JOINT SPECIAL OPERATIONS UNIVERSITY

2013 FACTBOOK

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This FactBook is intended as a compilation of JSOU policies and philosophies from official regulations and directives. For any official actions, the actual directives should be used as source documents. Cleared for public release: distribution unlimited.

Welcome

Letter from the President

Once again it is my pleasure to present the annual JSOU FactBook for academic year (AY) 2013. This was the first year we collected "enhanced" academic data in our courses and on mobile education team (MET) events, specifically to better understand our student composition and the resulting learning outcomes. Our intent is to conduct the right academic program, for the right audience, at the right time in their professional development—a goal I believe we are achieving. The AY13 FactBook information is presented in sufficient detail so that you, our stakeholders, can better assess our effectiveness, assist in making improvements, and find the right academic programs for your people.

Building upon the successful trends established in recent years, JSOU maintained its expected rate of increase in total academic hours, overall number of students, and in contact hours per student. In fact, overall student attendance in JSOU programs was an all-time high of 8,240 students, a 20 percent increase from AY12, with a corresponding 25 percent increase in contact hours. Of note, while special operations forces (SOF) and SOF enabler attendance remained steady at 68 percent of overall student attendance, in formal resident courses SOF and enabler attendance was 77 percent. If Enlisted Academy data is added to this calculation, the SOF attendance numbers increase even more. It should also be noted that 28 resident courses (of 87) were conducted away from our Pinewood campus, with many conducted at theater special operations command (TSOC) and component locations.

MET attendance decreased due to a shifting focus to SOF in these programs. However, this was offset by an impressive 50 percent increase in overall contact hours and average hours per student increasing to 51 (from 26 in AY12). As promised, JSOU significantly emphasized TSOC support in AY13 with 64 METs focused on international engagement, an increase from 58 (AY12), and international students accounting for 23 percent of overall attendance with very high concentrations of SOF and SOF enablers. This focus included first time METs to Saudi Arabia, Peru, Indonesia, Laos and Cambodia. Additionally, JSOU launched its four-week TSOC Staff Preparation Course, increased frequency of its TSOC Basic Education Course and added several distance learning (DL) courses in SOF fundamentals, C2, and irregular warfare topics. This is the first year JSOU has catalogued its DL program, with a start-up of 24 course iterations and over 900 students completing courses. I expect we will see these numbers increase in

the future as our on-line capability continues to expand and more directly supports JSOU education.

Data presentation for the JSOU Enlisted Academy has evolved as this valuable program has grown from a single course (Joint SOF Senior Enlisted Academy) to a career education program of four distinct courses, tailored for SOF noncommissioned officers (NCO) across their entire career spectrum. Two pilot courses were conducted with outstanding results: the entry-level "Joint Fundamentals" course for E-6s and the JSOFSEA follow-on for nominative E-9s, or "Summit" course, the equivalent to the chairman's KEYSTONE program. Outreach to all service senior enlisted academies was spearheaded by our JSOU Enlisted Academy faculty, who are leading the way in joint NCO education throughout the Department of Defense (DoD). Although Enlisted Academy students represent only 2 percent of total JSOU attendance, their student contact hours exceed 16 percent, showing the rigor and intensity of the programs.

In response to the commander's AY13-17 education guidance, JSOU increased its efforts in professional military education (PME), both with formal DoD institutions but also for our SOF component schoolhouses. Demonstrating this trend, the SOF and SOF enabler percentage for PME students increased to 55 percent (from 42 percent), while contact hours correspondingly improved, thanks in part to JSOU's development of SOF-specific curricula for these programs. The Joint Forces Staff College remained our primary PME focus with extensive elective support provided in resident programs on their main Norfolk campus and in their non-residence satellite program hosted by JSOU at the Pinewood campus. Breakthroughs were also made with international students attending senior-level PME in the United States, as JSOU conducted its combating terrorism curriculum at the Air, Army, and National War Colleges.

As promised in last year's FactBook, JSOU is well on the way to becoming a preeminent 21st Century educational institution recognized as a center for special operations learning and research. In AY14, JSOU will re-align its organizational structure to become more like a true university, while preserving joint continuing education efforts for the United States Special Operations Command (USSOCOM) Headquarters, components, and TSOCs. We will pursue both legislative and accreditation actions that better position JSOU to meet the commander's intent for education. Already in development, we will launch a first ever SOF Graduate Certificate composed of four distinct master's level courses and complete the design of a SOF Bachelor's completion degree. And finally, the site is now being prepped and ground broken for the new JSOU academic facility, scheduled for completion in late 2015. Combined with ongoing academic initiatives, this world-class facility represents the significant commitment of the USSOCOM to educate its force. Please review our FactBook and see how JSOU supports your mission. I look forward to hearing from you and together we will continue to build an outstanding and unique SOF institution.

Dr. Brian A. Maher, SES
President

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About JSOU

JSOU Mission

The Joint Special Operations University (JSOU) serves as the United States Special Operations Command's (USSOCOM) lead component for all matters pertaining to joint special operations forces (SOF) education. The mission of JSOU is to:

- Develop SOF and SOF enablers for strategic and operational leadership
- Educate military and civilian professionals on the employment of SOF in a joint, interagency, and multinational environment
- Research and publish on national security issues critical to the SOF community

To accomplish this, JSOU provides unique SOF-specific curricula to USSOCOM Headquarters, service components, and theater special operations commands (TSOCs) that is not available through other academic programs. JSOU is the arbiter across the command for joint, combined, and interagency special operations (SO) curricula and advises the commander of USSOCOM on joint SO education. JSOU's current capabilities include resident courses and certificates, mobile education teams (METs), component school support, focused courses and seminars, the Counter Terrorism Fellowship Program (CTFP) and courses open to international students, theater engagement programs, joint/service professional military education (PME) electives, command-wide research, periodic publications, symposiums, and workshops.

JSOU Vision

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

JSOU is a joint educational institution that serves as the education "center" of USSOCOM. It is designed as an institution of the future that incorporates new and innovative curriculum, instructional programs, and teaching methods, while easily adapting to a changing global environment. Our faculty recognizes that education is a long-term commitment and that JSOU must set high academic standards to which others aspire. The strategic and operational level competency of our graduates is JSOU's measure of success.

SOF Education Network

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. Air Force Special Operations Training Center; U.S. Air Force Special Ooperations School; Hurlburt Field, FL
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 Lejuene, NC
10. Joint Forces Staff College, Joint & Combined Warfighting School, Joint Advanced Warfighting School; Norfolk, VA
11. Marine Corps Command & Staff College; Marine Corps University; Quantico, VA
12. National Defense University, National War College; Ft McNair, Washington, DC
13. U.S. Army War College; Carlisle, PA
14. U.S. Naval War College, U.S. Navy Senior Enlisted Academy; Newport, RI

Not shown: NATO School; Oberammergau, Germany and the NATO SOF Training and Education Program; Brugeletter-Chievres, Belgium

USSOCOM Education Vision

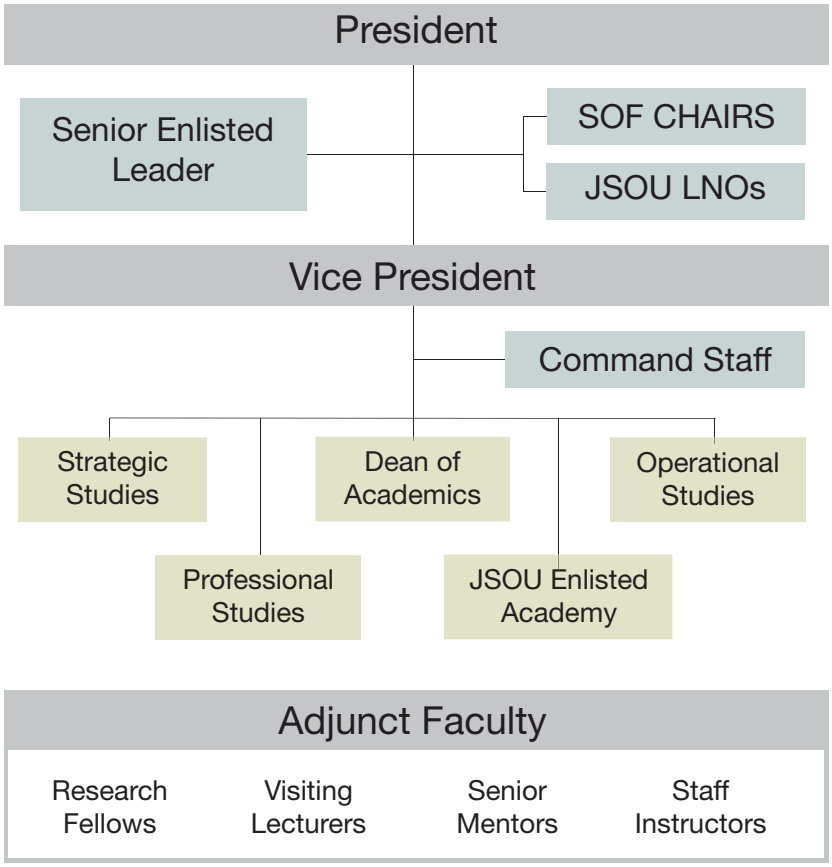
"The Operator is the 'platform' upon which all other systems must orient. The Operator is the core of USSOF. The future of USSOCOM remains the Operator – an expert in warfighting skills, executing the core activities, and understanding cultures around the world."
USSOCOM DIR 621-1, 7 January 2011

The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic, and adaptive professional education opportunities via existing joint and service PME programs or through developing and delivering SOF-unique programs.

The JSOU campus is located 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 located at or near SOF component headquarters, in the Washington D.C. area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and NATO SOF Headquarters, Belgium.

JSOU has implemented 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.

Organization



The JSOU faculty and staff
September 2013.

Leadership

Dr. Brian Maher
President

COL Jeffrey Goble
Vice President

CSM David Betz
Command Senior Enlisted Leader

SGM Steven Horsley
Commandant, JSOU-EA

Dr. Amie Lonas
Dean of Academics

Mr. George McNair
Director, Operational Studies

Dr. Kenneth Poole
Director, Strategic Studies

Mr. Boyd Ballard
Director, Professional Studies

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

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

Tom Matthews
Major 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 Spigelmire
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

Hekmat Karzai
M.S., Information Technology and Strategic Studies

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

Bill Mendel
Colonel, USA, Retired

Mark Moyar*
Ph.D., History

Hector Pagan
Brigadier General, USA, Retired

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

Jason Quirin*
Ph.D., Chemical Engineering

Chuck Ricks
M.S., English

Linda Robinson
Public Policy Scholar, Wilson Center

Richard Rubright*
Ph.D., Strategic Studies

Richard Shultz
Ph.D., Political Science

Dona Stewart
Ph.D., Geography

Jessica Turnley
Ph.D., Cultural Anthropology

Bill Wildrick
Captain, U.S. Navy (USN), Retired

Joanna Gutierrez-Winters*
M.A., International Relations and Diplomacy; M.A., Economics

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

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

** Denotes a Resident Senior Fellow*

Associate Fellows

Anneli Botha
M.A., Political Science

John Clarke
Ph.D., Political Science

Sebastian Gorka
Ph.D., Political Science

James Kiras
Ph.D., Strategic Studies

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 non-government civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct faculty and guest speakers/lecturers are hired on an as needed basis to support specific educational requirements. Active duty and reserve military personnel are typically assigned to specific education support requirements, i.e., to act as course directors or subject matter experts, but some are assigned to mission support and unit administration positions. Government civilians and civilian contractors also fill both education and support roles. Personnel funding is obtained from standard and nonstandard sources. For example, reserve personnel positions are not funded by JSOU, while some civilian staff positions are paid for by 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 methodologies. The curriculum is based on the Joint Professional Military Education Instructional Systems Design (ISD) model applied in the joint SOF environment. Instructors are categorized as: instructor, senior instructor, and master instructor. Listed below are the requirements for each of the categories:

Instructor - Complete MOIC or an acceptable substitute, certification in one lesson, semi-annual instructor evaluation, complete 12 continuing education units (CEU) each academic year, and maintain a faculty folder.

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

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, and maintain a faculty folder.

JSOU Executive Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Maher	Brian	SES	President	Senior	Doctorate
Betz	David	CSM	Senior Enlisted Leader	Instructor	Bachelors
Leonard	Kay	GS-13	Protocol	Instructor	Associates
Turbe	Janette	GS-11	Executive Assistant	*	Some College
Bennett	Michael	GS-14	SOF Chair, JFSC	Senior	Masters
Morris	Carl	LTC	SOF Chair, MCU	Instructor	Masters
Nielsen	Andrew	Col	SOF Chair, NDU	Instructor	Masters
LeMire	Guy	COL	SOF Chair, NPS	Instructor	Masters

Command Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Goble	Jeffrey	COL	Vice President	Instructor	Masters
Angle	Douglas	GS-14	Director, Education Technology/CIO	Instructor	Masters
Chonsky	April	GS-11	Logistics Manager	*	Bachelors
Brixie	Richard	GS-12	Facility Manager	*	Some College
Jensen	Marylee	CTR	Budget Analyst	*	Bachelors
Larsen	Douglas	GS-11	Budget Analyst	*	Associates
Kilgore	Joe	GS-14	Future Academic Plans	Master	Doctorate
Scholten	Leonila	GS-9	Personnel Liaison	*	Associates
Tyler	Donald	GS-14	Contracting Officer Representative	Instructor	Masters

Dean of Academics

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Lonas	Amie	GS-14	Dean of Academics	Master	Doctorate
Ashford	Guy	GS-7	AV Technician	*	Some College
Carson	Kathryn	CTR	Registrar	Instructor	Bachelors
Casey	Robin	GS-13	Director, Curriculum Management	Senior	Masters
Crotts	Robert	CTR	AV Engineer	*	Bachelors
Edwards	Jeff	GS-13	Institutional Research Analyst	Instructor	Masters
Embree	Elaina	CTR	Instructional Designer	Instructor	Masters
Ford	Barbara	CTR	Director, Academic Counseling	*	Masters
Jones	Olander	GS-9	Registrar	Instructor	Masters
Mafnas	Daniel	CTR	SharePoint Developer	*	Associates
Maldonado	Michelle	CTR	Student Services	*	Bachelors
Miller	Alexander	CTR	Task Lead, SharePoint	*	Bachelors

Dean of Academics, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Mister	Jarvis	CTR	System Administrator	*	Bachelors
Norman	Kimberly	GS-9	Registrar	Instructor	Bachelors
Ortiz	Jose	GS-11	Security Manager	*	Bachelors
Rivera	Victor	CTR	Security Administrator	*	Associates
Ruhge	Charlene	CTR	Graphic Artist	*	Bachelors
Salley	Herman	CTR	Security Administrator	*	Some College
Sanicola	Robert	CTR	Learning Management System Administrator	Instructor	Bachelors
Shiver	Joseph	GS-13	Director, Faculty Development	Master	Masters
Taylor	Michael	GS-12	Director, Admissions	Senior	Masters
Tyler	Katherine	GS-13	Instructional Designer	Instructor	Doctorate
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	Instructor	Bachelors
Ammen	Tipton	GS-12	CEP-3 Distance Learning	Master	Bachelors
Armistead	Brady	CMSgt	Chief of Academics	Senior	Bachelors
Bailey	Brian	SMSgt	CEP-3 Instructor	Master	Bachelors
Barnhart	Bryce	CTR	JSOU-EA Instructional Designer	Instructor	Masters
Beyersdorf	Korey	CTR	CEP-3 Instructional Designer	*	Bachelors
Boyles	Daniel	SBCS	CEP-3 Instructor	Instructor	Bachelors
Boychuk	James	SOCM	CEP-3 Instructor	Senior	Bachelors
Brown	David	CTR	CEP-1 Instructor	Instructor	Bachelors
Caffall	Christopher	GS-13	Chief, Faculty Development	Master	Masters
Cannady	Roger	CTR	CEP-1 Instructional Systems Specialist	*	Bachelors

JSOU - Enlisted Academy, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Casey	Paul	SGM	CEP-3 Instructor	Master	Masters
Decker	Steven	CTR	CEP-1 Instructor	Instructor	Bachelors
Dolasky	Kent	CTR	CEP-2 Course Director	Senior	Masters
Gamache	Robert	CTR	CEP-3 English Professor	Instructor	Masters
Girard	Donna	CTR	CEP2 Instructional Designer	Instructor	Masters
Giger	Ronald	CTR	CEP-1 Course Director	Instructor	Associates
Hersey	Scott	CTR	JSOU-EA Blackboard Administrator	*	Masters
Horvath	James	MSgt	CEP-3 Instructor	Senior	Bachelors
Howell	William	GS-12	CEP-3 Distance Learning	Master	Bachelors
Jackson	Reginald	CTR	CEP-3 Learning Management System Administrator	Instructor	Bachelors
James	Mark	GS-12	CEP-3 Distance Learning	Master	Bachelors
Lundstrom	Michael	CTR	CEP-4 Instructor	Master	Associates
Marquis	Rene	MSG	Operations Sergeant	*	Associates
McCaffrey	Kevin	CTR	CEP-1 Development Team	Instructor	Some College
Miller	Michael	SGM	CEP-3 Distance Learning	Instructor	Associates
Mills	Edgar	MSG	Chief of Operations	Instructor	Some College
Moody	Barbara	GS-6	Administrative Assistant	Instructor	Masters
Rauschuber	Brian	SGM	CEP-3 Instructor	Instructor	Associates
Shreve	Bart	CTR	CEP-3 Instructor	Instructor	Masters
Smith	Derrick	GS-13	International Student Liasion	Instructor	Masters
Smith	Thomas	CTR	CEP-4 Course Director	Senior	Associates
Southworth	John	SGM	CEP-3 Instructor	Instructor	Bachelors
Sullivan	James	MCPO	Deputy Commandant	Instructor	Masters

JSOU - Enlisted Academy, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Thomas	Brandon	GS-12	CEP-3 Instructor	Master	Masters
Thomas	Alvin	SGM	CEP-3 Course Director	Senior	Bachelors
Ware	Oscar	CTR	CEP2 Development Team	Instructor	Doctorate
Weaver	Carey	CTR	CEP2 Instructional Designer	Instructor	Bachelors
Wilhite	Todd	SGM	CEP-3 Instructor	Senior	Bachelors
Williams	Chad	SGM	CEP-3 Instructor	Instructor	Bachelors
West	Robert	SMSgt	CEP-3 Instructor	Instructor	Associates
Wolf	Kenneth	GS-13	Strategic Analyst	Instructor	Bachelors

Operational Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
McNair	George	GS-15	Director, Operational Studies	Master	Masters
Armstrong	John	GS-13	SOPC Course Director	Senior	Bachelors
Bates	Christopher	GS-13	IWAC Course Director	Senior	Masters
Binette	Daniel	GS-6	Administrative Assistant	*	Bachelors
Boyer	Ricky	GS-13	ISOF Course Director	Senior	Masters
Brandt	Mark	GS-13	SOAIC Course Director	Master	Masters
Breland	Scott	GS-13	Deputy, International Engagement Division	Instructor	Masters
Brinser	Charles	CTR	Administrative Assistant	*	Some College
Cobb	Norman	GS-14	Director, Master Certificate Program	Master	Masters
Doan	Gilbert	GS-14	TSOC-US Division Chief	Master	Masters
Downing	Jeb	GS-13	SOF-RMC Course Director	Senior	Masters
Edwards	Blake	GS-13	Regional Coordinator for SOCEUR	Master	Bachelors
Feeley	Sean	LTC	Functional Courses Division Chief	Senior	Masters

Operational Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Findlay	Alexander	CTR	Program Manager	*	Masters
Irwin	Wyman	CTR	Master Certificate Instructor	Instructor	Masters
Jacobs	Christopher	GS-14	Chief, International Enagement Division	Master	Masters
Jordan	Douglas	GS-13	Regional Coordinator for SOCSOUTH/SOCNORTH	Master	Masters
Kaffka	Michael	CTR	Regional Coordinator for SOCAFRICA	Instructor	Masters
Melendez	William	COL	IW-AIC Course Director	Instructor	Masters
Navarro	Julio	CTR	Joint Training Facilitator, Functional Courses Division	Instructor	Bachelors
Newton	Richard	GS-13	TSPC Course Director	Master	Masters
Pereira	Eon	GS-13	Course Director, Functional Courses	Senior	Masters
Peterson	William	GS-13	SILOC & CTFC Course Director	Senior	Masters
Raney	Mark	GS-13	IW Division Chief	Master	Masters
Ross	Luz	CTR	Regional Coordinator for SOCCENT	Instructor	Masters
Shaw	Jeffrey	LTC	Deputy, Operational Studies	Master	Masters
Shera	Jeffrey	GS-12	PEOS Course Director	Senior	Associates
Smith	Francis	CTR	Regional Center Coordinator	Instructor	Masters
Vutera	Peter	LTC	Operational Studies Deputy	Instructor	Masters
Waller	Harold	GS-13	TSOC-BEC Course Director	Master	Bachelors
Waurishuk	James	CTR	Sr. Joint Training Facilitator, Functional Courses Division	Instructor	Masters

Professional Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Ballard	Boyd	GS-14	Professional Studies Director	Instructor	Masters
Bomberger	Rachel	CTR	USSOCOM Research Library Director	Instructor	Masters
Carson	Joshua	CTR	Advanced Civilian Degrees	Instructor	Bachelors

Professional Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Chelsea	David	GS-14	NSWC Liaison	Instructor	Masters
Coomes	Amanda	CTR	Research Library Technician	*	Associates
Craven	Wendy	CTR	PME School Visit Coordinator	*	Bachelors
Garland	Kyle	CTR	PME Support Director	Instructor	Masters
Dempsey	William	GS-14	JFKSWCS Liaison	Senior	Masters
Gray	Sidney	GS-14	AFSOC Liaison	Senior	Masters
Kelly	Katherine	CTR	Reference/Research Librarian	Instructor	Masters
LaVigne	Paul	Lt Col	NSHQ Liaison	Instructor	Masters
Meade	Shannon	GS-13	Assistant Dean of Academics	Instructor	Masters
Schweizer	Mario	Maj	Marine Corps Chair/ MARSOC Liaison	Instructor	Bachelors

Strategic Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Poole	Kenneth	GS-14	Strategic Studies Director	Master	Doctorate
Ashing	James	CTR	CbTNIS Course Director	Instructor	Masters
Baggott	Sean	GS-14	CbTEIS Course Director/ NCR Liaison	Instructor	Doctorate
Burgos	Carlos	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Bachelors
Carroll	Douglas	GS-13	C/JFSOCC Course Director	Instructor	Masters
Coker	Ronald	CTR	USEP-E & USEP-A Course Director	Instructor	Masters
Guess	Steven	GS-13	USEP-F Course Director	Master	Bachelors
Gutierrez-Winters	Joanna	CTR	Resident Senior Fellow	Instructor	Masters
Harig	Curt	GS-13	SOFIACC Course Director	Master	Masters
Harkins	Homer	GS-13	Interagency Education Division Chief	Master	Masters
Joyce	Thomas	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Masters

Strategic Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Knarr	William	CTR	Resident Senior Fellow	Senior	Doctorate
Mitchell	Robert	GS-13	Master Certificate Instructor	Master	Doctorate
Moyar	Mark	CTR	Resident Senior Fellow	Instructor	Doctorate
Nalepa	Robert	GS-13	Director of Research	Instructor	Masters
Narrow	Trip	LTC	Interagency Education	Instructor	Masters
Neal	Corrin	CTR	Administrative Assistant	*	Some College
O'Donnell	Kris	GS-13	USEP-F Course Director	Master	Masters
Pitts	Cory	GS-06	Administrative Assistant	*	Some College
Poucher	John	GS-14	Senior Education Division Chief	Instructor	Masters
Quirin	Jason	CTR	Resident Senior Fellow	Instructor	Doctorate
Reidy	Francis	GS-13	International and Staff Education Division Chief	Master	Masters
Rosser	Paul	COL USAR	Interagency Education	Instructor	Bachelors
Rubright	Richard	CTR	Resident Senior Fellow	Instructor	Doctorate
Stenger	Laura	GS-13	JSOFPCC Course Director	Instructor	Masters
Sutherland	Hugh	GS-13	Program Manager International Education	Senior	Masters
Swann	Jeffrey	COL USAR	Interagency Education	Instructor	Bachelors
Townsend	Russel	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Bachelors
Treichel	Walter	MSG USAR	International and Senior SOF Education	Instructor	Bachelors
Wyant	Anna-Marie	CTR	JSOU Press Editor	*	Masters

* Staff: Not required to maintain instructor certification

Academic Guidance for AY 2014

Strategic Objective

Our primary emphasis in academic year 2014 (AY14) is to strengthen support to the USSOCOM commander's lines of operation (LOO) through tailored and focused academic programs. These LOO are discussed thoroughly in USSOCOM 2020 and remain the cornerstone of the command's strategic plan. They are:

1. Win the Current Fight
2. Expand the Global SOF Network
3. Preserve the Force/Families
4. Responsive Resourcing

Additionally, this year the commander published the USSOCOM Command Education and Training Guidance (CETG), which expands educational opportunities for SOF along four lines of effort, namely:

1. Postsecondary Education
2. Professional Military Education
3. Regional Studies
4. Foreign Language Education

JSOU is well situated to lead the way for postsecondary and PME education efforts, with initiatives to transform JSOU into a regionally accredited, internationally recognized institution of higher learning. To accelerate this goal, JSOU will work closely with the Force Management and Development Directorate (FMD), SOF component schoolhouses, TSOCs, joint and service PME institutions, and "SOF friendly" civilian colleges and universities to define solutions, analyze options, obtain proper authorities, and implement the resulting programs. JSOU will emphasize career long education for special operations noncommissioned officers (NCOs), TSOC staff preparation courses and the continuing education and professional development of SOF.

General Guidance:

AY14 will be a transition year that will posture JSOU for its evolving mission and expanded responsibilities. We must take advantage of the favorable command climate, the increased demand for JSOU academic support for both U.S. and international SOF, and the current positive resourcing environment for JSOU through the fiscal year (FY) 2015-2019 Adjusted Program Objective Memorandum (APOM) time frame. To maximize this advantage and establish irreversible momentum, JSOU must accomplish the following in AY14:

1. **Accreditation and Authorities**
   Receive master's level accreditation through the Accrediting Council of Independent Colleges & Schools (ACICS) that permits JSOU to apply to the Department of Education and become a federal degree-granting institution. Actively participate with the under secretary of defense for personnel led SOF Personnel Readiness and Education Steering Committee to guide and coordinate appropriate actions for USSOCOM and JSOU to receive the authority to administer post secondary degree programs. Establish a JSOU Board of Visitors.

2. **Bachelor's Degree Program**
   Define and validate a bachelor's completion program for development and execution in AY15. This degree will directly support the commander's Education and Training Guidance for NCO education and will provide unique special operations curriculum.

MG Sacolick speaks to a group of JSOFSEA students in January, 2013

3. **Master's Certificate Program**
   Develop and administer a unique four course post-graduate special operations academic certificate. This certificate will form the first module for a future SOF specific master's degree, administered by JSOU, when proper accreditation and authority requirements are met.

4. **Faculty and Organization Shaping**
   Form a properly qualified faculty that meets regional accreditation standards as a preliminary step to becoming a federal degree granting institution. Once approved, JSOU will implement a Title 10 civilian faculty standard for teaching, research, and direct academic support positions per DoDI 1402.06. These positions will be in accordance with requirements of planned academic degree programs and research initiatives. JSOU will re-align its organization into a true university structure that separates continuing education from matriculation programs.

5. **Studies and Research**
   Establish an internationally recognized SOF intellectual center as a dedicated organization that conducts high- level studies, analysis, research, and publication. This will directly support the JSOU education mission while providing the SOF community and its leadership with a scholarly forum to shape special operations thinking, policy formulation, and academic debate.

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 is also known in terms of its ability to effectively drive student performance and continuously monitor the improvement of the student within the educational system.

While 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 and 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 they accredit. 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.

AY13 Highlights and Accomplishments

USSOCOM's mission has evolved rapidly since September 2001, as has the need for an innovative and educated special operations forces. For over ten 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 AY13, JSOU successfully met its goals by tailoring and improving course offerings, increasing their faculty experience, implementing the use of technology, and utilizing METs for course delivery to remote locations. JSOU also increased their educational integration with joint and service PME institutions.

Dr. Reynolds, DISAM Commandant, and Dr. Maher, JSOU President, sign a memorandum of agreement.

Dean of Academics

In AY13, the Dean's Department continued to ensure national accreditation standards were met by the university. The university obtained American Council on Education (ACE) recommendations for credit in nine courses. An academic counselor was added in AY13 to provide educational guidance to students who are working toward earning college degrees. The Dean's Department consists of six divisions: Admissions, Curriculum Management, Faculty Development, Security Management, and Information Technology, and Institutional Effectiveness.

The Admissions Division focused on enhancing the learning environment for all students. Enhancements included upgraded classroom furnishings, additional information technology capabilities, and an upgraded student registration process. The electronic registration program was enhanced to streamline the registration process and permanently capture student data. In addition to making it easier for students to register for courses, the program allows the registrars to easily issue official college transcripts. 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 new Facebook page provides students with instant access to courses and current events. The Curriculum Management Division oversaw the development of curricula for over 40 courses. The curriculum staff also established new curriculum review procedures which configured JSOU courses to qualify for maximum college credit. Instructions were also established for distance learning (DL) curriculum, which began the process of developing a Blackboard presence for all resident courses. The division also coordinated a curricula review by ACE.

The Faculty Development Division provided instruction to 133 students via MOIC, Methods of Instruction Course-Abbreviated (MOIC-A) and Methods of Instruction Course-Distance Learning (MOIC-D). MOIC-D was added in AY13 for instructors and course directors who utilize the JSOU Blackboard learning management system (LMS) to deliver content to JSOU students. The division also oversaw the CPI Certificate Program. The Certified Postsecondary Instructor (CPI) 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 AY13, JSOU has 66 faculty members who are certified postsecondary instructors.

The Security Management Division was responsible for verifying approximately 6000 student/visitor clearances of individuals who attended resident courses or visited the Pinewood campus. The security staff also provided security administrative support for six conferences held at JSOU.

The Information Technology (IT) Division maintained computer systems for over 150 staff and faculty members. Additionally, the IT team provided computer and audiovisual support for 14 class, breakout, and conference rooms.

Additionally, the Institutional Effectiveness Division refined the demographic data collection process to capture course statistics via the JSOU student registration database.

The Dean's Department is also responsible for providing photography and graphics support for all courses, symposiums, conferences and events.

Enlisted Academy

In AY13 JSOU-EA made significant strides in the development of the Career Education Program (CEP) for enlisted SOF. 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 are provided through the Future Year Defense Plan (FYDP) and USSOCOM Program Objective Memorandum facilitated educational initiatives for the joint enlisted special operator.

The academy successfully piloted the Joint Fundamentals and Summit courses in AY13.

The Joint Fundamentals Course targets the SOF operators and enablers at the entry level. 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. Once final revisions are approved, the course will be taught through DL over an eight-week period, five times a year, with a planned throughput of 500 students.

JSOFSEA continued as the premier senior enlisted academy for SOF warfighters. JSOFSEA conducted four iterations, supporting the USSOCOM commander's second line of operation to expand the global SOF network. JSOFSEA continues as a two-phase course that provides an academically rigorous curriculum to the SOF warrior, preparing them for assignments at the joint level.

Following a challenging six-month online phase, students attend the nine-week resident phase at MacDill Air Force Base. In each phase, students are engaged through four primary models: joint communication, organizational management, national strategy, and force development. These modules focus on orienting and educating the student for future assignments as senior enlisted leaders at the theater, component, and combatant command levels. Students apply critical thinking in the employment of all concepts learned throughout the course.

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 levels. The course is conducted twice annually with a projected student 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.

JSOU-EA welcomed its third commandant in July 2013. SGM Steven Horsley assumed duties as the academy prepares to develop a bachelor's completion program. AY14 will be a year of continued curriculum development, instructional design, and implementation of the Enterprise Management course for the E7 SOF operator. Articulation agreements and academic advisement will play crucial roles in future education initiatives.

Adm McRaven and CSM Faris join JSOFSEA Class 12 for a group photo in August 2013.

Operational Studies

The Operational Studies Department increased support to joint SOF educational programs in the USSOCOM Headquarters and TSOCs. Efforts at building partner nation capabilities in the fight against terrorism set the stage for SOF joint/multinational interoperability at the international level. The department continues to educate individuals on joint operational concepts so they can function more effectively in the joint special operations environment.

The Operational Studies Department expanded the TSOC Education Program, which is designed to provide TSOC staff members with an introduction to the joint special operations environment and gives program graduates the ability to function effectively on a TSOC staff. The department conducted the Theater Special Operations Command-Basic Education Course (TSOC-BEC); a one-week program conducted at each TSOC location, once or twice a year, for newly-arrived personnel. The department also conducted the first three iterations of the Theater Special Operations Command Staff Preparation Course (TSPC); a four-week program conducted at JSOU for personnel selected for TSOC assignment. The department will conduct an expanded number of both courses in AY14, providing TSOC-BEC courses to Special Operations Command North (SOCNORTH) and adding a fourth iteration per year of the TSPC.

In one of its most important roles in support of USSOCOM's "Taking SOF Global" line of operation, the Operational Studies Department established the International Engagement (IE) Division, thereby significantly increasing support to all TSOC international engagement programs.

The IE Division supports joint SOF education to the NATO SOF Headquarters (NSHQ), as well as NATO and partner nation SOF, improving their ability to interoperate with and support their U.S. SOF counterparts. During AY13, the division provided operational planning, SOF air planning, and integration courses to SOF audiences from the Czech Republic, Albania, Romania, Latvia, Hungary, Poland, Slovakia, Estonia, Turkey, Peru, Belize, Mexico, and Saudi Arabia. The division also co-hosted the Southeast Asia Pacific Area Security Sector Working Group involving Southeast Asian SOF, and supported Joint Interagency Task Force-West in Cambodia with a tailored counter narcotics planning course. The division remains involved in the continuation of USSOCOM's mission of supporting both Colombia and Poland in their development of national joint special operations commands.

The Irregular Warfare (IW) Division continued to evolve and execute its course portfolio. Courses within the IW Division include: Introduction to Irregular Warfare Course (I2WC), Irregular Warfare Course (IWC), Irregular Warfare Advanced Course (IWAC), Senior Intelligence Leader's Orientation Course (SILOC), Counter Threat Finance Course (CTFC), and the Irregular Warfare Applied Intelligence Course (IW-AIC). This year ACE recommended the division receive postsecondary credit for both the IWC and IWAC. The division also led and participated in numerous outreach events; these included METs to the components (NSW, USASOC, and MARSOC), TSOC-BEC and TSPC, and SOF electives at several professional military education institutions (Joint Forces Staff College, National Defense University, Navy War College, and the Air War College).

The Operational Studies Department continued the professional development of its personnel by participating in numerous educational and training events, worldwide exercises, and academic seminars. The department seeks to maintain its currency and relevance and to improve its value to students and the SOF community at large

Students collaborate during the CTFC course in August 2013.

In April 2013, a group of military officials from the Pakistan National Defence University received a briefing on the international opportunities available through JSOU.

Professional Studies

The Professional Studies Department is the action arm for USSOCOM advanced education programs. The department manages USSOCOM's master's degree-producing fellowship programs, supports Naval Postgraduate School students as short-term interns at USSOCOM Headquarters and in the National Capital Region, manages JSOU's library, and serves as the host for multiple U.S. and international PME visits to Tampa. In the past academic year, the department was given two additional responsibilities; the task of advocating for enhanced SOF education at service and joint PME schools and overseeing executive level courses and seminars at world class universities.

The department served as the command sponsor for 10 PME group visits to the USSOCOM Headquarters and JSOU. The visits provided students with information as to how USSOCOM and SOF support our military and national security strategy. There were a total of 263 students in the 10 groups that visited and four of these PME visits were students from international PME schools. In addition to sponsoring site visits to USSOCOM, the department successfully consolidated all PME support and outreach efforts across the university into a single point of entry for coordination. The department provided subject matter expertise support to 12 separate PME institutions by using a combination of JSOU liaisons at the service components, SOF chairs, and other respected experts in their field. Over 16,000 contact hours of instruction were conducted to over 3,400 SOF and non-SOF students of all services. The department is also revising graduate-level electives specifically designed for SOF personnel attending intermediate and senior level military colleges. Once developed, the curricula will serve as a library of JSOU-approved lessons for use by all PME.

The department's Special Operations Legislative Affairs (SOLA) Scholar Program graduated two SOF members from Johns Hopkins University's master's degree program in international public policy. In December 2012, four SOF members were selected to participate in SOLA AY13/14 (1-Air Force Special Operations Command, 2-U.S. Army Special Operations Command, 1-Naval Special Warfare Command). The selection of a Navy officer for the SOLA program was a first for JSOU. Collaborative efforts between staff members from the USSOCOM Headquarters, NAVSPECWARCOM, and the Navy have now formally established a selection board for Navy SOF officers to participate in the SOLA program.

The USSOCOM Library team continued its dual mission of serving both as an academic and special library, supporting students and faculty of JSOU and USSOCOM. The library began conducting lectures in various JSOU courses on library resources and research to include sessions on information literacy, online research and databases, and copyright rules. The USSOCOM main library and JSOU satellite library house a collection of over 8,000 items consisting of SOF related books, including e-books, audio-books, periodicals, and databases. The library team implemented a new online library management system and added e-books to its repository.

The department, in conjunction with USSOCOM's Talent Development Division, began collaborating with civilian institutions in developing an executive level education platform for key leadership positions throughout the SOF community. In FY13 The department was able to fund opportunities for O6-level members to attend and judge the validity of the educational opportunities.

Strategic Studies

The Strategic Studies Department achieved its AY13 objectives through academic programs led by three divisions: International Education, Senior Education, and Interagency Education. As a whole, the courses taught by the Strategic Studies Department provided students with joint SOF experiences while fulfilling the university's educational mission. In addition to providing courses, the department also oversaw research, symposia, and publications which further advance the SOF body of knowledge through the efforts of the director of research, JSOU press editor, and the senior fellows.

The Senior Education Division continued a strong delivery of resident courses in AY13. The Combined/Joint Force Special Operations Component Commander's Course (C/JFSOCCC) designed to prepare senior leaders for theater-level leadership included five senior civilian interagency students and an Australian SOF officer. The course welcomed Ambassador (ret) Vicki Huddleston to the senior mentor table, along with LTG (ret) Frank Kearney, who provided expert knowledge for the interagency objectives of the course. Additionally, the division aligned the Joint Special Operations Forces Pre-Command Course (JSOFPCC), which provides a venue for networking and discussion of relevant topics among SOF commanders and senior enlisted leaders, with the component's pre-command cycles. JSOU added additional lessons from Franklin Covey's "Speed of Trust" to introduce Admiral McRaven's vision of innovation, communication, and trust to USSOCOM's O5 and O6 commanders and their senior enlisted leaders. The original USSOCOM Staff Education Program (USEP) basic and intermediate staff education courses were combined and re-named USEP-Foundations (USEP-F). As the title implies, the course is recognized as the key entry point for personnel assigned to USSOCOM Headquarters and was approved to admit international exchange officers. The division also developed the USEP-Advanced (USEP-A) course and piloted the USEP-Executive (USEP-E) course for select O6s and GS-15s assigned to the USSOCOM staff. These courses are designed to provide headquarters directorate/division level decision makers with advanced skills, knowledge, and abilities, to aggressively lead within the complex organization of USSOCOM. Focusing on classroom composition and curriculum, the division's courses are beneficial to not only USSOCOM, but also to non-SOF personnel and our interagency partners. Finally, the division prepared the curriculum for the USEP-National Capital Region (USEP-NCR) which follows USEP-F and is designed to help USSOCOM professionals serving in the NCR to better represent and advance USSOCOM programs.

The International Education Division's central focus was on the resident courses and mobile education teams involved in the Combating Terrorism Fellowship Program (CTFP). The division completed three iterations of the resident Special Operations Combating Terrorism (SOCbT) course, two iterations of the Advanced SOCbT-Alumni (ASOCbT-A) course, and piloted the Countering Violent Extremism (CVE) course. Additionally, the division delivered seminars in Albania, Indonesia, Mexico, Uzbekistan, and Colombia. In total, JSOU's CTFP education has reached international students from more than 85 countries.

The Interagency Education Division presented 17 courses including the SOF-Interagency Collaboration Course (SOFIACC), the Combating Terrorist Networks Interagency Seminar (CbTNIS), the Combating Terrorism Executive Interagency Seminar (CbTEIS), the Interagency Counterterrorism Seminar (IACT), and the Inter-Ministerial Collaboration Course (IC2). The division also supported 14 other courses at JSOU by providing lectures on interagency collaboration and legal issues in counterterrorism. In all, over 780 professionals from the United States and partner nations received instruction designed to enhance interagency efforts to counter violent extremism. In addition to conducting resident and mobile courses, the division presented the Political Advisor (POLAD) Seminar for USSOCOM component and TSOC POLADs. In the future, the POLAD Seminars will be conducted semi-annually or as needed.

The senior fellows, along with the research division, concluded the 2013 Research Plan, produced the research topics list for 2014, and released five monographs and four research papers, all of which can be found on the JSOU public web page. The resident senior fellows also led two command directed studies - Village Stability Operations/ Afghan Local Police and Women in SOF. Additionally, the team was central to the planning and delivery of the Canadian SOFCOM Professional Development Centre-JSOU Symposium as one of their outreach functions.

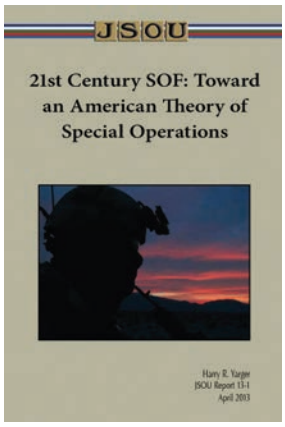
The department plans to emphasize research and outreach during AY14 to complement the resident and expert education that advances USSOCOM objectives and JSOU's education mission. The forming of a center for special operations research and studies will become a major line of effort as JSOU transforms into an institution of higher learning and occupies a new academic facility by AY16.

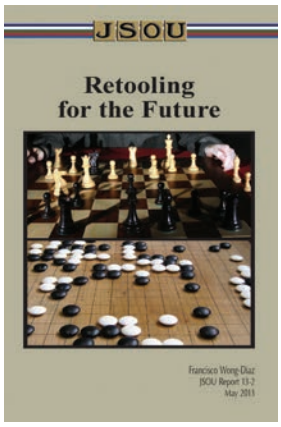
JSOU PRESS

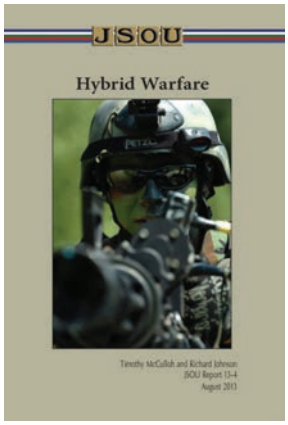
JSOU Press is the publishing arm of the Strategic Studies Department. Established in April 2005, JSOU Press publishes an average of three monographs, papers, and articles a quarter, authored by senior and associate fellows, SOF operators, PME students, and other scholars on topics relevant to Special Operations Forces. JSOU Press publications and their authors regularly find themselves in classrooms supporting JSOU's educational mission. Some publications are included as readings to support classes taught in the armed services' staff colleges and war colleges, and authors are likewise invited to speak for graduate-level seminars related to their work.

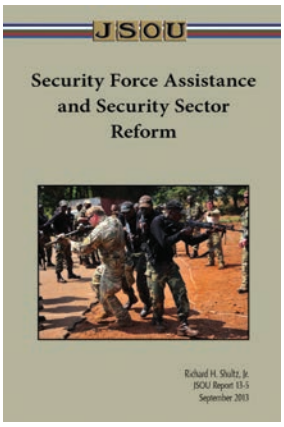
AY13 JSOU Press Publications

- JSOU Report 12-9, Irregular Warfare: The Maoist Challenge to India's Internal Security, by Prakash Singh, December 2012
- JSOU Report 13-1, 21st Century SOF: Toward an American Theory of Special Operations, by Harry R. Yarger, April 2013
- JSOU Report 13-2, Retooling for the Future, by Francisco Wong-Diaz, May 2013
- JSOU Report 13-3, Smart Power and U.S. National Strategy, by Francisco Wong-Diaz, August 2013
- JSOU Report 13-4, Hybrid Warfare, by T. McCulloh and R. Johnson, August 2013
- Special Operations Research Topics 2014, August 2013
- JSOU Report 13-5, Security Force Assistance and Security Sector Reform, by Richard H. Shultz, September 2013
- Special Operations Forces Interagency Counterterrorism Reference Manual, Third Edition. September 2013









Educational Events

In addition to the resident, MET, and PME courses, JSOU also conducts and participates in various educational events. These include symposiums, seminars, and conferences. Listed below are events in which JSOU participated during AY13.

JSOU/Canadian Special Operations Forces Command Symposium

JSOU and Canadian Special Operations Forces Command (CANSOFCOM) Professional Development Center (PDC) Symposium took place 27-28 February 2013 at the Davis Conference Center, MacDill AFB, FL. The symposium had 129 attendees to include 60 CANSOFCOM sponsored personnel and 12 international personnel representing the United Kingdom, Australia, Poland, Italy, Spain, France, the Netherlands, and Norway.

