH: Varies

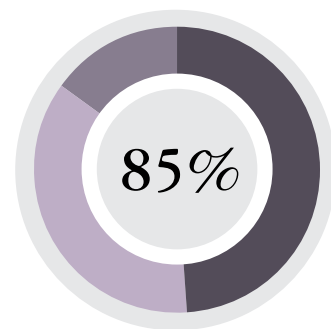
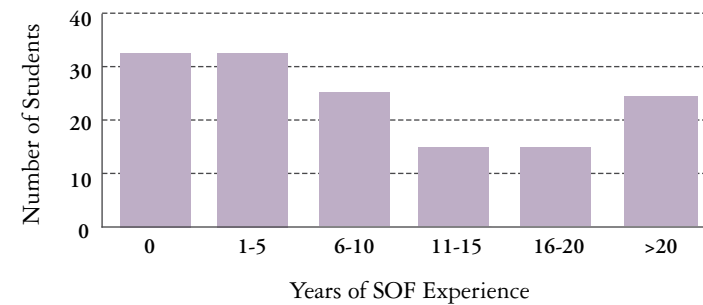
Conducted as a MET Course

Total Iterations	5
On-Station	0
Off-Station	5
Students	118
Academic Hours	28-81
Student Contact Hours	5433
Military Students	
Officer	94%
Enlisted	6%

Participating INT'L Countries: 7



Years of SOF Experience

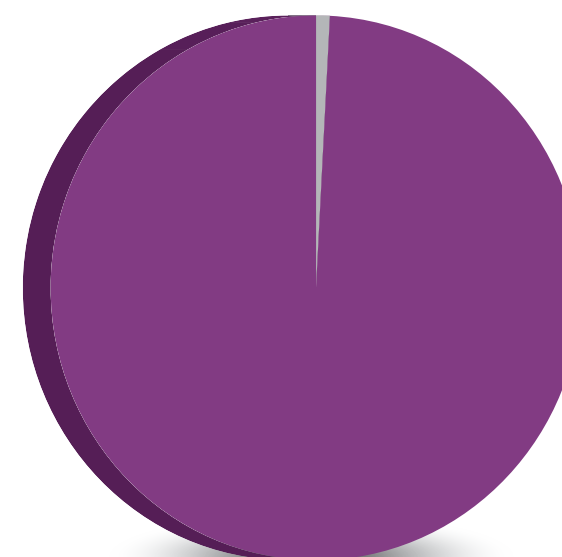


Students by SOF Category

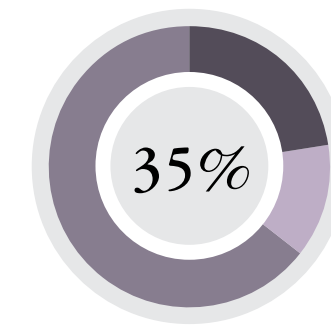
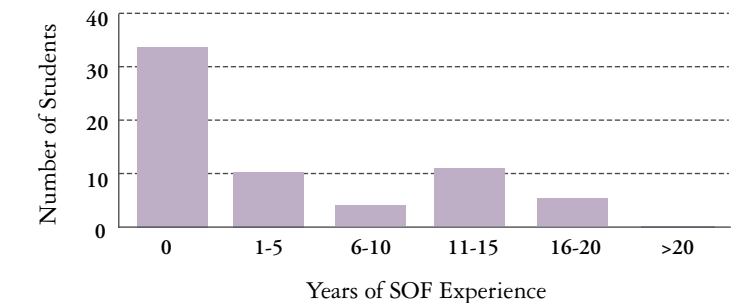
■ SOF	88	49%
■ SOF Enabler	66	36%
■ Non-SOF	27	15%
SOF & Enabler Total		154 85%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS 4.7	UNIV. 4.6
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.5	4.4
The information provided in this course will be useful to me in my job.	4.6	4.5
I would recommend this course to others.	4.8	4.6



Years of SOF Experience



Students by SOF Category

■ SOF	22	23%
■ SOF Enabler	12	13%
■ Non-SOF	62	65%
SOF & Enabler Total		34 35%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS NA	UNIV. 4.6
The objectives of the course were successfully achieved.	NA	4.6
The content of this course was what I expected or better.	NA	4.4
The information provided in this course will be useful to me in my job.	NA	4.5
I would recommend this course to others.	NA	4.6

CENTER FOR CONTINUING EDUCATION

Special Operations Planning Course

This course is designed for special operations military and civilian personnel who are preparing for, en route to, or serving in a joint special operations assignment or position (TSOC, JSOC, JTF, JSOTF, or USSOCOM HQ). It focuses on center-of-gravity and critical-factors analysis, the links between national security guidance (NSS, NMS) and strategy with operational planning in the joint environment, as well as joint operational planning principles and processes. The course culminates with a scenario-driven practical exercise and allows application of the elements of the joint operational planning process.

COURSE CODE: SOC 3625
LENGTH: 2 Wks

Conducted as a Resident Course

Total Iterations	5
On-Station	2
Off-Station	3
Students	114
Academic Hours	80
Student Contact Hours	9120
Military Students	
Officer	63%
Enlisted	37%

Participating INT'L Countries: 3

CENTER FOR CONTINUING EDUCATION

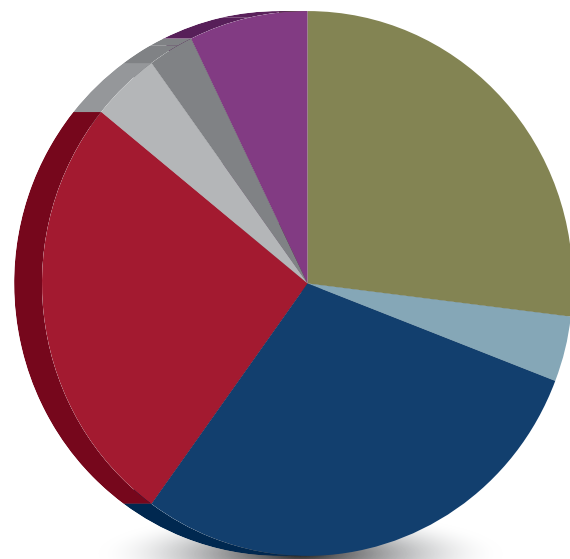
SOF Resource Management Course

This course is designed for special operations officers, warrant officers, noncommissioned officers, and civilians currently assigned to USSOCOM or a TSOC, preparing for deployment or en route to serving at USSOCOM managing resources in a direct or indirect capacity. It will educate all personnel directly or indirectly involved in managing resources. This course examines the laws, rules, and processes for service common, base operating support, home station, and deployment area administrative and logistical support.