This symposium focused on Admiral William McRaven's priority, "Expanding the Global SOF Partnership." An important aspect of the symposium was the opportunity for attendees to network and interact with their counterparts from around the globe. This symposium was created as part of a collaborative effort between the JSOU president and the commander of CANSOFCOM. The intent of the symposium was to shape and influence joint SOF education curricula. The symposium facilitated an environment of academic freedom and creativity that gave experts and special operations practitioners the opportunity to expand SOF knowledge and intellectual thought. While the 2012 symposium, "SOF: Building Global Partnerships," focused on current operations and lesson learned, this symposium, "Expanding the Global SOF Partnership," focused on future integration and interoperability necessary to sustain the SOF global network within anticipated resource constraints.

NATO Joint Senior Psychological Operations Seminar

JSOU, in conjunction with Allied Communications Operations, hosted 21 attendees for the 2012 NATO Joint Senior Psychological Operations (PSYOPS) Seminar in Tampa, Florida from 4-7 December 2012. The theme for the 25th anniversary of this seminar was, "Surveying the Influence Landscape to Enhance Interoperability." During this seminar presentations were organized to elicit discussions concerning salient issues confronting the NATO PSYOPS community.

The seminar was opened by Charles Ricks, JSOU Senior Fellow. Other presenters included: John Rendon, The Rendon Group (What if they are all Black Swans?); Dr. Jonathan Matusitz, University of Central Florida (Terrorism and Communication); Dr. Thomas Henriksen, Stanford University (Winning Hearts and Minds); Tim Receveur, U.S. Department of State (Uses and Limits of Social Media); Dr. Seb Gorka, National Defense University (Ideology and Information Operations by al Qaeda); Thomas Elkjer Nissen, Royal Danish Defense College (Narrative Led Operations); Aleksandras Matonis, Lithuania (State Sponsored Propaganda); Dr. Scott Ruston, University of Arizona (Counternarrative Strategies); Dr. Normand Peladeau, Provalis Research (Canada) (Towards an Integration of Text Analysis Tools); Mr. Robert Jones, USSOCOM J56 (Strategic Understanding: Insights for Planning, Execution, and Assessment of Populace-Based Problems); James Farwell, USSOCOM Consultant (Persuasion & Power: The Art of Strategic Communication); Simon Bergman, M&C Saatchi (The Cyber Threat); Rafal Rohozinski, The SecDev Group (Canada) (Spectral Witness: Learning Lessons from Social Media Operations in the Syrian Conflict); Jim Bischoff, USSOCOM (Countering Threat Finance); COL Richard Welter (Germany) (Fusion of InfoOps and PSYOPS: Towards Better Interoperability and Effectiveness in the Information Environment); COL John Renda, USSOCOM J39 National Capital Region, (Collaboration and Integration: A National Perspective).

The seminar featured two "real-time sessions" intended for participants to engage with one another and talk about their best work. This was a means to solicit conversation without taking time for formal presentations. To guard against silence, Dr. Bill Knarr, JSOU Senior Fellow, offered a demonstration of his curriculum package, Battle of Fallujah which is a strategic communication-military IO, and PSYOPS/MISO case study. The keynote presentation was a conversation with Mr. J.Q. Roberts, ASD SO/LIC (Risk and Opportunities for Practitioners), who has career roots in the PSYOPS and NATO community. The tour-de-force presentation and question and answer session was appreciated for the candor and insight offered concerning risk and opportunity for influence practitioners.

Demographics

Course Descriptions and Demographics

This section contains detailed information about courses conducted by JSOU during AY13. The following course pages include a brief description of the course, target audience, attendance criteria, end-of-course feedback results, and student demographic data. Student data is gleaned from the information provided by the students during registration.

Course Acronyms

Acronym	Course Title
ASOCbT-A	Advanced Special Operations Combating Terrorism Alumni Course
AWC	Asymmetric Warfare Course
CEP-1	Career Education Program-1: Joint Fundamentals Career Education Program
CEP-3	Career Education Program-3: Joint Special Operations Forces Senior Enlisted Academy
CEP-4	Career Education Program-4: Summit
CMOS	Civil-Military Operations Seminar
CbTEIS	Combating Terrorism Executive Interagency Seminar
CbTNIS	Combating Terrorist Networks Interagency Seminar
C/JFSOCC	Combined/Joint Force Special Operations Component Commanders Course
CTFC	Counter Threat Finance Course
CVE	Countering Violent Extremism Seminar
IACT	Interagency Counterterrorism Seminar

Course Acronyms, continued

Acronym	Course Title
I2WC	Introduction to Irregular Warfare Course
I2WDL	Introduction to Irregular Warfare Distance Learning Course
ISOF	Introduction to Special Operations Forces (Fully Online)
IWAC	Irregular Warfare Advanced Course
IW-AIC	Irregular Warfare-Applied Intelligence Course
IWC	Irregular Warfare Course
JSOCCAC	Joint Special Operations Chaplain/Chaplain Assistant Course
JSOFPCC	Joint Special Operations Forces Pre-Command Course
JSOLAC	Joint Special Operations Legal Advisor Course
JSOMOC	Joint Special Operations Medical Orientation Course
MOIC	Methods of Instruction Course
MOIC-A	Methods of Instruction Course-Abbreviated
MOIC-D	Methods of Instruction Course-Distance Learning
OPC	Operational Planning Course
PEOS	Preparation of the Environment Orientation Seminar
SILOC	SOF Intel Leaders Orientation Course
SOAIC	Special Operations Air Integration Course
SOAPC	Special Operations Aviation Planning Course
SOCbT	Special Operations Combating Terrorism Course
SOFIACC	Special Operations Forces Interagency Collaboration Course
SOF-RMC	SOF-Resource Management Course
SOPC	Special Operations Planning Course
TSOC-BEC	Theater Special Operations Command-Basic Education Course
TSPC	Theater Special Operations Command Staff Preparation Course
USEP-E	USSOCOM Staff Education Program-Executive Course
USEP-F	USSOCOM Staff Education Program-Foundations

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 five 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 one, for strongly disagree, to five, for strongly agree. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors. The overall course feedback results are described in the following pages. The overall score reflects the mean of the responses for each of the five questions in the end-of-course evaluations.

The table below shows the end of course evaluation results for the five overall course statements for each course featured in the following sections. The Q1 to Q5 columns show the year-end mean score for each question. The column labeled "ITER" shows the number of class iterations conducted per course in AY13. "Students" shows the total number of students who completed each course. The last row in the table shows the university's total scores, class iterations, and student completion. The data for the courses that are conducted as resident courses and METs (where applicable) is displayed in the table below. This information is also included with each course description.

Course Evaluations

Resident/MET Course	Q1	Q2	Q3	Q4	Q5	ITER	Students
ASOCbT-A	4.6	4.3	4.2	4.6	4.7	2	37
AWC	4.4	4.3	4.4	4.4	4.5	2	42
CbTEIS	4.6	4.5	4.4	4.4	4.7	2	50
CbTNIS	4.7	4.6	4.4	4.6	4.8	4	96
CEP-1	4.4	4.5	4.8	4.6	4.9	1	24
CEP-3 (JSOFSEA)	4.5	4.6	4.6	4.5	4.8	4	144
CEP-4 (SUMMIT)	4.3	4.3	4.2	4.3	4.6	1	11
C/JFSOCC	4.8	4.7	4.7	4.9	4.9	1	19
CMOS	4.7	4.8	4.8	4.8	4.8	4	111
CTFC	4.8	4.8	4.7	4.7	4.9	2	43
CVE	4.7	4.6	4.4	4.8	4.7	2	50
I2WC	4.7	4.6	4.5	4.6	4.7	6	186
IACT	4.7	4.7	4.5	4.4	4.6	5	104

Course Evaluations, continued

Resident/MET Course	Q1	Q2	Q3	Q4	Q5	ITER	Students
IWAC	4.7	4.8	4.7	4.7	4.8	2	24
IW-AIC	4.2	4.1	3.85	4.2	4.2	3	97
IWC	4.5	4.6	4.3	4.6	4.6	4	121
JSOCCAC	4.5	4.5	4.6	4.7	4.8	2	78
JSOFPCC	4.3	4.4	4.1	4.5	4.4	2	90
JSOLAC	4.4	4.4	4.1	4.5	4.5	1	50
JSOMOC	4.7	4.7	4.7	4.7	4.8	1	23
MOIC	4.5	4.6	4.5	4.5	4.6	6	46
MOIC-A	4.7	4.8	4.5	4.5	4.6	5	66
MOIC-D	4.3	4.5	4.3	4.7	4.6	3	29
OPC	4.7	4.6	4.6	4.6	4.7	19	544
PEOS	4.7	4.6	4.4	4.7	4.7	4	89
SILOC	4.5	4.5	4.3	4.4	4.6	2	47
SOAIC	4.7	4.5	4.4	4.5	4.6	12	321
SOAPC	4.4	4.4	4.1	4.5	4.7	5	95
SOCbT	4.6	4.6	4.5	4.7	4.7	8	253
SOFIACC	4.7	4.7	4.6	4.6	4.7	3	88
SOF-RMC	5.0	5.0	4.7	4.7	4.9	1	28
SOPC	4.6	4.6	4.4	4.5	4.5	6	141
TSOC-BEC	4.6	4.5	4.2	4.3	4.5	7	145
TSPC	4.6	4.6	4.4	4.5	4.8	3	30
USEP-E	4.8	4.6	4.6	4.7	4.8	1	18
USEP-F	4.5	4.5	4.3	4.4	4.4	9	264
AVG/Total	**4.6**	**4.6**	**4.4**	**4.6**	**4.7**	**145**	**3604**

Demographics

In the following sections, course data has been gathered for the university's student registration database. The database stores demographic data on students who attend JSOU courses conducted on- or off-station and online. The course data is organized into five sections: Resident, JSOU-Enlisted Academy, Mobile Education Teams, Distance Learning, and Professional Military Education.

Data Validity

Student information is gathered directly from the students or by the Admissions Department staff. Consequently, as with any database of this kind, errors may exist in spite of every effort to prevent them. However, the numbers representing the student population are as accurate as possible.

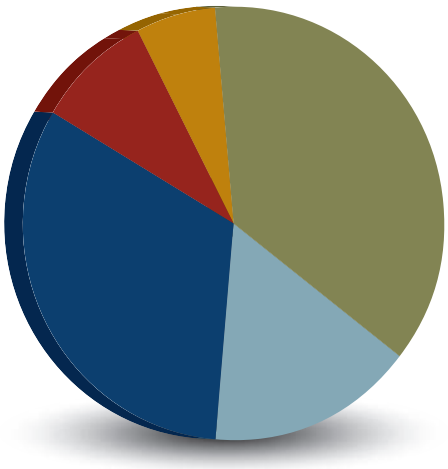
Target Populations

For individual courses, SOF and SOF enablers are given priority to attend while remaining open seats are offered to conventional units. Course capacity is determined by the size of the course's target population 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 current position using the definitions below.

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.

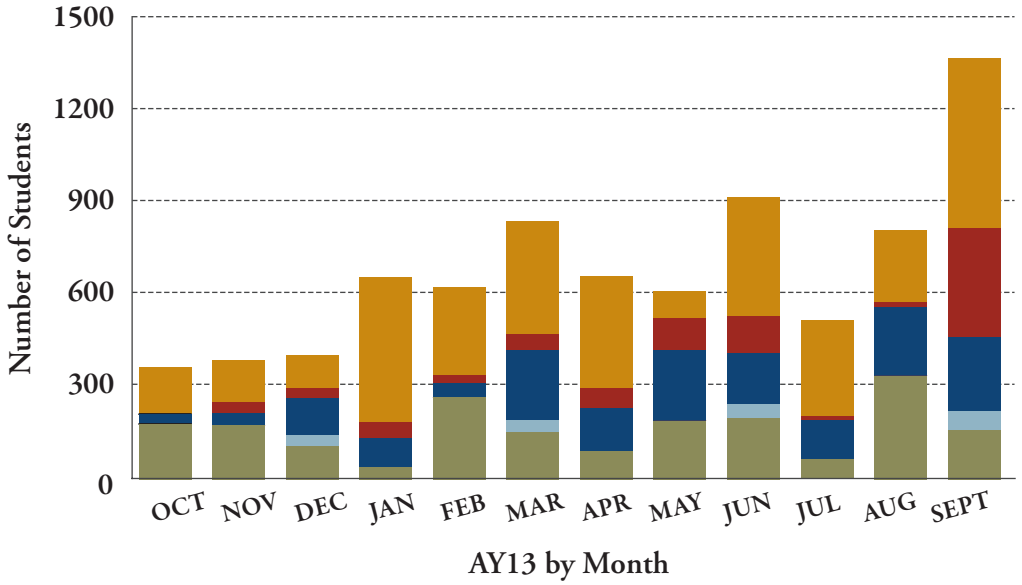
Non-SOF: A person whose skill, function, or specialty is not essential to the successful conduct of a special operations core objective.



Student Contact Hours by Course Type

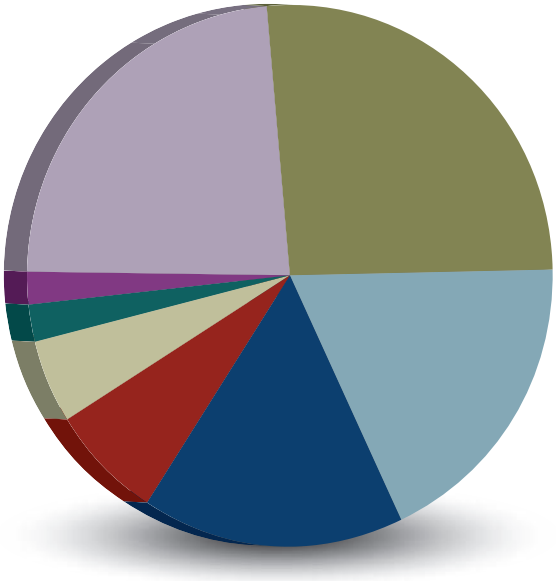
	Total Students	Student Contact Hours	Percent of Total
Resident	1,979	100,572	37%
JSOU-EA	179	44,934	16%
MET	1,693	85,952	32%
DL	911	23,624	9%
PME	3,478	16,084	6%
Total	8,240	271,166	100%

Student Course Completion by Month



Students by Course Type

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Resident	181	177	108	42	269	154	92	192	200	65	338	161
JSOU-EA	--	--	36	--	--	38	--	--	45	--	--	60
MET	32	38	122	93	43	229	141	229	168	129	225	244
DL	--	38	31	51	27	54	63	107	120	11	15	354
PME	152	134	109	474	289	368	368	88	389	315	237	555
Total	365	387	406	660	628	843	664	616	922	520	815	1374

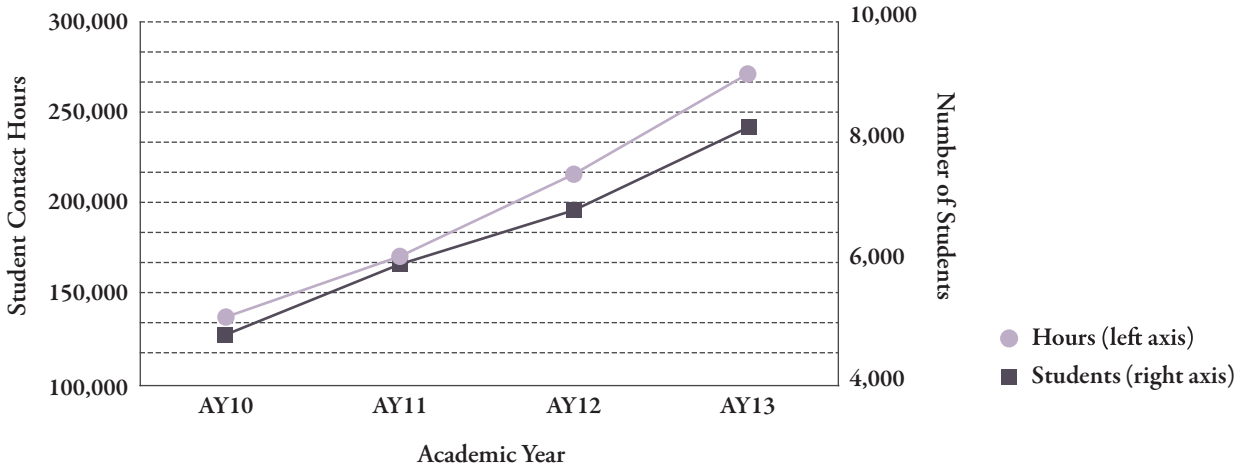


Overall Student Course Demographics

USA	2,145	26%
USAF	1,522	18%
USN	1,321	16%
USMC	599	7%
USCG	9	0%
CIV	421	5%
CTR	144	2%
IA	155	2%
INT'L	1,924	23%

	Resident	JSOU-EA	MET	DL	PME	Total
USA	706	77	113	331	918	2,145
USAF	173	40	16	177	1,116	1,522
USN	390	37	65	151	678	1,321
USMC	173	21	4	122	279	599
USCG	3	--	--	1	5	9
CIV	200	--	32	88	101	421
CTR	88	--	6	26	24	144
IA	108	--	1	13	33	155
INT'L	138	4	1,456	2	324	1924
Total	1,979	179	1,693	911	3,478	8,240

Student Attendance/Student Contact Hours



Number of Students

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

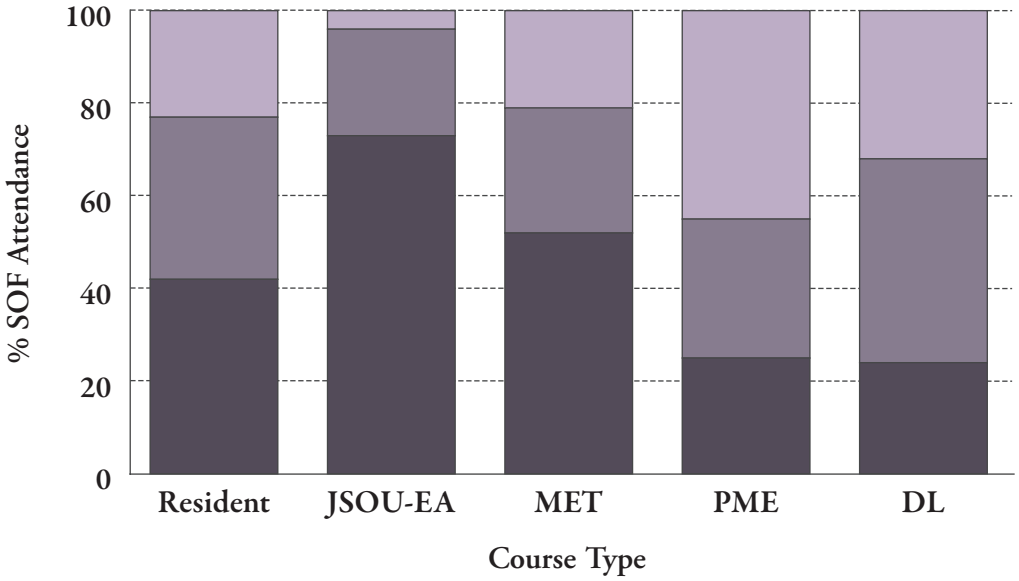
Student Contact Hours

	AY10	AY11	AY12	AY13
Resident	73,492	80,176	104,492	100,572
JSOU-EA	17,110	16,530	39,150	44,934
MET	35,340	63,731	56,986	85,952
DL	--	--	--	23,624
PME	10,504	9,629	14,951	16,084
Total	136,446	170,066	215,579	271,166

Average Hours Per Student

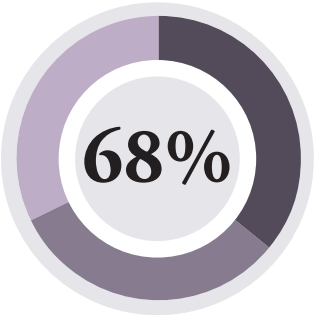
	AY10	AY11	AY12	AY13
Resident	47	50	53	51
JSOU-EA	290	290	290	251
MET	28	23	26	51
DL	--	--	--	26
PME	5	6	6	5
Total	28	28	31	33

Overall SOF Attendance by Course Type



	SOF	SOF Enablers	Non-SOF
Resident	783	655	426
JSOU-EA	128	40	8
MET	864	449	349
DL	213	381	278
PME	851	1,035	1,522
Total*	2,839	2,560	2,583

**7982 of 8240 students provided their SOF category for reporting through the registration and surveys.*



Overall SOF Attendance by Category

SOF	2,839	36%
SOF Enabler	2,560	32%
Non-SOF	2,583	32%
SOF and Enablers	5,399	68%

International Engagement

JSOU continued its commitment to international engagement by educating 1924 international students, representing more than 65 countries. Students were taught in resident and deployed venues in response to increased educational demands, supporting TSOCs and partner nation SOF education initiatives. The university established the IE Division under the Operational Studies Department to centralize planning, coordination, and direction of international engagement activities.

The division guided joint SOF education in support of the NSHQ, as well as NATO SOF, supporting OPERATION ENDURING FREEDOM/International Security Assistance Force. Additionally, the IE Division co-hosted the Southeast Asia Pacific Area Security Sector Working Group involving Southeast Asian SOF and supporting JIATF-W in Cambodia with a tailored counter narcotic planning course. The IE Division continued to support both Colombia and Poland in developing national joint special operations commands.

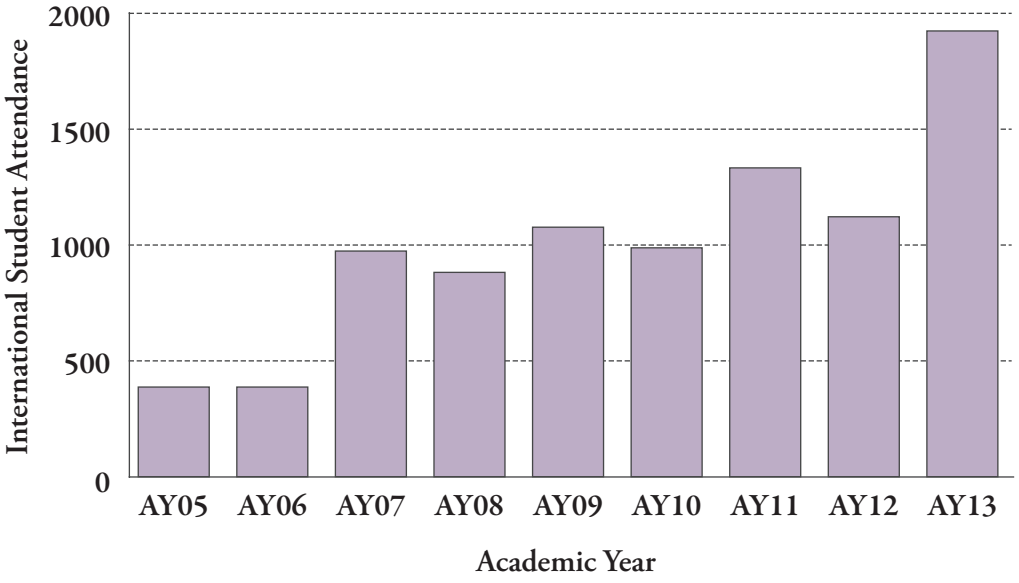
In March 2013, JSOU entered a formal memorandum of agreement with the Defense Institute of Security Assistance Management (DISAM) to deliver the DISAM Security Cooperation Orientation Course (SC-OC) Certification level II curriculum for members of the SOF community who are involved in security cooperation (SC) programs. This certification is for command members who are involved in SC engagements within the Department of Defense (DoD). This includes training, education, exercises, command visits, and joint combined education training (JCET). This course ensures that SOF personnel have a standardized understanding of policy, regulations, and programs that are utilized by USSOCOM for SC engagement. This course delivers standard DISAM curriculum for level II certification, is taught by JSOU and DISAM instructors, and focuses on case studies and examples that are of interest to USSOCOM personnel.

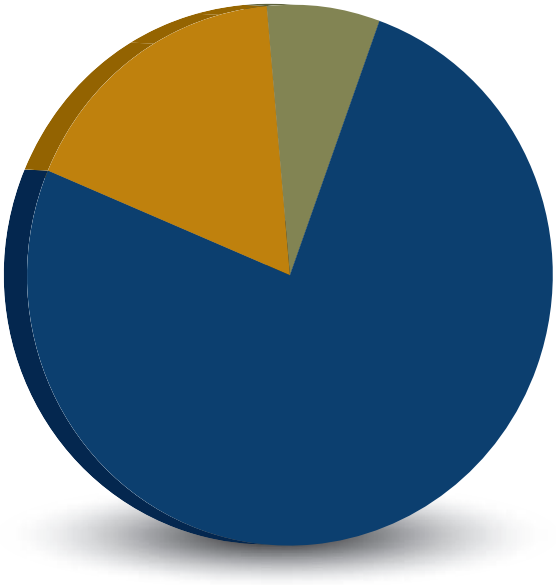
The DoD's Regional Defense Combating Terrorism Fellowship Program continued to be a principal funding source for international education delivered by the Strategic Studies Department. The two-week SOCbT course was conducted three times in AY13 and focused on the salient issues confronting security officials whose duties involve combating terrorism. The one-week ASOCbT-A course, a CTFP alumni course, was conducted twice and emphasized a narrow problem set focused on the theme "Social Media's Role in Combating Terrorism" in order to concentrate on common leadership challenges. The department also added the Countering Violent Extremism (CVE) Seminar to its resident CTFP offerings. The pilot CVE course featured an audience of international officers assigned to the U.S. Central Command's (USCENTCOM) Coalition Center. CTFP also sponsored an elective course at the USAF Air War College and a CTFP seminar for an audience of international fellows from NDU's National War College and the Eisenhower School. The approved curriculum from CTFP-based courses and other resident courses provided the foundation for MET deployments. Overall, the departent coordinated with the TSOCs to provide regional and bilateral seminars in eight countries. Additionally, the department's senior fellows and faculty led a symposium in collaboration with the Canadian Special Operations Forces Command Professional Development Centre.

Countries included for AY13: Afghanistan, Albania, Algeria, Armenia, Bahamas, Bangladesh, Belgium, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Burundi, Cameroon, Canada, Central African Republic, Chad, Chile, Colombia, Croatia, Czech Republic, Democratic Republic of the Congo, Egypt, Estonia, Gabon, Georgia, Germany, Ghana, Honduras, Hungary, India, Indonesia, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Korea, Lebanon, Lesotho, Lithuania, Macedonia, Malaysia, Mali, Mauritania, Mauritius, Mexico, Morocco, Mozambique, Nepal, Nigeria, Norway, Oman, Pakistan, Paraguay, Peru, Philippines, Poland, Romania, Senegal, Sri Lanka, South Africa, Swaziland, Thailand, Trinidad and Tobago, United Arab Emirates, Uganda, and Uruguay.

International Student Attendance by Academic Year

Academic Year	INT'L Attendance
AY05	387
AY06	387
AY07	974
AY08	882
AY09	1,077
AY10	988
AY11	1,333
AY12	1,122
AY13	1,924



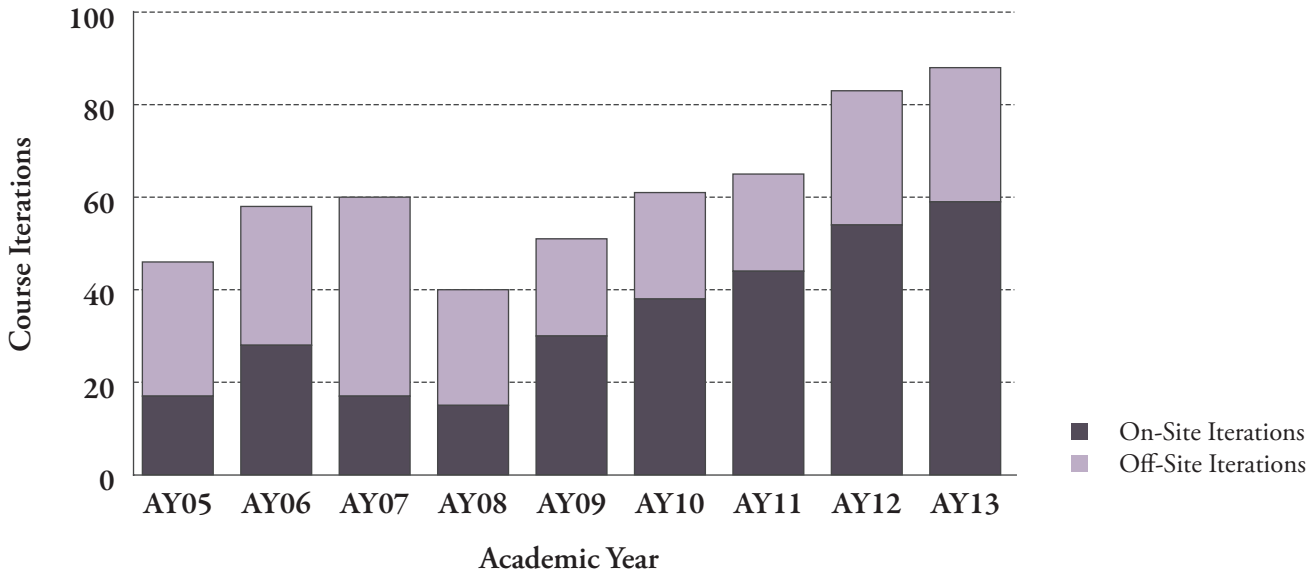


International Student Demographics by Course Type

Resident	138	7%
JSOU-EA	4	<1%
MET	1,456	76%
DL	2	<1%
PME	324	17%

Resident

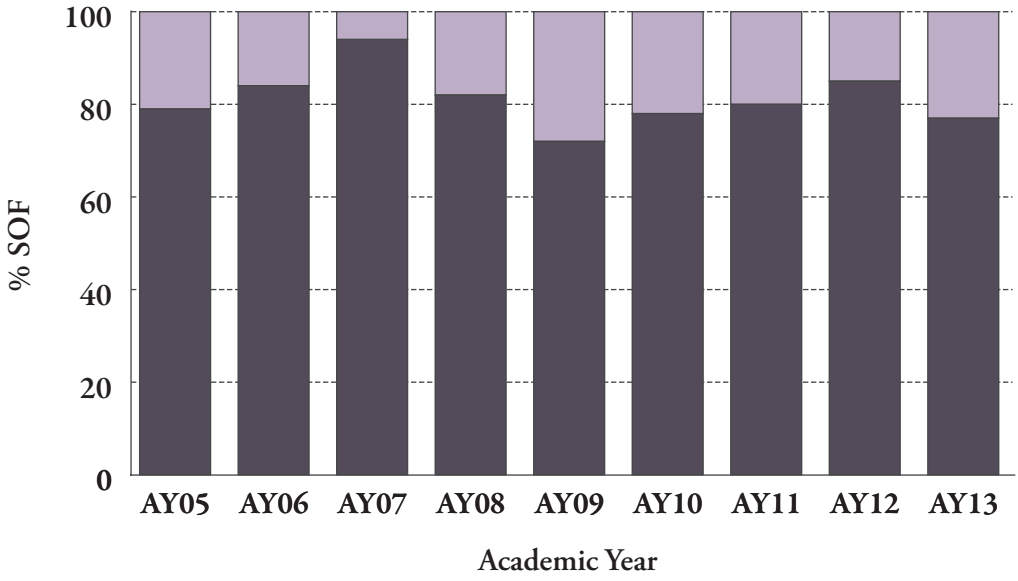
Resident Course Iterations by Academic Year



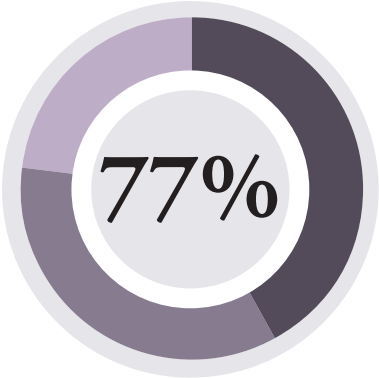
	AY05	AY06	AY07	AY08	AY09	AY10	AY11	AY12	AY13
Courses Conducted	19	20	19	17	19	21	24	26	29
Course Iterations	46	58	60	40	51	61	65	83	87
On-Station*	17	28	17	15	30	38	44	54	59
Off-Station	29	30	43	25	21	23	21	29	28
Academic Days	248	288	376	222	310	380	525	541	573
Total Students	1,210	1,680	2,277	1,053**	1,258	1,548	1,594	1,969	1,979

** Classes taught at Pinewood or on MacDill AFB*
*** Formal course attendance decreased by 54% in AY08 due to the transfer of four Joint Education Program courses to the Joint Special Operations Command (JSOC).*

SOF Attendance in Resident Courses by Academic Year

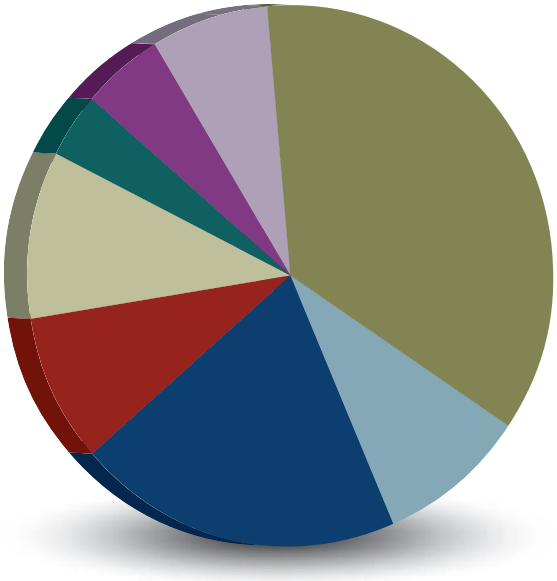


	AY05	AY06	AY07	AY08	AY09	AY10	AY11	AY12	AY13
SOF and Enablers	953	1,411	2,143	867	907	1,261	1,282	1,672	1,438
Non-SOF	257	269	134	186	351	346	312	297	426
Total	1,210	1,680	2,277	1,053	1,258	1,607	1,594	1,969	1,864
% SOF and Enablers	79%	84%	94%	82%	72%	78%	80%	85%	77%



SOF Attendance in Resident Courses

SOF	783	42%
SOF Enabler	655	35%
Non-SOF	426	23%
SOF and Enablers	1,438	77%



Resident Course Demographics

USA	706	36%
USAF	173	9%
USN	390	20%
USMC	173	9%
USCG	3	<1%
CIV	200	10%
CTR	88	4%
IA	108	5%
INT'L	138	7%
Total	1,979	100%

	Officer	Warrant	Enlisted	Civilian	International	Total
USA	367	24	315	--	--	706
USAF	139	--	34	--	--	173
USN	234	8	148	--	--	390
USMC	88	2	83	--	--	173
USCG	3	--	--	--	--	3
CIV	--	--	--	200	--	200
CTR	--	--	--	88	--	88
IA	--	--	--	108	--	108
INT'L	--	--	--	--	138	138
Total	831	34	580	396	138	1,979

Advanced Special Operations Combating Terrorism-Alumni Course

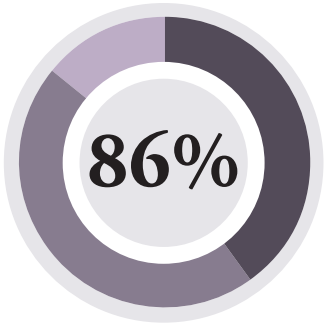
ASOCbT-A

Course Code: ASOCbT-A
Length: 5 days
Email: jsou.asocbta@socom.mil
MASL#: D126047

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	40
Students	37
Student Contact Hours	1,480

Attendance by Category



SOF	14	40%
SOF Enabler	16	46%
Non-SOF	5	14%
SOF and Enablers	30	86%

Target Audience

This course 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.

Registration Criteria

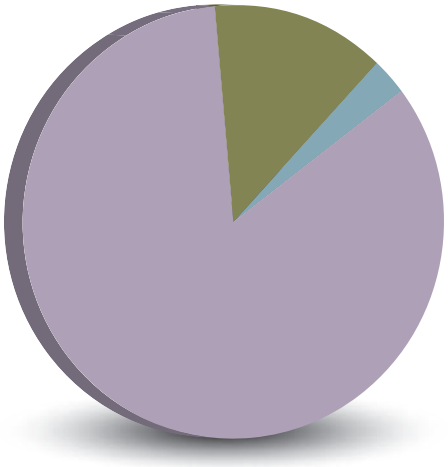
Invitation Only. Minimum English comprehension level (ECL) score of 80 is required.

Course Description

As part of the Combating Terrorism Fellowship Program, the ASOCbT-A course focuses on advancing international partnership networks established during the SOCbT course and other CTFP-sponsored events. Designed for senior military officers and civilian officials, the curriculum focuses on strategies for countering terrorist threats and leadership issues inherent in combating terrorism.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.6	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	4.2	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.5**	**4.6**



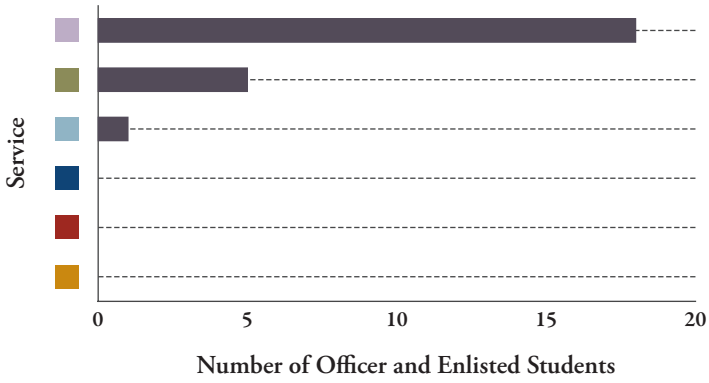
Course Demographics

USA	5	14%
USAF	1	3%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	31	84%

Demographics by Rank

75% (18 of 24) of military students were international officers.

	Officer	Enlisted
INT'L	18	0
USA	5	0
USAF	1	0



Demographics by SOF Experience

International Attendance

Armenia, Burundi, Columbia, Czech Republic, Estonia, India, Indonesia, Jordan, Lebanon, Macedonia, Maldives, Mauritania, Mauritius, Morocco, Netherlands, Niger, Nigeria, Pakistan, Philippines, Rwanda, Thailand, Trinidad & Tobago, Uganda, and Yemen

Combating Terrorism Executive Interagency Seminar

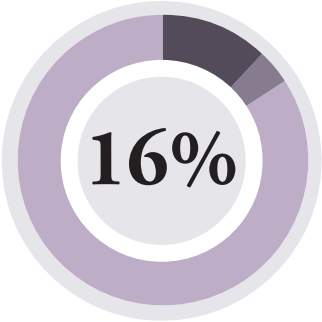
CbTEIS

Course Code: CbTEIS
Length: 2 days
Email: jsou.cbteis@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	0
Off-Station	2
Academic Hours	16
Students	50
Student Contact Hours	800

Attendance by Category



SOF	6	12%
SOF Enabler	2	4%
Non-SOF	42	84%
SOF and Enablers	8	16%

Target Audience

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.

Registration Criteria

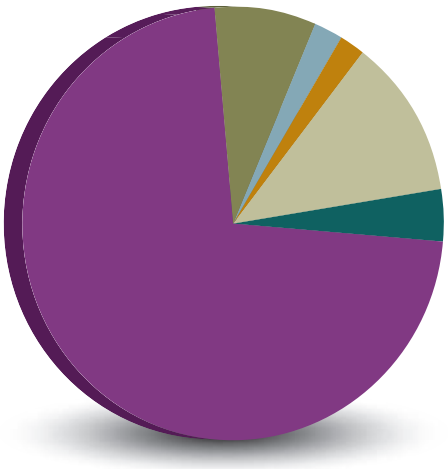
Invitation only.

Course Description

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.

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	4.4	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.5**	**4.6**



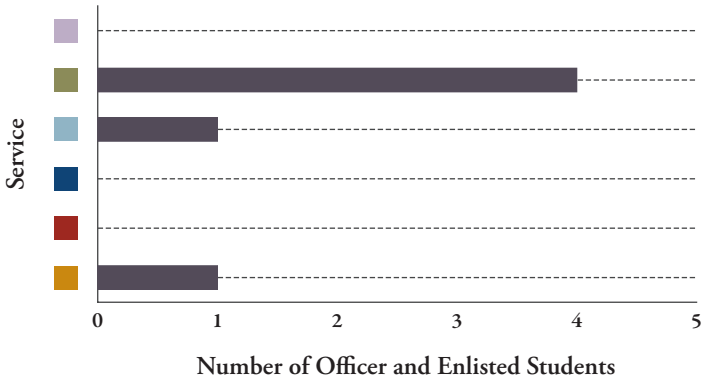
Course Demographics

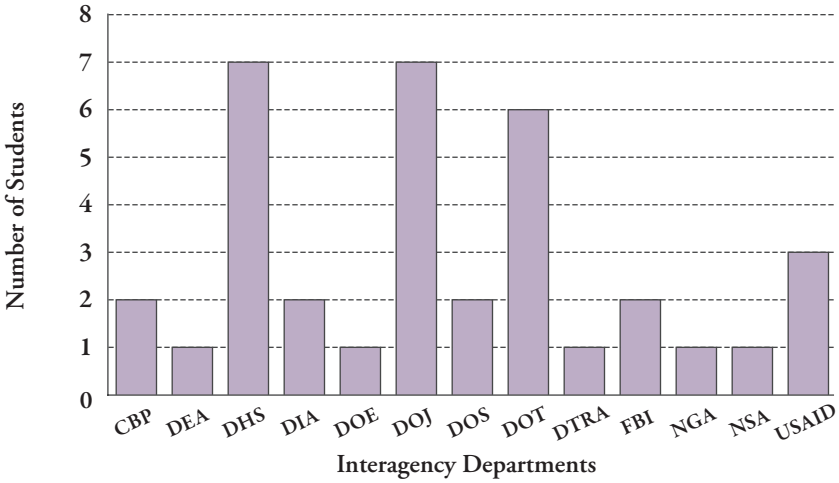
USA	4	8%
USAF	1	2%
USN	0	0%
USMC	0	0%
USCG	1	2%
CIV	6	12%
CTR	2	4%
IA	36	72%
INT'L	0	0%

Demographics by Rank

All six military students were officers.

	Officer	Enlisted
USA	4	0
USAF	1	0
USCG	1	0





Interagency Departments

CBP	2	DOT	6
DEA	1	DTRA	1
DHS	7	FBI	2
DIA	2	NGA	1
DOE	1	NSA	1
DOJ	7	USAID	3
DOS	2		

Combating Terrorist Networks Interagency Seminar

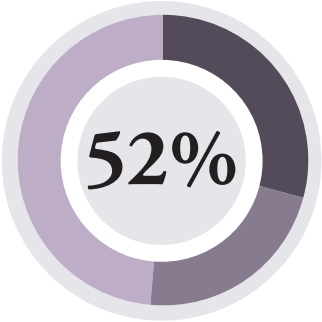
CbTNIS

Course Code: CbTNIS
Length: 4 days
Email: jsou.cbtnis@socom.mil
MASL#: N/A

Class Iterations

Total	4
On-Station	1
Off-Station	3
Academic Hours	32
Students	96
Student Contact Hours	3,072

Attendance by Category



SOF	28	29%
SOF Enabler	21	22%
Non-SOF	46	48%
SOF and Enablers	49	52%

Target Audience

This seminar is designed for U.S. senior military leadership and senior federal civil service (O4-O6, GS13-GS15 and FS2-1) having a background in U.S. security strategy, initiatives, and programs designed to counter terrorist networks.

Registration Criteria

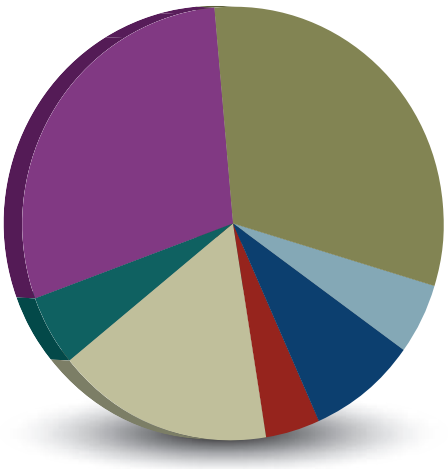
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

CbTNIS is designed for senior career personnel who have a knowledge base in U.S. strategy, initiatives, and programs geared toward combating terrorism and those who expect an assignment focused on counterterrorism. The primary course goal is to foster cooperation and collaboration among SOF, DoD, and other national and international organizations in order to disrupt, deny, and defeat terrorist networks using various approaches.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



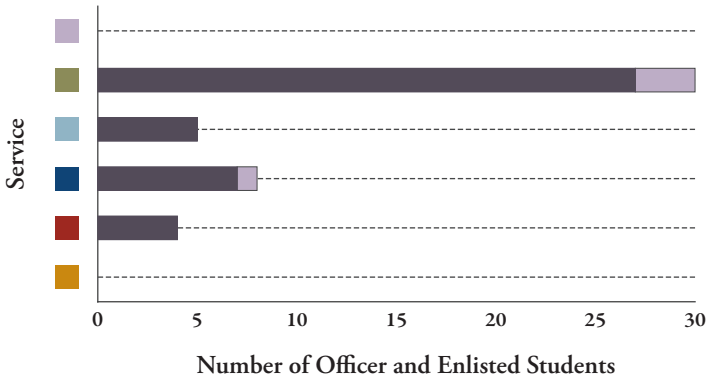
Course Demographics

USA	30	31%
USAF	5	5%
USN	8	8%
USMC	4	4%
USCG	0	0%
CIV	16	17%
CTR	5	5%
IA	28	29%
INT'L	0	0%

Demographics by Rank

All four services were represented. 57% (27 of 47) of military students were Army officers.