COURSE CODE: SOC 3629
LENGTH: 5 Days

Conducted as a Resident Course

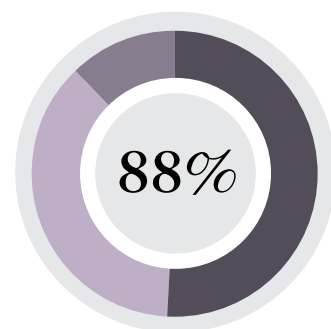
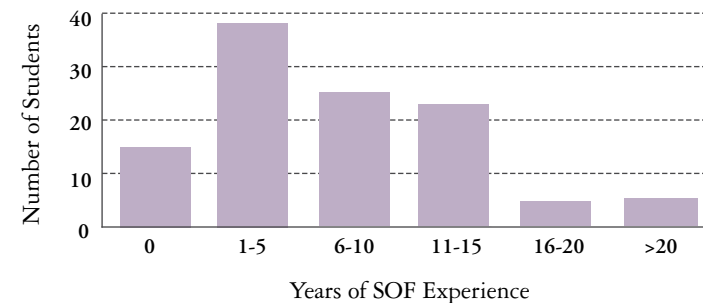
Total Iterations	1
On-Station	1
Off-Station	0
Students	30
Academic Hours	36
Student Contact Hours	1080
Military Students	
Officer	63%
Enlisted	37%



Course Demographics

USA	31	27%
USAF	4	4%
USN	33	29%
USMC	30	26%
USCG	0	0%
CIV	5	4%
CTR	3	3%
IA	0	0%
INT'L	8	7%

Years of SOF Experience

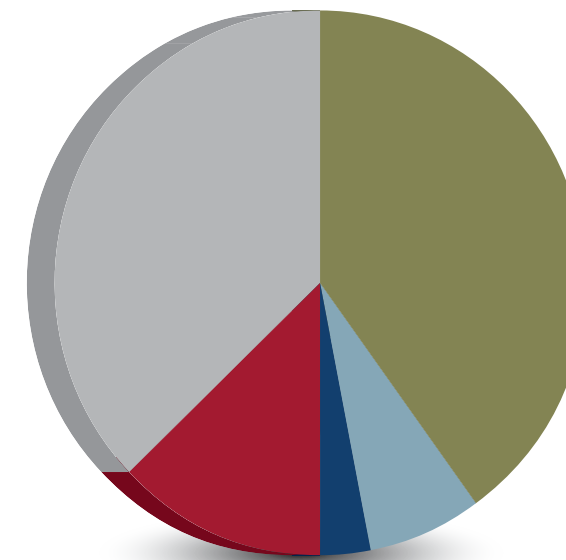


Students by SOF Category

SOF	57	51%	
SOF Enabler	41	37%	
Non-SOF	13	12%	
SOF & Enabler Total		98	88%

OVERALL COURSE SURVEY RESULTS

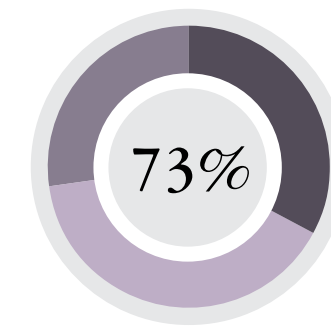
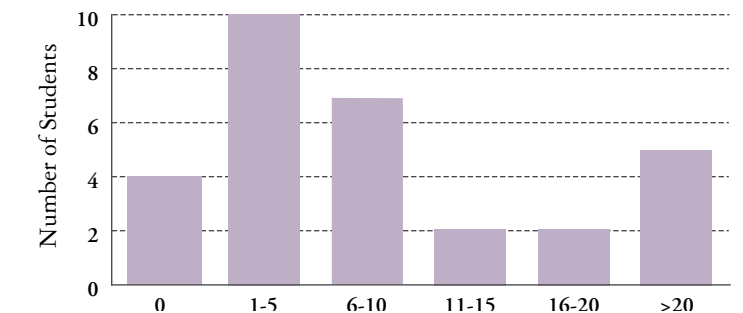
The course was well organized.	CRS	UNIV.
	4.6	4.6
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.5	4.4
The information provided in this course will be useful to me in my job.	4.5	4.5
I would recommend this course to others.	4.6	4.6



Course Demographics

USA	12	40%
USAF	2	7%
USN	1	3%
USMC	4	13%
USCG	0	0%
CIV	11	37%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Years of SOF Experience



Students by SOF Category

SOF	10	33%	
SOF Enabler	12	40%	
Non-SOF	8	27%	
SOF & Enabler Total		22	73%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.3	4.6
The objectives of the course were successfully achieved.	4.3	4.6
The content of this course was what I expected or better.	4.0	4.4
The information provided in this course will be useful to me in my job.	4.4	4.5
I would recommend this course to others.	4.4	4.6

CENTER FOR CONTINUING EDUCATION

Systemic Operational Design

This course is designed for senior-level planners involved in operational design. The student will learn the concept of systemic design, an essential method for any organization charged with developing and managing strategy and creating campaigns to respond to unique, sensitive, and highly complex situations. The course will examine the logic and form of systemic operational design, strategic heuristics in strategy formulation, framing the system, framing the opposition system, reframing strategy, and systems of transformation.

COURSE CODE: SOC 4445
LENGTH: 2 Wks

Conducted as a Resident Course

Total Iterations	1
On-Station (Pilot)	1
Off-Station	0
Students	18
Academic Hours	80
Student Contact Hours	1440
Military Students	
Officer	88%
Enlisted	13%

CENTER FOR CONTINUING EDUCATION

Theater Special Operations Command Basic Education Course

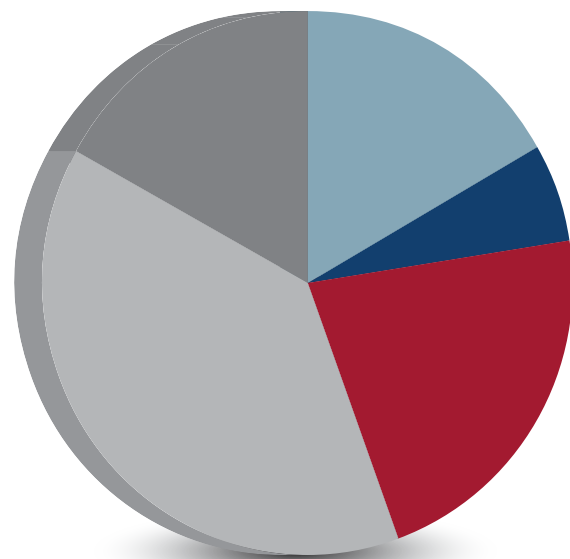
This course is designed for TSOC staff members unfamiliar with the SOF and joint communities. This course will provide TSOC members baseline knowledge on special operation forces doctrine, related policy, theory and supporting activities in order to enhance their ability to be effective and efficient TSOC staff members. The course will examine special operations, USSOCOM and the TSOCs, national security/military strategy, irregular warfare, security force assistance (SFA) and foreign internal defense (FID), the joint operational planning process (JOPP), and U.S. Embassy organizational structure and interaction with the U.S. military.

COURSE CODE: SOC 2210
LENGTH: 5 Days

Conducted as a Resident Course

Total Iterations	6
On-Station	0
Off-Station	6
Students	147
Academic Hours	40
Student Contact Hours	5880
Military Students	
Officer	46%
Enlisted	54%

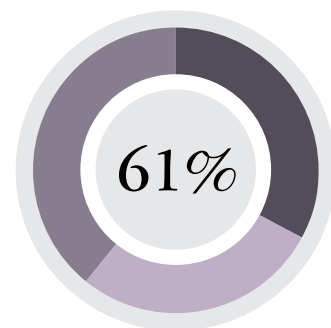
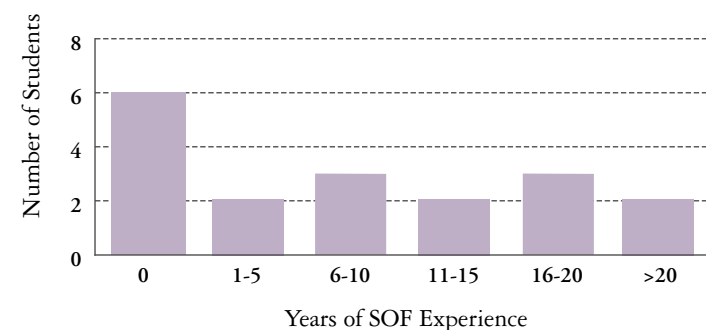
Participating Interagency: 1



Course Demographics

USA	0	0%
USAF	3	17%
USN	1	6%
USMC	4	22%
USCG	0	0%
CIV	7	39%
CTR	3	17%
IA	0	0%
INT'L	0	0%

Years of SOF Experience



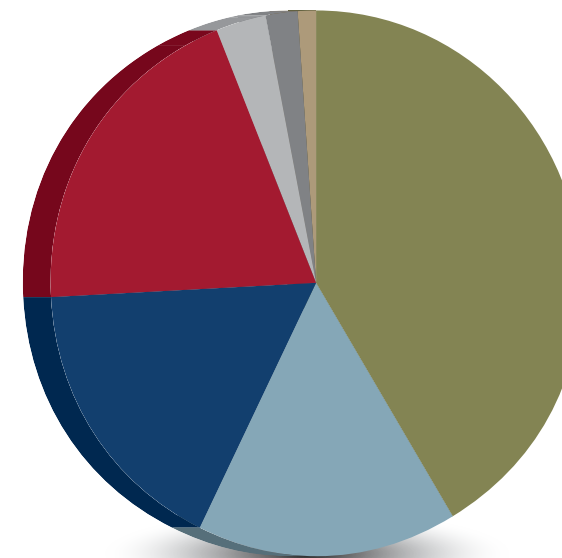
Students by SOF Category

SOF	6	33%
SOF Enabler	5	28%
Non-SOF	7	39%
SOF & Enabler Total	11	61%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	*	4.6
The objectives of the course were successfully achieved.	*	4.6
The content of this course was what I expected or better.	*	4.4
The information provided in this course will be useful to me in my job.	*	4.5
I would recommend this course to others.	*	4.6

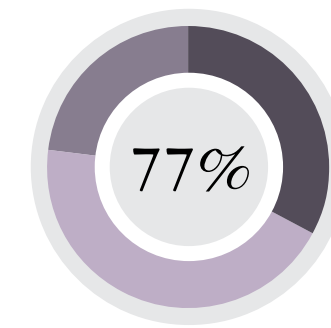
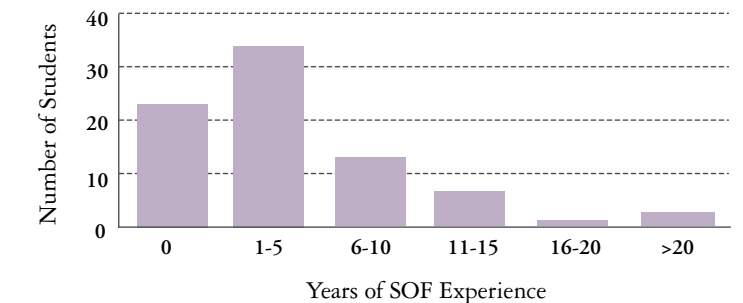
*Iteration was conducted as pilot for development.