	Officer	Enlisted
USA	27	3
USAF	5	0
USN	7	1
USMC	4	0



Demographics by SOF Experience

Interagency Departments

DHS	19	USAID	4
DOJ	2	Other	1
DOT	2		

Combined/Joint Force Special Operations Component Commanders Course

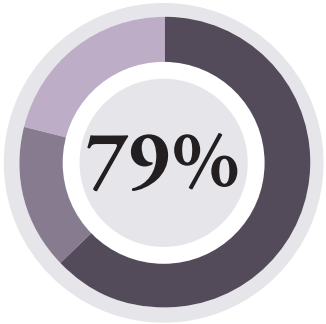
C/JFSOCC

Course Code: C/JFSOCC
Length: 4.5 days
Email: jsou.cjfsocc@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	19
Student Contact Hours	684

Attendance by Category



SOF	12	63%
SOF Enabler	3	16%
Non-SOF	4	21%
SOF and Enablers	15	79%

Target Audience

This course is designed for senior warfighting professionals continuing education. It is intended for general officers/flag officers (to include selects) with and without special operations experience, along with senior executive service levels from other government agencies. Additionally, the course encourages participation by international officers. This course is available to command senior enlisted leaders serving or designated to be serving as CSELs to O7 commanders or higher.

Registration Criteria

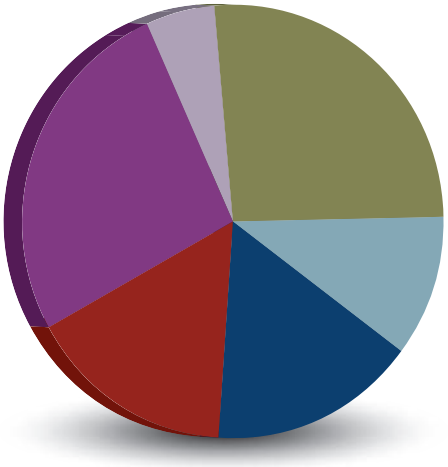
Invitation only. Course participants are identified by the USSOCOM commander, the services, or specified federal agencies.

Course Description

C/JFSOCC is designed to prepare commanders and senior leaders for theater-level leadership at the operational level. The course advances senior leaders' understanding of the complexities of major joint, combined, interagency, and multinational strategic operations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.9	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.8**	**4.6**



Course Demographics

USA	5	26%
USAF	2	11%
USN	3	16%
USMC	3	16%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	5	26%
INT'L	1	5%

Demographics by Rank

All four services were represented. 79% (11 of 14) of military students were officers.

	Officer	Enlisted
INT'L	1	0
USA	4	1
USAF	2	0
USN	2	1
USMC	2	1

Years of SOF Experience

Over 42% (8 of 19) of students had over 20 years of SOF experience.

Counter Threat Finance Course

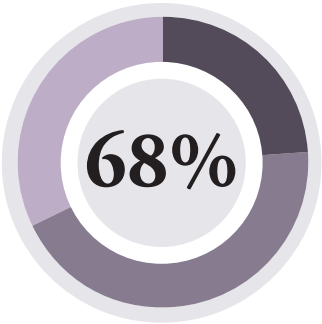
CTFC

Course Code: CTFC
Length: 5 days
Email: jsou.ctfc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	36
Students	43
Student Contact Hours	1,548

Attendance by Category



SOF	10	24%
SOF Enabler	18	44%
Non-SOF	13	32%
SOF and Enablers	28	68%

Target Audience

Officers, warrant officers, senior noncommissioned officers, government civil service personnel, and contractors assigned to counter threat finance (CTF) or CTF intelligence duties at combatant commands, SOF, general purpose forces (GPF), DoD, or other government agencies.

Registration Criteria

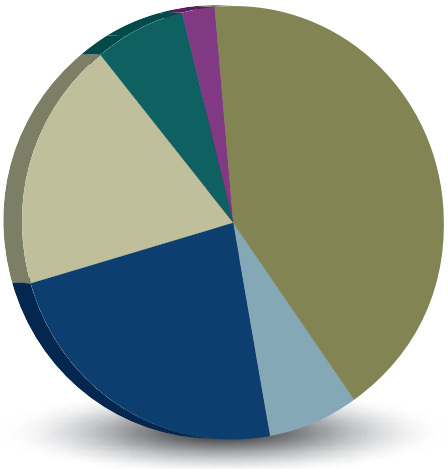
Students interested must apply online at the JSOU website and must be assigned or associated with the CTF mission.

Course Description

The course provides an introduction to CTF fundamentals and explains the CTF strategic concepts, operational considerations, and tactical capability options. Students discuss unique CTF challenges, methods, and solutions, and identify how to recognize and evaluate threat networks. Students select intelligence methods to collect and analyze information for targeting enemy financial networks. Students will identify actions to disrupt and dismantle threat financial and logistic facilitation. The course includes a case study and a practical exercise that serves as the culminating course evaluation.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.7	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.8**	**4.6**



Course Demographics

USA	18	42%
USAF	3	7%
USN	10	23%
USMC	0	0%
USCG	0	0%
CIV	8	19%
CTR	3	7%
IA	1	2%
INT'L	0	0%

Demographics by Rank

Three of the four services were represented and 52% (16 of 31) of military students were Army enlisted.

	Officer	Enlisted
USA	2	16
USAF	2	1
USN	8	2

Years of SOF Experience

Over 60% (26 of 43) students had between 0 and 5 years of SOF experience.

Countering Violent Extremism Seminar

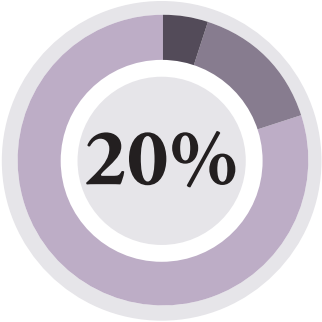
CVE

Course Code: CVE
Length: 10 days
Email: jsou.cve@socom.mil
MASL#: D126076

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	76
Students	20
Student Contact Hours	1,520

Attendance by Category



SOF	1	5%
SOF Enabler	3	15%
Non-SOF	16	80%
SOF and Enablers	4	20%

Target Audience

This course is designed for U.S. and international mid- to senior-level military officers, Ministry of Defense officials, security officials, and SOF counterparts with responsibilities concerning combating terrorism.

Registration Criteria

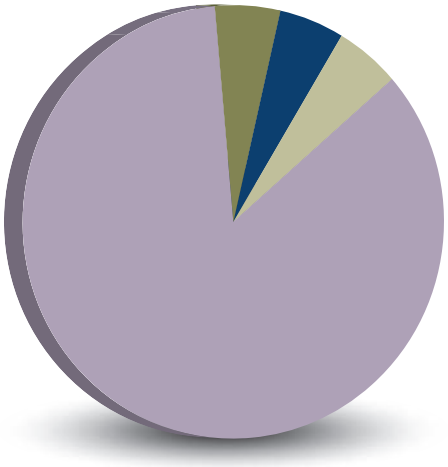
Minimum ECL score of 70 is required.

Course Description

The 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.5	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	4.6	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.4**	**4.6**



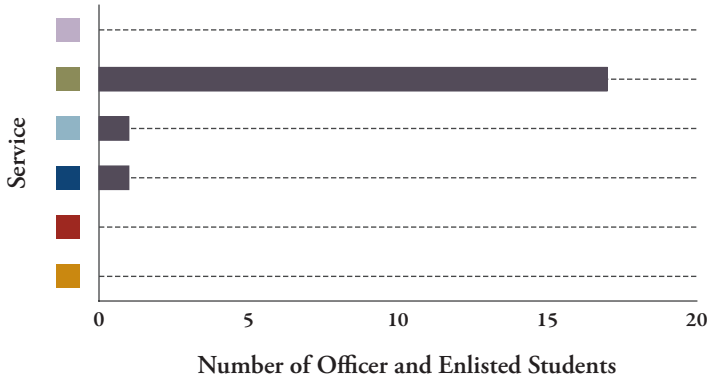
Course Demographics

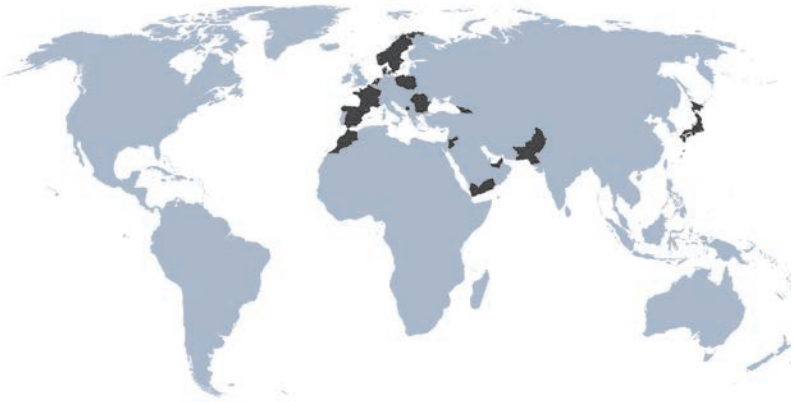
USA	1	5%
USAF	0	0%
USN	1	5%
USMC	0	0%
USCG	0	0%
CIV	1	5%
CTR	0	0%
IA	0	0%
INT'L	17	85%

Demographics by Rank

85% (17 of 19) of military students were international officers.

	Officer	Enlisted
INT'L	17	0
USA	1	0
USAF	1	0





International Students

Albania, Bulgaria, Denmark, Djibouti, France, Georgia, Japan, Jordan, Morocco, Netherlands, Norway, Pakistan, Poland, Romania, Spain, Sweden, United Arab Emirates and Yemen

Introduction to Irregular Warfare Course

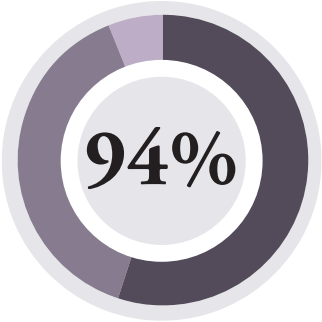
I2WC

Course Code: I2WC
Length: 3 days
Email: jsou.i2wc@socom.mil
MASL#: D126078, D126064

Class Iterations

Total	6
On-Station	0
Off-Station	6
Academic Hours	24
Students	186
Student Contact Hours	4,464

Attendance by Category



SOF	102	55%
SOF Enabler	73	39%
Non-SOF	11	6%
SOF and Enablers	175	94%

Target Audience

This course is designed for U.S. officers (O1-O4), NCOs (E5-E7), and U.S. Government civilian employees in comparable grades, serving within or supporting SOF operations.

Registration Criteria

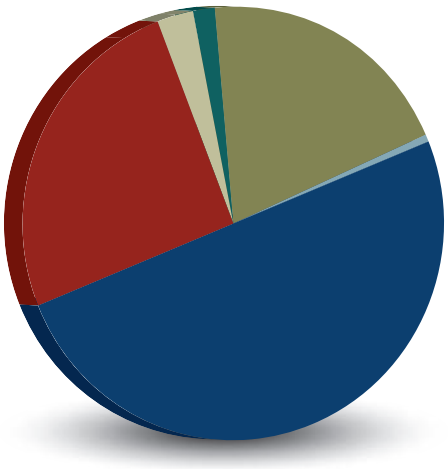
Students interested in attending must apply online at the JSOU website and be accepted by the course director. On a case-by-case basis, international military and civilians, whose job requires knowledge of IW, may also be accepted.

Course Description

I2WC is a three-day educational program that discusses the fundamental concepts of IW and its impact on the joint force. I2WC is divided into three modules. Module one identifies the fundamental concepts of IW and its impact on the joint force. Module two examines the supporting activities of IW and how they are used in modern conflicts. The module also examines the role of SOF in executing IW. Module three discusses the roles of the supporting activities within IW.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	37	20%
USAF	1	1%
USN	93	50%
USMC	47	25%
USCG	0	0%
CIV	5	3%
CTR	3	2%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 77% (137 of 178) of military students were enlisted.

	Officer	Enlisted
USA	10	27
USAF	1	0
USN	27	66
USMC	3	44

Years SOF Experience

Over 68% (125 of 183) of students had between 1 and 10 years of SOF experience.

Irregular Warfare Advanced Course

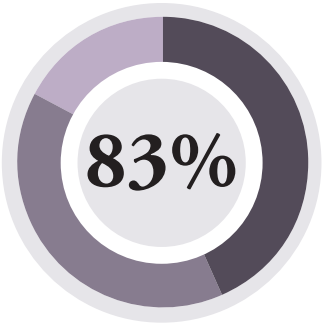
IWAC

Course Code: IWAC
Length: 10 days
Email: jsou.iwac@socom.mil
MASL#: D126048

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	80
Students	24
Student Contact Hours	1,920

Attendance by Category



SOF	10	43%
SOF Enabler	9	39%
Non-SOF	4	17%
SOF and Enablers	19	83%

Target Audience

Primarily military officers (O4-O6), warrant officers (W3-W5), noncommissioned officers (E8-E9), and equivalent civilians assigned to or in direct support of SOF. Other military, civilians, and international students may be accepted on a case-by-case basis.

Registration Criteria

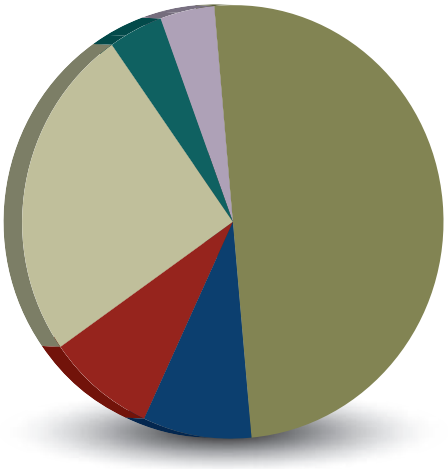
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

IWAC is an advanced seminar that discusses the historical, current, and future 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, motivations, and environment of armed groups and innovative approaches to counter them. IWAC provides an analysis of the relationships, IW concepts, plans, and international events at the operational to strategic levels of war.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.7	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



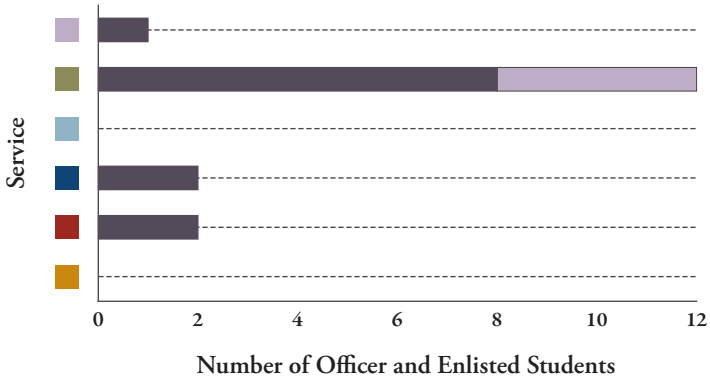
Course Demographics

USA	12	50%
USAF	0	0%
USN	2	8%
USMC	2	8%
USCG	0	0%
CIV	6	25%
CTR	1	4%
IA	0	0%
INT'L	1	4%

Demographics by Rank

Over 47% (8 of 17) of military students were U.S. Army officers.

	Officer	Enlisted
INT'L	1	0
USA	8	4
USN	2	0
USMC	2	0



Years of SOF Experience

Irregular Warfare-Applied Intelligence Course

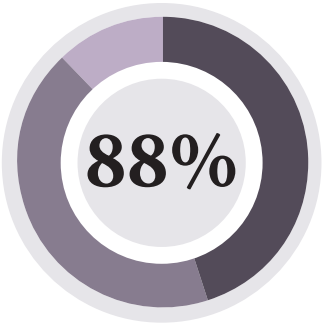
IW-AIC

Course Code: IW-AIC
Length: 10 days
Email: jsou.iw-aic@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	1
Off-Station	1
Academic Hours	80
Students	42
Student Contact Hours	3,360

Attendance by Category



SOF	19	45%
SOF Enabler	18	43%
Non-SOF	5	12%
SOF and Enablers	37	88%

Target Audience

Military officers (O3-O6), warrant officers (W3-W5), noncommissioned officers (E7-E9), and equivalent rank or grade civilians.

Registration Criteria

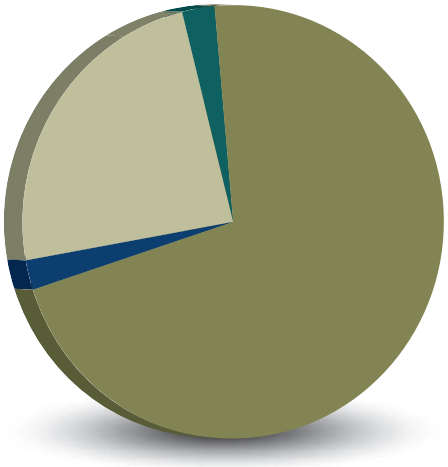
Students must complete the Irregular Warfare Course or take Introduction to Irregular Warfare Course (resident or online) to enroll.

Course Description

This course enables learners to analyze strategic and operational environments using IW concepts with an emphasis on unconventional warfare (UW). The course discusses relationships between intelligence frameworks, examines population-centric and socio-cultural analysis, as well as the characteristics of armed groups and irregular movements, incorporating social sciences with emerging analytical methods to influence operations. The course segues into the character and role of UW, emphasizing strategic and operational intelligence support, demonstrating the developments affecting UW in the 21st Century, and elaborating on UW campaign planning factors, resources, and authorities. The course culminates with an intelligence analysis of IW case studies and student presentations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.2	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	3.9	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.2	4.7
OVERALL SCORE	**4.2**	**4.6**



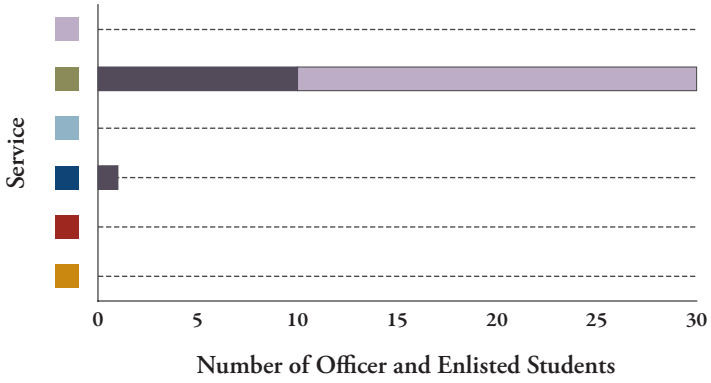
Course Demographics

USA	30	71%
USAF	0	0%
USN	1	2%
USMC	0	0%
USCG	0	0%
CIV	10	24%
CTR	1	2%
IA	0	0%
INT'L	0	0%

Demographics by Rank

65% (20 of 31) of military students were U.S. Army enlisted.

	Officer	Enlisted
USA	10	20
USN	1	0



Years of SOF Experience

67% (28 of 42) of students had between 1 and 10 years of SOF experience.

Irregular Warfare Course

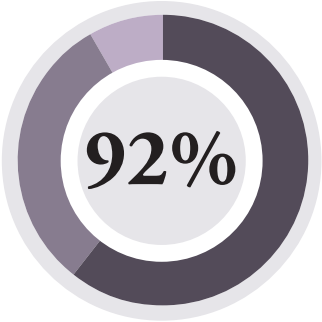
IWC

Course Code: IWC
Length: 8 days
Email: jsou.iwc@socom.mil
MASL#: D126077, D126057

Class Iterations

Total	4
On-Station	1
Off-Station	3
Academic Hours	64
Students	121
Student Contact Hours	7,744

Attendance by Category



SOF	50	60%
SOF Enabler	26	31%
Non-SOF	7	8%
SOF and Enablers	76	92%

Target Audience

Primarily military officers (O2-O4), warrant officers (W1-W4), noncommissioned officers (E6-E9), and equivalent government civilians assigned to, or in direct support of, joint special operations. Other military, civilian, and international students may be accepted on a case-by-case basis.

Registration Criteria

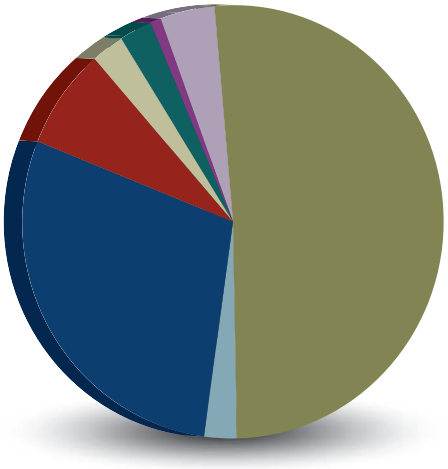
Students interested in attending must apply online at the JSOU website and be accepted by the course director. There are assigned reading prerequisites that must be completed prior to the course start date.

Course Description

IWC is an eight-day course addressing IW concepts, complex environments, armed groups, and the IW primary and supporting activities. With reading, informal lecture, and case study as the primary instructional techniques, the course provides critical thinking, IW policies, strategic philosophies, operational approaches, and insurgency theory, incorporating the nuances of culture, emerging SOF paradigms, concepts and theory, and the nexus with illicit criminal activity.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.3	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



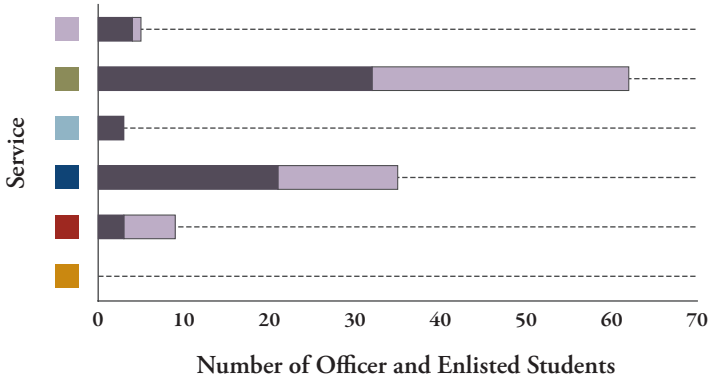
Course Demographics

USA	62	51%
USAF	3	2%
USN	35	29%
USMC	9	7%
USCG	0	0%
CIV	3	2%
CTR	3	2%
IA	1	1%
INT'L	5	4%

Demographics by Rank

Army and Navy comprised over 85% (97 of 114) of the military students.

	Officer	Enlisted
INT'L	4	1
USA	32	30
USAF	3	0
USN	21	14
USMC	3	6



Years of SOF Experience

68% (81 of 119) of students had between 1 and 10 years of SOF experience.

Joint Special Operations Chaplain/Chaplain Assistant Course

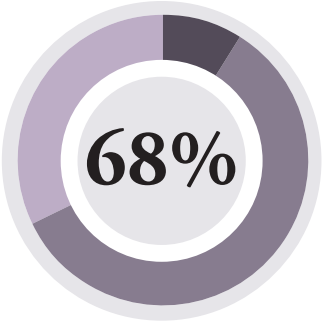
JSOCCAC

Course Code: JSOCCAC
Length: 4.5 days
Email: jsou.jsoccac@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	40
Students	78
Student Contact Hours	3,120

Attendance by Category



SOF	6	9%
SOF Enabler	41	59%
Non-SOF	22	32%
SOF and Enablers	47	68%

Target Audience

All newly assigned military officers, warrant officers, noncommissioned officers, and U.S. Government civilian/contractor employees serving the SOF community in direct support of chaplain/chaplain assistant and religious programs. International military and civilians whose job requires knowledge of SOF chaplain/chaplain assistant and religious programs, may be accepted on a case-by-case basis.

Registration Criteria

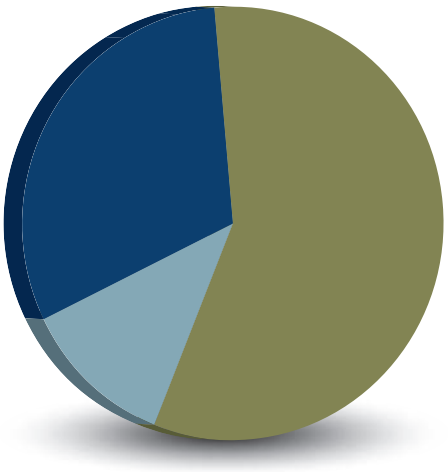
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course educates Army, Navy, and Air Force active duty, reserve, and National Guard chaplains and chaplains assistants/religious program specialists about the chaplain programs and religious ministry aspects of SOF and SOF operations.

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	4.6	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	45	58%
USAF	9	12%
USN	24	31%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course was comprised of 53% (41) officers and 47% (37) enlisted.

	Officer	Enlisted
USA	23	22
USAF	5	4
USN	13	11

Years of SOF Experience

72% (54 of 75) of students had between 0 and 5 years of SOF experience.

Joint Special Operations Forces Pre-Command Course

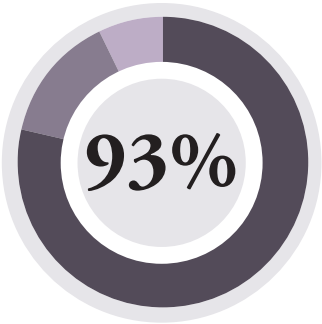
JSOFPCC

Course Code: JSOFPCC
Length: 4.5 days
Email: jsou.jsofpcc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	36
Students	90
Student Contact Hours	3,240

Attendance by Category



SOF	69	79%
SOF Enabler	12	14%
Non-SOF	6	7%
SOF and Enablers	83	93%

Target Audience

New SOF commanders (O5-O6), chief warrant officers (W4-W5), and command senior enlisted leaders (E9) in core SOF primary/duty occupation codes.

Registration Criteria

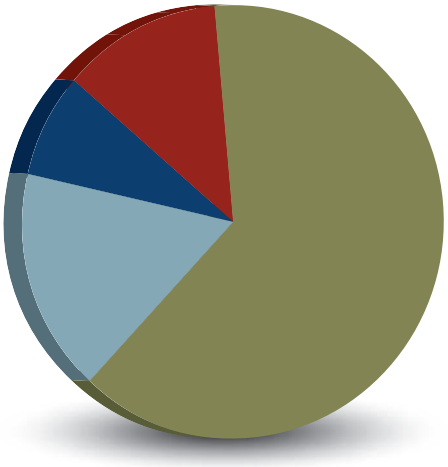
Invitation only. Students are selected to attend by their component personnel office. Attendance prior to taking command or assuming a command team position is mandatory and directed by the USSOCOM commander.

Course Description

Distinct from component courses, the USSOCOM commander directed this pre-command course to be a venue for networking and discussion of relevant joint SOF topics among the incoming leadership across USSOCOM components. The purpose is to provide education that informs the command team on key USSOCOM issues. The course informs and discusses ASD SO/LIC initiatives, components' perspectives and USSOCOM's role in the national campaign against terror, and enables participants to collaborate and learn from each other's experiences.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.3	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	4.5	4.6
I would recommend this course to others	4.4	4.7
OVERALL SCORE	**4.3**	**4.6**



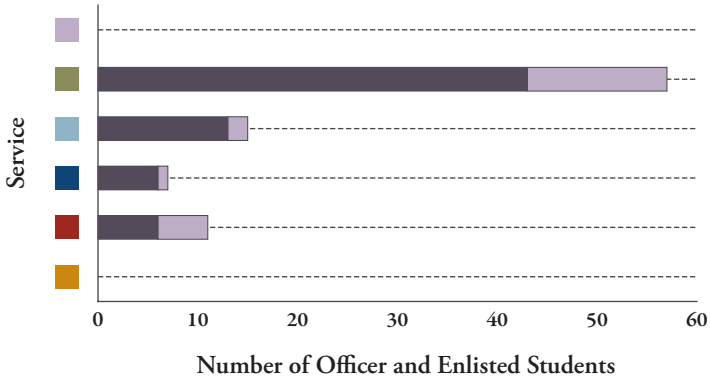
Course Demographics

USA	57	63%
USAF	15	17%
USN	7	8%
USMC	11	12%
US CG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 76% (68 of 90) were officers.

	Officer	Enlisted
USA	43	14
USAF	13	2
USN	6	1
USMC	6	5



Years of SOF Experience

Over 71% (63 of 88) of students had 11 or more years of SOF experience.

Joint Special Operations Legal Advisor Course

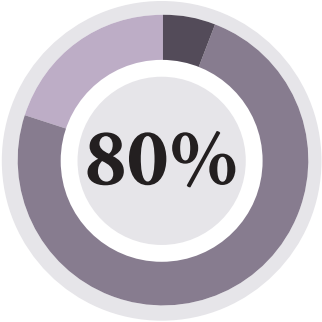
JSOLAC

Course Code: JSOLAC
Length: 4.5 days
Email: jsou.jsolac@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	50
Student Contact Hours	1,800

Attendance by Category



SOF	3	6%
SOF Enabler	37	74%
Non-SOF	10	20%
SOF and Enablers	40	80%

Target Audience

This course is for military judge advocates and paralegals, civilian attorneys, and civilian paralegals employed by the U.S. Government and work with, are currently assigned to, or are pending assignment to a special operations unit, command, or TSOC.

Registration Criteria

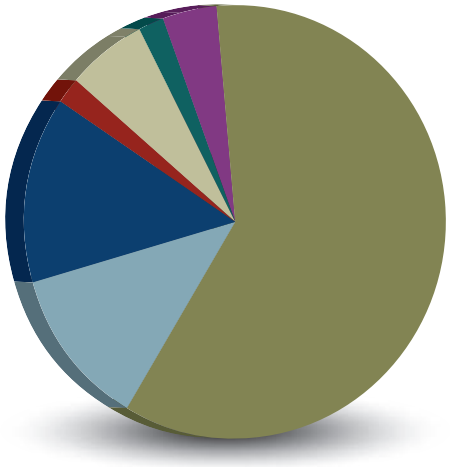
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This is an introductory course in SOF legal operations for personnel assigned to a SOF legal adviser or paralegal position. Students will comprehend USSOCOM history, responsibilities, capabilities, and function and understand the role of the SOF legal advisor in the joint and coalition special operations task force. It is not designed to replace the annual USSOCOM SOF Legal Conference. Student may seek continuing legal education (CLE) credit, including ethics, for this course from their state bar. Students are responsible for meeting all requirements for obtaining CLE from their respective jurisdictions.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.5	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**4.6**



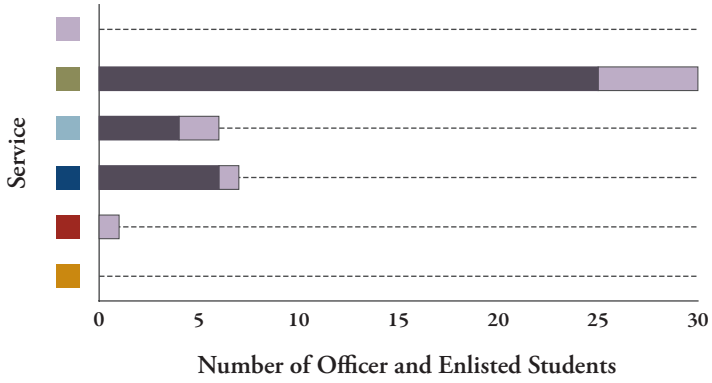
Course Demographics

USA	30	60%
USAF	6	12%
USN	7	14%
USMC	1	2%
USCG	0	0%
CIV	3	6%
CTR	1	2%
IA	2	4%
INT'L	0	0%

Demographics by Rank

57% (25 of 44) of all military students were U.S. Army officers.

	Officer	Enlisted
USA	25	5
USAF	4	2
USN	6	1
USMC	0	1



Years of SOF Experience

The majority of the students were SOF enablers with 1-5 years of SOF experience.

Joint Special Operations Medical Orientation Course

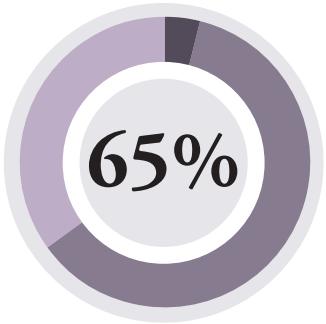
JSOMOC

Course Code: JSOMOC
Length: 5 days
Email: jsou.jsomoc@socom.mil
MASL#: D175461

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	40
Students	23
Student Contact Hours	920

Attendance by Category



SOF	1	4%
SOF Enabler	14	61%
Non-SOF	8	35%
SOF and Enablers	15	65%

Target Audience

This is an orientation course for medical military officers, warrant officers, noncommissioned officers, and U.S. Government civilian employees in comparable grades, serving the SOF community or in direct support of the SOF medical community. International military and civilians, whose job requires knowledge of SOF medical operations, may be accepted on a case-by-case basis.

Registration Criteria

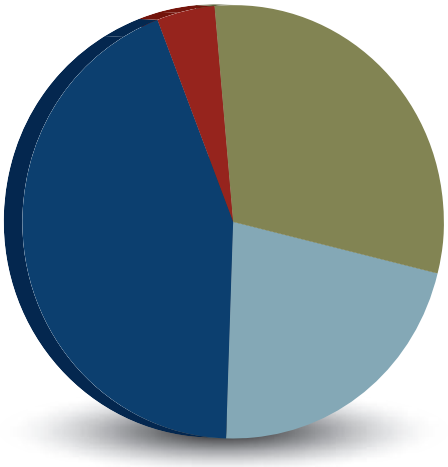
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course explains the fundamentals of the USSOCOM mission, roles, and capabilities, focusing 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



Course Demographics

USA	7	30%
USAF	5	22%
USN	10	43%
USMC	1	4%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 78% (18 of 23) were officers.

	Officer	Enlisted
USA	5	2
USAF	4	1
USN	8	2
USMC	1	0

Years of SOF Experience

83% (19 of 23) of students had between 0 and 5 years of SOF experience.

Methods of Instruction Course

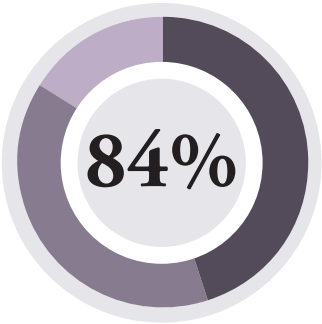
MOIC

Course Code: MOIC
Length: 9.5 days
Email: jsou.moic@socom.mil
MASL#: N/A

Class Iterations

Total	6
On-Station	6
Off-Station	0
Academic Hours	76
Students	46
Student Contact Hours	3,496

Attendance by Category



SOF	20	45%
SOF Enabler	17	39%
Non-SOF	7	16%
SOF and Enablers	37	84%

Target Audience

Newly assigned/hired JSOU faculty members are the top priority. SOF personnel teaching in any service or joint education environment are the second priority. MOIC is a joint SOF academic instructor course.

Registration Criteria

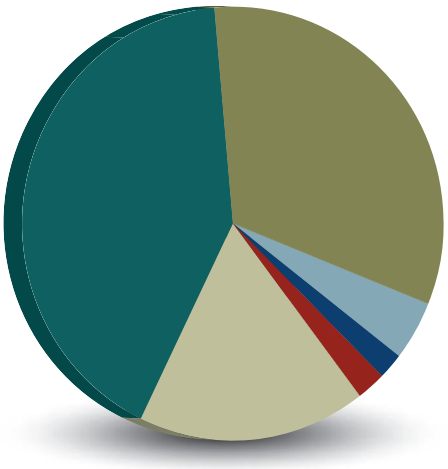
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course prepares JSOU faculty members and selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning. This course provides a brief overview of learning theory, the ISD process, and the development of lesson plans to allow immediate application of the strategies that are discussed and practiced within the course. The course also introduces learning evaluation and addresses basic principles of testing. Students teach graded lessons using different methodologies. The methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions, and demonstration performance.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.5	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



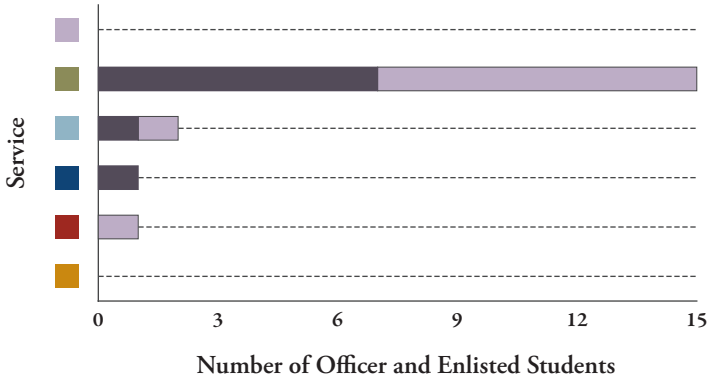
Course Demographics

USA	15	33%
USAF	2	4%
USN	1	2%
USMC	1	2%
USCG	0	0%
CIV	8	17%
CTR	19	41%
IA	0	0%
INT'L	0	0%

Demographics by Rank

79% (15 of 19) of military students were U.S. Army personnel, officer and enlisted.

	Officer	Enlisted
USA	7	8
USAF	1	1
USN	1	0
USMC	0	1



Years of SOF Experience

All levels of SOF experience were represented.

Methods of Instruction Course-Abbreviated

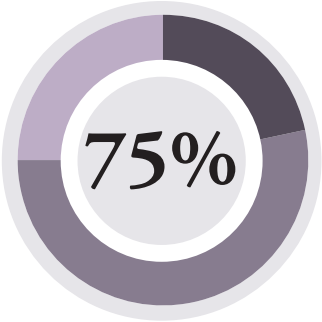
MOIC-A

Course Code: MOIC-A
Length: 1 day
Email: jsou.moica@socom.mil
MASL#: N/A

Class Iterations

Total	5
On-Station	5
Off-Station	0
Academic Hours	8
Students	66
Student Contact Hours	528

Attendance by Category



SOF	14	22%
SOF Enabler	35	54%
Non-SOF	16	25%
SOF and Enablers	49	75%

Target Audience

The MOIC-A course is designed for adjunct faculty members who will be teaching at JSOU or within a joint education environment.

Registration Criteria

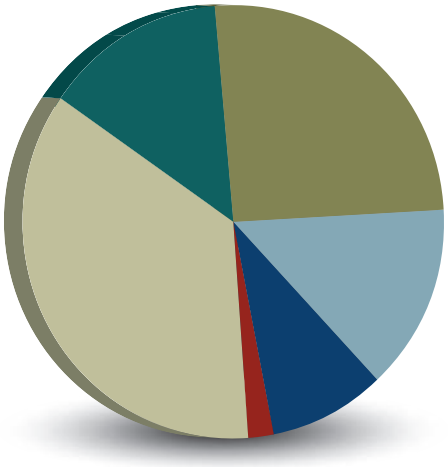
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

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 the development of level of learning lesson plans is provided. The course also 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.5	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.6**	**4.6**



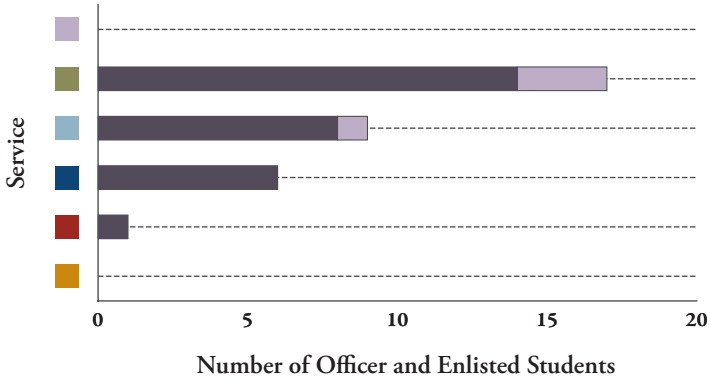
Course Demographics

USA	17	26%
USAF	9	14%
USN	6	9%
USMC	1	2%
USCG	0	0%
CIV	24	36%
CTR	9	14%
IA	0	0%
INT'L	0	0%

Demographics by Rank

88% (29 of 33) of military students were officers.

	Officer	Enlisted
USA	14	3
USAF	8	1
USN	6	0
USMC	1	0



Years of SOF Experience

MOIC-A was taught to all SOF categories and levels of SOF experience.

Methods of Instruction Course-Distance Learning

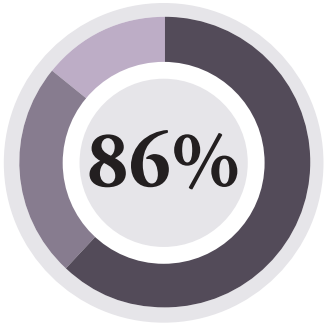
MOIC-D

Course Code: MOIC-D
Length: 2 days
Email: jsou.moicd@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	16
Students	29
Student Contact Hours	464

Attendance by Category



SOF	18	62%
SOF Enabler	7	24%
Non-SOF	4	14%
SOF and Enablers	25	86%

Target Audience

JSOU faculty and staff members who administer and/or facilitate online courses.

Registration Criteria

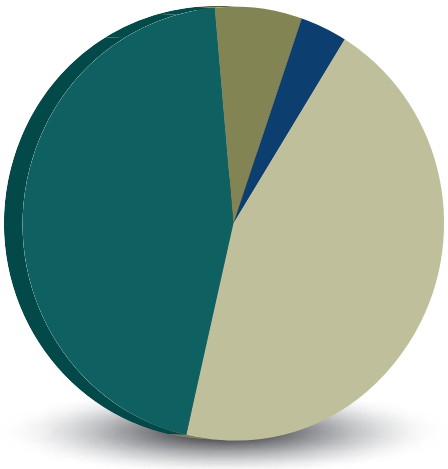
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course is designed for instructors and course directors who utilize the JSOU Blackboard LMS to deliver content to students. The course focuses on the planning, tools, and techniques that should be utilized to provide an engaging learning experience for students in an online learning environment.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.3	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



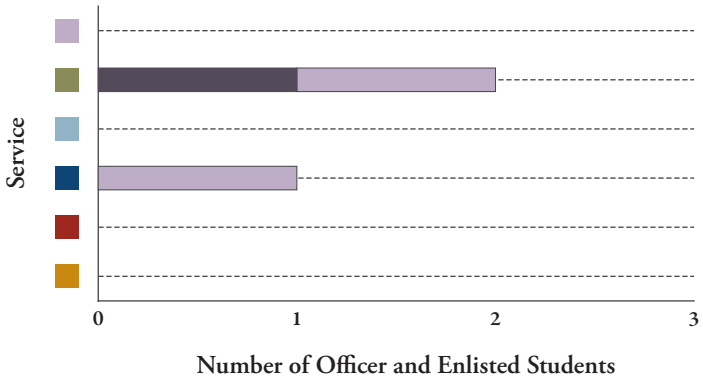
Course Demographics

USA	2	7%
USAF	0	0%
USN	1	3%
USMC	0	0%
USCG	0	0%
CIV	13	45%
CTR	13	45%
IA	0	0%
INT'L	0	0%

Demographics by Rank

Three military students participated. 90% (26 of 29) of overall students were civilian or contractors.

	Officer	Enlisted
USA	1	1
USN	0	1



Years of SOF Experience

Over 68% (15 of 22) of students had over 20 years of SOF experience.

Preparation of the Environment Orientation Seminar

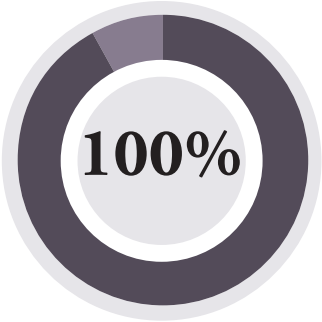
PEOS

Course Code: PEOS
Length: 8 days
Email: N/A
MASL#: N/A

Class Iterations

Total	4
On-Station	4
Off-Station	0
Academic Hours	64
Students	89
Student Contact Hours	5,696

Attendance by Category



SOF	82	92%
SOF Enabler	7	8%
Non-SOF	0	0%
SOF and Enablers	89	100%

Target Audience

This course is designed for NCOs (E7-E8), warrant officers, officers (O1-O4), and government civilians serving within the SOF community or supporting SOF operations.

Registration Criteria

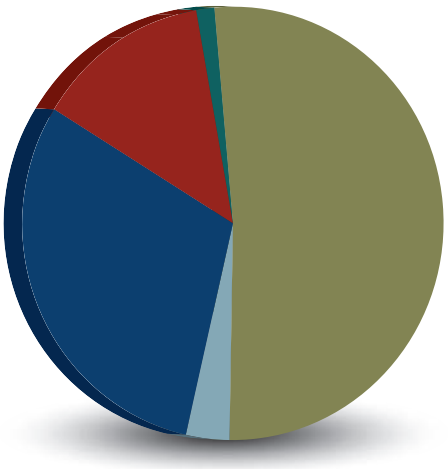
Invitation only. Students are identified to attend by their component personnel office and approved by theater special operations command.