Course Demographics

USA	62	42%
USAF	23	16%
USN	25	17%
USMC	29	20%
USCG	0	0%
CIV	4	3%
CTR	3	2%
IA	1	1%
INT'L	0	0%

Years of SOF Experience



Students by SOF Category

SOF	48	33%
SOF Enabler	64	44%
Non-SOF	34	23%
SOF & Enabler Total	112	77%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS	UNIV.
	4.6	4.6
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.4	4.4
The information provided in this course will be useful to me in my job.	4.4	4.5
I would recommend this course to others.	4.6	4.6

CENTER FOR CONTINUING EDUCATION

Theater Special Operations Command Staff Preparation Course

This course is designed for staff officers, noncommissioned officers, and civilians who are enroute to staff positions at the TSOCs. This course uses a blend of online and resident curriculum to prepare students for their TSOC staff duties. The course examines the roles and functions of a TSOC; the TSOCs' roles in security cooperation; the key points of TSOC plans, interagency relationships, and regional security issues; and how TSOCs support theater and USSOCOM priorities to achieve U.S. strategic objectives.

COURSE CODE: SOC 3610
LENGTH: 4 Wks

Conducted as a Resident Course

Total Iterations	4
On-Station	4
Off-Station	0
Students	63
Academic Hours	120
Student Contact Hours	7560
Military Students	
Officer	64%
Enlisted	36%

16 additional students attended wk 1 (SCM-OC) only

CENTER FOR CONTINUING EDUCATION

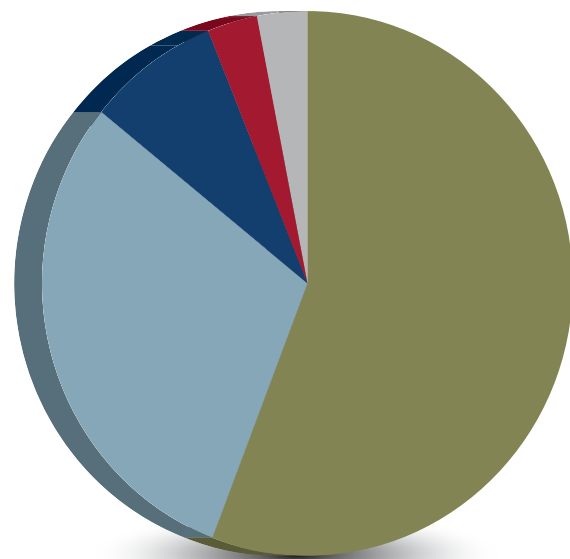
USSOCOM Staff Education Program – Advanced

This course is a USSOCOM chief of staff-directed course designed to provide select staff officers assigned to key directorate/division positions with advanced skills, knowledge, and abilities that stimulate deep independent thinking and problem solving, mental flexibility, and increases proficiency with processes and process models required to effectively operate within the complex organization of USSOCOM. The course will provide graduates with the ability to differentiate between various best practices in order to manage and lead effectively during their assignment to USSOCOM Headquarters.

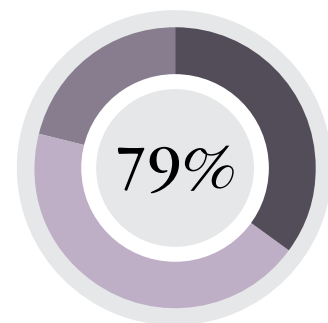
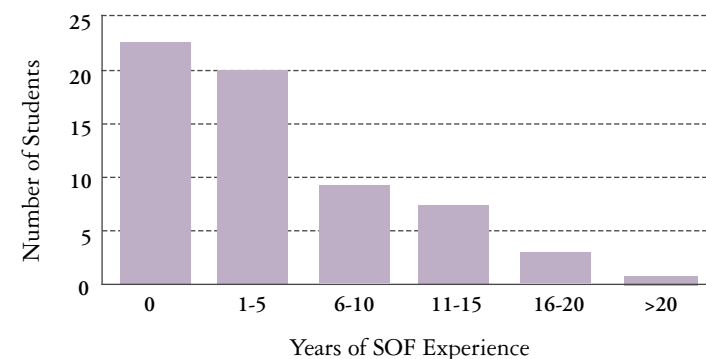
COURSE CODE: SOC 5445
LENGTH: 10 Days

Conducted as a Resident Course

Total Iterations	2
On-Station	2
Off-Station	0
Students	44
Academic Hours	80
Student Contact Hours	3520
Military Students	
Officer	100%
Enlisted	0%



Years of SOF Experience

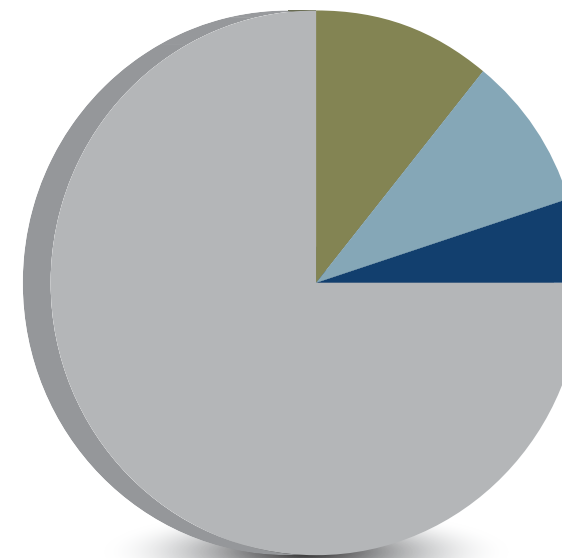


Students by SOF Category

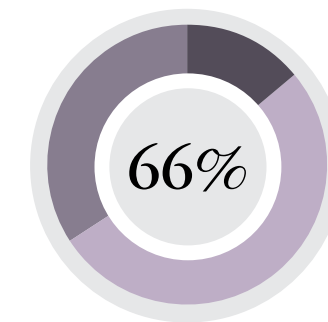
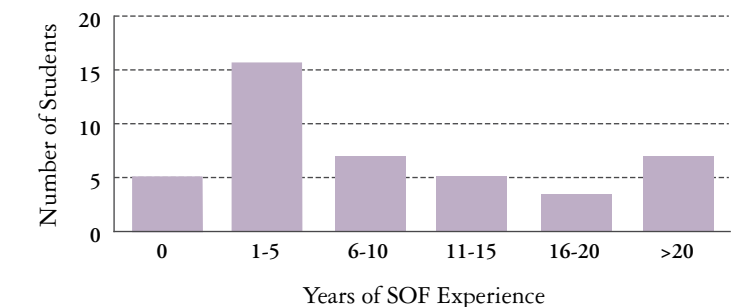
SOF	22	35%
SOF Enabler	28	44%
Non-SOF	13	21%
SOF & Enabler Total	50	79%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS 4.5	UNIV. 4.6
The objectives of the course were successfully achieved.	4.6	4.6
The content of this course was what I expected or better.	4.4	4.4
The information provided in this course will be useful to me in my job.	4.4	4.5
I would recommend this course to others.	4.6	4.6