Course Description

This course is a classified, eight-day introduction to the unique challenges, methods, and solutions associated with preparation of the environment. It orients the SOF and SOF enablers to SOF activities, functions, and processes and focuses attention on USSOCOM's preparation of the environment mission.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	46	52%
USAF	3	3%
USN	27	30%
USMC	12	13%
USCG	0	0%
CIV	0	0%
CTR	1	1%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 56% (49 of 88) were enlisted.

	Officer	Enlisted
USA	13	33
USAF	3	0
USN	16	11
USMC	7	5

SOF Intel Leaders Orientation Course

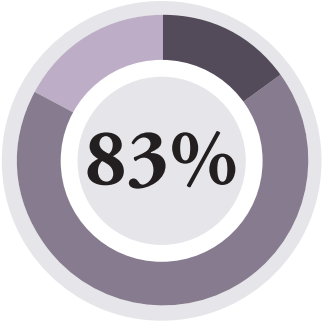
SILOC

Course Code: SILOC
Length: 5 days
Email: jsou.siloc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	32
Students	47
Student Contact Hours	1,504

Attendance by Category



SOF	6	15%
SOF Enabler	28	68%
Non-SOF	7	17%
SOF and Enablers	34	83%

Target Audience

This course is designed for officers, warrant officers, noncommissioned officers, civilian equivalents, and contractors assigned to intelligence organizations.

Registration Criteria

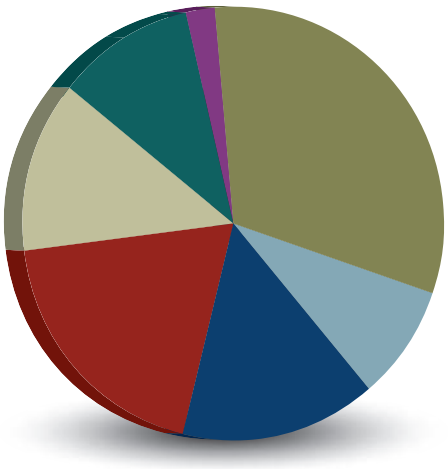
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course is an introduction to the unique challenges, methods, and solutions associated with joint special operations intelligence. It orients intelligence professionals to SOF activities, functions, and processes and focuses attention on USSOCOM's mission and core tasks. The course provides an overview of intelligence community (IC) support to SOF, USSOCOM J-2 staff elements, components, intelligence systems acquisition capability, TSOCs, and specified emerging areas of interest. The goal of the course is SOF intelligence workforce professionalization.

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	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.4**	**4.6**



Course Demographics

USA	15	32%
USAF	4	9%
USN	7	15%
USMC	9	19%
USCG	0	0%
CIV	6	13%
CTR	5	11%
IA	1	2%
INT'L	0	0%

Demographics by Rank

All four services were represented and 83% (29 of 35) of military students were officers.

	Officer	Enlisted
USA	12	3
USAF	3	1
USN	6	1
USMC	8	1

Years of SOF Experience

Over 44% (20 of 45) of students had between 1 and 5 years of SOF experience.

Special Operations Combating Terrorism Course

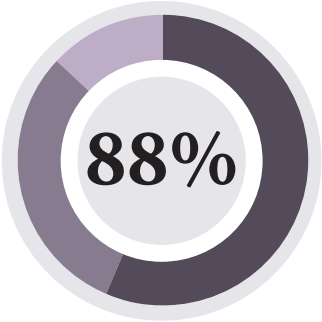
SOCbT

Course Code: SOCbT
Length: 10 days
Email: jsou.socbt@socom.mil
MASL#: D126019

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	76
Students	92
Student Contact Hours	6,992

Attendance by Category



SOF	50	57%
SOF Enabler	27	31%
Non-SOF	11	13%
SOF and Enablers	77	88%

Target Audience

This course is designed for U.S. and international military officers, Ministry of Defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

Registration Criteria

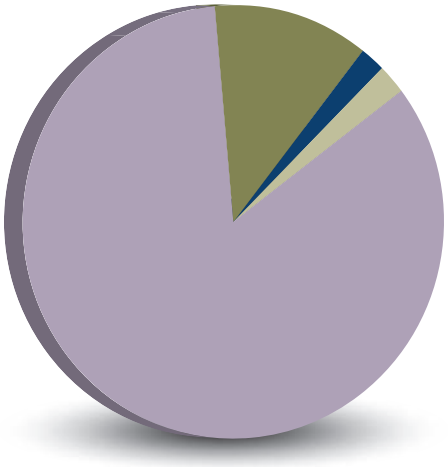
Invitation only. A minimum ECL score of 70 is required.

Course Description

Part of the Regional Defense Counterterrorism Fellowship Program, SOCbT is designed to build individual, country, and regional combating terrorism capabilities through education. The curriculum presents a comprehensive perspective on how governments combat terrorist threats, as well as the salient issues confronting security officials involved in combating terrorism. Interaction among guest speakers, faculty, and international students also serves to cultivate a network of professionals that will strengthen efforts toward combating terrorism.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



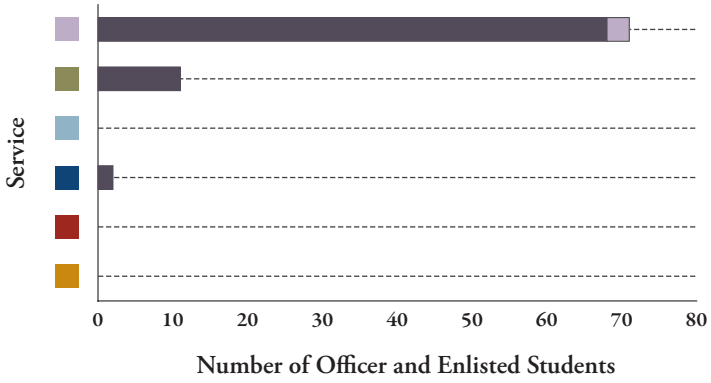
Course Demographics

USA	11	12%
USAF	0	0%
USN	2	2%
USMC	0	0%
USCG	0	0%
CIV	2	2%
CTR	0	0%
IA	0	0%
INT'L	77	84%

Demographics by Rank

81% (68 of 84) of military students were international officers.

	Officer	Enlisted
INT'L	68	3
USA	11	0
USN	2	0



Demographics by SOF Experience

International Students

Afghanistan, Algeria, Bangladesh, Belize, Burkina Faso, Burundi, Cameroon, Columbia, Czech Republic, Croatia, Dominican Republic, El Salvador, Estonia, Finland, Gambia, Germany, Guatemala, Hungary, India, Indonesia, Italy, Jordan, Kazakhstan, Kenya, Kyrgystan, Lebanon, Malaysia, Maldives, Mauritania, Morocco, Nepal, Niger, Nigeria, Pakistan, Panama, Paraquay, Philippines, Poland, Romania, Rwanda, Saudi Arabia, Spain, Sri Lanka, Thailand, Trinidad, Tunisia, Uganda, and Yemen

Special Operations Forces Interagency Collaboration Course

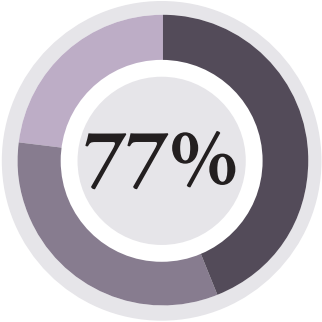
SOFIACC

Course Code: SOFIACC
Length: 4.5 days
Email: jsou.sofiacc@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	2
Off-Station	1
Academic Hours	36
Students	88
Student Contact Hours	3,168

Attendance by Category



SOF	36	44%
SOF Enabler	27	33%
Non-SOF	19	23%
SOF and Enablers	63	77%

Target Audience

This course is designed for military field grade officers, warrant officers, senior noncommissioned officers and mid-career civil service personnel from relevant government agencies who will participate in or support special operations.

Registration Criteria

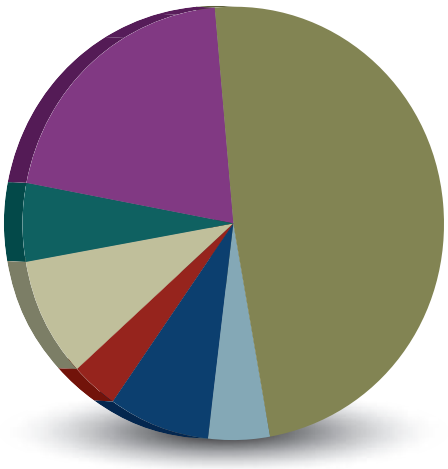
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course prepares personnel to collaborate successfully in the complex array of actors and operational environments involved in interagency (IA) efforts in the exterior. This course prepares personnel to collaborate with individuals and to understand operational environments involved in interagency efforts to support national security. Collaboration, Lecture presentations and discussions are used to provide an overview of the doctrine, coordination, integration, and implementation of effective SOF-IA collaboration in activities at the operational level of conflict. The course culminates with an interactive problem solving exercise.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.7**	**4.6**



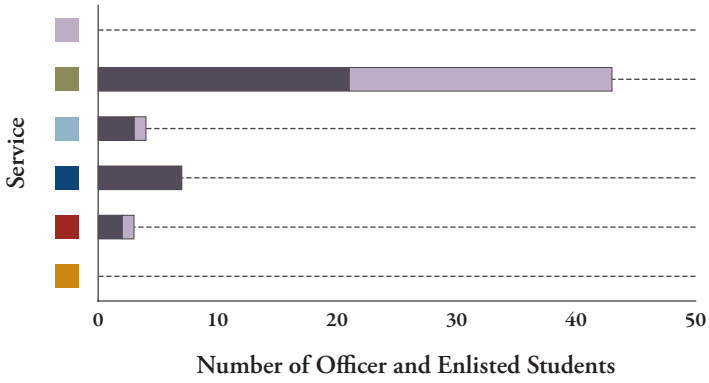
Course Demographics

USA	43	49%
USAF	4	5%
USN	7	8%
USMC	3	3%
USCG	0	0%
CIV	8	9%
CTR	5	6%
IA	18	20%
INT'L	0	0%

Demographics by Rank

Over 75% (43 of 57) of military students were U.S. Army enlisted and officers.

	Officer	Enlisted
USA	21	22
USAF	3	1
USN	7	0
USMC	2	1



Demographics by SOF Experience

Interagency Attendance

DHS	5	DOT	2
DoD	1	OSD	1
DOJ	2	USAID	1
DOS	5	USPIS	1

SOF-Resource Management Course

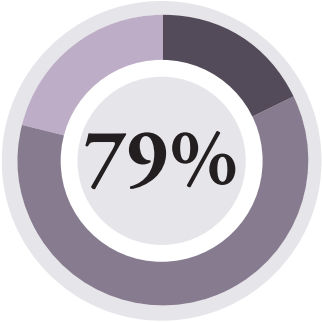
SOF-RMC

Course Code: SOF-RMC
Length: 5 days
Email: jsou.sofrm@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	28
Student Contact Hours	1,008

Attendance by Category



SOF	5	18%
SOF Enabler	17	61%
Non-SOF	6	21%
SOF and Enablers	22	79%

Target Audience

All newly assigned military officers (O3-O6), warrant officers (W3-W5), noncommissioned officers (E7-E9), and civilians (GS11-GS15) who are currently managing resources, in a direct or indirect capacity, for USSOCOM or a TSOC.

Registration Criteria

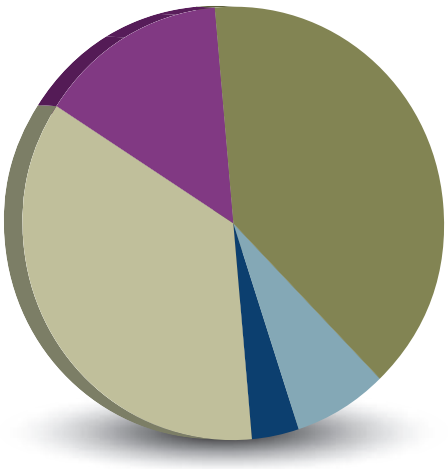
Students interested in attending must apply online and be accepted by the course director.

Course Description

The principal objective of SOF-RMC is to educate all personnel involved in managing resources. Students will receive instructions on administrative, logistical, service common, and base operating support for use at home station and deployed locations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	5.0	4.6
The objectives of the course were successfully achieved	5.0	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	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.9**	**4.6**



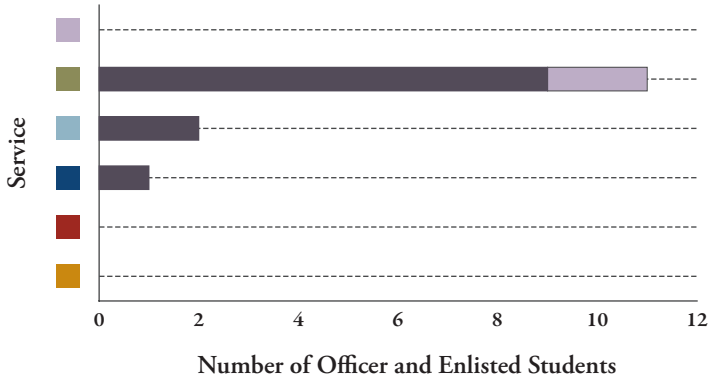
Course Demographics

USA	11	39%
USAF	2	7%
USN	1	4%
USMC	0	0%
USCG	0	0%
CIV	10	36%
CTR	0	0%
IA	4	14%
INT'L	0	0%

Demographics by Rank

64% (9 of 14) of military students were U.S. Army officers.

	Officer	Enlisted
USA	9	2
USAF	2	0
USN	1	0



Years of SOF Experience

All levels of SOF experience were represented. 50% (14 of 28) of all students had between 1 and 5 years of SOF experience.

Special Operations Planning Course

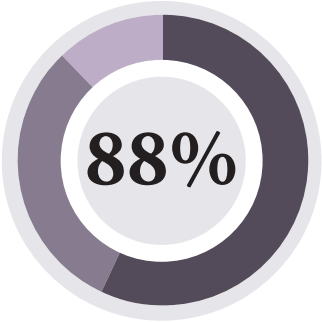
SOPC

Course Code: SOPC
Length: 10 days
Email: jsou.jsowc.sopc@socom.mil
MASL#: D126061

Class Iterations

Total	6
On-Station	1
Off-Station	5
Academic Hours	80
Students	141
Student Contact Hours	11,280

Attendance by Category



SOF	75	57%
SOF Enabler	41	31%
Non-SOF	16	12%
SOF and Enablers	116	88%

Target Audience

This course is designed for special operations military officers (O2-O4), warrant officers (W1-W4), senior noncommissioned officers (E7-E9), and civilians who are preparing for, en route to, or serving in a joint special operations assignment (TSOC, JSOC, JTF, JSOTF, or USSOCOM).

Registration Criteria

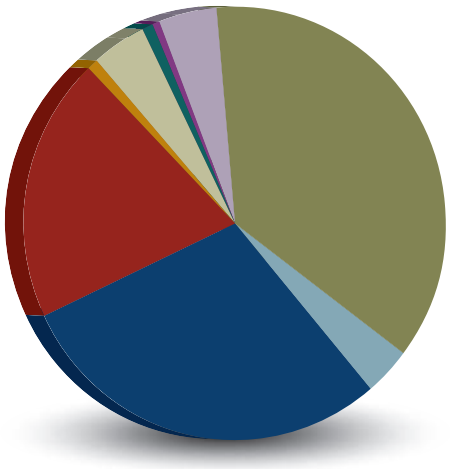
Students must apply online. International student attendance is considered on a case-by-case basis. Students should familiarize themselves with the *SOF Reference Manual* prior to arriving at the course. Specific prerequisites and online learning requirements will be provided by the course director upon acceptance.

Course Description

The first week focuses on center of gravity and critical factors analysis. During week one, students are introduced to the links between national security guidance and strategy with operational planning in the joint environment, as well as joint operational planning principles and processes. Week two culminates with a scenario-driven practical exercise and allows application of the elements of the joint operational planning process.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.5**	**4.6**



Course Demographics

USA	52	37%
USAF	5	4%
USN	41	29%
USMC	28	20%
USCG	1	1%
CIV	6	4%
CTR	1	1%
IA	1	1%
INT'L	6	4%

Demographics by Rank

59% (78) of military students were officers and 41% (55) were enlisted.

	Officer	Enlisted
INT'L	6	0
USA	20	32
USAF	4	1
USN	27	14
USMC	20	8
USCG	1	0

Years of SOF Experience

All levels of SOF experience were represented. 35% (49 of 141) of all students had between 1 and 5 years of experience.

Theater Special Operations Command-Basic Education Course

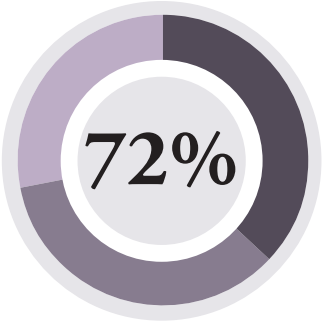
TSOC-BEC

Course Code: TSOC-BEC
Length: 5 days
Email: jsou.tsoc-bec@socom.mil
MASL#: N/A

Class Iterations

Total	7
On-Station	1
Off-Station	6
Academic Hours	40
Students	145
Student Contact Hours	5,800

Attendance by Category



SOF	53	37%
SOF Enabler	50	35%
Non-SOF	41	28%
SOF and Enablers	103	72%

Target Audience

TSOC personnel with limited special operations experience or any U.S. personnel designated to attend.

Registration Criteria

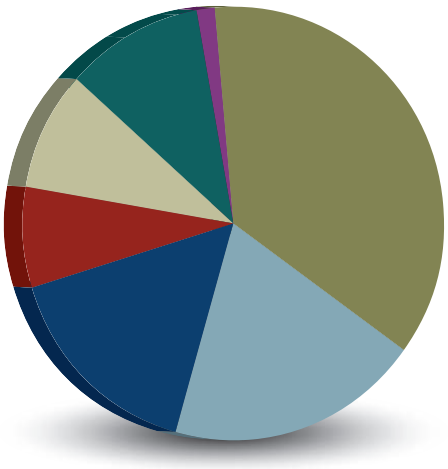
Invitation only. Students interested in attending must be approved by their TSOC. Students are required to complete ISOF prior to attending.

Course Description

TSOC-BEC is an unclassified course which focuses on IW, interagency/U.S. embassy considerations, national/military strategy, special operations, and special operations forces. The course is taught at the TSOC headquarters. TSOC-BEC focuses on IW, special operations, and national and military strategy concepts.

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	4.2	4.4
The information provided in this course will be useful to me in my job	4.3	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**4.6**



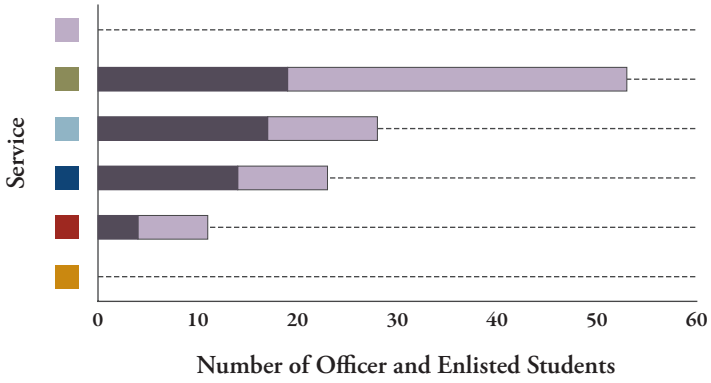
Course Demographics

USA	53	37%
USAF	28	19%
USN	23	16%
USMC	11	8%
USCG	0	0%
CIV	13	9%
CTR	15	10%
IA	2	1%
INT'L	0	0%

Demographics by Rank

Over 46% (53 of 115) of military students were U.S. Army personnel.

	Officer	Enlisted
USA	19	34
USAF	17	11
USN	14	9
USMC	4	7



Years of SOF Experience

75% (90 of 120) of all students had between 0 and 5 years of SOF experience.

Theater Special Operations Command Staff Preparation Course

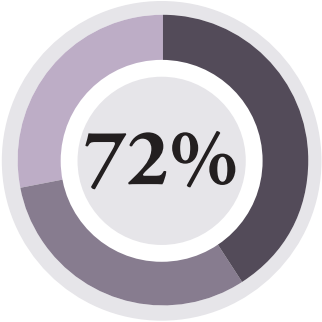
TSPC

Course Code: TSPC
Length: 21 days
Email: tspc@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	160
Students	30
Student Contact Hours	4,800

Attendance by Category



SOF	12	41%
SOF Enabler	9	31%
Non-SOF	8	28%
SOF and Enablers	21	72%

Target Audience

The TSPC is primarily for officers (O3-O5, W2-W4), NCOs (E7-E9), and civilians en-route to staff positions at the TSOCs.

Registration Criteria

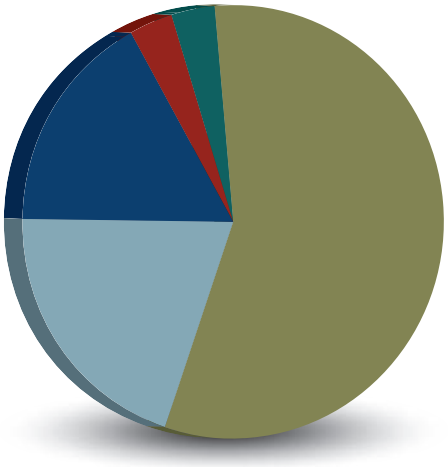
Invitation only. Students interested in attending must be approved by their TSOC. Students are required to complete ISOF and joint special operations task force level I courses prior to attending TSPC.

Course Description

TSPC is a blend of online and residency curriculum to prepare officers, NCOs, and civilians for staff duties at the TSOCs. Students will travel to MacDill AFB, prior to arriving at their assigned TSOC, and attend the course to become familiar with the roles and functions of the USSOCOM staff and their relationship with the TSOCs. The course culminates with a module that explores how USSOCOM and the TSOCs synchronize their security cooperation programs, strategic priorities, and theater plans.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



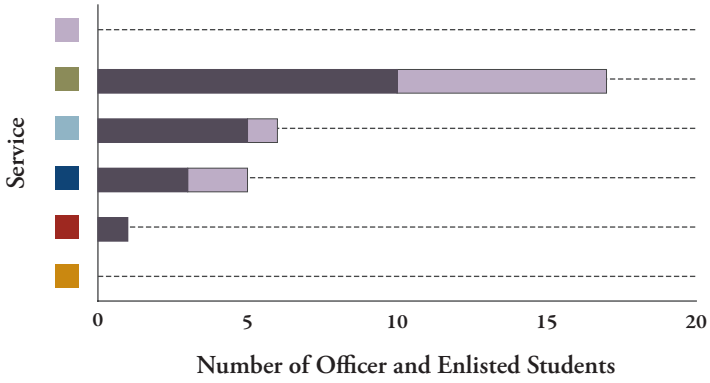
Course Demographics

USA	17	57%
USAF	6	20%
USN	5	17%
USMC	1	3%
USCG	0	0%
CIV	0	0%
CTR	1	3%
IA	0	0%
INT'L	0	0%

Demographics by Rank

66% (19 of 29) of military students were officers.

	Officer	Enlisted
USA	10	7
USAF	5	1
USN	3	2
USMC	1	0



Years of SOF Experience

All SOF categories were represented. 78% (14 of 18) had between 0 and 5 years of SOF experience.

USSOCOM Staff Education Program-Executive Course

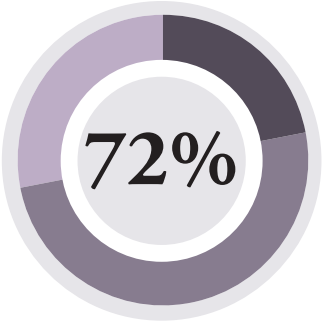
USEP-E

Course Code: USEP-E
Length: 5 days
Email: jsou.usep-e@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	40
Students	18
Student Contact Hours	720

Attendance by Category



SOF	4	22%
SOF Enabler	9	50%
Non-SOF	5	28%
SOF and Enablers	13	72%

Target Audience

Primarily military officers (O6) and DoD GS15-equivalent civilians assigned to USSOCOM. Additionally, attendees should hold a key decision making position at the directorate or division level.

Registration Criteria

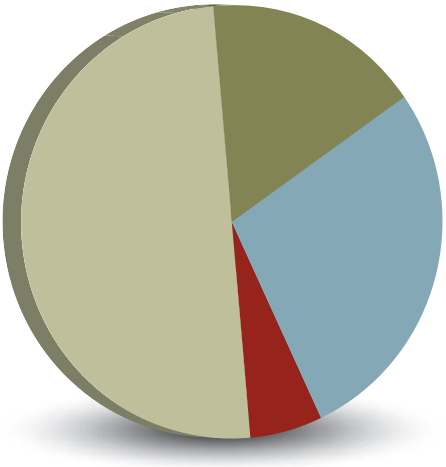
Students interested in attending must apply online and be accepted by the course director. Because this is an advanced course, it is recommended that students complete USEP-F prior to attending.

Course Description

USEP-E is an intensive one-week executive course that applies best practices for leadership success. The course is designed to provide directorate/division level decision makers with advanced skills, knowledge, and abilities to aggressively lead within the complex organization of USSOCOM.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



Course Demographics

USA	3	17%
USAF	5	28%
USN	0	0%
USMC	1	6%
USCG	0	0%
CIV	9	50%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course included nine senior officers from the Army, Air Force, and Marines.

	Officer	Enlisted
USA	3	0
USAF	5	0
USMC	1	0

Years of SOF Experience

Over 44% (8 of 18) of students had more than 20 years of SOF experience.

USSOCOM Staff Education Program-Foundations

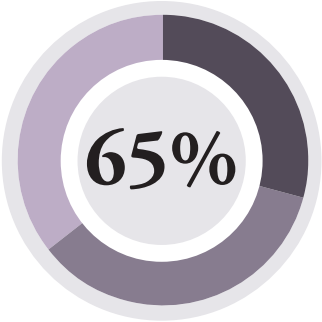
USEP-F

Course Code: USEP-F
Length: 10 days
Email: jsou.usep@socom.mil
MASL#: N/A

Class Iterations

Total	9
On-Station	9
Off-Station	0
Academic Hours	72
Students	264
Student Contact Hours	19,008

Attendance by Category



SOF	69	29%
SOF Enabler	84	35%
Non-SOF	84	35%
SOF and Enablers	30	86%

Target Audience

This is a mandatory course for all newly assigned USSOCOM government employees at MacDill AFB and Washington D.C.

Registration Criteria

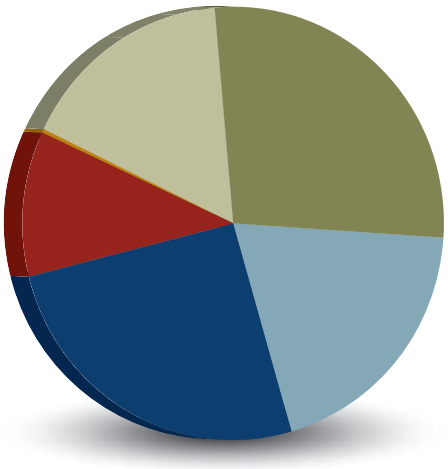
Government employees assigned to USSOCOM with duties at MacDill AFB or Washington D.C.

Course Description

USEP-F focuses on USSOCOM's Title 10 and combatant command responsibilities, as well as its unique service-like and major force program functions. The two-week course focuses on special operations, SOF, USSOCOM, and the processes employed to fulfill Title 10 and combatant command roles and functions.

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	4.6
I would recommend this course to others	4.4	4.7
OVERALL SCORE	**4.4**	**4.6**



Course Demographics

USA	73	28%
USAF	51	19%
USN	68	26%
USMC	28	11%
USCG	1	0%
CIV	43	16%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All services were represented. Over 78% (173 of 221) of military students were officers.

	Officer	Enlisted
USA	46	27
USAF	44	7
USN	57	11
USMC	25	3
USCG	1	0

Years of SOF Experience

All SOF experience levels and categories were represented.

JSOU-EA

In August 2007, the USSOCOM commander directed JSOU to develop a senior enlisted academy. JSOU established the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA). It achieved operational capabilities in FY10 and currently provides an exemplary educational program for senior enlisted leaders at the E8 and E9 levels. Students may be selected to attend these courses and will be able to receive service PME credits.

In November 2011, the commander directed JSOFSEA to develop a "comprehensive leadership development program designed to train, educate, and manage the career paths of future SOF leaders". The intent of this program is to address gaps between SOF NCOs educational needs and the education they receive through traditional service PME systems for grades E6 through E9.

The Joint Special Operations University-Enlisted Academy (JSOU-EA) conducts four courses in the USSOCOM Career Education Program. These courses cover the full continuum of SOF enlisted education from the tactical to the strategic level.

Joint Fundamentals

This course provides E6 leaders, from all four services, the opportunity to come together in a joint learning environment. The Joint Fundamental Course prepares mid-grade enlisted personnel to assume leadership roles at the tactical level.

Enterprise Management

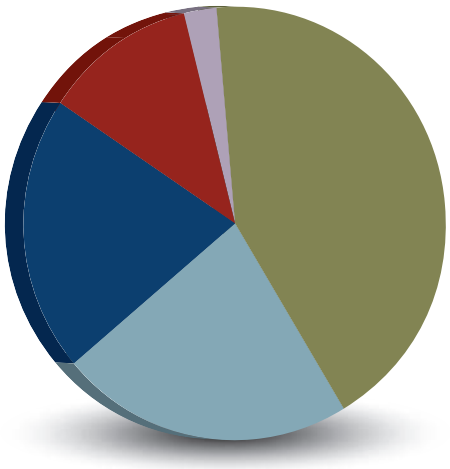
This course provides SOF leaders with a broad understanding of traditional and SOF-specific organizational leadership, and management concepts not normally addressed at this stage of their career in service PME courses. It prepares senior enlisted leaders to assume higher level leadership roles in larger organizations with complex functions.

Senior Enlisted Academy

This course teaches E8 and E9 leaders in a joint learning environment. For most senior SOF NCOs, this will be their capstone PME. JSOFSEA emphasizes the operational and strategic levels of leadership, and provides the knowledge to think analytically and critically.

Summit Course

This course is designed to prepare O6 command level E9 SOF senior enlisted leader (SEL) for service at a nominative level command leadership position. The focus is to introduce the SEL to concepts of strategic thinking and how to apply it to national policy and strategy at the local, regional, and global level. Course activities are designed to shift thinking from the tactical and operational realms to the strategic.

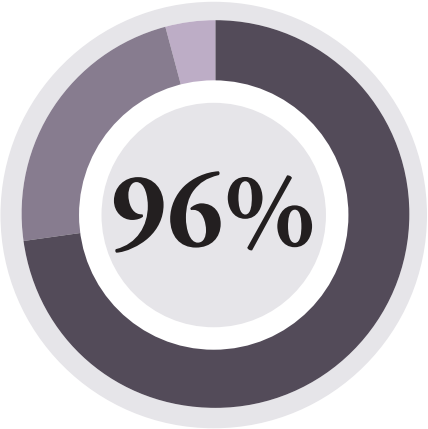


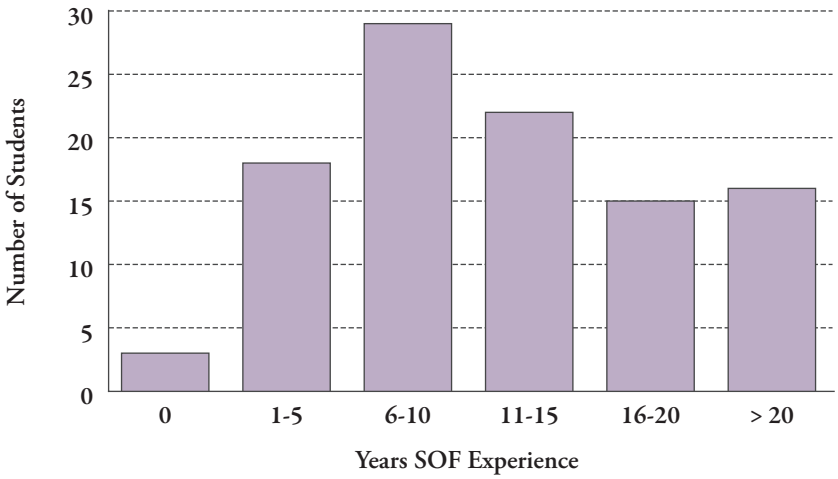
Course Demographics

USA	77	43%
USAF	40	22%
USN	37	21%
USMC	21	12%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	4	2%

Attendance by Category

SOF	128	73%
SOF Enabler	40	23%
Non-SOF	8	4%
SOF and Enablers	168	96%





Years of SOF Experience

JSOU-EA courses are set to specific periods in an enlisted students career progression. Therefore, all levels of SOF experience were represented.

Joint Fundamentals

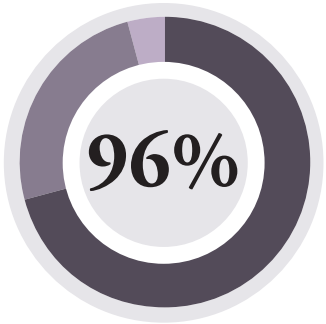
JOINT FUNDAMENTALS

Course Code: CEP-1
Length: 8 weeks, online
Email: jsou.ea.jfcep1@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	80
Students	24
Student Contact Hours	1,920

Attendance by Category



SOF	17	71%
SOF Enabler	6	25%
Non-SOF	1	4%
SOF and Enablers	23	96%

Target Audience

This course is intended for SOF operators in the grade of E6.

Registration Criteria

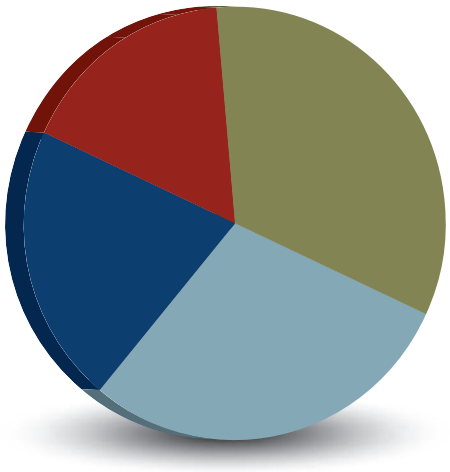
Students must be SOF operators in the grade of E6.

Course Description

The Joint Fundamentals 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 assess ethical decision making. Students will analyze the history, unique function, and organization of the USSOCOM enterprise from the headquarters to the subcomponent command.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.8	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	8	33%
USAF	7	29%
USN	5	21%
USMC	4	17%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course consisted of E6 enlisted students from all four services.

	Officer	Enlisted
USA	0	8
USAF	0	7
USN	0	5
USMC	0	4

Years of SOF Experience

92% (22 of 24) of students had between 1 and 10 years of SOF experience.

Joint Special Operations Forces Senior Enlisted Academy

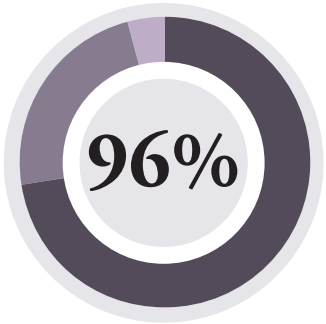
JSOFSEA

Course Code: CEP-3
Length: 6 months, online and 8-weeks, resident
Email: jsou.jsofsea@socom.mil
MASL#: D479001, D171047

Class Iterations

Total	4
On-Station	4
Off-Station	0
Academic Hours	290
Students	144
Student Contact Hours	41,760

Attendance by Category



SOF	102	72%
SOF Enabler	33	23%
Non-SOF	6	4%
SOF and Enablers	135	96%

Target Audience

JSOFSEA is designed for nominated SOF operators, select SOF enabling specialties, and noncommissioned officers (E8-E9) from active and reserve component SOF, general purpose forces, and interagency partners.

Registration Criteria

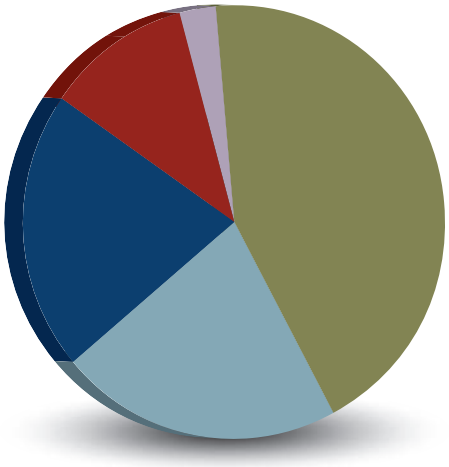
This is a nominative course. Students are selected by their component senior enlisted advisors. Civilians and international students may also be accepted.

Course Description

JSOFSEA's curriculum prepares the JSOFSEA leader to be an effective and strategic leader in the joint special operations forces environment. The main theme for this course is to provide students with the joint senior enlisted leadership perspective through each of the key lessons.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	63	44%
USAF	31	22%
USN	30	21%
USMC	16	11%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	4	3%

Demographics by Rank

The course consisted of enlisted personnel from all four services and included four international students.

	Officer	Enlisted
INT'L	0	4
USA	0	63
USAF	0	31
USN	0	30
USMC	0	16

Years of SOF Experience

All SOF experience levels were represented with the highest concentration at the mid-level.

Summit

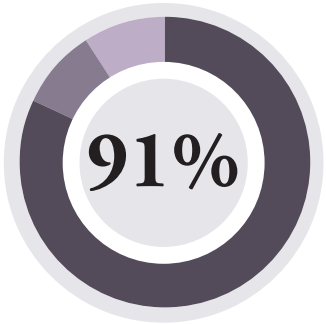
SUMMIT

Course Code: CEP-4
Length: 2 Months DL,
3 Weeks Resident
Email: jsou.ea.summit@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	114
Students	11
Student Contact Hours	1,254

Attendance by Category



SOF	9	82%
SOF Enabler	1	9%
Non-SOF	1	9%
SOF and Enablers	10	91%

Target Audience

The primary target audience for the Summit course is SOF operators in the grade of E9 serving as, or having successfully served as senior enlisted leaders (SEL) at the O6 command level.

Registration Criteria

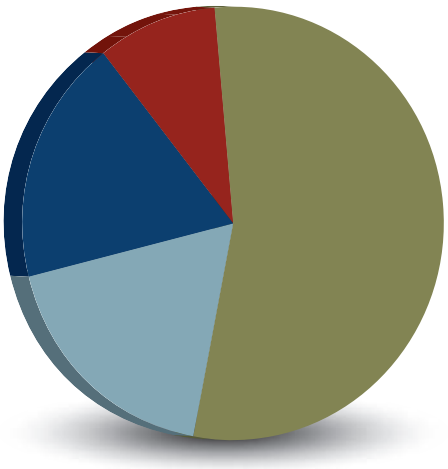
SOF operators in the grade of E9 and serving in, or having successfully served in an O6 command SEL billet. This is a nominative course. Students are nominated by their SOF service component SELs and approved by the USSOCOM SEL.

Course Description

This course produces graduates who enhance the leadership team by synthesizing macro dynamics and addressing strategic challenges related to stability. Students learn mission-oriented leadership and strategic thinking skills to prepare them to effectively advise, lead, and mentor at the strategic and operational levels. Studies include analysis of national policy and strategy at the local, regional and global level. The culminating project is a strategic level research paper and presentation requiring students to analyze US Policy and strategy in a country and region, and formulate recommendations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.2	4.4
The information provided in this course will be useful to me in my job	4.3	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.3**	**4.6**



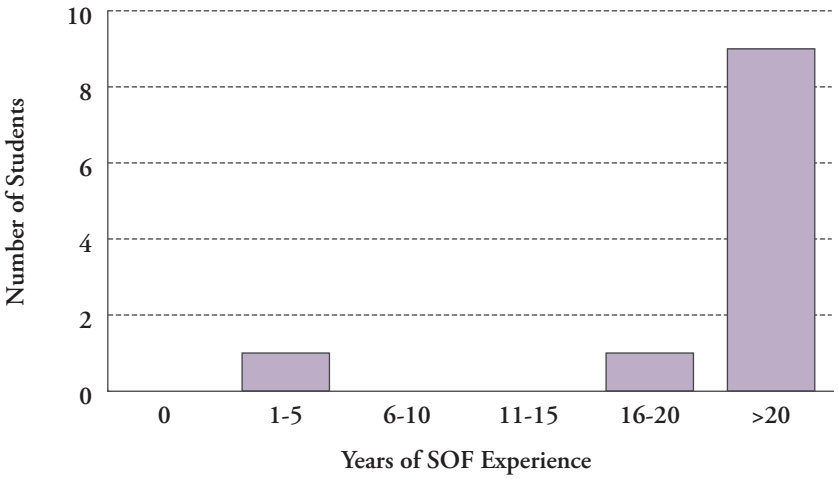
Course Demographics

USA	6	55%
USAF	2	18%
USN	2	18%
USMC	1	1%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented with senior enlisted leaders. 55% (6 of 11) were Army.

	Officer	Enlisted
USA	0	6
USAF	0	2
USN	0	2
USMC	0	1



Years of SOF Experience

82% (9 of 11) of the students who attended the Summit course had over 20 years of SOF experience.

MET

Class Iterations

Total Iterations	64
Countries Hosting METs	25
International Students	1,456
INT'L Officer	1,098
INT'L Enlisted	176
INT'L Other/Civilian	182
Countries Represented	>65

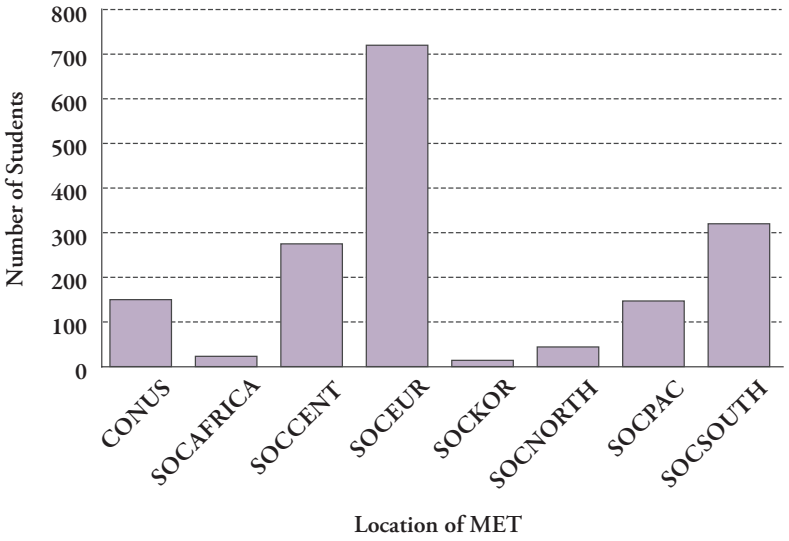
Mobile Education Team Courses

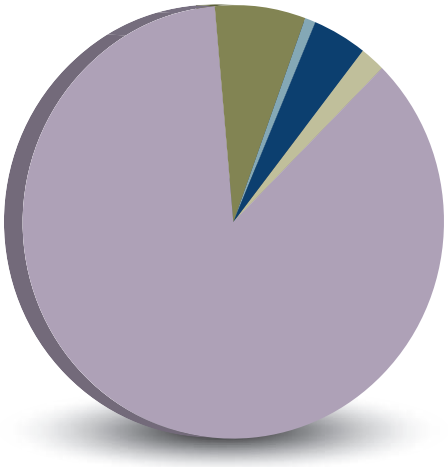
JSOU globally deploys tailored METs to provide specific instruction in support of joint SOF educational objectives. The primary customers that JSOU supports are the joint operational-level SOF headquarters and international SOF partners. METs are normally comprised of two to five SOF subject matter experts and normally last from three days to two weeks. International METs can be tailored to address country specific security objectives and translation may be coordinated. Over the course of AY13, JSOU provided a total of 61 MET courses and 3 events across the world for specific organizations and missions.

MET Students by Location AY13

A total of 1693 students attended METs during AY13. The majority of these students were from SOCEUR, totaling 720 students.

Location	Students	Contact Hours
CONUS	150	3,944
SOCAFRICA	23	552
SOCCENT	275	14,264
SOCEUR	720	38,736
SOCKOR	14	336
SOCNORTH	44	3,520
SOCPAC	147	5,040
SOCSOUTH	320	19,560
Total	1,693	85,952





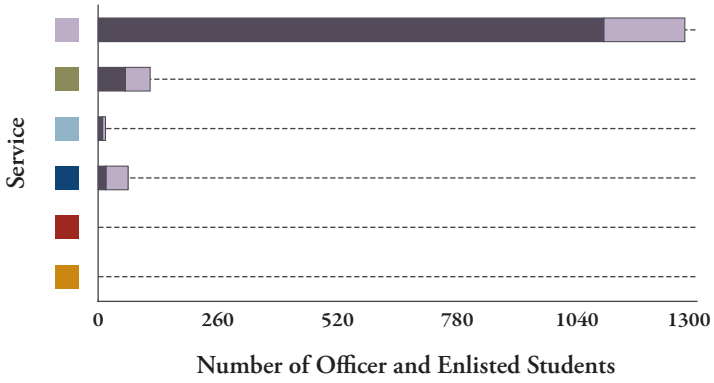
Course Demographics

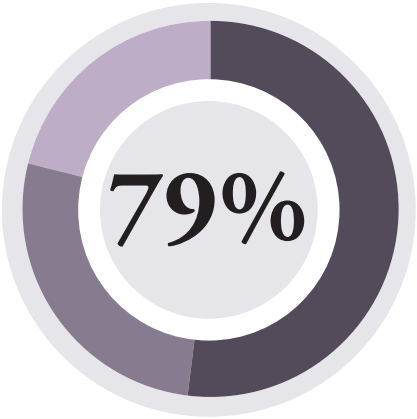
USA	113	7%
USAF	16	1%
USN	65	4%
USMC	4	0%
USCG	0	0%
CIV	32	2%
CTR	6	0%
IA	1	0%
INT'L	1456	86%

Demographics by Rank

The majority of military students who attended METs were international officers.