Years of SOF Experience



Students by SOF Category

SOF	6	14%
SOF Enabler	23	52%
Non-SOF	15	34%
SOF & Enabler Total	29	66%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS 4.7	UNIV. 4.6
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.9	4.4
The information provided in this course will be useful to me in my job.	4.8	4.5
I would recommend this course to others.	5.0	4.6

CENTER FOR CONTINUING EDUCATION

USSOCOM Staff Education Program – Executive

This course is a USSOCOM chief of staff-directed executive leadership course for selected officers and civilians assigned to directorate and/or division level positions within USSOCOM Headquarters. The course introduces best practices in critical/strategic thinking, innovation, problem solving, risk management, negotiations, influence leadership, persuasive communication, and trust. The course will provide graduates with advanced skills, knowledge, and abilities that stimulate innovative thinking to aggressively lead within the complex organization of USSOCOM.

COURSE CODE: SOC 5455
LENGTH: 5 Days

Conducted as a Resident Course

Total Iterations	1
On-Station	1
Off-Station	0
Students	8
Academic Hours	40
Student Contact Hours	320
Military Students	
Officer	100%
Enlisted	0%

Participating Interagency: 1

CENTER FOR CONTINUING EDUCATION

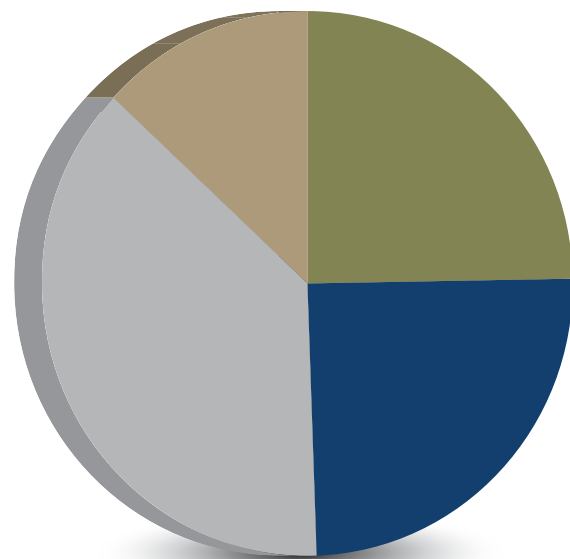
USSOCOM Staff Education Program – Foundations

This course focuses on USSOCOM's Title 10 and combatant command responsibilities, as well as its unique service-like and major force program functions. The curriculum provides an overview of the staff processes and procedures necessary to function as a staff action officer within the USSOCOM Headquarters. This is a USSOCOM chief of staff-directed orientation course designed for newly assigned military and government civilians to the USSOCOM Headquarters. Registration for this course is completed while in-processing to USSOCOM Headquarters.

COURSE CODE: SOC 1215
LENGTH: 10 Days

Conducted as a Resident Course

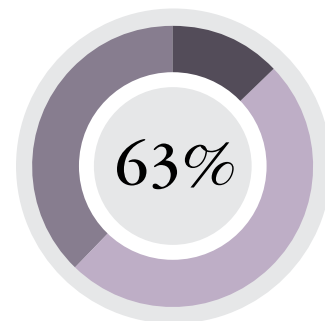
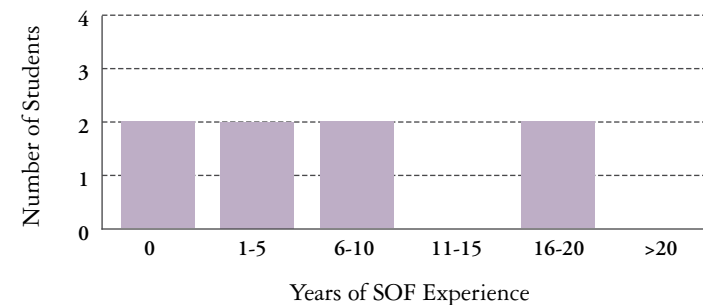
Total Iterations	6
On-Station	6
Off-Station	0
Students	183
Academic Hours	72
Student Contact Hours	13176
Military Students	
Officer	77%
Enlisted	23%