	Officer	Enlisted
INT'L	1098	176
USA	59	54
USAF	10	6
USN	17	48
USMC	2	2





Attendance by Category

SOF	864	52%
SOF Enabler	449	27%
Non-SOF	349	21%
SOF and Enablers	1313	79%

Asymmetric Warfare Course

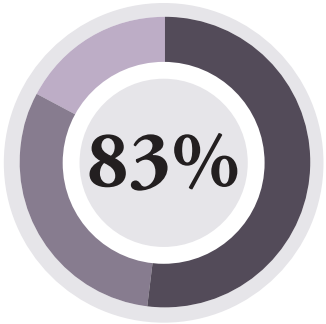
AWC

Course Code: AWC
Length: 4 or 5 days
Email: N/A
MASL#: D309072

Class Iterations

Total	2
On-Station	0
Off-Station	2
Academic Hours	32-40
Students	42
Student Contact Hours	1,504

Attendance by Category



SOF	22	52%
SOF Enabler	13	31%
Non-SOF	7	17%
SOF and Enablers	30	83%

Target Audience

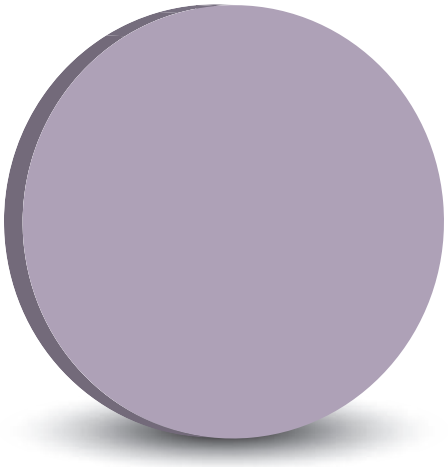
This course is designed for international special operations military officers (O2-O5), warrant officers (W1-W4), and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that may involve joint staff planning. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

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 vignettes, case studies, and varied faculty discussion topics that range from critical thinking, culture, and insurgency theory, to intelligence and operational approaches, to transnational criminal activities and law enforcement.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**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	42	100%

Demographics by Rank

85% (34) of military students were international officers.

	Officer	Enlisted
INT'L	34	6

Years of SOF Experience

55% (23 of 42) of students had between 1 and 5 years of SOF experience.

Civil-Military Operations Seminar

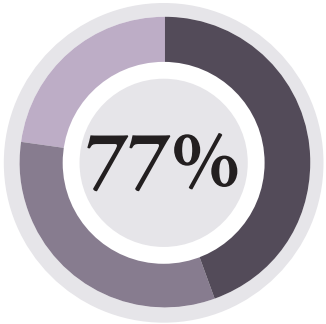
CMOS

Course Code: CMOS
Length: 5 days
Email: N/A
MASL#: D309073

Class Iterations

Total	4
On-Station	0
Off-Station	4
Academic Hours	40
Students	111
Student Contact Hours	4,440

Attendance by Category



SOF	49	45%
SOF Enabler	36	33%
Non-SOF	25	23%
SOF and Enablers	85	77%

Target Audience

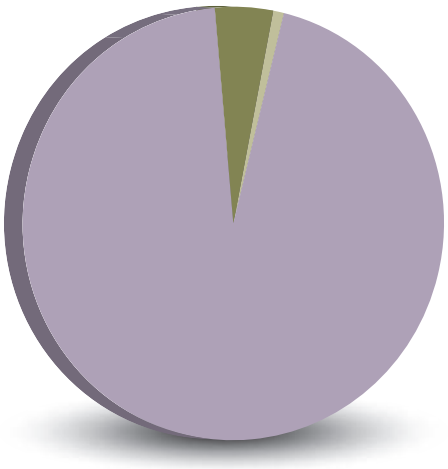
CMOS is designed for International civil-military operations (CMO) planners, civil affairs officers, special operations military officers (O2-O5), warrant officers and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international CMO assignment. Personnel with deployment experience and/or planning experience at JTF/corps/division level are also desired course candidates. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

Seminar participants will discuss, examine, and exchange ideas concerning the best practices in civil-military operations (CMO) and stability operations. The MET curriculum can be tailored to meet specific national requirements.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.8	4.4
The information provided in this course will be useful to me in my job	4.8	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.8**	**4.6**



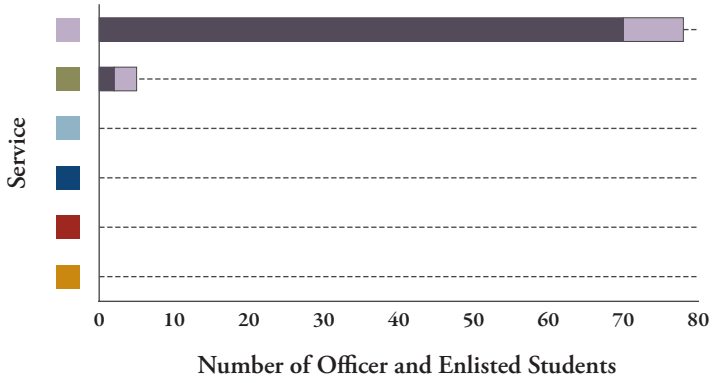
Course Demographics

USA	5	5%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	1%
CTR	0	0%
IA	0	0%
INT'L	105	95%

Demographics by Rank

90% (70 of 78) of the international military students were officers.

	Officer	Enlisted
INT'L	70	8
USA	2	3



Years of SOF Experience

All levels of SOF experience were represented.

Interagency Counterterrorism Seminar

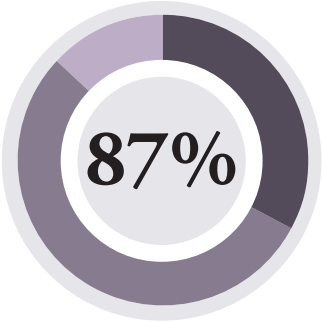
IACT

Course Code: IACT
Length: 3 days
Email: N/A
MASL#: N/A

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	24
Students	104
Student Contact Hours	2,496

Attendance by Category



SOF	34	33%
SOF Enabler	56	54%
Non-SOF	14	13%
SOF and Enablers	80	87%

Target Audience

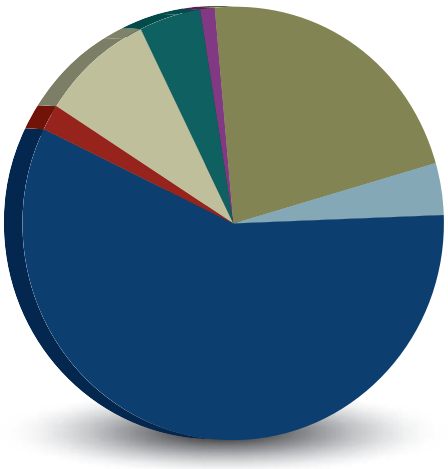
Mid-career national security professionals (GS12-GS13, O4-O5, E7-E8) involved in, supporting, or interested in efforts to plan and synchronize operations against terrorist networks.

Course Description

The IACT seminar is a three-day program of instruction that educates students on how the U.S. Government plans and synchronizes operations against violent extremist networks. The subject material is discussed from the perspective of special operations forces, focusing on their important and salient role in the counterterrorism (CT) effort. Lessons will enable students to understand the factors contributing to international terrorism, the U.S. national security process related to CT, the U.S. CT strategy, how the U.S. CT effort is organized, key U.S. CT capabilities, and how to apply course objectives to relevant CT case studies.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.4	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	23	22%
USAF	4	4%
USN	60	58%
USMC	2	2%
USCG	0	0%
CIV	9	9%
CTR	5	5%
IA	1	1%
INT'L	0	0%

Demographics by Rank

Students from all four services attended the course. Of the military students, 64% (57 of 89) were enlisted.

	Officer	Enlisted
USA	14	9
USAF	2	2
USN	15	45
USMC	1	1

Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Operational Planning Course

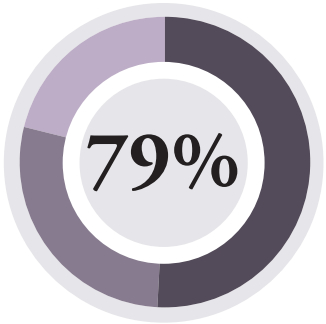
OPC

Course Code: OPC
Length: 5 or 10 days
Email: N/A
MASL#: D309074

Class Iterations

Total	19
On-Station	0
Off-Station	19
Academic Hours	40-80
Students	544
Student Contact Hours	41,120

Attendance by Category



SOF	273	51%
SOF Enabler	148	28%
Non-SOF	115	21%
SOF and Enablers	421	79%

Target Audience

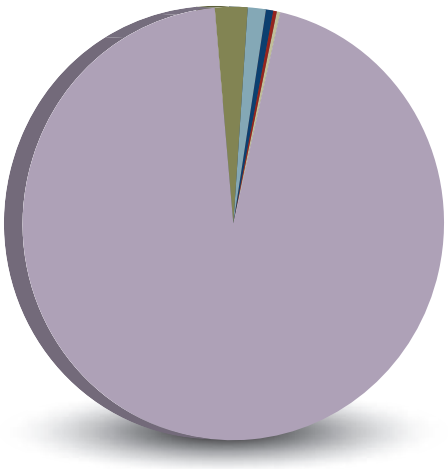
OPC is designed for international special operations military officers (O2-O5), warrant officers, and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that involves joint staff planning. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course focuses on linkages 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 CTFP.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



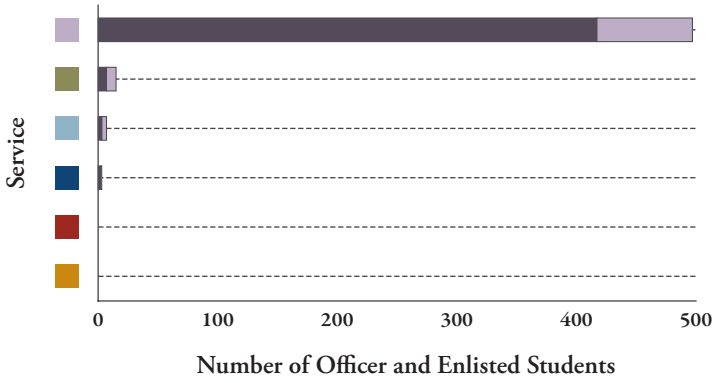
Course Demographics

USA	15	3%
USAF	7	1%
USN	3	1%
USMC	1	0%
USCG	0	0%
CIV	2	0%
CTR	0	0%
IA	0	0%
INT'L	516	95%

Demographics by Rank

International students comprised over 95% (497 of 523) of the military students who attended the course.

	Officer	Enlisted
INT'L	417	80
USA	7	8
USAF	3	4
USN	2	1
USMC	0	1



Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Special Operations Air Integration Course

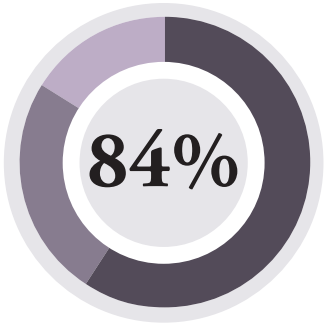
SOAIC

Course Code: SOAIC
Length: 5 days
Email: N/A
MASL#: D309078

Class Iterations

Total	12
On-Station	0
Off-Station	12
Academic Hours	40
Students	321
Student Contact Hours	12,840

Attendance by Category



SOF	189	60%
SOF Enabler	78	25%
Non-SOF	49	16%
SOF and Enablers	267	84%

Target Audience

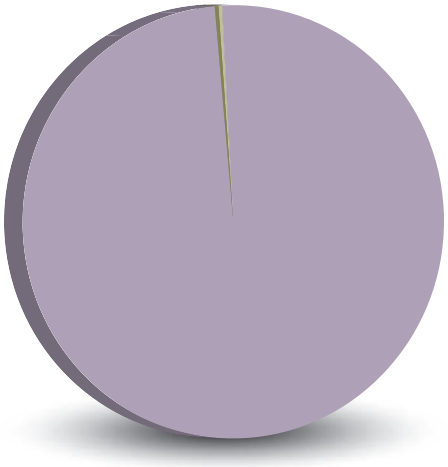
This seminar is for U.S. and international officers (O1-O4), warrant officers, senior noncommissioned officers (E6-E9), and civilians selected for assignment to an international or national organization performing duties directly associated with the planning of special air operations. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course provides students from national, joint, or combined organizations the knowledge to integrate theater-level special operations air/aviation forces as part of a combined special operations component to support coalition operations. The MET curriculum can be tailored to meet specific national requirements.

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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



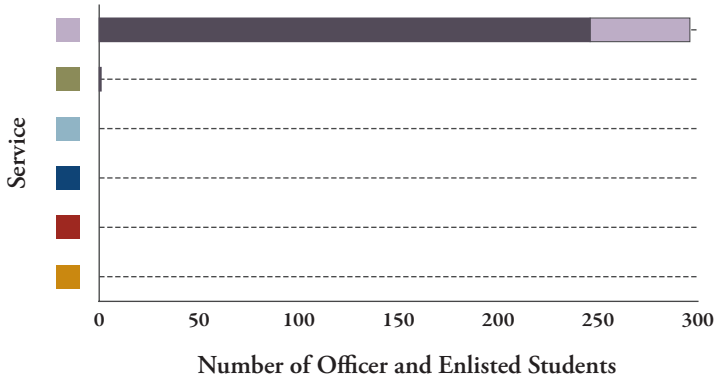
Course Demographics

USA	1	0%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	0%
CTR	0	0%
IA	0	0%
INT'L	319	99%

Demographics by Rank

82% (246 of 297) of military students were international officers.

	Officer	Enlisted
INT'L	246	50
USA	1	0



Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Special Operations Aviation Planning Course

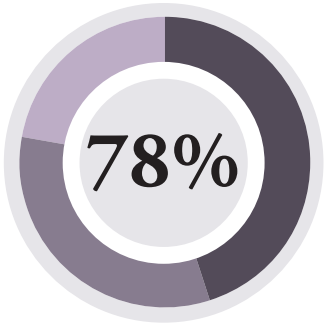
SOAPC

Course Code: SOAPC
Length: 5 or 10 days
Email: N/A
MASL#: D309076

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	40-80
Students	95
Student Contact Hours	5,496

Attendance by Category



SOF	41	45%
SOF Enabler	30	33%
Non-SOF	20	22%
SOF and Enablers	71	78%

Target Audience

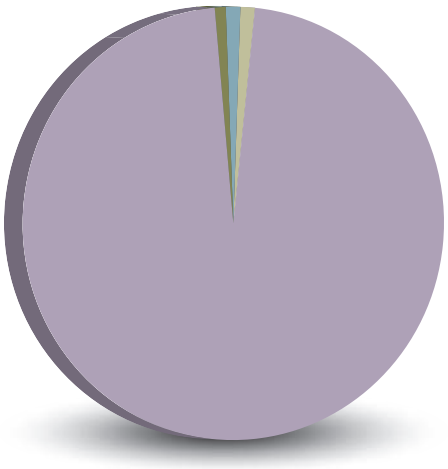
The seminar is for U.S. and international unit-level air mission planners (normally warrant officers through junior major) who coordinate fixed and/or rotary wing aviation in support of ground and/or maritime operations. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course educates students to plan and brief all phases of special operations aviation missions. Unit-level planners will be prepared to plan and synchronize objectives and resources while accounting for environmental factors in order to support special operations ground or maritime operations. The MET curriculum can be tailored to meet specific national requirements.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.5	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.4**	**4.6**



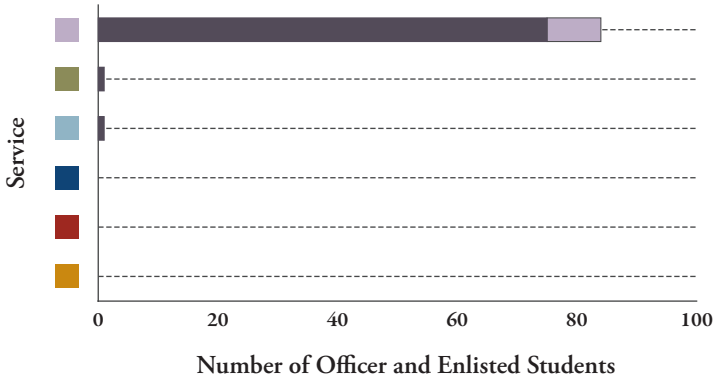
Course Demographics

USA	1	1%
USAF	1	1%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	1%
CTR	0	0%
IA	0	0%
INT'L	92	97%

Demographics by Rank

87% (75 of 86) of military students were international officers.

	Officer	Enlisted
INT'L	75	9
USA	1	0
USAF	1	0



Years of SOF Experience

Over 65% (57 of 87) of students had between 0 and 5 years of SOF experience.

Special Operations Combating Terrorism Course

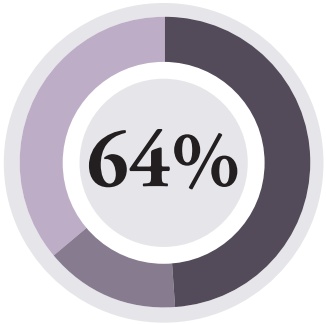
SOCbT

Course Code: SOCbT
Length: 6 and 10 days
Email: N/A
MASL#: D309048

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	48-80
Students	161
Student Contact Hours	9,440

Attendance by Category



SOF	74	49%
SOF Enabler	22	15%
Non-SOF	54	36%
SOF and Enablers	96	64%

Target Audience

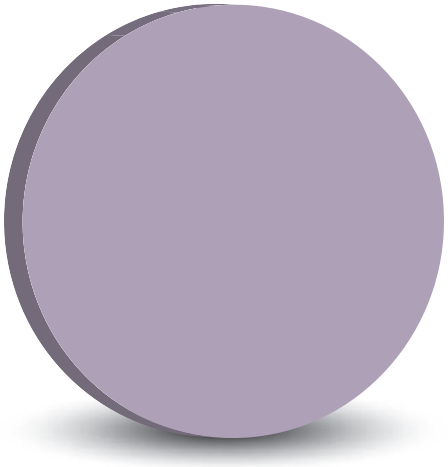
SOCbT is designed for U.S. and international mid- to senior-level military officers, Ministry of Defense officials, and other security officials with actual or projected responsibilities for combating terrorism. A minimum ECL score of 70 is required for courses taught exclusively in English.

Course Description

The SOCbT course is designed to foster an appreciation of the strategic goals for combating terrorism across the world, to understand the potential for international contributions to transnational strategic concepts, and how to best apply national and regional capabilities in conjunction with international warfighting partners.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



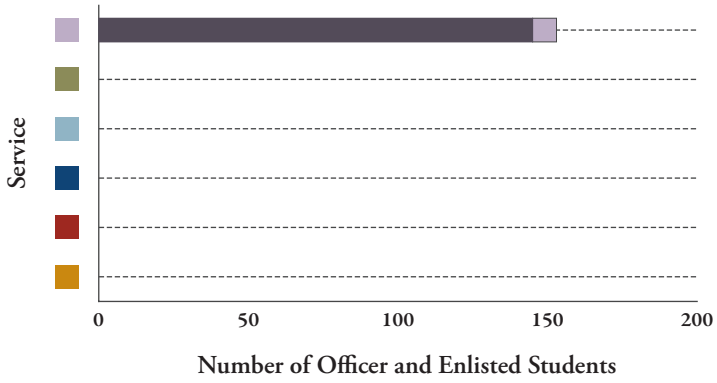
Course Demographics

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	161	100%

Demographics by Rank

95% (145 of 153) of military students were international officers.

	Officer	Enlisted
INT'L	145	8



Years of SOF Experience

75% (83 of 111) of students had between 0 and 5 years of SOF experience. All levels of experience were represented.

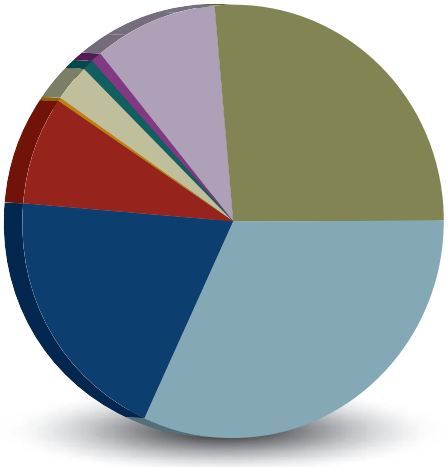
PME

Professional Military Education Programs

JSOU provides academic support to formal 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 our operational capabilities. In AY13, JSOU increased its PME support and taught 35 percent more students. PME support also increased contact to SOF and SOF enablers from 42 percent in AY12 to 55 percent in AY13.

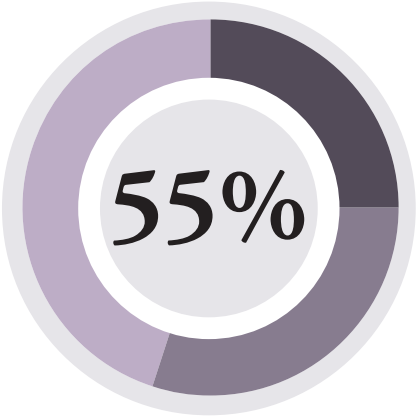
PME Courses Taught During AY13

PME School or Education Center	Number of Students	Student Contact Hours
Air Command and Staff College	24	276
Air War College	61	1,413
Army War College	36	720
Command and General Staff College	64	128
Joint Forces Staff College	1,317	4,261
Marine Corps University	78	128
National Defense University	26	572
Naval Special Warfare Center	270	833
Naval War College	31	522
Navy Marine Corps Intelligence Training Center	32	96
School of Advanced Military Studies	58	232
USAF Special Operations School	747	1,044
USA John Fitzgerald Kennedy Special Warfare Center and School	417	2,989
USMC Security Cooperation Group	70	210
Other	247	2,660
Total	**3,478**	**16,084**



Course Demographics

USA	918	26%
USAF	1,116	32%
USN	678	19%
USMC	279	8%
USCG	5	0%
CIV	101	3%
CTR	24	1%
IA	33	1%
INT'L	324	9%



Attendance by Category

SOF	851	25%
SOF Enabler	1,035	30%
Non-SOF	1,522	45%
SOF and Enablers	1,886	55%

DL

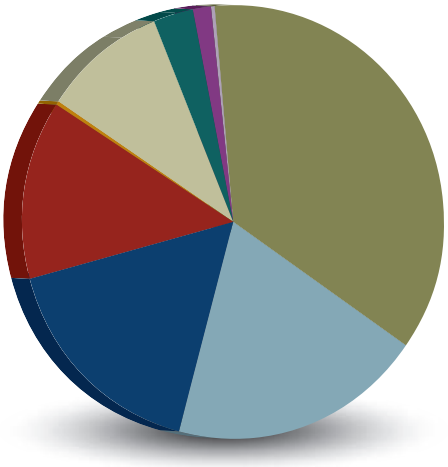
Distance Learning

JSOU offers two online educational courses, Introduction to Special Operations Forces (ISOF) and Introduction to Irregular Warfare Distance Learning Course (I2WDL). These courses offer flexible learning opportunities to accommodate students' demanding schedules. Courses are delivered through online learning platforms, allowing students to work at their own pace, with the added advantage of resident JSOU faculty who provide oversight and interaction.

ISOF offers a baseline overview of the special operations community and is highly recommended for those new to USSOCOM. ISOF is also a prerequisite for many JSOU resident courses and is offered on a continuing enrollment schedule. Students have 28 days to complete all modules and assessments.

I2WDL presents an overview of the five pillars of irregular warfare and includes a module on their integration with interagency partners. Students have 30 days to complete the course and spend an average of 36 hours reviewing the content and taking exams. I2WDL is often suggested as a prerequisite for advanced irregular warfare courses and is available through ongoing registration.

Through AY13, JSOU conducted a total of 24 DL course iterations with 911 individual course completions for a total of 23,624 contact hours.



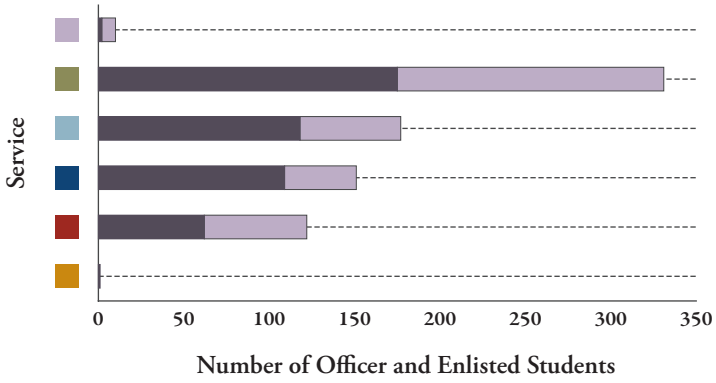
Course Demographics

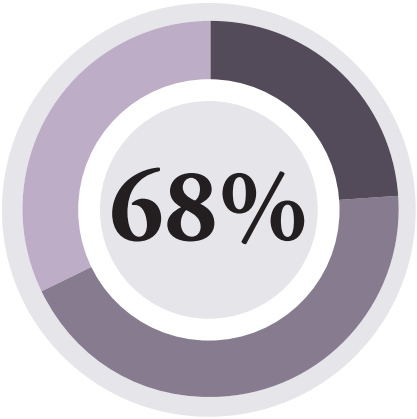
USA	331	36%
USAF	177	19%
USN	151	17%
USMC	122	13%
USCG	1	0%
CIV	88	10%
CTR	26	3%
IA	13	1%
INT'L	2	0%

Demographics by Rank

Over 86% (784 of 911) of the DL students were active military. 59% (467) of them were officers and 41% (317) were enlisted

	Officer	Enlisted
INT'L	2	0
USA	175	156
USAF	118	59
USN	109	42
USMC	62	60
USCG	1	0





Attendance by Category

SOF	213	24%
SOF Enabler	381	44%
Non-SOF	278	32%
SOF and Enablers	594	68%

Introduction to Irregular Warfare Distance Learning Course

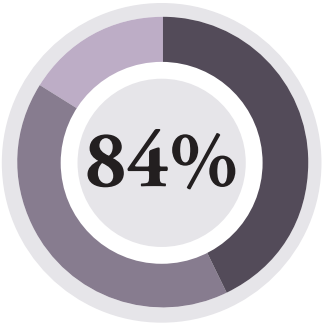
I2WDL

Course Code: I2WDL
Length: 30 days
Email: jsou.i2wc@socom.mil
MASL#: N/A

Class Iterations

Total	9
On-Station	0
Off-Station	9
Academic Hours	34
Students	176
Student Contact Hours	5,984

Attendance by Category



SOF	74	43%
SOF Enabler	71	41%
Non-SOF	28	16%
SOF and Enablers	145	84%

Target Audience

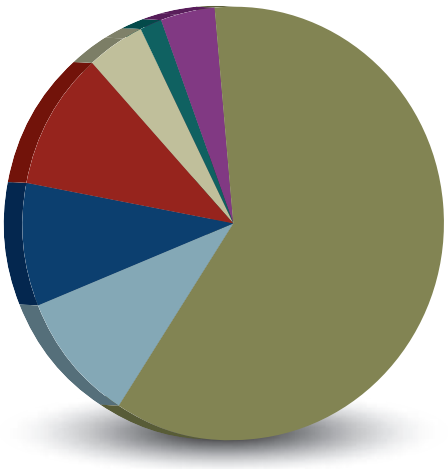
This curriculum is designed for officers (O1-O4), warrant officers (W1-W3), NCOs (E5-E7), civilian, and contractors equivalents in the SOF community or supporting SOF operations.

Registration Criteria

Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

I2WDL is a 30-day distant learning course 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.



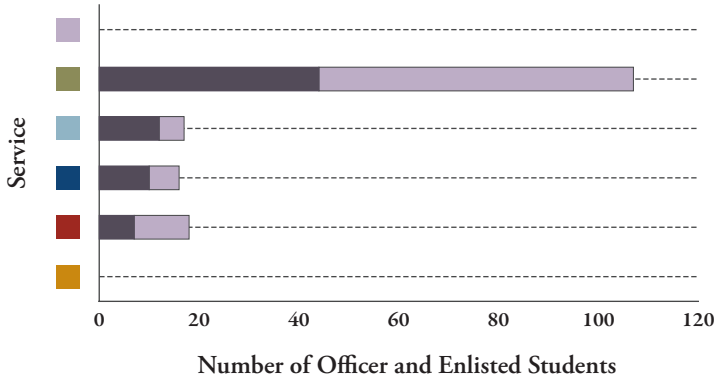
Course Demographics

USA	107	61%
USAF	17	10%
USN	16	9%
USMC	18	10%
USCG	0	0%
CIV	8	5%
CTR	3	2%
IA	7	4%
INT'L	0	0%

Demographics by Rank

54% (85 of 158) of military students were enlisted. All four services were represented.

	Officer	Enlisted
USA	44	63
USAF	12	5
USN	10	6
USMC	7	11



Years of SOF Experience

Interagency Attendance

DHS	1	DOS	1
DOD	2	JIATF-S	1
DOJ	2		

Introduction to Special Operations Forces

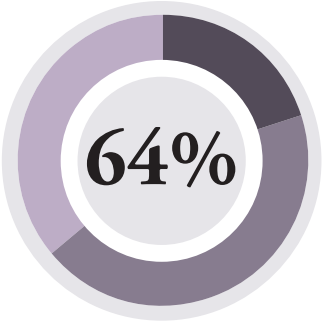
ISOF

Course Code: ISOF
Length: 28 days
Email: jsou.isof@socom.mil
MASL#: D126075

Class Iterations

Total	15
On-Station	0
Off-Station	15
Academic Hours	24
Students	735
Student Contact Hours	17,640

Attendance by Category



SOF	139	20%
SOF Enabler	310	44%
Non-SOF	250	36%
SOF and Enablers	449	64%

Target Audience

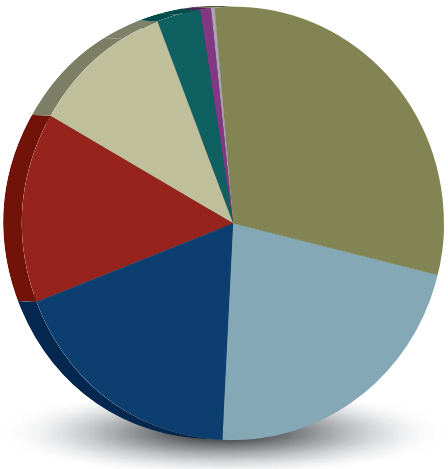
The primary audience is individuals with minimal special operations experience and knowledge who have been identified to serve as staff members at USSOCOM, its subordinate commands, and TSOCs. The course is suitable for individuals with an enabling or partner relationship to special operations commands, or others requiring a fundamental understanding of special operations.

Registration Criteria

Students must possess and provide either a .mil or .gov email address to register for the course. This address is used to provide students with their Blackboard login information. Once the student receives his/her login information they may take the course on any unclassified computer with internet access.

Course Description

The course is arranged and delivered in ten online lessons designed to provide the student with a basic understanding of special operations. This includes special operations functions, organizations, capabilities, and doctrinal employment, along with key concepts and terms.



Course Demographics

USA	224	30%
USAF	160	22%
USN	135	18%
USMC	104	14%
USCG	1	0%
CIV	80	11%
CTR	23	3%
IA	6	1%
INT'L	2	0%

Demographics by Rank

All four services were represented. 63% (392 of 624) were officers.

	Officer	Enlisted
USA	131	93
USAF	106	54
USN	99	36
USMC	55	49
USCG	1	0

Years of SOF Experience

Interagency Attendance

CIA	1	DOS	2
DOJ	1	Senate	1
DHS	1		

Glossary of Terms

Glossary

ACICS: Accrediting Council of Independent Colleges & Schools

ACCET: Accrediting Council for Continuing Education and Training

ACE: American Council on Education

AFB: Air Force Base

AFSOC: Air Force Special Operations Command

APOM: Adjusted Program Objective Memorandum

CEP: Career Education Program

CETG: Command Education and Training Guidance

CEU: Continuing Education Unit

CSEL: Command Senior Enlisted Leader

CTFP: Counter Threat Finance Program

DISAM: Defense Institute of Security Assistance Management

DoD: Department of Defense

ECL: English Comprehension Level

FY: Fiscal Year

FYDP: Five Year Defense Plan

GPF: General Purpose Forces

ISAF: International Security Assistance Force

IT: Information Technology

IW: Irregular Warfare

JIATF-W: Joint Interagency Task Force-West

JSOFSEA: Joint Special Operations Senior Enlisted Academy

JSOU: Joint Special Operations University

JSOU-D: Joint Special Operations University-Dean's Department

JSOU-O: Joint Special Operations University-Operational Studies Department

JSOU-P: Joint Special Operations University-Professional Education Department

JSOU-S: Joint Special Operations University-Strategic Studies Department

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

NSHQ: North Atlantic Treaty Organization Special Operations Forces Headquarters

NSW: Naval Special Warfare

OEF: Operation ENDURING FREEDOM

OSD: Office of the Secretary of Defense

PME: Professional Military Education

POLAD: Political Advisor

SC: Security Cooperation

SC-OC: Security Operations-Orientation Course

SO: Special Operations

SOCNORTH: Special Operations Command North

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

Joint Special Operations University
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(813) 826-3564

This FactBook is intended as a compilation of JSOU policies and philosophies from official regulations and directives. For any official actions, the actual directives should be used as source documents. Cleared for public release: distribution unlimited.

Welcome

Letter from the President

Once again it is my pleasure to present the annual JSOU FactBook for academic year (AY) 2013. This was the first year we collected "enhanced" academic data in our courses and on mobile education team (MET) events, specifically to better understand our student composition and the resulting learning outcomes. Our intent is to conduct the right academic program, for the right audience, at the right time in their professional development—a goal I believe we are achieving. The AY13 FactBook information is presented in sufficient detail so that you, our stakeholders, can better assess our effectiveness, assist in making improvements, and find the right academic programs for your people.

Building upon the successful trends established in recent years, JSOU maintained its expected rate of increase in total academic hours, overall number of students, and in contact hours per student. In fact, overall student attendance in JSOU programs was an all-time high of 8,240 students, a 20 percent increase from AY12, with a corresponding 25 percent increase in contact hours. Of note, while special operations forces (SOF) and SOF enabler attendance remained steady at 68 percent of overall student attendance, in formal resident courses SOF and enabler attendance was 77 percent. If Enlisted Academy data is added to this calculation, the SOF attendance numbers increase even more. It should also be noted that 28 resident courses (of 87) were conducted away from our Pinewood campus, with many conducted at theater special operations command (TSOC) and component locations.

MET attendance decreased due to a shifting focus to SOF in these programs. However, this was offset by an impressive 50 percent increase in overall contact hours and average hours per student increasing to 51 (from 26 in AY12). As promised, JSOU significantly emphasized TSOC support in AY13 with 64 METs focused on international engagement, an increase from 58 (AY12), and international students accounting for 23 percent of overall attendance with very high concentrations of SOF and SOF enablers. This focus included first time METs to Saudi Arabia, Peru, Indonesia, Laos and Cambodia. Additionally, JSOU launched its four-week TSOC Staff Preparation Course, increased frequency of its TSOC Basic Education Course and added several distance learning (DL) courses in SOF fundamentals, C2, and irregular warfare topics. This is the first year JSOU has catalogued its DL program, with a start-up of 24 course iterations and over 900 students completing courses. I expect we will see these numbers increase in

the future as our on-line capability continues to expand and more directly supports JSOU education.

Data presentation for the JSOU Enlisted Academy has evolved as this valuable program has grown from a single course (Joint SOF Senior Enlisted Academy) to a career education program of four distinct courses, tailored for SOF noncommissioned officers (NCO) across their entire career spectrum. Two pilot courses were conducted with outstanding results: the entry-level "Joint Fundamentals" course for E-6s and the JSOFSEA follow-on for nominative E-9s, or "Summit" course, the equivalent to the chairman's KEYSTONE program. Outreach to all service senior enlisted academies was spearheaded by our JSOU Enlisted Academy faculty, who are leading the way in joint NCO education throughout the Department of Defense (DoD). Although Enlisted Academy students represent only 2 percent of total JSOU attendance, their student contact hours exceed 16 percent, showing the rigor and intensity of the programs.

In response to the commander's AY13-17 education guidance, JSOU increased its efforts in professional military education (PME), both with formal DoD institutions but also for our SOF component schoolhouses. Demonstrating this trend, the SOF and SOF enabler percentage for PME students increased to 55 percent (from 42 percent), while contact hours correspondingly improved, thanks in part to JSOU's development of SOF-specific curricula for these programs. The Joint Forces Staff College remained our primary PME focus with extensive elective support provided in resident programs on their main Norfolk campus and in their non-residence satellite program hosted by JSOU at the Pinewood campus. Breakthroughs were also made with international students attending senior-level PME in the United States, as JSOU conducted its combating terrorism curriculum at the Air, Army, and National War Colleges.

As promised in last year's FactBook, JSOU is well on the way to becoming a preeminent 21st Century educational institution recognized as a center for special operations learning and research. In AY14, JSOU will re-align its organizational structure to become more like a true university, while preserving joint continuing education efforts for the United States Special Operations Command (USSOCOM) Headquarters, components, and TSOCs. We will pursue both legislative and accreditation actions that better position JSOU to meet the commander's intent for education. Already in development, we will launch a first ever SOF Graduate Certificate composed of four distinct master's level courses and complete the design of a SOF Bachelor's completion degree. And finally, the site is now being prepped and ground broken for the new JSOU academic facility, scheduled for completion in late 2015. Combined with ongoing academic initiatives, this world-class facility represents the significant commitment of the USSOCOM to educate its force. Please review our FactBook and see how JSOU supports your mission. I look forward to hearing from you and together we will continue to build an outstanding and unique SOF institution.

Dr. Brian A. Maher, SES
President

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About JSOU

JSOU Mission

The Joint Special Operations University (JSOU) serves as the United States Special Operations Command's (USSOCOM) lead component for all matters pertaining to joint special operations forces (SOF) education. The mission of JSOU is to:

- Develop SOF and SOF enablers for strategic and operational leadership
- Educate military and civilian professionals on the employment of SOF in a joint, interagency, and multinational environment
- Research and publish on national security issues critical to the SOF community

To accomplish this, JSOU provides unique SOF-specific curricula to USSOCOM Headquarters, service components, and theater special operations commands (TSOCs) that is not available through other academic programs. JSOU is the arbiter across the command for joint, combined, and interagency special operations (SO) curricula and advises the commander of USSOCOM on joint SO education. JSOU's current capabilities include resident courses and certificates, mobile education teams (METs), component school support, focused courses and seminars, the Counter Terrorism Fellowship Program (CTFP) and courses open to international students, theater engagement programs, joint/service professional military education (PME) electives, command-wide research, periodic publications, symposiums, and workshops.

JSOU Vision

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

JSOU is a joint educational institution that serves as the education "center" of USSOCOM. It is designed as an institution of the future that incorporates new and innovative curriculum, instructional programs, and teaching methods, while easily adapting to a changing global environment. Our faculty recognizes that education is a long-term commitment and that JSOU must set high academic standards to which others aspire. The strategic and operational level competency of our graduates is JSOU's measure of success.

SOF Education Network

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. Air Force Special Operations Training Center; U.S. Air Force Special Ooperations School; Hurlburt Field, FL
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 Lejuene, NC
10. Joint Forces Staff College, Joint & Combined Warfighting School, Joint Advanced Warfighting School; Norfolk, VA
11. Marine Corps Command & Staff College; Marine Corps University; Quantico, VA
12. National Defense University, National War College; Ft McNair, Washington, DC
13. U.S. Army War College; Carlisle, PA
14. U.S. Naval War College, U.S. Navy Senior Enlisted Academy; Newport, RI

Not shown: NATO School; Oberammergau, Germany and the NATO SOF Training and Education Program; Brugeletter-Chievres, Belgium

USSOCOM Education Vision

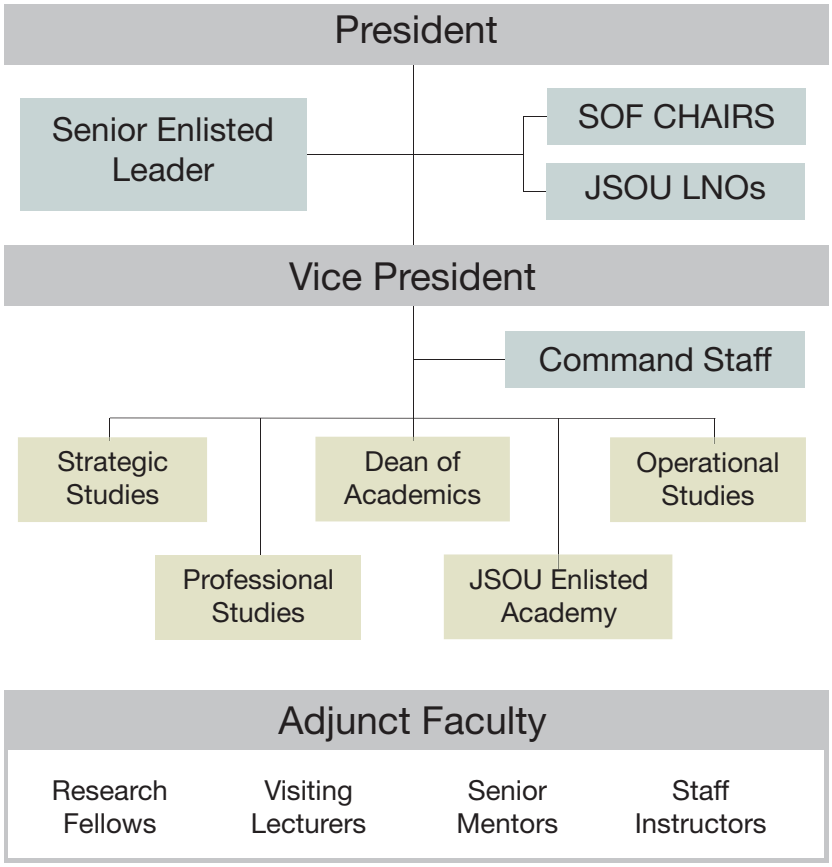
"The Operator is the 'platform' upon which all other systems must orient. The Operator is the core of USSOF. The future of USSOCOM remains the Operator – an expert in warfighting skills, executing the core activities, and understanding cultures around the world."
USSOCOM DIR 621-1, 7 January 2011

The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic, and adaptive professional education opportunities via existing joint and service PME programs or through developing and delivering SOF-unique programs.

The JSOU campus is located 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 located at or near SOF component headquarters, in the Washington D.C. area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and NATO SOF Headquarters, Belgium.

JSOU has implemented 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.

Organization



The JSOU faculty and staff
September 2013.

Leadership

Dr. Brian Maher
President

COL Jeffrey Goble
Vice President

CSM David Betz
Command Senior Enlisted Leader

SGM Steven Horsley
Commandant, JSOU-EA

Dr. Amie Lonas
Dean of Academics

Mr. George McNair
Director, Operational Studies

Dr. Kenneth Poole
Director, Strategic Studies

Mr. Boyd Ballard
Director, Professional Studies

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

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

Tom Matthews
Major 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 Spigelmire
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

Hekmat Karzai
M.S., Information Technology and Strategic Studies

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

Bill Mendel
Colonel, USA, Retired

Mark Moyar*
Ph.D., History

Hector Pagan
Brigadier General, USA, Retired

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

Jason Quirin*
Ph.D., Chemical Engineering

Chuck Ricks
M.S., English

Linda Robinson
Public Policy Scholar, Wilson Center

Richard Rubright*
Ph.D., Strategic Studies

Richard Shultz
Ph.D., Political Science

Dona Stewart
Ph.D., Geography

Jessica Turnley
Ph.D., Cultural Anthropology

Bill Wildrick
Captain, U.S. Navy (USN), Retired

Joanna Gutierrez-Winters*
M.A., International Relations and Diplomacy; M.A., Economics

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

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

** Denotes a Resident Senior Fellow*

Associate Fellows

Anneli Botha
M.A., Political Science

John Clarke
Ph.D., Political Science

Sebastian Gorka
Ph.D., Political Science

James Kiras
Ph.D., Strategic Studies

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 non-government civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct faculty and guest speakers/lecturers are hired on an as needed basis to support specific educational requirements. Active duty and reserve military personnel are typically assigned to specific education support requirements, i.e., to act as course directors or subject matter experts, but some are assigned to mission support and unit administration positions. Government civilians and civilian contractors also fill both education and support roles. Personnel funding is obtained from standard and nonstandard sources. For example, reserve personnel positions are not funded by JSOU, while some civilian staff positions are paid for by 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 methodologies. The curriculum is based on the Joint Professional Military Education Instructional Systems Design (ISD) model applied in the joint SOF environment. Instructors are categorized as: instructor, senior instructor, and master instructor. Listed below are the requirements for each of the categories:

Instructor - Complete MOIC or an acceptable substitute, certification in one lesson, semi-annual instructor evaluation, complete 12 continuing education units (CEU) each academic year, and maintain a faculty folder.