Course Demographics

USA	2	25%
USAF	0	0%
USN	2	25%
USMC	0	0%
USCG	0	0%
CIV	3	38%
CTR	0	0%
IA	1	13%
INT'L	0	0%

Years of SOF Experience

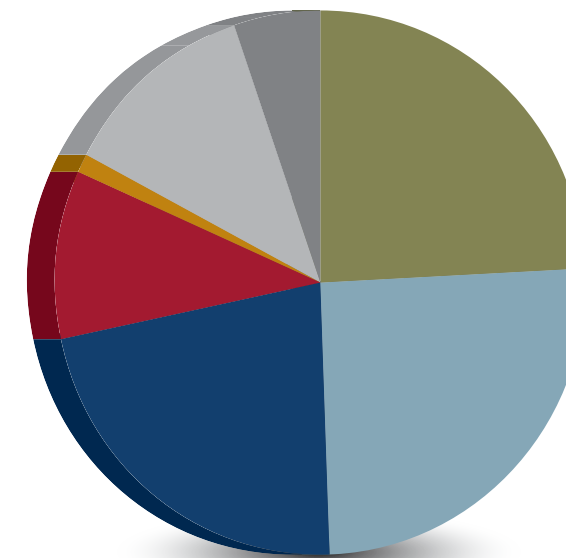


Students by SOF Category

SOF	1	13%
SOF Enabler	4	50%
Non-SOF	3	38%
SOF & Enabler Total	5	63%

OVERALL COURSE SURVEY RESULTS

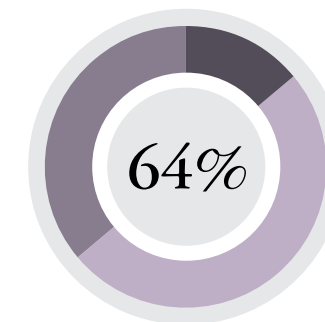
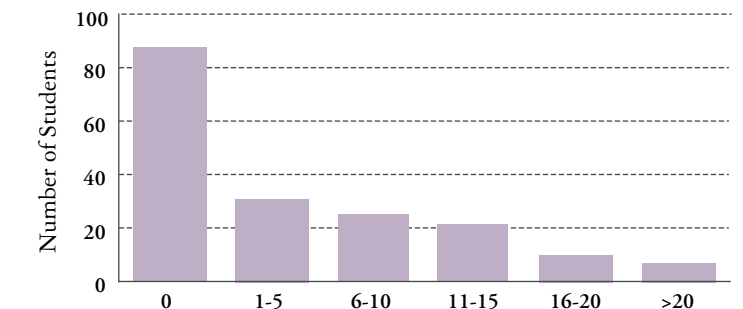
	CRS	UNIV.
The course was well organized.	4.9	4.6
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.9	4.4
The information provided in this course will be useful to me in my job.	4.9	4.5
I would recommend this course to others.	4.9	4.6



Course Demographics

USA	44	24%
USAF	46	25%
USN	41	22%
USMC	19	10%
USCG	1	1%
CIV	22	12%
CTR	10	5%
IA	0	0%
INT'L	0	0%

Years of SOF Experience



Students by SOF Category

SOF	25	14%
SOF Enabler	92	50%
Non-SOF	66	36%
SOF & Enabler Total	117	64%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.5	4.6
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.3	4.4
The information provided in this course will be useful to me in my job.	4.4	4.5
I would recommend this course to others.	4.4	4.6

CENTER FOR CONTINUING EDUCATION

USSOCOM Staff Education Program – National

This course is designed for USSOCOM assigned military and government civilians with duty in the NCR. The curriculum provides insight to federal agencies and supporting staffs, as well as business processes in the NCR necessary to satisfy USSOCOM mission requirements. This is a USSOCOM chief of staff-directed course, and students should attend within the first six months of assignment to the USSOCOM NCR.

COURSE CODE: SOC 4215
LENGTH: 4 Days

Conducted as a MET Course

Total Iterations	2
On-Station	0
Off-Station	2
Students	15
Academic Hours	32
Student Contact Hours	480
Military Students	
Officer	100%
Enlisted	0%

DEPARTMENT OF ACADEMIC AFFAIRS

Methods Of Instruction Course

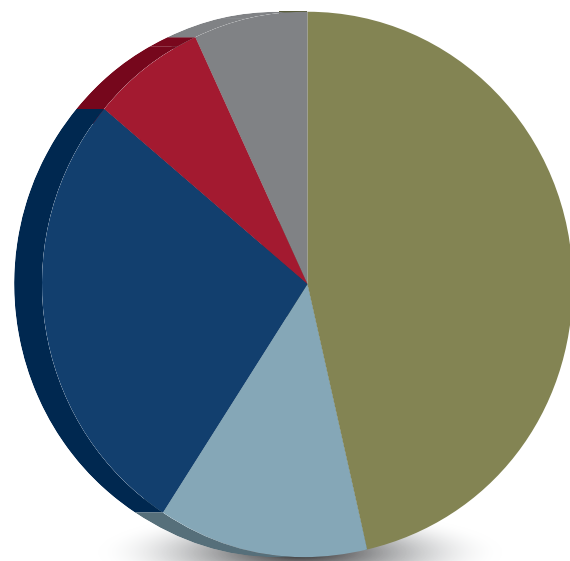
This course prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. A brief overview of learning theory, the ISD process, and development of level-of-learning lesson plans are provided to allow immediate application of the instructional strategies that are discussed and practiced within the course. The latter part of the course introduces learning evaluation and addresses basic principals in test-item validity and construction. The methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions, and demonstration performance.

COURSE CODE: AA 2225
LENGTH: 10 Days

Conducted as Resident and MET Courses

Total Iterations	5
On-Station	4
Off-Station	1
Students	45
Academic Hours	76
Student Contact Hours	3420
Military Students	
Officer	47%
Enlisted	53%

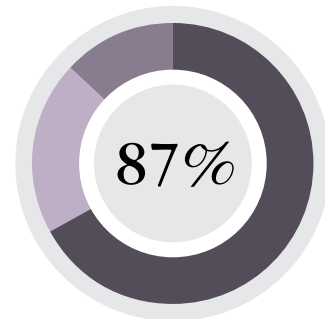
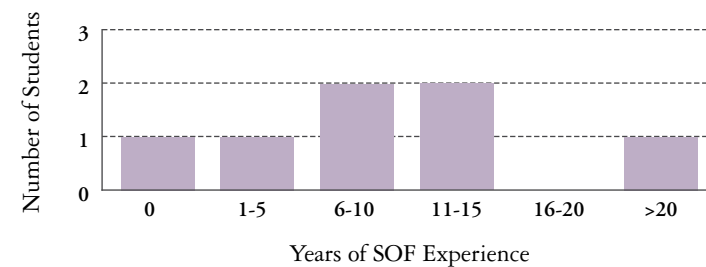
Participating INT'L Countries: 1