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

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, and maintain a faculty folder.

JSOU Executive Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Maher	Brian	SES	President	Senior	Doctorate
Betz	David	CSM	Senior Enlisted Leader	Instructor	Bachelors
Leonard	Kay	GS-13	Protocol	Instructor	Associates
Turbe	Janette	GS-11	Executive Assistant	*	Some College
Bennett	Michael	GS-14	SOF Chair, JFSC	Senior	Masters
Morris	Carl	LTC	SOF Chair, MCU	Instructor	Masters
Nielsen	Andrew	Col	SOF Chair, NDU	Instructor	Masters
LeMire	Guy	COL	SOF Chair, NPS	Instructor	Masters

Command Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Goble	Jeffrey	COL	Vice President	Instructor	Masters
Angle	Douglas	GS-14	Director, Education Technology/CIO	Instructor	Masters
Chonsky	April	GS-11	Logistics Manager	*	Bachelors
Brixie	Richard	GS-12	Facility Manager	*	Some College
Jensen	Marylee	CTR	Budget Analyst	*	Bachelors
Larsen	Douglas	GS-11	Budget Analyst	*	Associates
Kilgore	Joe	GS-14	Future Academic Plans	Master	Doctorate
Scholten	Leonila	GS-9	Personnel Liaison	*	Associates
Tyler	Donald	GS-14	Contracting Officer Representative	Instructor	Masters

Dean of Academics

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Lonas	Amie	GS-14	Dean of Academics	Master	Doctorate
Ashford	Guy	GS-7	AV Technician	*	Some College
Carson	Kathryn	CTR	Registrar	Instructor	Bachelors
Casey	Robin	GS-13	Director, Curriculum Management	Senior	Masters
Crotts	Robert	CTR	AV Engineer	*	Bachelors
Edwards	Jeff	GS-13	Institutional Research Analyst	Instructor	Masters
Embree	Elaina	CTR	Instructional Designer	Instructor	Masters
Ford	Barbara	CTR	Director, Academic Counseling	*	Masters
Jones	Olander	GS-9	Registrar	Instructor	Masters
Mafnas	Daniel	CTR	SharePoint Developer	*	Associates
Maldonado	Michelle	CTR	Student Services	*	Bachelors
Miller	Alexander	CTR	Task Lead, SharePoint	*	Bachelors

Dean of Academics, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Mister	Jarvis	CTR	System Administrator	*	Bachelors
Norman	Kimberly	GS-9	Registrar	Instructor	Bachelors
Ortiz	Jose	GS-11	Security Manager	*	Bachelors
Rivera	Victor	CTR	Security Administrator	*	Associates
Ruhge	Charlene	CTR	Graphic Artist	*	Bachelors
Salley	Herman	CTR	Security Administrator	*	Some College
Sanicola	Robert	CTR	Learning Management System Administrator	Instructor	Bachelors
Shiver	Joseph	GS-13	Director, Faculty Development	Master	Masters
Taylor	Michael	GS-12	Director, Admissions	Senior	Masters
Tyler	Katherine	GS-13	Instructional Designer	Instructor	Doctorate
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	Instructor	Bachelors
Ammen	Tipton	GS-12	CEP-3 Distance Learning	Master	Bachelors
Armistead	Brady	CMSgt	Chief of Academics	Senior	Bachelors
Bailey	Brian	SMSgt	CEP-3 Instructor	Master	Bachelors
Barnhart	Bryce	CTR	JSOU-EA Instructional Designer	Instructor	Masters
Beyersdorf	Korey	CTR	CEP-3 Instructional Designer	*	Bachelors
Boyles	Daniel	SBCS	CEP-3 Instructor	Instructor	Bachelors
Boychuk	James	SOCM	CEP-3 Instructor	Senior	Bachelors
Brown	David	CTR	CEP-1 Instructor	Instructor	Bachelors
Caffall	Christopher	GS-13	Chief, Faculty Development	Master	Masters
Cannady	Roger	CTR	CEP-1 Instructional Systems Specialist	*	Bachelors

JSOU - Enlisted Academy, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Casey	Paul	SGM	CEP-3 Instructor	Master	Masters
Decker	Steven	CTR	CEP-1 Instructor	Instructor	Bachelors
Dolasky	Kent	CTR	CEP-2 Course Director	Senior	Masters
Gamache	Robert	CTR	CEP-3 English Professor	Instructor	Masters
Girard	Donna	CTR	CEP2 Instructional Designer	Instructor	Masters
Giger	Ronald	CTR	CEP-1 Course Director	Instructor	Associates
Hersey	Scott	CTR	JSOU-EA Blackboard Administrator	*	Masters
Horvath	James	MSgt	CEP-3 Instructor	Senior	Bachelors
Howell	William	GS-12	CEP-3 Distance Learning	Master	Bachelors
Jackson	Reginald	CTR	CEP-3 Learning Management System Administrator	Instructor	Bachelors
James	Mark	GS-12	CEP-3 Distance Learning	Master	Bachelors
Lundstrom	Michael	CTR	CEP-4 Instructor	Master	Associates
Marquis	Rene	MSG	Operations Sergeant	*	Associates
McCaffrey	Kevin	CTR	CEP-1 Development Team	Instructor	Some College
Miller	Michael	SGM	CEP-3 Distance Learning	Instructor	Associates
Mills	Edgar	MSG	Chief of Operations	Instructor	Some College
Moody	Barbara	GS-6	Administrative Assistant	Instructor	Masters
Rauschuber	Brian	SGM	CEP-3 Instructor	Instructor	Associates
Shreve	Bart	CTR	CEP-3 Instructor	Instructor	Masters
Smith	Derrick	GS-13	International Student Liasion	Instructor	Masters
Smith	Thomas	CTR	CEP-4 Course Director	Senior	Associates
Southworth	John	SGM	CEP-3 Instructor	Instructor	Bachelors
Sullivan	James	MCPO	Deputy Commandant	Instructor	Masters

JSOU - Enlisted Academy, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Thomas	Brandon	GS-12	CEP-3 Instructor	Master	Masters
Thomas	Alvin	SGM	CEP-3 Course Director	Senior	Bachelors
Ware	Oscar	CTR	CEP2 Development Team	Instructor	Doctorate
Weaver	Carey	CTR	CEP2 Instructional Designer	Instructor	Bachelors
Wilhite	Todd	SGM	CEP-3 Instructor	Senior	Bachelors
Williams	Chad	SGM	CEP-3 Instructor	Instructor	Bachelors
West	Robert	SMSgt	CEP-3 Instructor	Instructor	Associates
Wolf	Kenneth	GS-13	Strategic Analyst	Instructor	Bachelors

Operational Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
McNair	George	GS-15	Director, Operational Studies	Master	Masters
Armstrong	John	GS-13	SOPC Course Director	Senior	Bachelors
Bates	Christopher	GS-13	IWAC Course Director	Senior	Masters
Binette	Daniel	GS-6	Administrative Assistant	*	Bachelors
Boyer	Ricky	GS-13	ISOF Course Director	Senior	Masters
Brandt	Mark	GS-13	SOAIC Course Director	Master	Masters
Breland	Scott	GS-13	Deputy, International Engagement Division	Instructor	Masters
Brinser	Charles	CTR	Administrative Assistant	*	Some College
Cobb	Norman	GS-14	Director, Master Certificate Program	Master	Masters
Doan	Gilbert	GS-14	TSOC-US Division Chief	Master	Masters
Downing	Jeb	GS-13	SOF-RMC Course Director	Senior	Masters
Edwards	Blake	GS-13	Regional Coordinator for SOCEUR	Master	Bachelors
Feeley	Sean	LTC	Functional Courses Division Chief	Senior	Masters

Operational Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Findlay	Alexander	CTR	Program Manager	*	Masters
Irwin	Wyman	CTR	Master Certificate Instructor	Instructor	Masters
Jacobs	Christopher	GS-14	Chief, International Enagement Division	Master	Masters
Jordan	Douglas	GS-13	Regional Coordinator for SOCSOUTH/SOCNORTH	Master	Masters
Kaffka	Michael	CTR	Regional Coordinator for SOCAFRICA	Instructor	Masters
Melendez	William	COL	IW-AIC Course Director	Instructor	Masters
Navarro	Julio	CTR	Joint Training Facilitator, Functional Courses Division	Instructor	Bachelors
Newton	Richard	GS-13	TSPC Course Director	Master	Masters
Pereira	Eon	GS-13	Course Director, Functional Courses	Senior	Masters
Peterson	William	GS-13	SILOC & CTFC Course Director	Senior	Masters
Raney	Mark	GS-13	IW Division Chief	Master	Masters
Ross	Luz	CTR	Regional Coordinator for SOCCENT	Instructor	Masters
Shaw	Jeffrey	LTC	Deputy, Operational Studies	Master	Masters
Shera	Jeffrey	GS-12	PEOS Course Director	Senior	Associates
Smith	Francis	CTR	Regional Center Coordinator	Instructor	Masters
Vutera	Peter	LTC	Operational Studies Deputy	Instructor	Masters
Waller	Harold	GS-13	TSOC-BEC Course Director	Master	Bachelors
Waurishuk	James	CTR	Sr. Joint Training Facilitator, Functional Courses Division	Instructor	Masters

Professional Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Ballard	Boyd	GS-14	Professional Studies Director	Instructor	Masters
Bomberger	Rachel	CTR	USSOCOM Research Library Director	Instructor	Masters
Carson	Joshua	CTR	Advanced Civilian Degrees	Instructor	Bachelors

Professional Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Chelsea	David	GS-14	NSWC Liaison	Instructor	Masters
Coomes	Amanda	CTR	Research Library Technician	*	Associates
Craven	Wendy	CTR	PME School Visit Coordinator	*	Bachelors
Garland	Kyle	CTR	PME Support Director	Instructor	Masters
Dempsey	William	GS-14	JFKSWCS Liaison	Senior	Masters
Gray	Sidney	GS-14	AFSOC Liaison	Senior	Masters
Kelly	Katherine	CTR	Reference/Research Librarian	Instructor	Masters
LaVigne	Paul	Lt Col	NSHQ Liaison	Instructor	Masters
Meade	Shannon	GS-13	Assistant Dean of Academics	Instructor	Masters
Schweizer	Mario	Maj	Marine Corps Chair/ MARSOC Liaison	Instructor	Bachelors

Strategic Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Poole	Kenneth	GS-14	Strategic Studies Director	Master	Doctorate
Ashing	James	CTR	CbTNIS Course Director	Instructor	Masters
Baggott	Sean	GS-14	CbTEIS Course Director/ NCR Liaison	Instructor	Doctorate
Burgos	Carlos	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Bachelors
Carroll	Douglas	GS-13	C/JFSOCC Course Director	Instructor	Masters
Coker	Ronald	CTR	USEP-E & USEP-A Course Director	Instructor	Masters
Guess	Steven	GS-13	USEP-F Course Director	Master	Bachelors
Gutierrez-Winters	Joanna	CTR	Resident Senior Fellow	Instructor	Masters
Harig	Curt	GS-13	SOFIACC Course Director	Master	Masters
Harkins	Homer	GS-13	Interagency Education Division Chief	Master	Masters
Joyce	Thomas	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Masters

Strategic Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Knarr	William	CTR	Resident Senior Fellow	Senior	Doctorate
Mitchell	Robert	GS-13	Master Certificate Instructor	Master	Doctorate
Moyar	Mark	CTR	Resident Senior Fellow	Instructor	Doctorate
Nalepa	Robert	GS-13	Director of Research	Instructor	Masters
Narrow	Trip	LTC	Interagency Education	Instructor	Masters
Neal	Corrin	CTR	Administrative Assistant	*	Some College
O'Donnell	Kris	GS-13	USEP-F Course Director	Master	Masters
Pitts	Cory	GS-06	Administrative Assistant	*	Some College
Poucher	John	GS-14	Senior Education Division Chief	Instructor	Masters
Quirin	Jason	CTR	Resident Senior Fellow	Instructor	Doctorate
Reidy	Francis	GS-13	International and Staff Education Division Chief	Master	Masters
Rosser	Paul	COL USAR	Interagency Education	Instructor	Bachelors
Rubright	Richard	CTR	Resident Senior Fellow	Instructor	Doctorate
Stenger	Laura	GS-13	JSOFPCC Course Director	Instructor	Masters
Sutherland	Hugh	GS-13	Program Manager International Education	Senior	Masters
Swann	Jeffrey	COL USAR	Interagency Education	Instructor	Bachelors
Townsend	Russel	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Bachelors
Treichel	Walter	MSG USAR	International and Senior SOF Education	Instructor	Bachelors
Wyant	Anna-Marie	CTR	JSOU Press Editor	*	Masters

* Staff: Not required to maintain instructor certification

Academic Guidance for AY 2014

Strategic Objective

Our primary emphasis in academic year 2014 (AY14) is to strengthen support to the USSOCOM commander's lines of operation (LOO) through tailored and focused academic programs. These LOO are discussed thoroughly in USSOCOM 2020 and remain the cornerstone of the command's strategic plan. They are:

1. Win the Current Fight
2. Expand the Global SOF Network
3. Preserve the Force/Families
4. Responsive Resourcing

Additionally, this year the commander published the USSOCOM Command Education and Training Guidance (CETG), which expands educational opportunities for SOF along four lines of effort, namely:

1. Postsecondary Education
2. Professional Military Education
3. Regional Studies
4. Foreign Language Education

JSOU is well situated to lead the way for postsecondary and PME education efforts, with initiatives to transform JSOU into a regionally accredited, internationally recognized institution of higher learning. To accelerate this goal, JSOU will work closely with the Force Management and Development Directorate (FMD), SOF component schoolhouses, TSOCs, joint and service PME institutions, and "SOF friendly" civilian colleges and universities to define solutions, analyze options, obtain proper authorities, and implement the resulting programs. JSOU will emphasize career long education for special operations noncommissioned officers (NCOs), TSOC staff preparation courses and the continuing education and professional development of SOF.

General Guidance:

AY14 will be a transition year that will posture JSOU for its evolving mission and expanded responsibilities. We must take advantage of the favorable command climate, the increased demand for JSOU academic support for both U.S. and international SOF, and the current positive resourcing environment for JSOU through the fiscal year (FY) 2015-2019 Adjusted Program Objective Memorandum (APOM) time frame. To maximize this advantage and establish irreversible momentum, JSOU must accomplish the following in AY14:

1. **Accreditation and Authorities**
   Receive master's level accreditation through the Accrediting Council of Independent Colleges & Schools (ACICS) that permits JSOU to apply to the Department of Education and become a federal degree-granting institution. Actively participate with the under secretary of defense for personnel led SOF Personnel Readiness and Education Steering Committee to guide and coordinate appropriate actions for USSOCOM and JSOU to receive the authority to administer post secondary degree programs. Establish a JSOU Board of Visitors.

2. **Bachelor's Degree Program**
   Define and validate a bachelor's completion program for development and execution in AY15. This degree will directly support the commander's Education and Training Guidance for NCO education and will provide unique special operations curriculum.

MG Sacolick speaks to a group of JSOFSEA students in January, 2013

3. **Master's Certificate Program**
   Develop and administer a unique four course post-graduate special operations academic certificate. This certificate will form the first module for a future SOF specific master's degree, administered by JSOU, when proper accreditation and authority requirements are met.

4. **Faculty and Organization Shaping**
   Form a properly qualified faculty that meets regional accreditation standards as a preliminary step to becoming a federal degree granting institution. Once approved, JSOU will implement a Title 10 civilian faculty standard for teaching, research, and direct academic support positions per DoDI 1402.06. These positions will be in accordance with requirements of planned academic degree programs and research initiatives. JSOU will re-align its organization into a true university structure that separates continuing education from matriculation programs.

5. **Studies and Research**
   Establish an internationally recognized SOF intellectual center as a dedicated organization that conducts high- level studies, analysis, research, and publication. This will directly support the JSOU education mission while providing the SOF community and its leadership with a scholarly forum to shape special operations thinking, policy formulation, and academic debate.

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 is also known in terms of its ability to effectively drive student performance and continuously monitor the improvement of the student within the educational system.

While 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 and 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 they accredit. 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.

AY13 Highlights and Accomplishments

USSOCOM's mission has evolved rapidly since September 2001, as has the need for an innovative and educated special operations forces. For over ten 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 AY13, JSOU successfully met its goals by tailoring and improving course offerings, increasing their faculty experience, implementing the use of technology, and utilizing METs for course delivery to remote locations. JSOU also increased their educational integration with joint and service PME institutions.

Dr. Reynolds, DISAM Commandant, and Dr. Maher, JSOU President, sign a memorandum of agreement.

Dean of Academics

In AY13, the Dean's Department continued to ensure national accreditation standards were met by the university. The university obtained American Council on Education (ACE) recommendations for credit in nine courses. An academic counselor was added in AY13 to provide educational guidance to students who are working toward earning college degrees. The Dean's Department consists of six divisions: Admissions, Curriculum Management, Faculty Development, Security Management, and Information Technology, and Institutional Effectiveness.

The Admissions Division focused on enhancing the learning environment for all students. Enhancements included upgraded classroom furnishings, additional information technology capabilities, and an upgraded student registration process. The electronic registration program was enhanced to streamline the registration process and permanently capture student data. In addition to making it easier for students to register for courses, the program allows the registrars to easily issue official college transcripts. 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 new Facebook page provides students with instant access to courses and current events. The Curriculum Management Division oversaw the development of curricula for over 40 courses. The curriculum staff also established new curriculum review procedures which configured JSOU courses to qualify for maximum college credit. Instructions were also established for distance learning (DL) curriculum, which began the process of developing a Blackboard presence for all resident courses. The division also coordinated a curricula review by ACE.

The Faculty Development Division provided instruction to 133 students via MOIC, Methods of Instruction Course-Abbreviated (MOIC-A) and Methods of Instruction Course-Distance Learning (MOIC-D). MOIC-D was added in AY13 for instructors and course directors who utilize the JSOU Blackboard learning management system (LMS) to deliver content to JSOU students. The division also oversaw the CPI Certificate Program. The Certified Postsecondary Instructor (CPI) 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 AY13, JSOU has 66 faculty members who are certified postsecondary instructors.

The Security Management Division was responsible for verifying approximately 6000 student/visitor clearances of individuals who attended resident courses or visited the Pinewood campus. The security staff also provided security administrative support for six conferences held at JSOU.

The Information Technology (IT) Division maintained computer systems for over 150 staff and faculty members. Additionally, the IT team provided computer and audiovisual support for 14 class, breakout, and conference rooms.

Additionally, the Institutional Effectiveness Division refined the demographic data collection process to capture course statistics via the JSOU student registration database.

The Dean's Department is also responsible for providing photography and graphics support for all courses, symposiums, conferences and events.

Enlisted Academy

In AY13 JSOU-EA made significant strides in the development of the Career Education Program (CEP) for enlisted SOF. 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 are provided through the Future Year Defense Plan (FYDP) and USSOCOM Program Objective Memorandum facilitated educational initiatives for the joint enlisted special operator.

The academy successfully piloted the Joint Fundamentals and Summit courses in AY13.

The Joint Fundamentals Course targets the SOF operators and enablers at the entry level. 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. Once final revisions are approved, the course will be taught through DL over an eight-week period, five times a year, with a planned throughput of 500 students.

JSOFSEA continued as the premier senior enlisted academy for SOF warfighters. JSOFSEA conducted four iterations, supporting the USSOCOM commander's second line of operation to expand the global SOF network. JSOFSEA continues as a two-phase course that provides an academically rigorous curriculum to the SOF warrior, preparing them for assignments at the joint level.

Following a challenging six-month online phase, students attend the nine-week resident phase at MacDill Air Force Base. In each phase, students are engaged through four primary models: joint communication, organizational management, national strategy, and force development. These modules focus on orienting and educating the student for future assignments as senior enlisted leaders at the theater, component, and combatant command levels. Students apply critical thinking in the employment of all concepts learned throughout the course.

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 levels. The course is conducted twice annually with a projected student 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.

JSOU-EA welcomed its third commandant in July 2013. SGM Steven Horsley assumed duties as the academy prepares to develop a bachelor's completion program. AY14 will be a year of continued curriculum development, instructional design, and implementation of the Enterprise Management course for the E7 SOF operator. Articulation agreements and academic advisement will play crucial roles in future education initiatives.

Adm McRaven and CSM Faris join JSOFSEA Class 12 for a group photo in August 2013.

Operational Studies

The Operational Studies Department increased support to joint SOF educational programs in the USSOCOM Headquarters and TSOCs. Efforts at building partner nation capabilities in the fight against terrorism set the stage for SOF joint/multinational interoperability at the international level. The department continues to educate individuals on joint operational concepts so they can function more effectively in the joint special operations environment.

The Operational Studies Department expanded the TSOC Education Program, which is designed to provide TSOC staff members with an introduction to the joint special operations environment and gives program graduates the ability to function effectively on a TSOC staff. The department conducted the Theater Special Operations Command-Basic Education Course (TSOC-BEC); a one-week program conducted at each TSOC location, once or twice a year, for newly-arrived personnel. The department also conducted the first three iterations of the Theater Special Operations Command Staff Preparation Course (TSPC); a four-week program conducted at JSOU for personnel selected for TSOC assignment. The department will conduct an expanded number of both courses in AY14, providing TSOC-BEC courses to Special Operations Command North (SOCNORTH) and adding a fourth iteration per year of the TSPC.

In one of its most important roles in support of USSOCOM's "Taking SOF Global" line of operation, the Operational Studies Department established the International Engagement (IE) Division, thereby significantly increasing support to all TSOC international engagement programs.

The IE Division supports joint SOF education to the NATO SOF Headquarters (NSHQ), as well as NATO and partner nation SOF, improving their ability to interoperate with and support their U.S. SOF counterparts. During AY13, the division provided operational planning, SOF air planning, and integration courses to SOF audiences from the Czech Republic, Albania, Romania, Latvia, Hungary, Poland, Slovakia, Estonia, Turkey, Peru, Belize, Mexico, and Saudi Arabia. The division also co-hosted the Southeast Asia Pacific Area Security Sector Working Group involving Southeast Asian SOF, and supported Joint Interagency Task Force-West in Cambodia with a tailored counter narcotics planning course. The division remains involved in the continuation of USSOCOM's mission of supporting both Colombia and Poland in their development of national joint special operations commands.

The Irregular Warfare (IW) Division continued to evolve and execute its course portfolio. Courses within the IW Division include: Introduction to Irregular Warfare Course (I2WC), Irregular Warfare Course (IWC), Irregular Warfare Advanced Course (IWAC), Senior Intelligence Leader's Orientation Course (SILOC), Counter Threat Finance Course (CTFC), and the Irregular Warfare Applied Intelligence Course (IW-AIC). This year ACE recommended the division receive postsecondary credit for both the IWC and IWAC. The division also led and participated in numerous outreach events; these included METs to the components (NSW, USASOC, and MARSOC), TSOC-BEC and TSPC, and SOF electives at several professional military education institutions (Joint Forces Staff College, National Defense University, Navy War College, and the Air War College).

The Operational Studies Department continued the professional development of its personnel by participating in numerous educational and training events, worldwide exercises, and academic seminars. The department seeks to maintain its currency and relevance and to improve its value to students and the SOF community at large

Students collaborate during the CTFC course in August 2013.

In April 2013, a group of military officials from the Pakistan National Defence University received a briefing on the international opportunities available through JSOU.

Professional Studies

The Professional Studies Department is the action arm for USSOCOM advanced education programs. The department manages USSOCOM's master's degree-producing fellowship programs, supports Naval Postgraduate School students as short-term interns at USSOCOM Headquarters and in the National Capital Region, manages JSOU's library, and serves as the host for multiple U.S. and international PME visits to Tampa. In the past academic year, the department was given two additional responsibilities; the task of advocating for enhanced SOF education at service and joint PME schools and overseeing executive level courses and seminars at world class universities.

The department served as the command sponsor for 10 PME group visits to the USSOCOM Headquarters and JSOU. The visits provided students with information as to how USSOCOM and SOF support our military and national security strategy. There were a total of 263 students in the 10 groups that visited and four of these PME visits were students from international PME schools. In addition to sponsoring site visits to USSOCOM, the department successfully consolidated all PME support and outreach efforts across the university into a single point of entry for coordination. The department provided subject matter expertise support to 12 separate PME institutions by using a combination of JSOU liaisons at the service components, SOF chairs, and other respected experts in their field. Over 16,000 contact hours of instruction were conducted to over 3,400 SOF and non-SOF students of all services. The department is also revising graduate-level electives specifically designed for SOF personnel attending intermediate and senior level military colleges. Once developed, the curricula will serve as a library of JSOU-approved lessons for use by all PME.

The department's Special Operations Legislative Affairs (SOLA) Scholar Program graduated two SOF members from Johns Hopkins University's master's degree program in international public policy. In December 2012, four SOF members were selected to participate in SOLA AY13/14 (1-Air Force Special Operations Command, 2-U.S. Army Special Operations Command, 1-Naval Special Warfare Command). The selection of a Navy officer for the SOLA program was a first for JSOU. Collaborative efforts between staff members from the USSOCOM Headquarters, NAVSPECWARCOM, and the Navy have now formally established a selection board for Navy SOF officers to participate in the SOLA program.

The USSOCOM Library team continued its dual mission of serving both as an academic and special library, supporting students and faculty of JSOU and USSOCOM. The library began conducting lectures in various JSOU courses on library resources and research to include sessions on information literacy, online research and databases, and copyright rules. The USSOCOM main library and JSOU satellite library house a collection of over 8,000 items consisting of SOF related books, including e-books, audio-books, periodicals, and databases. The library team implemented a new online library management system and added e-books to its repository.

The department, in conjunction with USSOCOM's Talent Development Division, began collaborating with civilian institutions in developing an executive level education platform for key leadership positions throughout the SOF community. In FY13 The department was able to fund opportunities for O6-level members to attend and judge the validity of the educational opportunities.

Strategic Studies

The Strategic Studies Department achieved its AY13 objectives through academic programs led by three divisions: International Education, Senior Education, and Interagency Education. As a whole, the courses taught by the Strategic Studies Department provided students with joint SOF experiences while fulfilling the university's educational mission. In addition to providing courses, the department also oversaw research, symposia, and publications which further advance the SOF body of knowledge through the efforts of the director of research, JSOU press editor, and the senior fellows.

The Senior Education Division continued a strong delivery of resident courses in AY13. The Combined/Joint Force Special Operations Component Commander's Course (C/JFSOCCC) designed to prepare senior leaders for theater-level leadership included five senior civilian interagency students and an Australian SOF officer. The course welcomed Ambassador (ret) Vicki Huddleston to the senior mentor table, along with LTG (ret) Frank Kearney, who provided expert knowledge for the interagency objectives of the course. Additionally, the division aligned the Joint Special Operations Forces Pre-Command Course (JSOFPCC), which provides a venue for networking and discussion of relevant topics among SOF commanders and senior enlisted leaders, with the component's pre-command cycles. JSOU added additional lessons from Franklin Covey's "Speed of Trust" to introduce Admiral McRaven's vision of innovation, communication, and trust to USSOCOM's O5 and O6 commanders and their senior enlisted leaders. The original USSOCOM Staff Education Program (USEP) basic and intermediate staff education courses were combined and re-named USEP-Foundations (USEP-F). As the title implies, the course is recognized as the key entry point for personnel assigned to USSOCOM Headquarters and was approved to admit international exchange officers. The division also developed the USEP-Advanced (USEP-A) course and piloted the USEP-Executive (USEP-E) course for select O6s and GS-15s assigned to the USSOCOM staff. These courses are designed to provide headquarters directorate/division level decision makers with advanced skills, knowledge, and abilities, to aggressively lead within the complex organization of USSOCOM. Focusing on classroom composition and curriculum, the division's courses are beneficial to not only USSOCOM, but also to non-SOF personnel and our interagency partners. Finally, the division prepared the curriculum for the USEP-National Capital Region (USEP-NCR) which follows USEP-F and is designed to help USSOCOM professionals serving in the NCR to better represent and advance USSOCOM programs.

The International Education Division's central focus was on the resident courses and mobile education teams involved in the Combating Terrorism Fellowship Program (CTFP). The division completed three iterations of the resident Special Operations Combating Terrorism (SOCbT) course, two iterations of the Advanced SOCbT-Alumni (ASOCbT-A) course, and piloted the Countering Violent Extremism (CVE) course. Additionally, the division delivered seminars in Albania, Indonesia, Mexico, Uzbekistan, and Colombia. In total, JSOU's CTFP education has reached international students from more than 85 countries.

The Interagency Education Division presented 17 courses including the SOF-Interagency Collaboration Course (SOFIACC), the Combating Terrorist Networks Interagency Seminar (CbTNIS), the Combating Terrorism Executive Interagency Seminar (CbTEIS), the Interagency Counterterrorism Seminar (IACT), and the Inter-Ministerial Collaboration Course (IC2). The division also supported 14 other courses at JSOU by providing lectures on interagency collaboration and legal issues in counterterrorism. In all, over 780 professionals from the United States and partner nations received instruction designed to enhance interagency efforts to counter violent extremism. In addition to conducting resident and mobile courses, the division presented the Political Advisor (POLAD) Seminar for USSOCOM component and TSOC POLADs. In the future, the POLAD Seminars will be conducted semi-annually or as needed.

The senior fellows, along with the research division, concluded the 2013 Research Plan, produced the research topics list for 2014, and released five monographs and four research papers, all of which can be found on the JSOU public web page. The resident senior fellows also led two command directed studies - Village Stability Operations/ Afghan Local Police and Women in SOF. Additionally, the team was central to the planning and delivery of the Canadian SOFCOM Professional Development Centre-JSOU Symposium as one of their outreach functions.

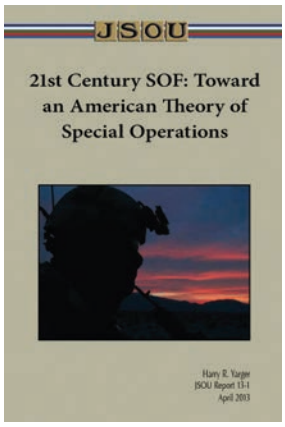
The department plans to emphasize research and outreach during AY14 to complement the resident and expert education that advances USSOCOM objectives and JSOU's education mission. The forming of a center for special operations research and studies will become a major line of effort as JSOU transforms into an institution of higher learning and occupies a new academic facility by AY16.

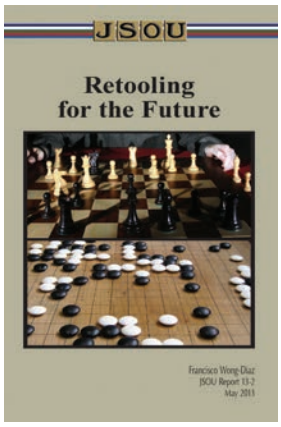
JSOU PRESS

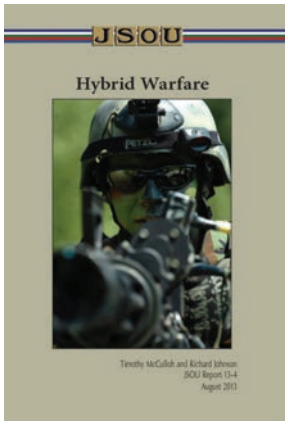
JSOU Press is the publishing arm of the Strategic Studies Department. Established in April 2005, JSOU Press publishes an average of three monographs, papers, and articles a quarter, authored by senior and associate fellows, SOF operators, PME students, and other scholars on topics relevant to Special Operations Forces. JSOU Press publications and their authors regularly find themselves in classrooms supporting JSOU's educational mission. Some publications are included as readings to support classes taught in the armed services' staff colleges and war colleges, and authors are likewise invited to speak for graduate-level seminars related to their work.

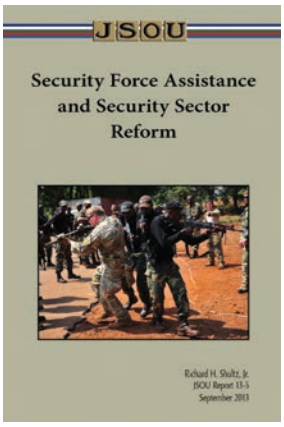
AY13 JSOU Press Publications

- JSOU Report 12-9, Irregular Warfare: The Maoist Challenge to India's Internal Security, by Prakash Singh, December 2012
- JSOU Report 13-1, 21st Century SOF: Toward an American Theory of Special Operations, by Harry R. Yarger, April 2013
- JSOU Report 13-2, Retooling for the Future, by Francisco Wong-Diaz, May 2013
- JSOU Report 13-3, Smart Power and U.S. National Strategy, by Francisco Wong-Diaz, August 2013
- JSOU Report 13-4, Hybrid Warfare, by T. McCulloh and R. Johnson, August 2013
- Special Operations Research Topics 2014, August 2013
- JSOU Report 13-5, Security Force Assistance and Security Sector Reform, by Richard H. Shultz, September 2013
- Special Operations Forces Interagency Counterterrorism Reference Manual, Third Edition. September 2013









Educational Events

In addition to the resident, MET, and PME courses, JSOU also conducts and participates in various educational events. These include symposiums, seminars, and conferences. Listed below are events in which JSOU participated during AY13.

JSOU/Canadian Special Operations Forces Command Symposium

JSOU and Canadian Special Operations Forces Command (CANSOFCOM) Professional Development Center (PDC) Symposium took place 27-28 February 2013 at the Davis Conference Center, MacDill AFB, FL. The symposium had 129 attendees to include 60 CANSOFCOM sponsored personnel and 12 international personnel representing the United Kingdom, Australia, Poland, Italy, Spain, France, the Netherlands, and Norway.

This symposium focused on Admiral William McRaven's priority, "Expanding the Global SOF Partnership." An important aspect of the symposium was the opportunity for attendees to network and interact with their counterparts from around the globe. This symposium was created as part of a collaborative effort between the JSOU president and the commander of CANSOFCOM. The intent of the symposium was to shape and influence joint SOF education curricula. The symposium facilitated an environment of academic freedom and creativity that gave experts and special operations practitioners the opportunity to expand SOF knowledge and intellectual thought. While the 2012 symposium, "SOF: Building Global Partnerships," focused on current operations and lesson learned, this symposium, "Expanding the Global SOF Partnership," focused on future integration and interoperability necessary to sustain the SOF global network within anticipated resource constraints.

NATO Joint Senior Psychological Operations Seminar

JSOU, in conjunction with Allied Communications Operations, hosted 21 attendees for the 2012 NATO Joint Senior Psychological Operations (PSYOPS) Seminar in Tampa, Florida from 4-7 December 2012. The theme for the 25th anniversary of this seminar was, "Surveying the Influence Landscape to Enhance Interoperability." During this seminar presentations were organized to elicit discussions concerning salient issues confronting the NATO PSYOPS community.

The seminar was opened by Charles Ricks, JSOU Senior Fellow. Other presenters included: John Rendon, The Rendon Group (What if they are all Black Swans?); Dr. Jonathan Matusitz, University of Central Florida (Terrorism and Communication); Dr. Thomas Henriksen, Stanford University (Winning Hearts and Minds); Tim Receveur, U.S. Department of State (Uses and Limits of Social Media); Dr. Seb Gorka, National Defense University (Ideology and Information Operations by al Qaeda); Thomas Elkjer Nissen, Royal Danish Defense College (Narrative Led Operations); Aleksandras Matonis, Lithuania (State Sponsored Propaganda); Dr. Scott Ruston, University of Arizona (Counternarrative Strategies); Dr. Normand Peladeau, Provalis Research (Canada) (Towards an Integration of Text Analysis Tools); Mr. Robert Jones, USSOCOM J56 (Strategic Understanding: Insights for Planning, Execution, and Assessment of Populace-Based Problems); James Farwell, USSOCOM Consultant (Persuasion & Power: The Art of Strategic Communication); Simon Bergman, M&C Saatchi (The Cyber Threat); Rafal Rohozinski, The SecDev Group (Canada) (Spectral Witness: Learning Lessons from Social Media Operations in the Syrian Conflict); Jim Bischoff, USSOCOM (Countering Threat Finance); COL Richard Welter (Germany) (Fusion of InfoOps and PSYOPS: Towards Better Interoperability and Effectiveness in the Information Environment); COL John Renda, USSOCOM J39 National Capital Region, (Collaboration and Integration: A National Perspective).

The seminar featured two "real-time sessions" intended for participants to engage with one another and talk about their best work. This was a means to solicit conversation without taking time for formal presentations. To guard against silence, Dr. Bill Knarr, JSOU Senior Fellow, offered a demonstration of his curriculum package, Battle of Fallujah which is a strategic communication-military IO, and PSYOPS/MISO case study. The keynote presentation was a conversation with Mr. J.Q. Roberts, ASD SO/LIC (Risk and Opportunities for Practitioners), who has career roots in the PSYOPS and NATO community. The tour-de-force presentation and question and answer session was appreciated for the candor and insight offered concerning risk and opportunity for influence practitioners.

Demographics

Course Descriptions and Demographics

This section contains detailed information about courses conducted by JSOU during AY13. The following course pages include a brief description of the course, target audience, attendance criteria, end-of-course feedback results, and student demographic data. Student data is gleaned from the information provided by the students during registration.

Course Acronyms

Acronym	Course Title
ASOCbT-A	Advanced Special Operations Combating Terrorism Alumni Course
AWC	Asymmetric Warfare Course
CEP-1	Career Education Program-1: Joint Fundamentals Career Education Program
CEP-3	Career Education Program-3: Joint Special Operations Forces Senior Enlisted Academy
CEP-4	Career Education Program-4: Summit
CMOS	Civil-Military Operations Seminar
CbTEIS	Combating Terrorism Executive Interagency Seminar
CbTNIS	Combating Terrorist Networks Interagency Seminar
C/JFSOCC	Combined/Joint Force Special Operations Component Commanders Course
CTFC	Counter Threat Finance Course
CVE	Countering Violent Extremism Seminar
IACT	Interagency Counterterrorism Seminar

Course Acronyms, continued

Acronym	Course Title
I2WC	Introduction to Irregular Warfare Course
I2WDL	Introduction to Irregular Warfare Distance Learning Course
ISOF	Introduction to Special Operations Forces (Fully Online)
IWAC	Irregular Warfare Advanced Course
IW-AIC	Irregular Warfare-Applied Intelligence Course
IWC	Irregular Warfare Course
JSOCCAC	Joint Special Operations Chaplain/Chaplain Assistant Course
JSOFPCC	Joint Special Operations Forces Pre-Command Course
JSOLAC	Joint Special Operations Legal Advisor Course
JSOMOC	Joint Special Operations Medical Orientation Course
MOIC	Methods of Instruction Course
MOIC-A	Methods of Instruction Course-Abbreviated
MOIC-D	Methods of Instruction Course-Distance Learning
OPC	Operational Planning Course
PEOS	Preparation of the Environment Orientation Seminar
SILOC	SOF Intel Leaders Orientation Course
SOAIC	Special Operations Air Integration Course
SOAPC	Special Operations Aviation Planning Course
SOCbT	Special Operations Combating Terrorism Course
SOFIACC	Special Operations Forces Interagency Collaboration Course
SOF-RMC	SOF-Resource Management Course
SOPC	Special Operations Planning Course
TSOC-BEC	Theater Special Operations Command-Basic Education Course
TSPC	Theater Special Operations Command Staff Preparation Course
USEP-E	USSOCOM Staff Education Program-Executive Course
USEP-F	USSOCOM Staff Education Program-Foundations

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 five 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 one, for strongly disagree, to five, for strongly agree. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors. The overall course feedback results are described in the following pages. The overall score reflects the mean of the responses for each of the five questions in the end-of-course evaluations.

The table below shows the end of course evaluation results for the five overall course statements for each course featured in the following sections. The Q1 to Q5 columns show the year-end mean score for each question. The column labeled "ITER" shows the number of class iterations conducted per course in AY13. "Students" shows the total number of students who completed each course. The last row in the table shows the university's total scores, class iterations, and student completion. The data for the courses that are conducted as resident courses and METs (where applicable) is displayed in the table below. This information is also included with each course description.

Course Evaluations

Resident/MET Course	Q1	Q2	Q3	Q4	Q5	ITER	Students
ASOCbT-A	4.6	4.3	4.2	4.6	4.7	2	37
AWC	4.4	4.3	4.4	4.4	4.5	2	42
CbTEIS	4.6	4.5	4.4	4.4	4.7	2	50
CbTNIS	4.7	4.6	4.4	4.6	4.8	4	96
CEP-1	4.4	4.5	4.8	4.6	4.9	1	24
CEP-3 (JSOFSEA)	4.5	4.6	4.6	4.5	4.8	4	144
CEP-4 (SUMMIT)	4.3	4.3	4.2	4.3	4.6	1	11
C/JFSOCC	4.8	4.7	4.7	4.9	4.9	1	19
CMOS	4.7	4.8	4.8	4.8	4.8	4	111
CTFC	4.8	4.8	4.7	4.7	4.9	2	43
CVE	4.7	4.6	4.4	4.8	4.7	2	50
I2WC	4.7	4.6	4.5	4.6	4.7	6	186
IACT	4.7	4.7	4.5	4.4	4.6	5	104

Course Evaluations, continued

Resident/MET Course	Q1	Q2	Q3	Q4	Q5	ITER	Students
IWAC	4.7	4.8	4.7	4.7	4.8	2	24
IW-AIC	4.2	4.1	3.85	4.2	4.2	3	97
IWC	4.5	4.6	4.3	4.6	4.6	4	121
JSOCCAC	4.5	4.5	4.6	4.7	4.8	2	78
JSOFPCC	4.3	4.4	4.1	4.5	4.4	2	90
JSOLAC	4.4	4.4	4.1	4.5	4.5	1	50
JSOMOC	4.7	4.7	4.7	4.7	4.8	1	23
MOIC	4.5	4.6	4.5	4.5	4.6	6	46
MOIC-A	4.7	4.8	4.5	4.5	4.6	5	66
MOIC-D	4.3	4.5	4.3	4.7	4.6	3	29
OPC	4.7	4.6	4.6	4.6	4.7	19	544
PEOS	4.7	4.6	4.4	4.7	4.7	4	89
SILOC	4.5	4.5	4.3	4.4	4.6	2	47
SOAIC	4.7	4.5	4.4	4.5	4.6	12	321
SOAPC	4.4	4.4	4.1	4.5	4.7	5	95
SOCbT	4.6	4.6	4.5	4.7	4.7	8	253
SOFIACC	4.7	4.7	4.6	4.6	4.7	3	88
SOF-RMC	5.0	5.0	4.7	4.7	4.9	1	28
SOPC	4.6	4.6	4.4	4.5	4.5	6	141
TSOC-BEC	4.6	4.5	4.2	4.3	4.5	7	145
TSPC	4.6	4.6	4.4	4.5	4.8	3	30
USEP-E	4.8	4.6	4.6	4.7	4.8	1	18
USEP-F	4.5	4.5	4.3	4.4	4.4	9	264
AVG/Total	**4.6**	**4.6**	**4.4**	**4.6**	**4.7**	**145**	**3604**

Demographics

In the following sections, course data has been gathered for the university's student registration database. The database stores demographic data on students who attend JSOU courses conducted on- or off-station and online. The course data is organized into five sections: Resident, JSOU-Enlisted Academy, Mobile Education Teams, Distance Learning, and Professional Military Education.

Data Validity

Student information is gathered directly from the students or by the Admissions Department staff. Consequently, as with any database of this kind, errors may exist in spite of every effort to prevent them. However, the numbers representing the student population are as accurate as possible.

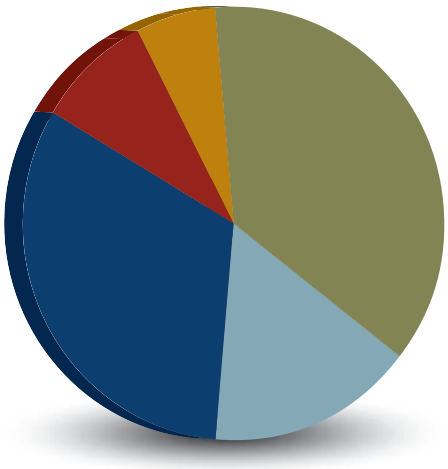
Target Populations

For individual courses, SOF and SOF enablers are given priority to attend while remaining open seats are offered to conventional units. Course capacity is determined by the size of the course's target population 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 current position using the definitions below.

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.

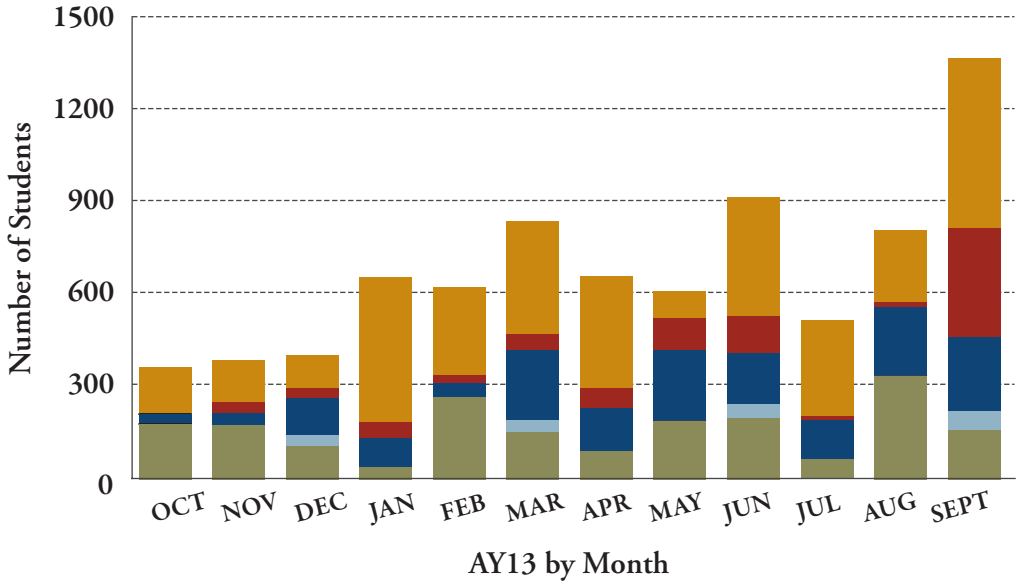
Non-SOF: A person whose skill, function, or specialty is not essential to the successful conduct of a special operations core objective.



Student Contact Hours by Course Type

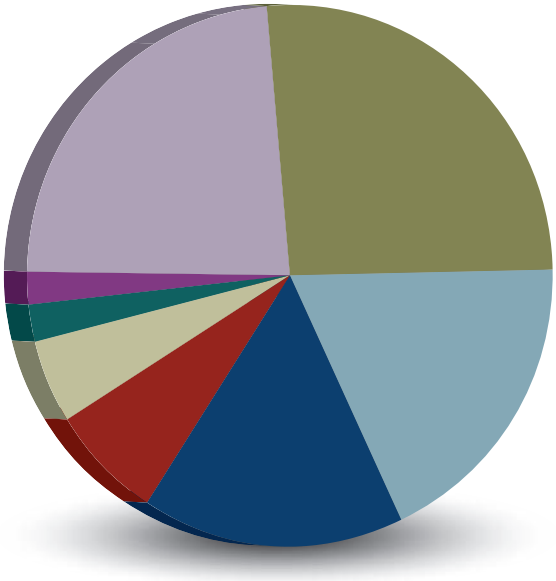
	Total Students	Student Contact Hours	Percent of Total
Resident	1,979	100,572	37%
JSOU-EA	179	44,934	16%
MET	1,693	85,952	32%
DL	911	23,624	9%
PME	3,478	16,084	6%
Total	8,240	271,166	100%

Student Course Completion by Month



Students by Course Type

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Resident	181	177	108	42	269	154	92	192	200	65	338	161
JSOU-EA	--	--	36	--	--	38	--	--	45	--	--	60
MET	32	38	122	93	43	229	141	229	168	129	225	244
DL	--	38	31	51	27	54	63	107	120	11	15	354
PME	152	134	109	474	289	368	368	88	389	315	237	555
Total	365	387	406	660	628	843	664	616	922	520	815	1374

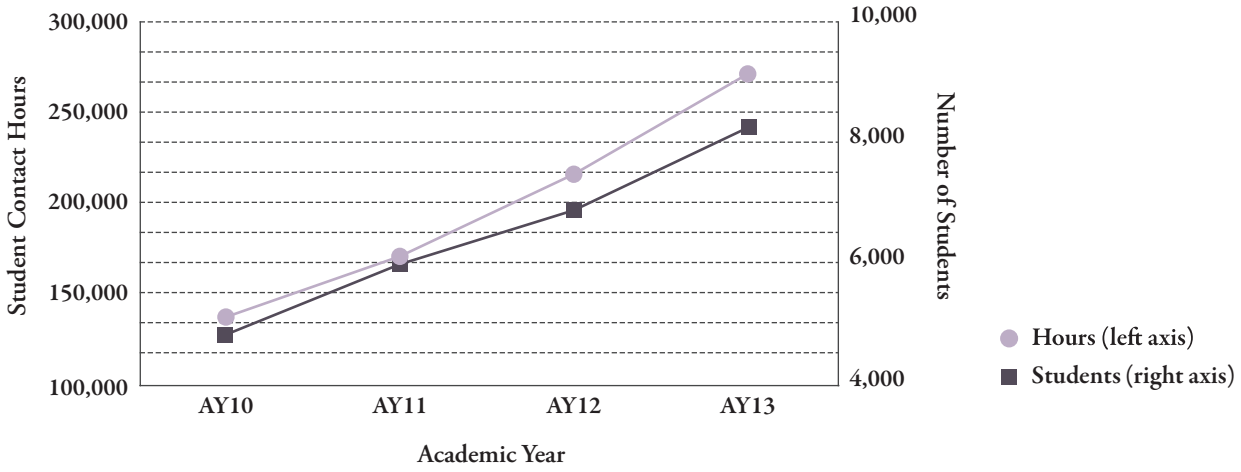


Overall Student Course Demographics

USA	2,145	26%
USAF	1,522	18%
USN	1,321	16%
USMC	599	7%
USCG	9	0%
CIV	421	5%
CTR	144	2%
IA	155	2%
INT'L	1,924	23%

	Resident	JSOU-EA	MET	DL	PME	Total
USA	706	77	113	331	918	2,145
USAF	173	40	16	177	1,116	1,522
USN	390	37	65	151	678	1,321
USMC	173	21	4	122	279	599
USCG	3	--	--	1	5	9
CIV	200	--	32	88	101	421
CTR	88	--	6	26	24	144
IA	108	--	1	13	33	155
INT'L	138	4	1,456	2	324	1924
Total	1,979	179	1,693	911	3,478	8,240

Student Attendance/Student Contact Hours



Number of Students

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

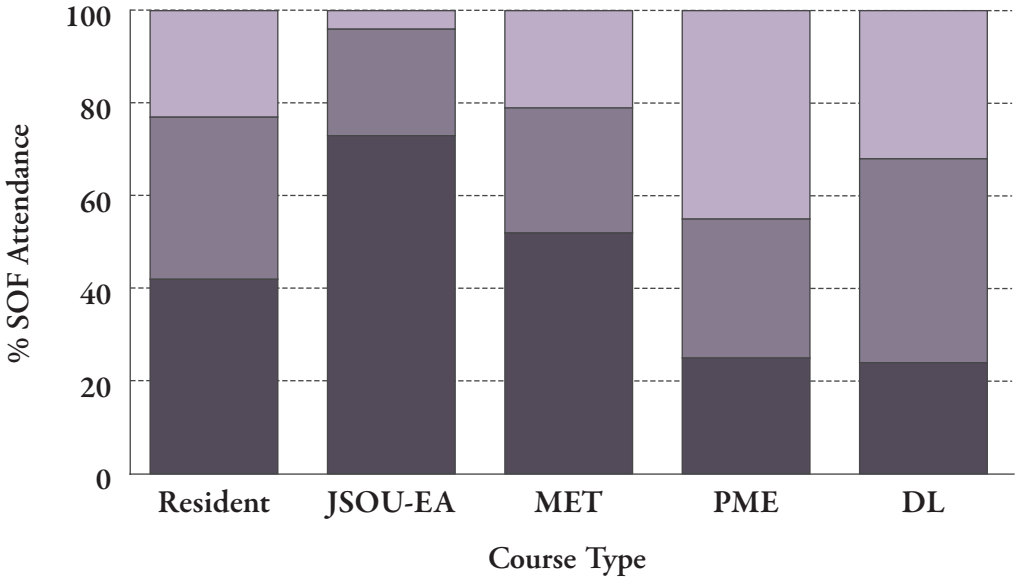
Student Contact Hours

	AY10	AY11	AY12	AY13
Resident	73,492	80,176	104,492	100,572
JSOU-EA	17,110	16,530	39,150	44,934
MET	35,340	63,731	56,986	85,952
DL	--	--	--	23,624
PME	10,504	9,629	14,951	16,084
Total	136,446	170,066	215,579	271,166

Average Hours Per Student

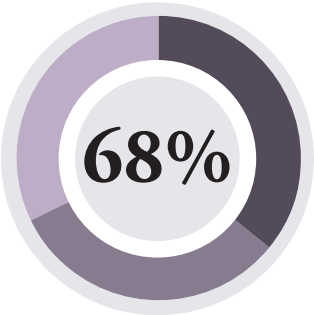
	AY10	AY11	AY12	AY13
Resident	47	50	53	51
JSOU-EA	290	290	290	251
MET	28	23	26	51
DL	--	--	--	26
PME	5	6	6	5
Total	28	28	31	33

Overall SOF Attendance by Course Type



	SOF	SOF Enablers	Non-SOF
Resident	783	655	426
JSOU-EA	128	40	8
MET	864	449	349
DL	213	381	278
PME	851	1,035	1,522
Total*	2,839	2,560	2,583

**7982 of 8240 students provided their SOF category for reporting through the registration and surveys.*



Overall SOF Attendance by Category

SOF	2,839	36%
SOF Enabler	2,560	32%
Non-SOF	2,583	32%
SOF and Enablers	5,399	68%

International Engagement

JSOU continued its commitment to international engagement by educating 1924 international students, representing more than 65 countries. Students were taught in resident and deployed venues in response to increased educational demands, supporting TSOCs and partner nation SOF education initiatives. The university established the IE Division under the Operational Studies Department to centralize planning, coordination, and direction of international engagement activities.

The division guided joint SOF education in support of the NSHQ, as well as NATO SOF, supporting OPERATION ENDURING FREEDOM/International Security Assistance Force. Additionally, the IE Division co-hosted the Southeast Asia Pacific Area Security Sector Working Group involving Southeast Asian SOF and supporting JIATF-W in Cambodia with a tailored counter narcotic planning course. The IE Division continued to support both Colombia and Poland in developing national joint special operations commands.

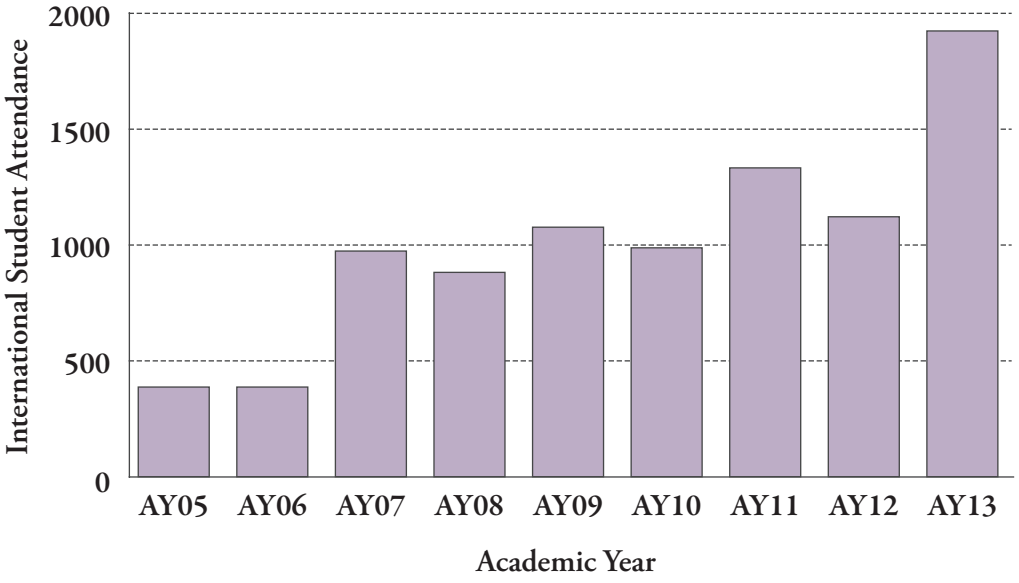
In March 2013, JSOU entered a formal memorandum of agreement with the Defense Institute of Security Assistance Management (DISAM) to deliver the DISAM Security Cooperation Orientation Course (SC-OC) Certification level II curriculum for members of the SOF community who are involved in security cooperation (SC) programs. This certification is for command members who are involved in SC engagements within the Department of Defense (DoD). This includes training, education, exercises, command visits, and joint combined education training (JCET). This course ensures that SOF personnel have a standardized understanding of policy, regulations, and programs that are utilized by USSOCOM for SC engagement. This course delivers standard DISAM curriculum for level II certification, is taught by JSOU and DISAM instructors, and focuses on case studies and examples that are of interest to USSOCOM personnel.

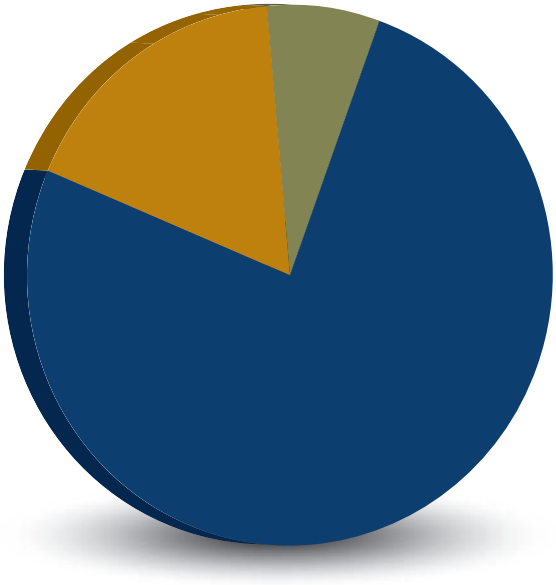
The DoD's Regional Defense Combating Terrorism Fellowship Program continued to be a principal funding source for international education delivered by the Strategic Studies Department. The two-week SOCbT course was conducted three times in AY13 and focused on the salient issues confronting security officials whose duties involve combating terrorism. The one-week ASOCbT-A course, a CTFP alumni course, was conducted twice and emphasized a narrow problem set focused on the theme "Social Media's Role in Combating Terrorism" in order to concentrate on common leadership challenges. The department also added the Countering Violent Extremism (CVE) Seminar to its resident CTFP offerings. The pilot CVE course featured an audience of international officers assigned to the U.S. Central Command's (USCENTCOM) Coalition Center. CTFP also sponsored an elective course at the USAF Air War College and a CTFP seminar for an audience of international fellows from NDU's National War College and the Eisenhower School. The approved curriculum from CTFP-based courses and other resident courses provided the foundation for MET deployments. Overall, the departent coordinated with the TSOCs to provide regional and bilateral seminars in eight countries. Additionally, the department's senior fellows and faculty led a symposium in collaboration with the Canadian Special Operations Forces Command Professional Development Centre.

Countries included for AY13: Afghanistan, Albania, Algeria, Armenia, Bahamas, Bangladesh, Belgium, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Burundi, Cameroon, Canada, Central African Republic, Chad, Chile, Colombia, Croatia, Czech Republic, Democratic Republic of the Congo, Egypt, Estonia, Gabon, Georgia, Germany, Ghana, Honduras, Hungary, India, Indonesia, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Korea, Lebanon, Lesotho, Lithuania, Macedonia, Malaysia, Mali, Mauritania, Mauritius, Mexico, Morocco, Mozambique, Nepal, Nigeria, Norway, Oman, Pakistan, Paraguay, Peru, Philippines, Poland, Romania, Senegal, Sri Lanka, South Africa, Swaziland, Thailand, Trinidad and Tobago, United Arab Emirates, Uganda, and Uruguay.

International Student Attendance by Academic Year

Academic Year	INT'L Attendance
AY05	387
AY06	387
AY07	974
AY08	882
AY09	1,077
AY10	988
AY11	1,333
AY12	1,122
AY13	1,924



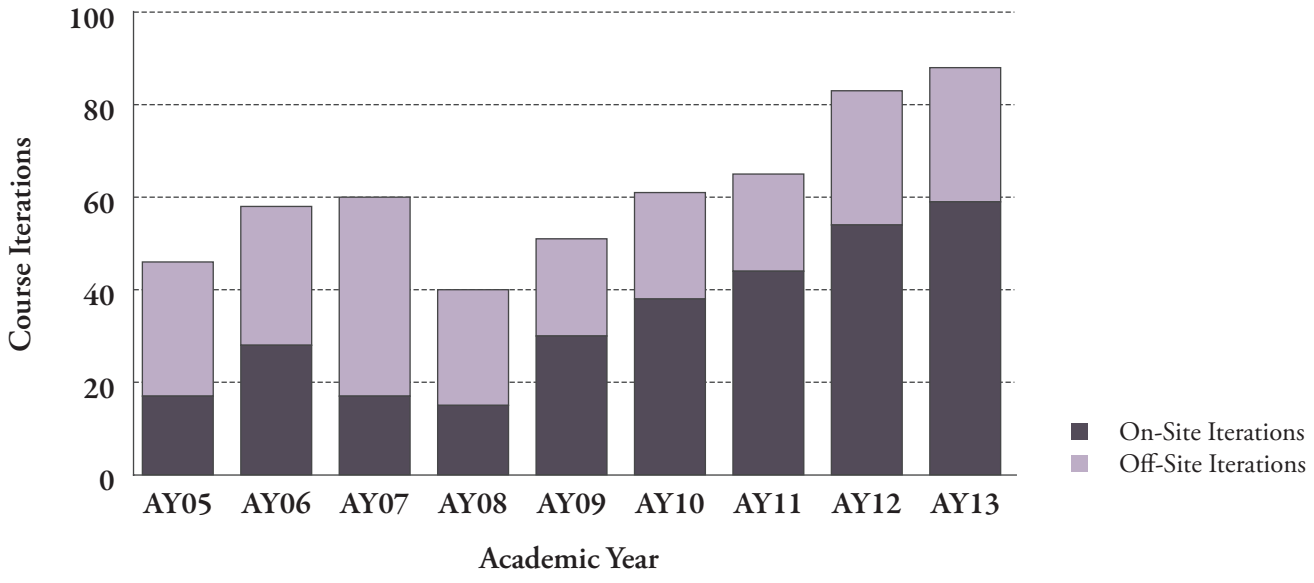


International Student Demographics by Course Type

Resident	138	7%
JSOU-EA	4	<1%
MET	1,456	76%
DL	2	<1%
PME	324	17%

Resident

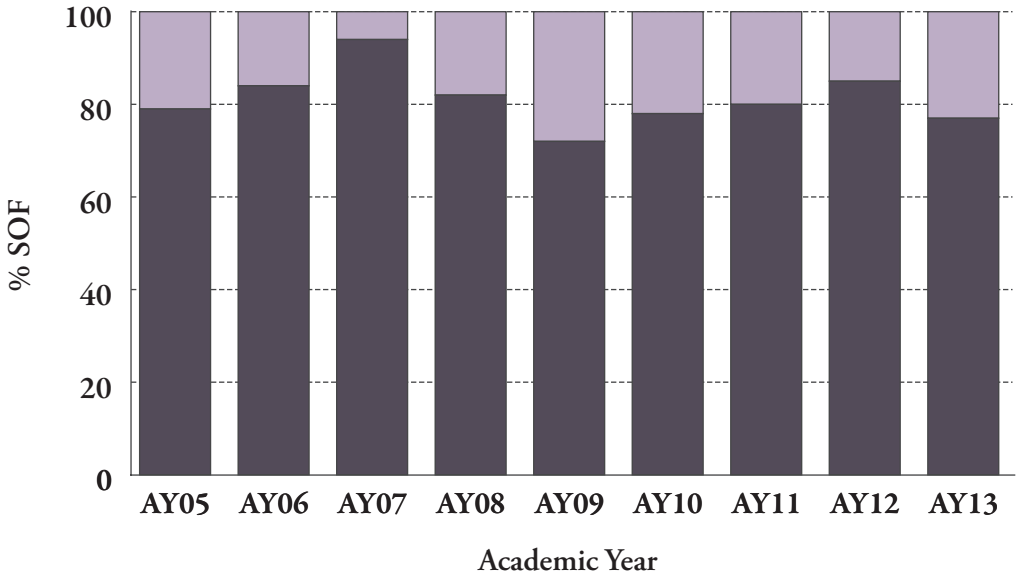
Resident Course Iterations by Academic Year



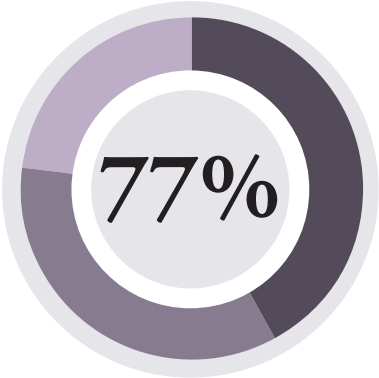
	AY05	AY06	AY07	AY08	AY09	AY10	AY11	AY12	AY13
Courses Conducted	19	20	19	17	19	21	24	26	29
Course Iterations	46	58	60	40	51	61	65	83	87
On-Station*	17	28	17	15	30	38	44	54	59
Off-Station	29	30	43	25	21	23	21	29	28
Academic Days	248	288	376	222	310	380	525	541	573
Total Students	1,210	1,680	2,277	1,053**	1,258	1,548	1,594	1,969	1,979

** Classes taught at Pinewood or on MacDill AFB*
*** Formal course attendance decreased by 54% in AY08 due to the transfer of four Joint Education Program courses to the Joint Special Operations Command (JSOC).*

SOF Attendance in Resident Courses by Academic Year

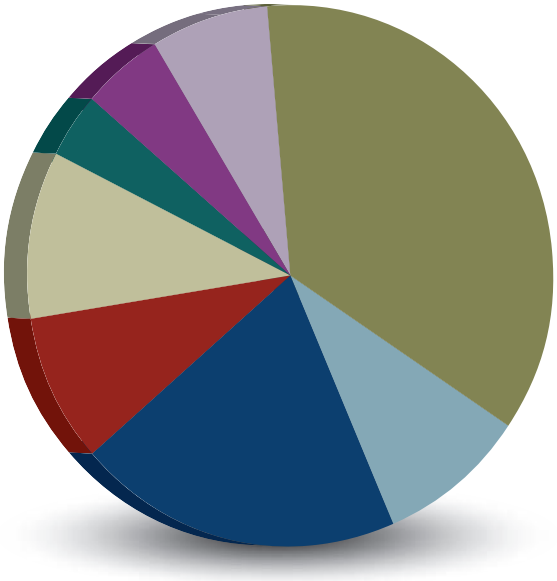


	AY05	AY06	AY07	AY08	AY09	AY10	AY11	AY12	AY13
SOF and Enablers	953	1,411	2,143	867	907	1,261	1,282	1,672	1,438
Non-SOF	257	269	134	186	351	346	312	297	426
Total	1,210	1,680	2,277	1,053	1,258	1,607	1,594	1,969	1,864
% SOF and Enablers	79%	84%	94%	82%	72%	78%	80%	85%	77%



SOF Attendance in Resident Courses

SOF	783	42%
SOF Enabler	655	35%
Non-SOF	426	23%
SOF and Enablers	1,438	77%



Resident Course Demographics

USA	706	36%
USAF	173	9%
USN	390	20%
USMC	173	9%
USCG	3	<1%
CIV	200	10%
CTR	88	4%
IA	108	5%
INT'L	138	7%
Total	1,979	100%

	Officer	Warrant	Enlisted	Civilian	International	Total
USA	367	24	315	--	--	706
USAF	139	--	34	--	--	173
USN	234	8	148	--	--	390
USMC	88	2	83	--	--	173
USCG	3	--	--	--	--	3
CIV	--	--	--	200	--	200
CTR	--	--	--	88	--	88
IA	--	--	--	108	--	108
INT'L	--	--	--	--	138	138
Total	831	34	580	396	138	1,979

Advanced Special Operations Combating Terrorism-Alumni Course

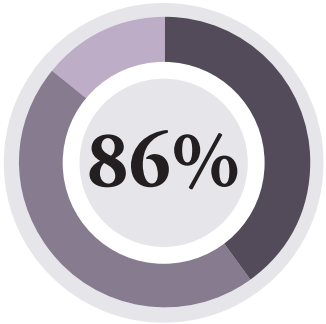
ASOCbT-A

Course Code: ASOCbT-A
Length: 5 days
Email: jsou.asocbta@socom.mil
MASL#: D126047

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	40
Students	37
Student Contact Hours	1,480

Attendance by Category



SOF	14	40%
SOF Enabler	16	46%
Non-SOF	5	14%
SOF and Enablers	30	86%

Target Audience

This course 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.

Registration Criteria

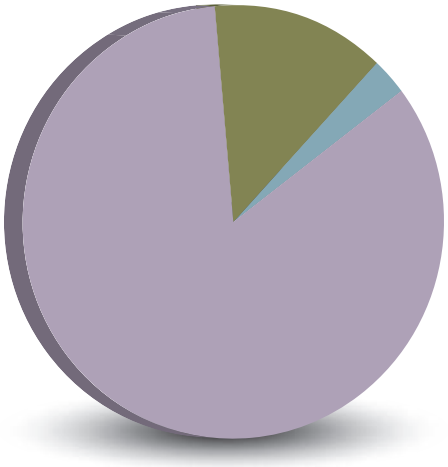
Invitation Only. Minimum English comprehension level (ECL) score of 80 is required.

Course Description

As part of the Combating Terrorism Fellowship Program, the ASOCbT-A course focuses on advancing international partnership networks established during the SOCbT course and other CTFP-sponsored events. Designed for senior military officers and civilian officials, the curriculum focuses on strategies for countering terrorist threats and leadership issues inherent in combating terrorism.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.6	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	4.2	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.5**	**4.6**



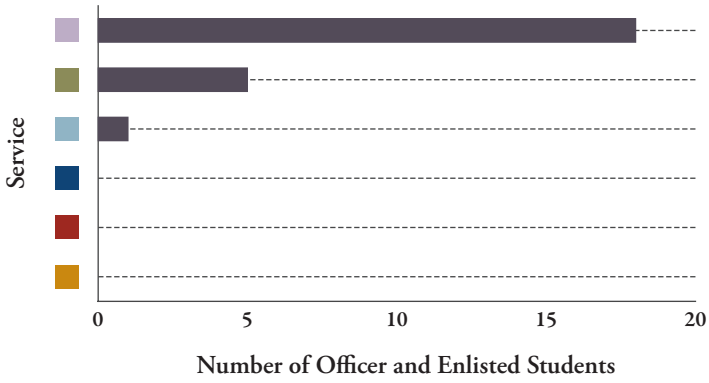
Course Demographics

USA	5	14%
USAF	1	3%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	31	84%

Demographics by Rank

75% (18 of 24) of military students were international officers.

	Officer	Enlisted
INT'L	18	0
USA	5	0
USAF	1	0



Demographics by SOF Experience

International Attendance

Armenia, Burundi, Columbia, Czech Republic, Estonia, India, Indonesia, Jordan, Lebanon, Macedonia, Maldives, Mauritania, Mauritius, Morocco, Netherlands, Niger, Nigeria, Pakistan, Philippines, Rwanda, Thailand, Trinidad & Tobago, Uganda, and Yemen

Combating Terrorism Executive Interagency Seminar

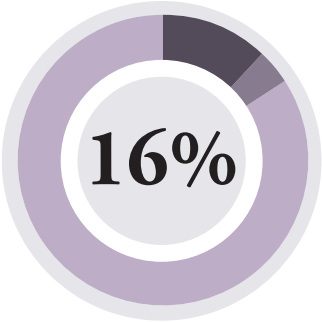
CbTEIS

Course Code: CbTEIS
Length: 2 days
Email: jsou.cbteis@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	0
Off-Station	2
Academic Hours	16
Students	50
Student Contact Hours	800

Attendance by Category



SOF	6	12%
SOF Enabler	2	4%
Non-SOF	42	84%
SOF and Enablers	8	16%

Target Audience

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.

Registration Criteria

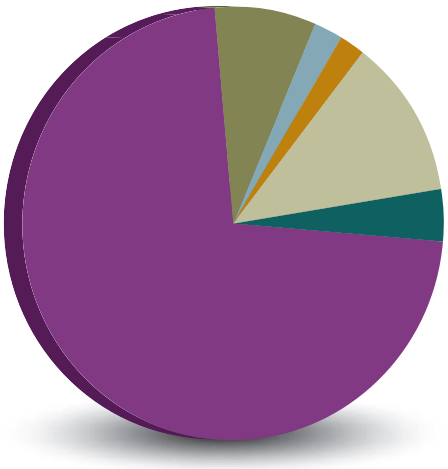
Invitation only.

Course Description

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.

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	4.4	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.5**	**4.6**



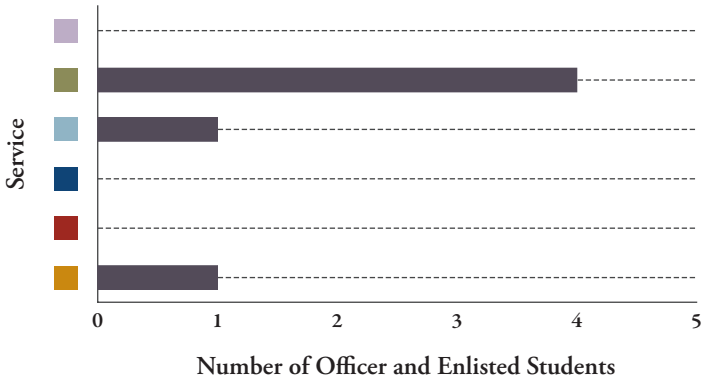
Course Demographics

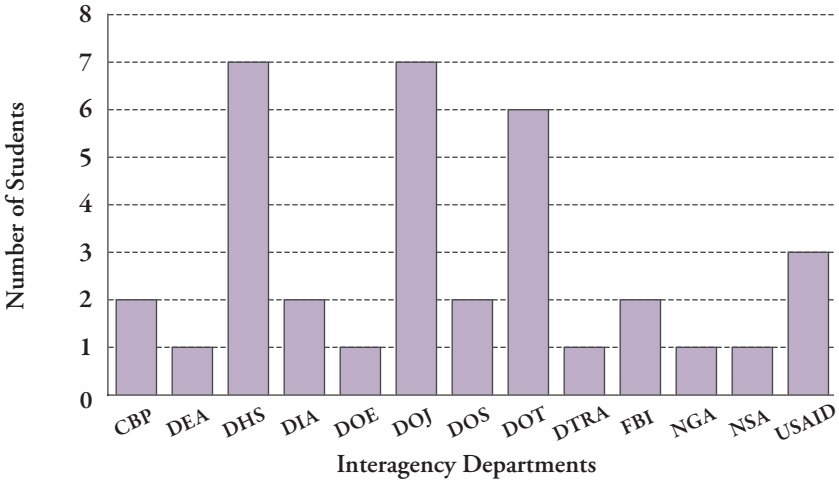
USA	4	8%
USAF	1	2%
USN	0	0%
USMC	0	0%
USCG	1	2%
CIV	6	12%
CTR	2	4%
IA	36	72%
INT'L	0	0%

Demographics by Rank

All six military students were officers.

	Officer	Enlisted
USA	4	0
USAF	1	0
USCG	1	0





Interagency Departments

CBP	2	DOT	6
DEA	1	DTRA	1
DHS	7	FBI	2
DIA	2	NGA	1
DOE	1	NSA	1
DOJ	7	USAID	3
DOS	2		

Combating Terrorist Networks Interagency Seminar

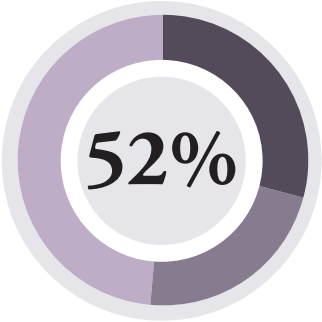
CbTNIS

Course Code: CbTNIS
Length: 4 days
Email: jsou.cbtnis@socom.mil
MASL#: N/A

Class Iterations

Total	4
On-Station	1
Off-Station	3
Academic Hours	32
Students	96
Student Contact Hours	3,072

Attendance by Category



SOF	28	29%
SOF Enabler	21	22%
Non-SOF	46	48%
SOF and Enablers	49	52%

Target Audience

This seminar is designed for U.S. senior military leadership and senior federal civil service (O4-O6, GS13-GS15 and FS2-1) having a background in U.S. security strategy, initiatives, and programs designed to counter terrorist networks.

Registration Criteria

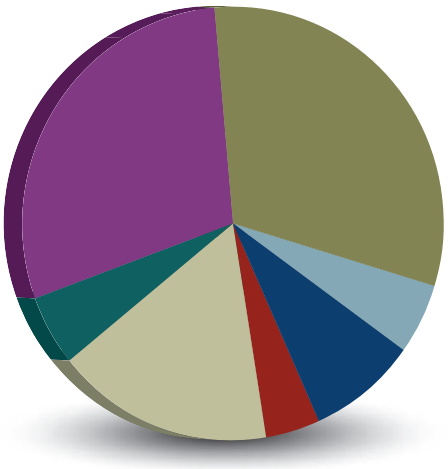
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

CbTNIS is designed for senior career personnel who have a knowledge base in U.S. strategy, initiatives, and programs geared toward combating terrorism and those who expect an assignment focused on counterterrorism. The primary course goal is to foster cooperation and collaboration among SOF, DoD, and other national and international organizations in order to disrupt, deny, and defeat terrorist networks using various approaches.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



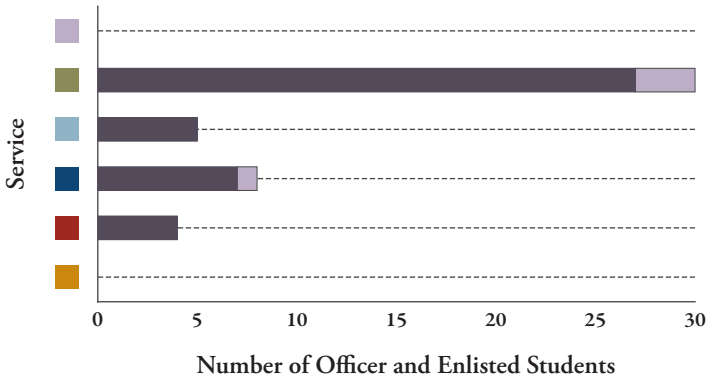
Course Demographics

USA	30	31%
USAF	5	5%
USN	8	8%
USMC	4	4%
USCG	0	0%
CIV	16	17%
CTR	5	5%
IA	28	29%
INT'L	0	0%

Demographics by Rank

All four services were represented. 57% (27 of 47) of military students were Army officers.

	Officer	Enlisted
USA	27	3
USAF	5	0
USN	7	1
USMC	4	0



Demographics by SOF Experience

Interagency Departments

DHS	19	USAID	4
DOJ	2	Other	1
DOT	2		

Combined/Joint Force Special Operations Component Commanders Course

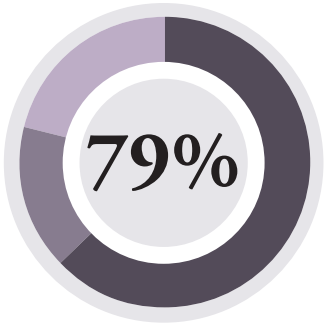
C/JFSOCC

Course Code: C/JFSOCC
Length: 4.5 days
Email: jsou.cjfsocc@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	19
Student Contact Hours	684

Attendance by Category



SOF	12	63%
SOF Enabler	3	16%
Non-SOF	4	21%
SOF and Enablers	15	79%

Target Audience

This course is designed for senior warfighting professionals continuing education. It is intended for general officers/flag officers (to include selects) with and without special operations experience, along with senior executive service levels from other government agencies. Additionally, the course encourages participation by international officers. This course is available to command senior enlisted leaders serving or designated to be serving as CSELs to O7 commanders or higher.

Registration Criteria

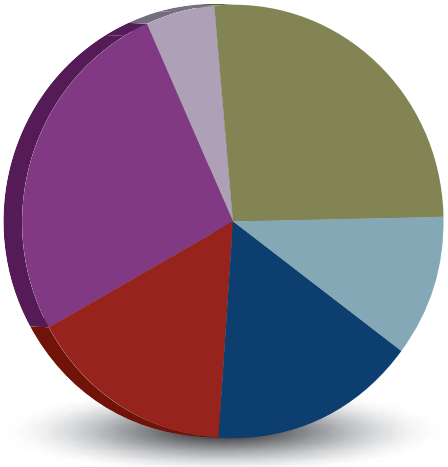
Invitation only. Course participants are identified by the USSOCOM commander, the services, or specified federal agencies.

Course Description

C/JFSOCC is designed to prepare commanders and senior leaders for theater-level leadership at the operational level. The course advances senior leaders' understanding of the complexities of major joint, combined, interagency, and multinational strategic operations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.9	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.8**	**4.6**



Course Demographics

USA	5	26%
USAF	2	11%
USN	3	16%
USMC	3	16%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	5	26%
INT'L	1	5%

Demographics by Rank

All four services were represented. 79% (11 of 14) of military students were officers.

	Officer	Enlisted
INT'L	1	0
USA	4	1
USAF	2	0
USN	2	1
USMC	2	1

Years of SOF Experience

Over 42% (8 of 19) of students had over 20 years of SOF experience.

Counter Threat Finance Course

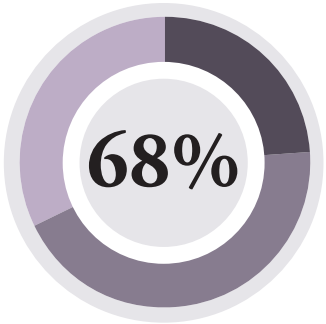
CTFC

Course Code: CTFC
Length: 5 days
Email: jsou.ctfc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	36
Students	43
Student Contact Hours	1,548

Attendance by Category



SOF	10	24%
SOF Enabler	18	44%
Non-SOF	13	32%
SOF and Enablers	28	68%

Target Audience

Officers, warrant officers, senior noncommissioned officers, government civil service personnel, and contractors assigned to counter threat finance (CTF) or CTF intelligence duties at combatant commands, SOF, general purpose forces (GPF), DoD, or other government agencies.

Registration Criteria

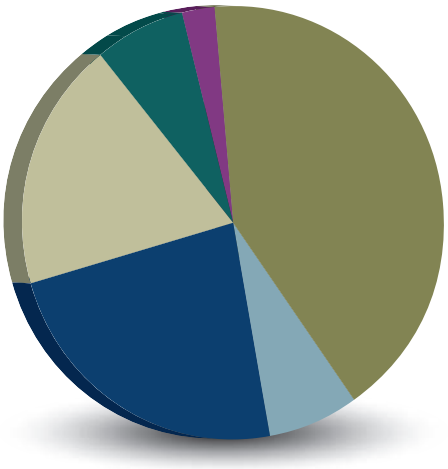
Students interested must apply online at the JSOU website and must be assigned or associated with the CTF mission.

Course Description

The course provides an introduction to CTF fundamentals and explains the CTF strategic concepts, operational considerations, and tactical capability options. Students discuss unique CTF challenges, methods, and solutions, and identify how to recognize and evaluate threat networks. Students select intelligence methods to collect and analyze information for targeting enemy financial networks. Students will identify actions to disrupt and dismantle threat financial and logistic facilitation. The course includes a case study and a practical exercise that serves as the culminating course evaluation.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.7	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.8**	**4.6**



Course Demographics

USA	18	42%
USAF	3	7%
USN	10	23%
USMC	0	0%
USCG	0	0%
CIV	8	19%
CTR	3	7%
IA	1	2%
INT'L	0	0%

Demographics by Rank

Three of the four services were represented and 52% (16 of 31) of military students were Army enlisted.

	Officer	Enlisted
USA	2	16
USAF	2	1
USN	8	2

Years of SOF Experience

Over 60% (26 of 43) students had between 0 and 5 years of SOF experience.

Countering Violent Extremism Seminar

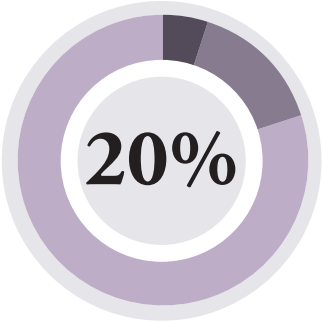
CVE

Course Code: CVE
Length: 10 days
Email: jsou.cve@socom.mil
MASL#: D126076

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	76
Students	20
Student Contact Hours	1,520

Attendance by Category



SOF	1	5%
SOF Enabler	3	15%
Non-SOF	16	80%
SOF and Enablers	4	20%

Target Audience

This course is designed for U.S. and international mid- to senior-level military officers, Ministry of Defense officials, security officials, and SOF counterparts with responsibilities concerning combating terrorism.

Registration Criteria

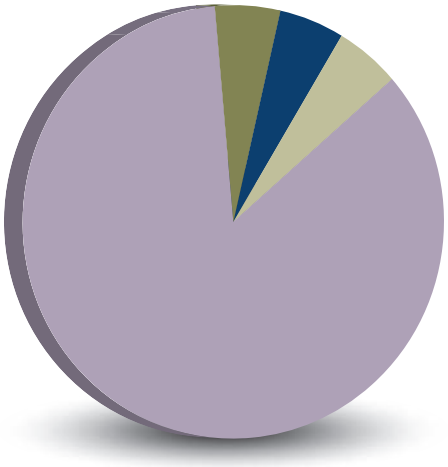
Minimum ECL score of 70 is required.

Course Description

The 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.5	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	4.6	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.4**	**4.6**



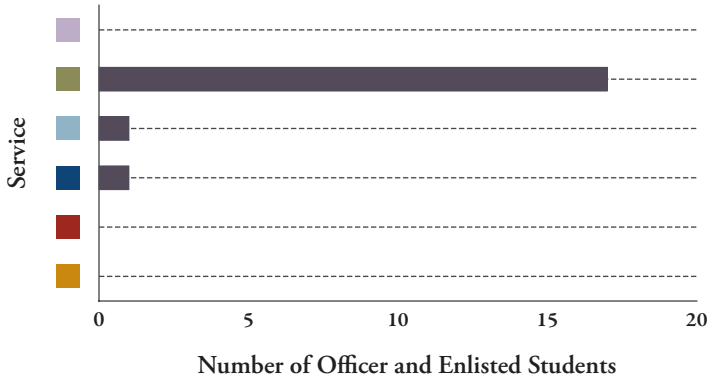
Course Demographics

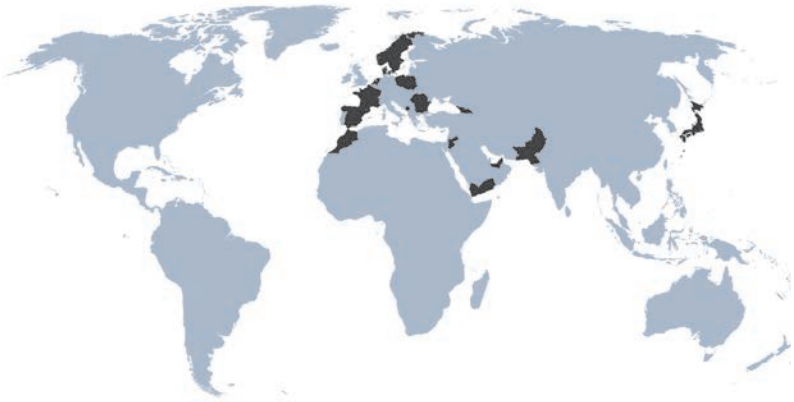
USA	1	5%
USAF	0	0%
USN	1	5%
USMC	0	0%
USCG	0	0%
CIV	1	5%
CTR	0	0%
IA	0	0%
INT'L	17	85%

Demographics by Rank

85% (17 of 19) of military students were international officers.

	Officer	Enlisted
INT'L	17	0
USA	1	0
USAF	1	0





International Students

Albania, Bulgaria, Denmark, Djibouti, France, Georgia, Japan, Jordan, Morocco, Netherlands, Norway, Pakistan, Poland, Romania, Spain, Sweden, United Arab Emirates and Yemen

Introduction to Irregular Warfare Course

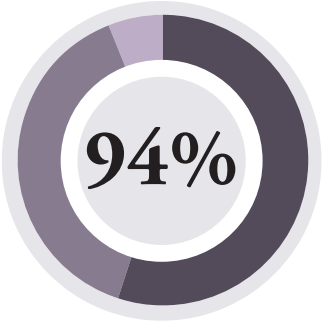
I2WC

Course Code: I2WC
Length: 3 days
Email: jsou.i2wc@socom.mil
MASL#: D126078, D126064

Class Iterations

Total	6
On-Station	0
Off-Station	6
Academic Hours	24
Students	186
Student Contact Hours	4,464

Attendance by Category



SOF	102	55%
SOF Enabler	73	39%
Non-SOF	11	6%
SOF and Enablers	175	94%

Target Audience

This course is designed for U.S. officers (O1-O4), NCOs (E5-E7), and U.S. Government civilian employees in comparable grades, serving within or supporting SOF operations.