Course Demographics

USA	7	47%
USAF	2	13%
USN	4	27%
USMC	1	7%
USCG	0	0%
CIV	0	0%
CTR	1	7%
IA	0	0%
INT'L	0	0%

Years of SOF Experience

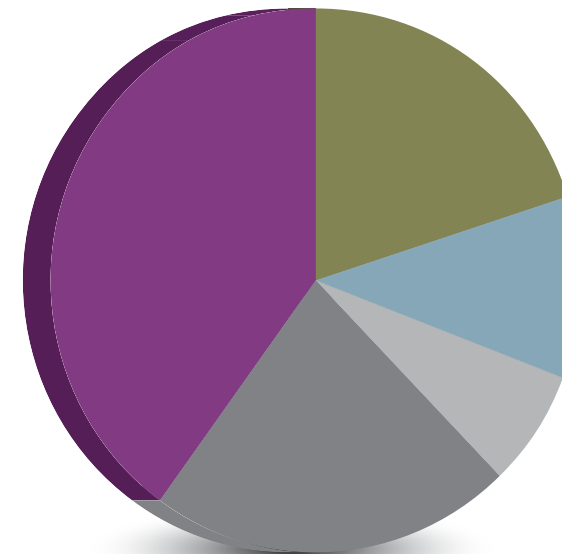


Students by SOF Category

SOF	10	67%
SOF Enabler	3	20%
Non-SOF	2	13%
SOF & Enabler Total	13	87%

OVERALL COURSE SURVEY RESULTS

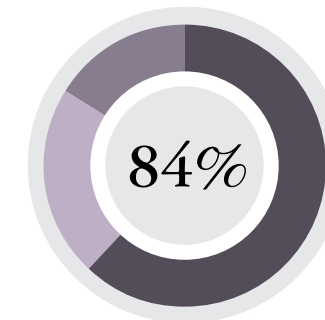
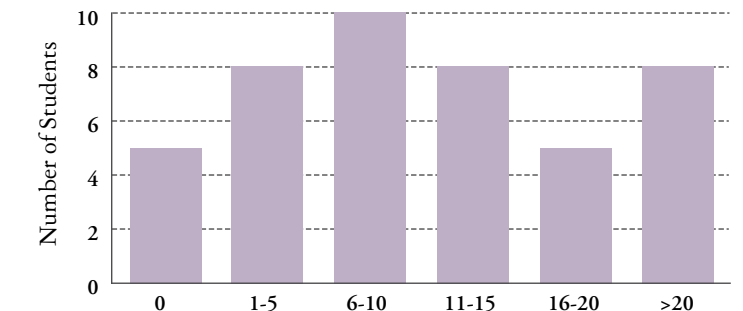
	CRS	UNIV.
The course was well organized.	4.6	4.6
The objectives of the course were successfully achieved.	4.5	4.6
The content of this course was what I expected or better.	4.6	4.4
The information provided in this course will be useful to me in my job.	4.5	4.5
I would recommend this course to others.	4.5	4.6



Course Demographics

USA	9	20%
USAF	5	11%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	3	7%
CTR	10	22%
IA	0	0%
INT'L	18	40%

Years of SOF Experience



Students by SOF Category

SOF	28	62%
SOF Enabler	10	22%
Non-SOF	7	16%
SOF & Enabler Total	38	84%

OVERALL COURSE SURVEY RESULTS

	CRS	UNIV.
The course was well organized.	4.9	4.6
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.8	4.4
The information provided in this course will be useful to me in my job.	4.8	4.5
I would recommend this course to others.	4.8	4.6

DEPARTMENT OF ACADEMIC AFFAIRS

Methods Of Instruction Course – Abbreviated

This course prepares JSOU adjunct faculty members to teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. A brief overview of learning theory, the ISD process, and development of level-of-learning lesson plans are provided. The second part of the course focuses on effective teaching techniques to include proxemics, questioning, and use of technology. The instructional methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions and demonstration performance.

COURSE CODE: AA 2227
LENGTH: 1 Day

Conducted as a MET Course

Total Iterations	3
On-Station	3
Off-Station	0
Students	30
Academic Hours	8
Student Contact Hours	240
Military Students	
Officer	91%
Enlisted	9%

DEPARTMENT OF ACADEMIC AFFAIRS

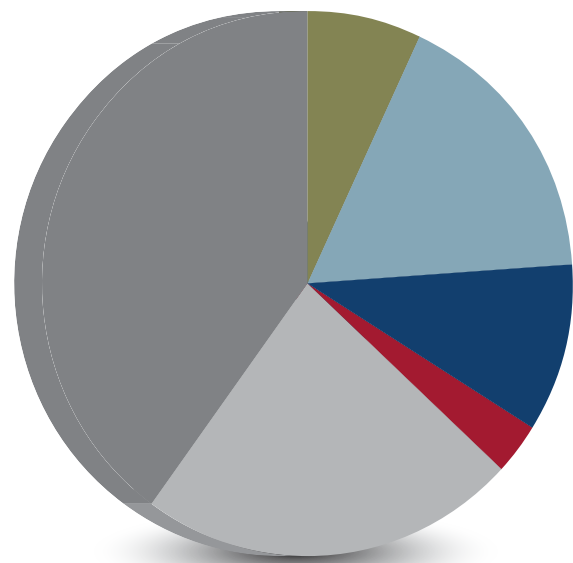
Methods Of Instruction Course – Distance Learning

This course is designed for instructors and course directors who use the JSOU Blackboard Learning Content Management System (LCMS) to deliver content to students. The MOIC-D course focuses on the planning, tools, and techniques that must be used to provide an engaging learning experience for students through an online learning environment.

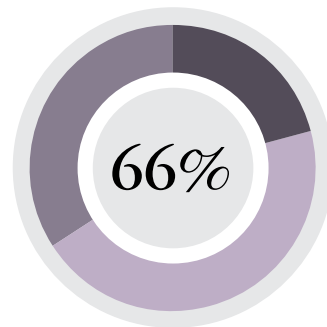
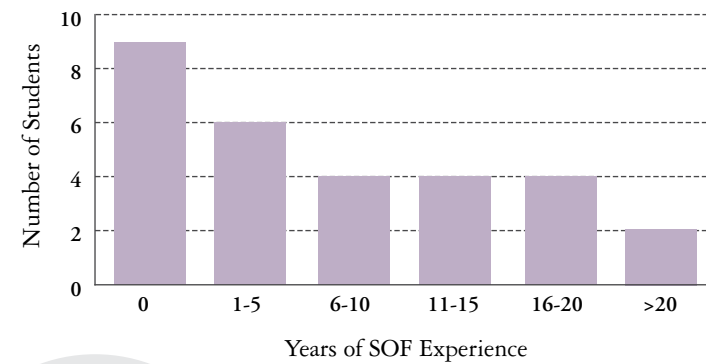
COURSE CODE: AA 2226
LENGTH: 2 Days

Conducted as a Resident Course

Total Iterations	5
On-Station	4
Off-Station	1
Students	44
Academic Hours	16
Student Contact Hours	704
Military Students	
Officer	13%
Enlisted	88%



Years of SOF Experience



Students by SOF Category

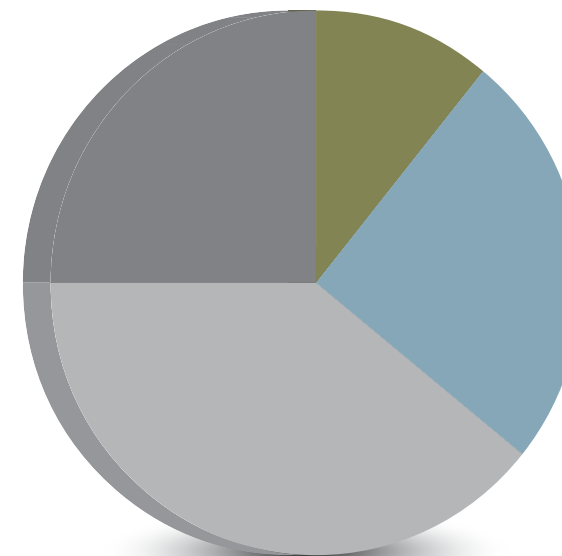
■ SOF	6	21%
■ SOF Enabler	13	45%
■ Non-SOF	10	34%
SOF & Enabler Total		19 66%

Course Demographics

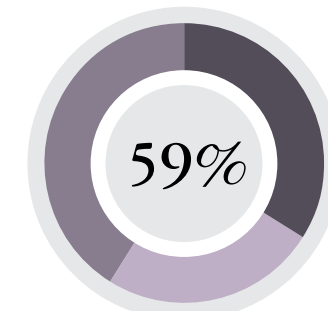
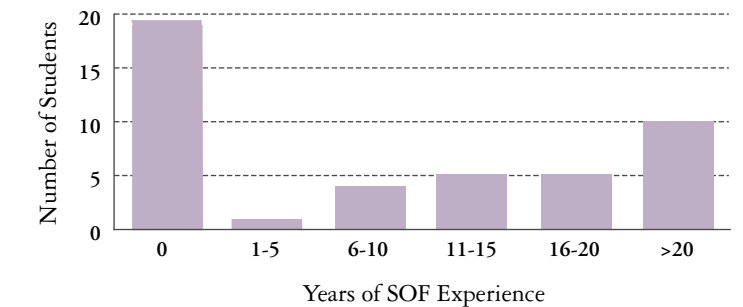
■ USA	2	7%
■ USAF	5	17%
■ USN	3	10%
■ USMC	1	3%
■ USCG	0	0%
■ CIV	7	23%
■ CTR	12	40%
■ IA	0	0%
■ INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS 4.7	UNIV. 4.6
The objectives of the course were successfully achieved.	4.7	4.6
The content of this course was what I expected or better.	4.5	4.4
The information provided in this course will be useful to me in my job.	4.6	4.5
I would recommend this course to others.	4.6	4.6



Years of SOF Experience



Students by SOF Category

■ SOF	15	34%
■ SOF Enabler	11	25%
■ Non-SOF	18	41%
SOF & Enabler Total		26 59%

Course Demographics

■ USA	5	11%
■ USAF	11	25%
■ USN	0	0%
■ USMC	0	0%
■ USCG	0	0%
■ CIV	17	39%
■ CTR	11	25%
■ IA	0	0%
■ INT'L	0	0%

OVERALL COURSE SURVEY RESULTS

The course was well organized.	CRS 4.5	UNIV. 4.6
The objectives of the course were successfully achieved.	4.8	4.6
The content of this course was what I expected or better.	4.4	4.4
The information provided in this course will be useful to me in my job.	4.7	4.5
I would recommend this course to others.	4.7	4.6

GLOSSARY

ACCET Accrediting Council for Continuing Education and Training
ACE American Council on Education
ACICS Accrediting Council of Independent Colleges & Schools
AFB Air Force Base
AFSOC Air Force Special Operations Command
AY Academic Year
CCE Center for Continuing Education
CCMR Center for Civil Military Relations
CEP Career Education Program
CETG Command Education and Training Guidance
CEU Continuing Education Unit
CMO Civil-Military Operations
CPI Certified Postsecondary Instructor
CSOSR Center for Special Operations Studies and Research
CTF Counter Threat Finance
CTFP Counter Threat Finance Program
DISAM Defense Institute of Security Assistance Management
DL Distance Learning
DoD Department of Defense
FID Foreign Internal Defense
FMS Foreign Military Sales
FY Fiscal Year
FYDP Five-Year Defense Plan
GPF General Purpose Forces
IC Intelligence Community
ISD Instructional Systems Design
IT Information Technology
IW Irregular Warfare
JKO Joint Knowledge Online
JOPP Joint Operational Planning Process
JPME Joint Professional Military Education
JSOFSEA Joint Special Operations Senior Enlisted Academy
JSOU Joint Special Operations University
JSOU-EA JSOU Enlisted Academy
JTF Joint Task Force
LOO Line of Operation
MARSOC Marine Corps Special Operations Command
MET Mobile Education Team
NATO North Atlantic Treaty Organization

NAVSPECWARCOM Naval Special Warfare Command
NCO Noncommissioned Officer
NCR National Capital Region
NDAA National Defense Authorization Act
NSHQ North Atlantic Treaty Organization Special Operations Forces Headquarters
NSW Naval Special Warfare
OSD Office of the Secretary of Defense
PME Professional Military Education
POLAD Political Advisor
POTFF Preservation of the Force and Family
RS Religious Support
SC Security Cooperation
SEA Senior Enlisted Advisor
SES Senior Executive Service
SFA Security Force Assistance
SO Special Operations
SOCNORTH Special Operations Command North
SOF Special Operations Forces
SOLA Special Operations Legislative Affairs
TSOC Theater Special Operations Command
USA United States Army
USAF United States Air Force
USASOC United States Army Special Operations Command
USCENTCOM United States Central Command
USMC United States Marine Corps
USN United States Navy
USSOCOM United States Special Operations Command
WHINSEC Western Hemisphere Institute for Security Cooperation



JOINT SPECIAL OPERATIONS UNIVERSITY

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