Registration Criteria

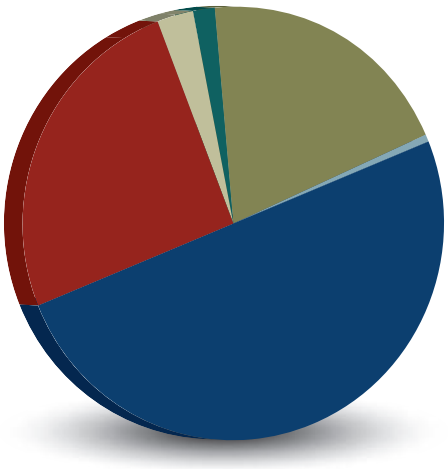
Students interested in attending must apply online at the JSOU website and be accepted by the course director. On a case-by-case basis, international military and civilians, whose job requires knowledge of IW, may also be accepted.

Course Description

I2WC is a three-day educational program that discusses the fundamental concepts of IW and its impact on the joint force. I2WC is divided into three modules. Module one identifies the fundamental concepts of IW and its impact on the joint force. Module two examines the supporting activities of IW and how they are used in modern conflicts. The module also examines the role of SOF in executing IW. Module three discusses the roles of the supporting activities within IW.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	37	20%
USAF	1	1%
USN	93	50%
USMC	47	25%
USCG	0	0%
CIV	5	3%
CTR	3	2%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 77% (137 of 178) of military students were enlisted.

	Officer	Enlisted
USA	10	27
USAF	1	0
USN	27	66
USMC	3	44

Years SOF Experience

Over 68% (125 of 183) of students had between 1 and 10 years of SOF experience.

Irregular Warfare Advanced Course

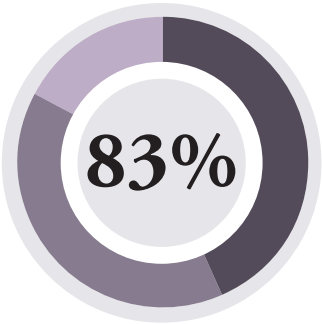
IWAC

Course Code: IWAC
Length: 10 days
Email: jsou.iwac@socom.mil
MASL#: D126048

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	80
Students	24
Student Contact Hours	1,920

Attendance by Category



SOF	10	43%
SOF Enabler	9	39%
Non-SOF	4	17%
SOF and Enablers	19	83%

Target Audience

Primarily military officers (O4-O6), warrant officers (W3-W5), noncommissioned officers (E8-E9), and equivalent civilians assigned to or in direct support of SOF. Other military, civilians, and international students may be accepted on a case-by-case basis.

Registration Criteria

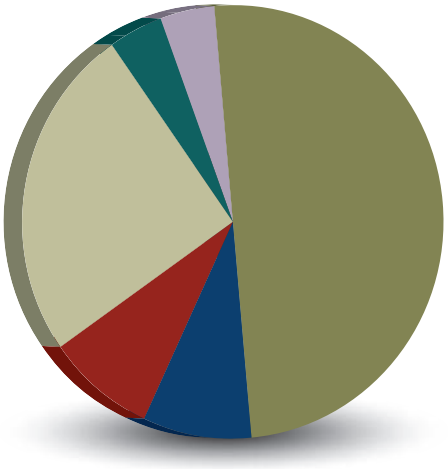
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

IWAC is an advanced seminar that discusses the historical, current, and future 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, motivations, and environment of armed groups and innovative approaches to counter them. IWAC provides an analysis of the relationships, IW concepts, plans, and international events at the operational to strategic levels of war.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.7	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



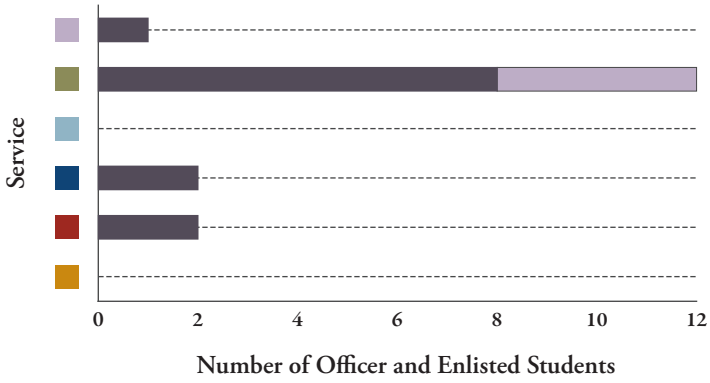
Course Demographics

USA	12	50%
USAF	0	0%
USN	2	8%
USMC	2	8%
USCG	0	0%
CIV	6	25%
CTR	1	4%
IA	0	0%
INT'L	1	4%

Demographics by Rank

Over 47% (8 of 17) of military students were U.S. Army officers.

	Officer	Enlisted
INT'L	1	0
USA	8	4
USN	2	0
USMC	2	0



Years of SOF Experience

Irregular Warfare-Applied Intelligence Course

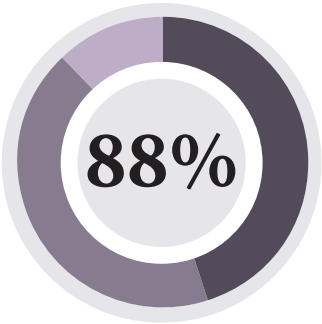
IW-AIC

Course Code: IW-AIC
Length: 10 days
Email: jsou.iw-aic@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	1
Off-Station	1
Academic Hours	80
Students	42
Student Contact Hours	3,360

Attendance by Category



SOF	19	45%
SOF Enabler	18	43%
Non-SOF	5	12%
SOF and Enablers	37	88%

Target Audience

Military officers (O3-O6), warrant officers (W3-W5), noncommissioned officers (E7-E9), and equivalent rank or grade civilians.

Registration Criteria

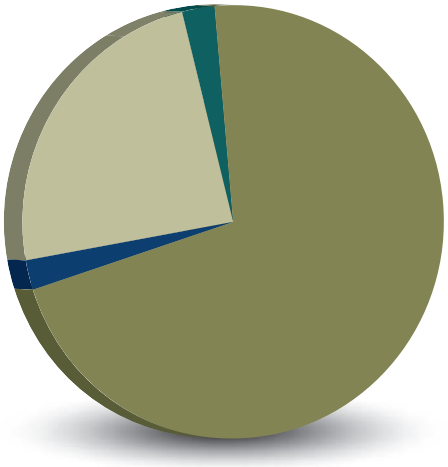
Students must complete the Irregular Warfare Course or take Introduction to Irregular Warfare Course (resident or online) to enroll.

Course Description

This course enables learners to analyze strategic and operational environments using IW concepts with an emphasis on unconventional warfare (UW). The course discusses relationships between intelligence frameworks, examines population-centric and socio-cultural analysis, as well as the characteristics of armed groups and irregular movements, incorporating social sciences with emerging analytical methods to influence operations. The course segues into the character and role of UW, emphasizing strategic and operational intelligence support, demonstrating the developments affecting UW in the 21st Century, and elaborating on UW campaign planning factors, resources, and authorities. The course culminates with an intelligence analysis of IW case studies and student presentations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.2	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	3.9	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.2	4.7
OVERALL SCORE	**4.2**	**4.6**



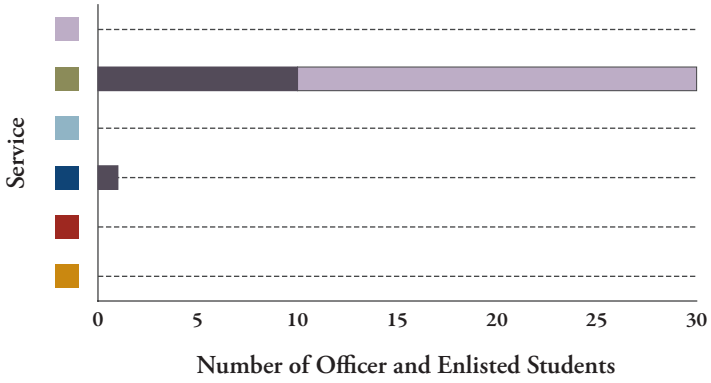
Course Demographics

USA	30	71%
USAF	0	0%
USN	1	2%
USMC	0	0%
USCG	0	0%
CIV	10	24%
CTR	1	2%
IA	0	0%
INT'L	0	0%

Demographics by Rank

65% (20 of 31) of military students were U.S. Army enlisted.

	Officer	Enlisted
USA	10	20
USN	1	0



Years of SOF Experience

67% (28 of 42) of students had between 1 and 10 years of SOF experience.

Irregular Warfare Course

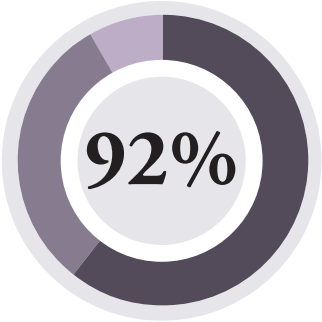
IWC

Course Code: IWC
Length: 8 days
Email: jsou.iwc@socom.mil
MASL#: D126077, D126057

Class Iterations

Total	4
On-Station	1
Off-Station	3
Academic Hours	64
Students	121
Student Contact Hours	7,744

Attendance by Category



SOF	50	60%
SOF Enabler	26	31%
Non-SOF	7	8%
SOF and Enablers	76	92%

Target Audience

Primarily military officers (O2-O4), warrant officers (W1-W4), noncommissioned officers (E6-E9), and equivalent government civilians assigned to, or in direct support of, joint special operations. Other military, civilian, and international students may be accepted on a case-by-case basis.

Registration Criteria

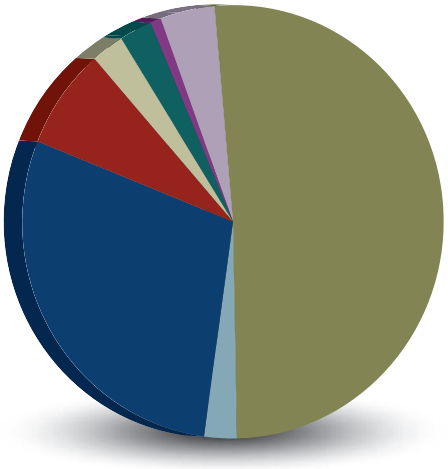
Students interested in attending must apply online at the JSOU website and be accepted by the course director. There are assigned reading prerequisites that must be completed prior to the course start date.

Course Description

IWC is an eight-day course addressing IW concepts, complex environments, armed groups, and the IW primary and supporting activities. With reading, informal lecture, and case study as the primary instructional techniques, the course provides critical thinking, IW policies, strategic philosophies, operational approaches, and insurgency theory, incorporating the nuances of culture, emerging SOF paradigms, concepts and theory, and the nexus with illicit criminal activity.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.3	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



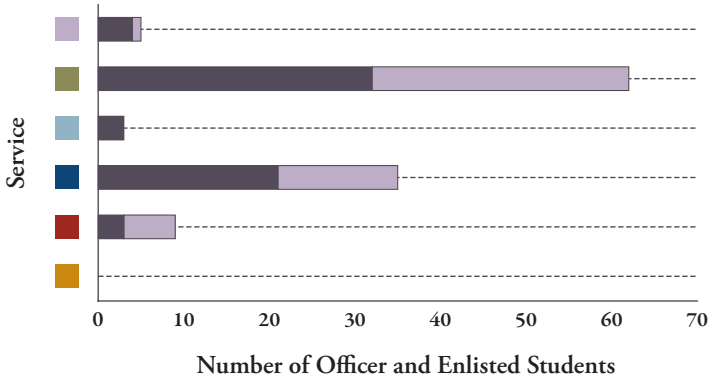
Course Demographics

USA	62	51%
USAF	3	2%
USN	35	29%
USMC	9	7%
USCG	0	0%
CIV	3	2%
CTR	3	2%
IA	1	1%
INT'L	5	4%

Demographics by Rank

Army and Navy comprised over 85% (97 of 114) of the military students.

	Officer	Enlisted
INT'L	4	1
USA	32	30
USAF	3	0
USN	21	14
USMC	3	6



Years of SOF Experience

68% (81 of 119) of students had between 1 and 10 years of SOF experience.

Joint Special Operations Chaplain/Chaplain Assistant Course

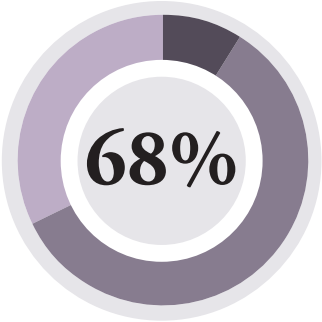
JSOCCAC

Course Code: JSOCCAC
Length: 4.5 days
Email: jsou.jsoccac@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	40
Students	78
Student Contact Hours	3,120

Attendance by Category



SOF	6	9%
SOF Enabler	41	59%
Non-SOF	22	32%
SOF and Enablers	47	68%

Target Audience

All newly assigned military officers, warrant officers, noncommissioned officers, and U.S. Government civilian/contractor employees serving the SOF community in direct support of chaplain/chaplain assistant and religious programs. International military and civilians whose job requires knowledge of SOF chaplain/chaplain assistant and religious programs, may be accepted on a case-by-case basis.

Registration Criteria

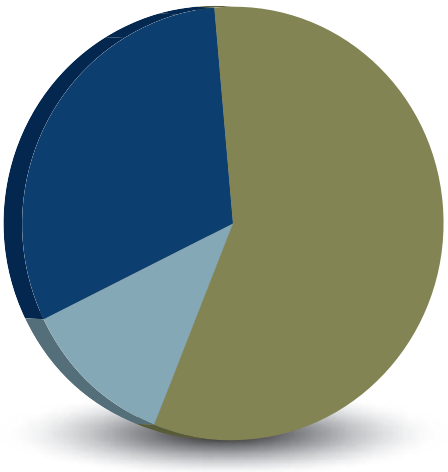
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course educates Army, Navy, and Air Force active duty, reserve, and National Guard chaplains and chaplains assistants/religious program specialists about the chaplain programs and religious ministry aspects of SOF and SOF operations.

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	4.6	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	45	58%
USAF	9	12%
USN	24	31%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course was comprised of 53% (41) officers and 47% (37) enlisted.

	Officer	Enlisted
USA	23	22
USAF	5	4
USN	13	11

Years of SOF Experience

72% (54 of 75) of students had between 0 and 5 years of SOF experience.

Joint Special Operations Forces Pre-Command Course

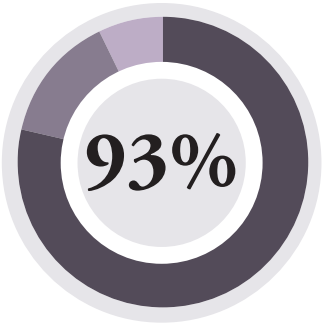
JSOFPCC

Course Code: JSOFPCC
Length: 4.5 days
Email: jsou.jsofpcc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	36
Students	90
Student Contact Hours	3,240

Attendance by Category



SOF	69	79%
SOF Enabler	12	14%
Non-SOF	6	7%
SOF and Enablers	83	93%

Target Audience

New SOF commanders (O5-O6), chief warrant officers (W4-W5), and command senior enlisted leaders (E9) in core SOF primary/duty occupation codes.

Registration Criteria

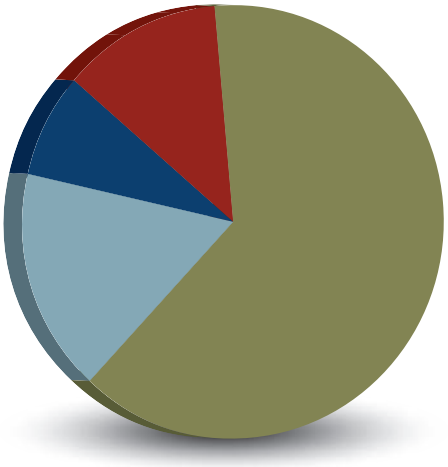
Invitation only. Students are selected to attend by their component personnel office. Attendance prior to taking command or assuming a command team position is mandatory and directed by the USSOCOM commander.

Course Description

Distinct from component courses, the USSOCOM commander directed this pre-command course to be a venue for networking and discussion of relevant joint SOF topics among the incoming leadership across USSOCOM components. The purpose is to provide education that informs the command team on key USSOCOM issues. The course informs and discusses ASD SO/LIC initiatives, components' perspectives and USSOCOM's role in the national campaign against terror, and enables participants to collaborate and learn from each other's experiences.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.3	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	4.5	4.6
I would recommend this course to others	4.4	4.7
OVERALL SCORE	**4.3**	**4.6**



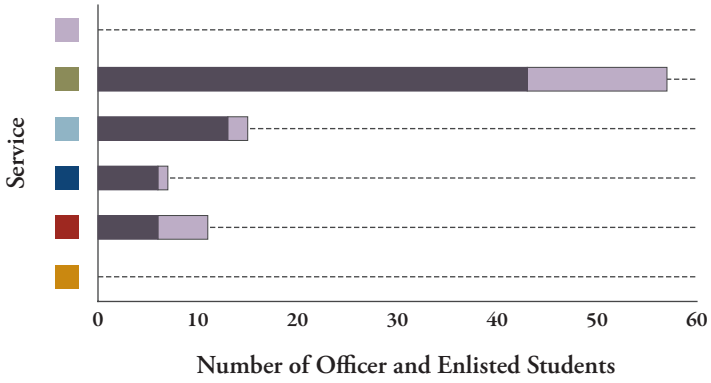
Course Demographics

USA	57	63%
USAF	15	17%
USN	7	8%
USMC	11	12%
US CG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 76% (68 of 90) were officers.

	Officer	Enlisted
USA	43	14
USAF	13	2
USN	6	1
USMC	6	5



Years of SOF Experience

Over 71% (63 of 88) of students had 11 or more years of SOF experience.

Joint Special Operations Legal Advisor Course

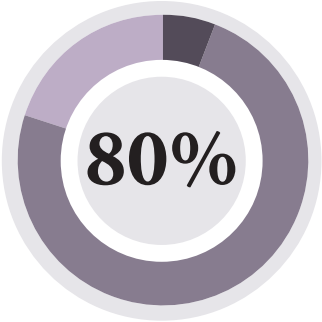
JSOLAC

Course Code: JSOLAC
Length: 4.5 days
Email: jsou.jsolac@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	50
Student Contact Hours	1,800

Attendance by Category



SOF	3	6%
SOF Enabler	37	74%
Non-SOF	10	20%
SOF and Enablers	40	80%

Target Audience

This course is for military judge advocates and paralegals, civilian attorneys, and civilian paralegals employed by the U.S. Government and work with, are currently assigned to, or are pending assignment to a special operations unit, command, or TSOC.

Registration Criteria

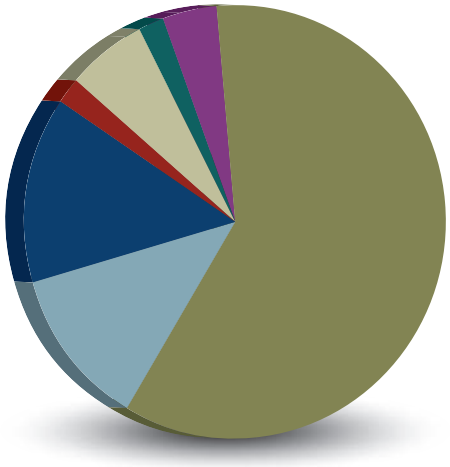
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This is an introductory course in SOF legal operations for personnel assigned to a SOF legal adviser or paralegal position. Students will comprehend USSOCOM history, responsibilities, capabilities, and function and understand the role of the SOF legal advisor in the joint and coalition special operations task force. It is not designed to replace the annual USSOCOM SOF Legal Conference. Student may seek continuing legal education (CLE) credit, including ethics, for this course from their state bar. Students are responsible for meeting all requirements for obtaining CLE from their respective jurisdictions.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.5	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**4.6**



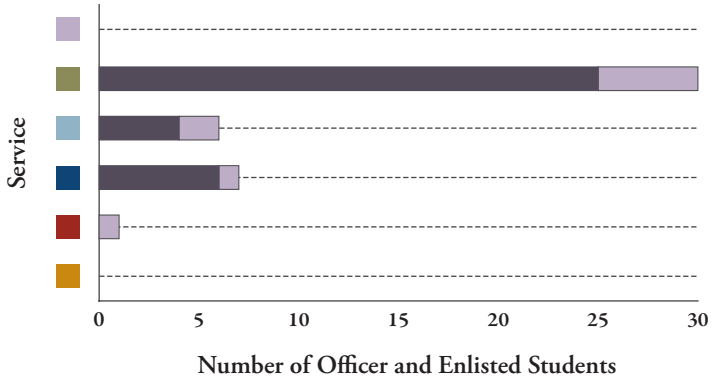
Course Demographics

USA	30	60%
USAF	6	12%
USN	7	14%
USMC	1	2%
USCG	0	0%
CIV	3	6%
CTR	1	2%
IA	2	4%
INT'L	0	0%

Demographics by Rank

57% (25 of 44) of all military students were U.S. Army officers.

	Officer	Enlisted
USA	25	5
USAF	4	2
USN	6	1
USMC	0	1



Years of SOF Experience

The majority of the students were SOF enablers with 1-5 years of SOF experience.

Joint Special Operations Medical Orientation Course

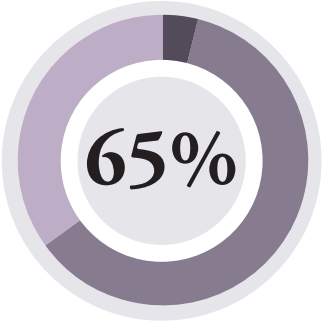
JSOMOC

Course Code: JSOMOC
Length: 5 days
Email: jsou.jsomoc@socom.mil
MASL#: D175461

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	40
Students	23
Student Contact Hours	920

Attendance by Category



SOF	1	4%
SOF Enabler	14	61%
Non-SOF	8	35%
SOF and Enablers	15	65%

Target Audience

This is an orientation course for medical military officers, warrant officers, noncommissioned officers, and U.S. Government civilian employees in comparable grades, serving the SOF community or in direct support of the SOF medical community. International military and civilians, whose job requires knowledge of SOF medical operations, may be accepted on a case-by-case basis.

Registration Criteria

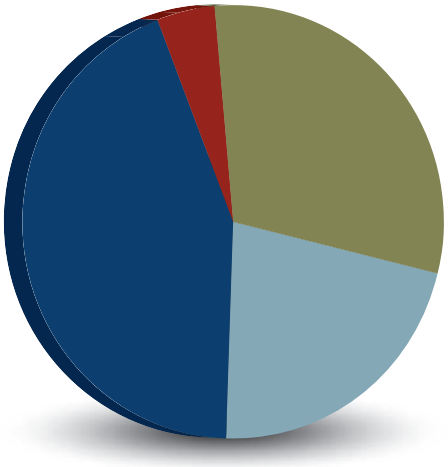
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course explains the fundamentals of the USSOCOM mission, roles, and capabilities, focusing 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



Course Demographics

USA	7	30%
USAF	5	22%
USN	10	43%
USMC	1	4%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 78% (18 of 23) were officers.

	Officer	Enlisted
USA	5	2
USAF	4	1
USN	8	2
USMC	1	0

Years of SOF Experience

83% (19 of 23) of students had between 0 and 5 years of SOF experience.

Methods of Instruction Course

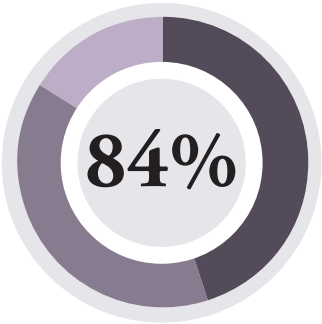
MOIC

Course Code: MOIC
Length: 9.5 days
Email: jsou.moic@socom.mil
MASL#: N/A

Class Iterations

Total	6
On-Station	6
Off-Station	0
Academic Hours	76
Students	46
Student Contact Hours	3,496

Attendance by Category



SOF	20	45%
SOF Enabler	17	39%
Non-SOF	7	16%
SOF and Enablers	37	84%

Target Audience

Newly assigned/hired JSOU faculty members are the top priority. SOF personnel teaching in any service or joint education environment are the second priority. MOIC is a joint SOF academic instructor course.

Registration Criteria

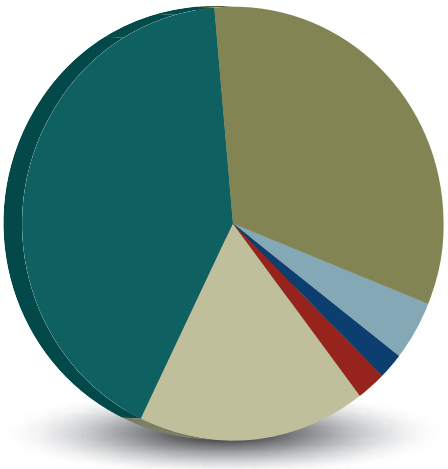
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course prepares JSOU faculty members and selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning. This course provides a brief overview of learning theory, the ISD process, and the development of lesson plans to allow immediate application of the strategies that are discussed and practiced within the course. The course also introduces learning evaluation and addresses basic principles of testing. Students teach graded lessons using different methodologies. The methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions, and demonstration performance.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.5	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



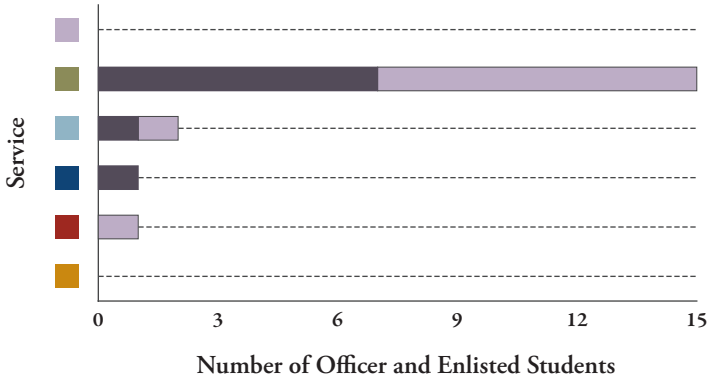
Course Demographics

USA	15	33%
USAF	2	4%
USN	1	2%
USMC	1	2%
USCG	0	0%
CIV	8	17%
CTR	19	41%
IA	0	0%
INT'L	0	0%

Demographics by Rank

79% (15 of 19) of military students were U.S. Army personnel, officer and enlisted.

	Officer	Enlisted
USA	7	8
USAF	1	1
USN	1	0
USMC	0	1



Years of SOF Experience

All levels of SOF experience were represented.

Methods of Instruction Course-Abbreviated

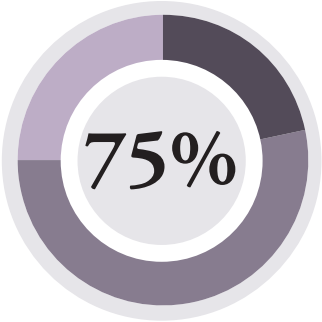
MOIC-A

Course Code: MOIC-A
Length: 1 day
Email: jsou.moica@socom.mil
MASL#: N/A

Class Iterations

Total	5
On-Station	5
Off-Station	0
Academic Hours	8
Students	66
Student Contact Hours	528

Attendance by Category



SOF	14	22%
SOF Enabler	35	54%
Non-SOF	16	25%
SOF and Enablers	49	75%

Target Audience

The MOIC-A course is designed for adjunct faculty members who will be teaching at JSOU or within a joint education environment.

Registration Criteria

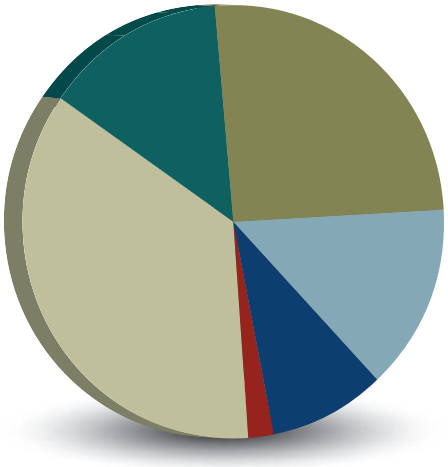
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

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 the development of level of learning lesson plans is provided. The course also 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.5	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.6**	**4.6**



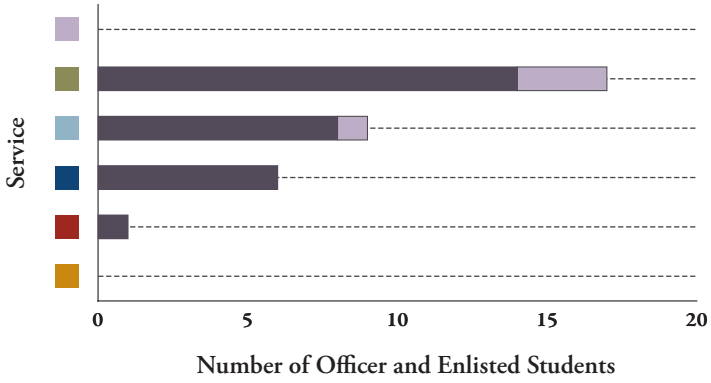
Course Demographics

USA	17	26%
USAF	9	14%
USN	6	9%
USMC	1	2%
USCG	0	0%
CIV	24	36%
CTR	9	14%
IA	0	0%
INT'L	0	0%

Demographics by Rank

88% (29 of 33) of military students were officers.

	Officer	Enlisted
USA	14	3
USAF	8	1
USN	6	0
USMC	1	0



Years of SOF Experience

MOIC-A was taught to all SOF categories and levels of SOF experience.

Methods of Instruction Course-Distance Learning

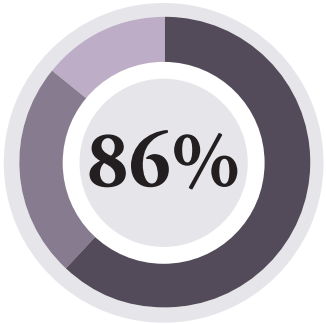
MOIC-D

Course Code: MOIC-D
Length: 2 days
Email: jsou.moicd@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	16
Students	29
Student Contact Hours	464

Attendance by Category



SOF	18	62%
SOF Enabler	7	24%
Non-SOF	4	14%
SOF and Enablers	25	86%

Target Audience

JSOU faculty and staff members who administer and/or facilitate online courses.

Registration Criteria

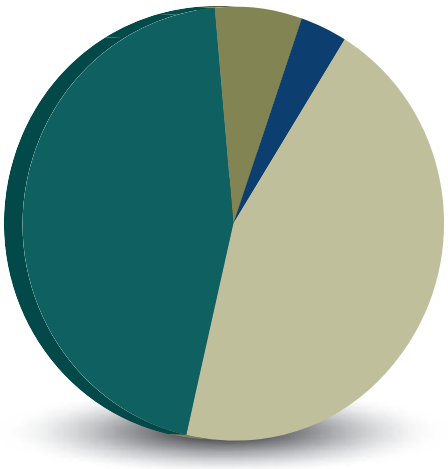
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course is designed for instructors and course directors who utilize the JSOU Blackboard LMS to deliver content to students. The course focuses on the planning, tools, and techniques that should be utilized to provide an engaging learning experience for students in an online learning environment.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.3	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



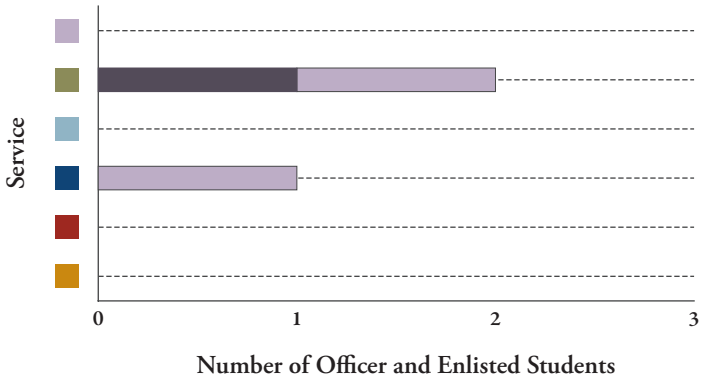
Course Demographics

USA	2	7%
USAF	0	0%
USN	1	3%
USMC	0	0%
USCG	0	0%
CIV	13	45%
CTR	13	45%
IA	0	0%
INT'L	0	0%

Demographics by Rank

Three military students participated. 90% (26 of 29) of overall students were civilian or contractors.

	Officer	Enlisted
USA	1	1
USN	0	1



Years of SOF Experience

Over 68% (15 of 22) of students had over 20 years of SOF experience.

Preparation of the Environment Orientation Seminar

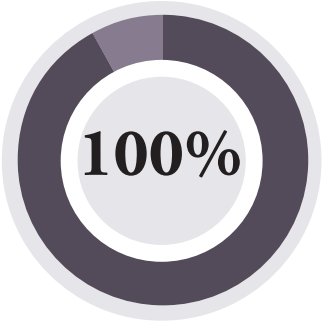
PEOS

Course Code: PEOS
Length: 8 days
Email: N/A
MASL#: N/A

Class Iterations

Total	4
On-Station	4
Off-Station	0
Academic Hours	64
Students	89
Student Contact Hours	5,696

Attendance by Category



SOF	82	92%
SOF Enabler	7	8%
Non-SOF	0	0%
SOF and Enablers	89	100%

Target Audience

This course is designed for NCOs (E7-E8), warrant officers, officers (O1-O4), and government civilians serving within the SOF community or supporting SOF operations.

Registration Criteria

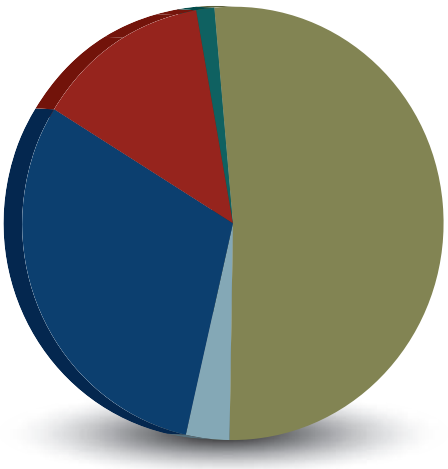
Invitation only. Students are identified to attend by their component personnel office and approved by theater special operations command.

Course Description

This course is a classified, eight-day introduction to the unique challenges, methods, and solutions associated with preparation of the environment. It orients the SOF and SOF enablers to SOF activities, functions, and processes and focuses attention on USSOCOM's preparation of the environment mission.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	46	52%
USAF	3	3%
USN	27	30%
USMC	12	13%
USCG	0	0%
CIV	0	0%
CTR	1	1%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 56% (49 of 88) were enlisted.

	Officer	Enlisted
USA	13	33
USAF	3	0
USN	16	11
USMC	7	5

SOF Intel Leaders Orientation Course

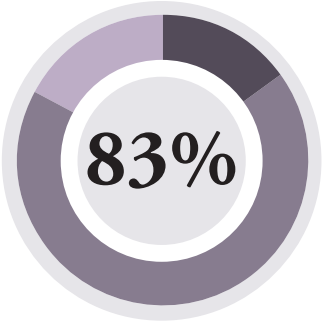
SILOC

Course Code: SILOC
Length: 5 days
Email: jsou.siloc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	32
Students	47
Student Contact Hours	1,504

Attendance by Category



SOF	6	15%
SOF Enabler	28	68%
Non-SOF	7	17%
SOF and Enablers	34	83%

Target Audience

This course is designed for officers, warrant officers, noncommissioned officers, civilian equivalents, and contractors assigned to intelligence organizations.

Registration Criteria

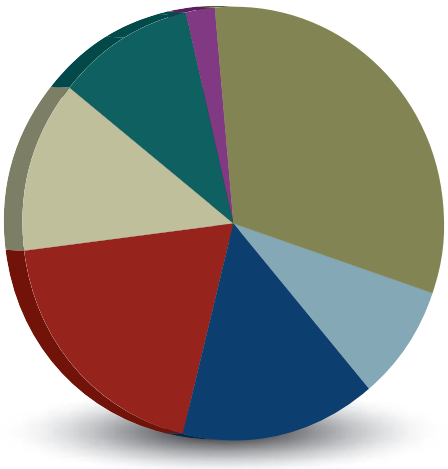
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course is an introduction to the unique challenges, methods, and solutions associated with joint special operations intelligence. It orients intelligence professionals to SOF activities, functions, and processes and focuses attention on USSOCOM's mission and core tasks. The course provides an overview of intelligence community (IC) support to SOF, USSOCOM J-2 staff elements, components, intelligence systems acquisition capability, TSOCs, and specified emerging areas of interest. The goal of the course is SOF intelligence workforce professionalization.

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	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.4**	**4.6**



Course Demographics

USA	15	32%
USAF	4	9%
USN	7	15%
USMC	9	19%
USCG	0	0%
CIV	6	13%
CTR	5	11%
IA	1	2%
INT'L	0	0%

Demographics by Rank

All four services were represented and 83% (29 of 35) of military students were officers.

	Officer	Enlisted
USA	12	3
USAF	3	1
USN	6	1
USMC	8	1

Years of SOF Experience

Over 44% (20 of 45) of students had between 1 and 5 years of SOF experience.

Special Operations Combating Terrorism Course

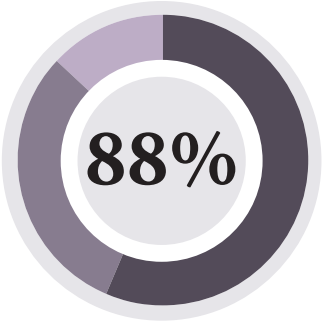
SOCbT

Course Code: SOCbT
Length: 10 days
Email: jsou.socbt@socom.mil
MASL#: D126019

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	76
Students	92
Student Contact Hours	6,992

Attendance by Category



SOF	50	57%
SOF Enabler	27	31%
Non-SOF	11	13%
SOF and Enablers	77	88%

Target Audience

This course is designed for U.S. and international military officers, Ministry of Defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

Registration Criteria

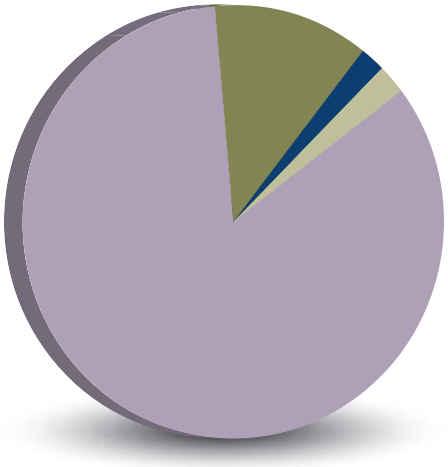
Invitation only. A minimum ECL score of 70 is required.

Course Description

Part of the Regional Defense Counterterrorism Fellowship Program, SOCbT is designed to build individual, country, and regional combating terrorism capabilities through education. The curriculum presents a comprehensive perspective on how governments combat terrorist threats, as well as the salient issues confronting security officials involved in combating terrorism. Interaction among guest speakers, faculty, and international students also serves to cultivate a network of professionals that will strengthen efforts toward combating terrorism.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



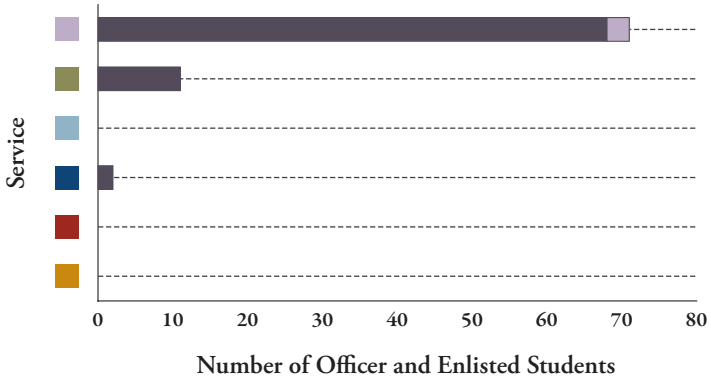
Course Demographics

USA	11	12%
USAF	0	0%
USN	2	2%
USMC	0	0%
USCG	0	0%
CIV	2	2%
CTR	0	0%
IA	0	0%
INT'L	77	84%

Demographics by Rank

81% (68 of 84) of military students were international officers.

	Officer	Enlisted
INT'L	68	3
USA	11	0
USN	2	0



Demographics by SOF Experience

International Students

Afghanistan, Algeria, Bangladesh, Belize, Burkina Faso, Burundi, Cameroon, Columbia, Czech Republic, Croatia, Dominican Republic, El Salvador, Estonia, Finland, Gambia, Germany, Guatemala, Hungary, India, Indonesia, Italy, Jordan, Kazakhstan, Kenya, Kyrgystan, Lebanon, Malaysia, Maldives, Mauritania, Morocco, Nepal, Niger, Nigeria, Pakistan, Panama, Paraquay, Philippines, Poland, Romania, Rwanda, Saudi Arabia, Spain, Sri Lanka, Thailand, Trinidad, Tunisia, Uganda, and Yemen

Special Operations Forces Interagency Collaboration Course

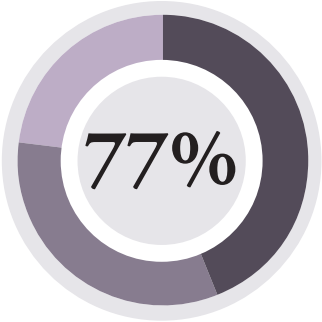
SOFIACC

Course Code: SOFIACC
Length: 4.5 days
Email: jsou.sofiacc@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	2
Off-Station	1
Academic Hours	36
Students	88
Student Contact Hours	3,168

Attendance by Category



SOF	36	44%
SOF Enabler	27	33%
Non-SOF	19	23%
SOF and Enablers	63	77%

Target Audience

This course is designed for military field grade officers, warrant officers, senior noncommissioned officers and mid-career civil service personnel from relevant government agencies who will participate in or support special operations.

Registration Criteria

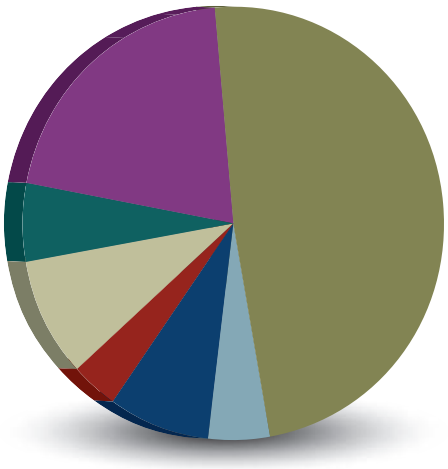
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course prepares personnel to collaborate successfully in the complex array of actors and operational environments involved in interagency (IA) efforts in the exterior. This course prepares personnel to collaborate with individuals and to understand operational environments involved in interagency efforts to support national security. Collaboration, Lecture presentations and discussions are used to provide an overview of the doctrine, coordination, integration, and implementation of effective SOF-IA collaboration in activities at the operational level of conflict. The course culminates with an interactive problem solving exercise.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.7**	**4.6**



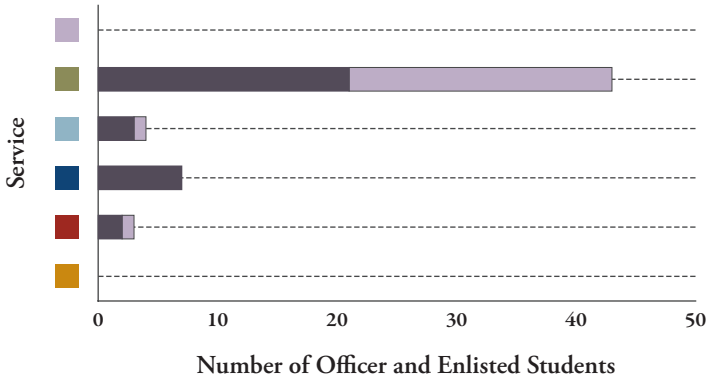
Course Demographics

USA	43	49%
USAF	4	5%
USN	7	8%
USMC	3	3%
USCG	0	0%
CIV	8	9%
CTR	5	6%
IA	18	20%
INT'L	0	0%

Demographics by Rank

Over 75% (43 of 57) of military students were U.S. Army enlisted and officers.

	Officer	Enlisted
USA	21	22
USAF	3	1
USN	7	0
USMC	2	1



Demographics by SOF Experience

Interagency Attendance

DHS	5	DOT	2
DoD	1	OSD	1
DOJ	2	USAID	1
DOS	5	USPIS	1

SOF-Resource Management Course

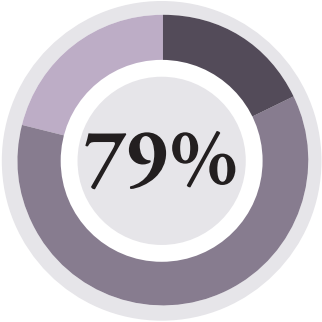
SOF-RMC

Course Code: SOF-RMC
Length: 5 days
Email: jsou.sofrm@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	28
Student Contact Hours	1,008

Attendance by Category



SOF	5	18%
SOF Enabler	17	61%
Non-SOF	6	21%
SOF and Enablers	22	79%

Target Audience

All newly assigned military officers (O3-O6), warrant officers (W3-W5), noncommissioned officers (E7-E9), and civilians (GS11-GS15) who are currently managing resources, in a direct or indirect capacity, for USSOCOM or a TSOC.

Registration Criteria

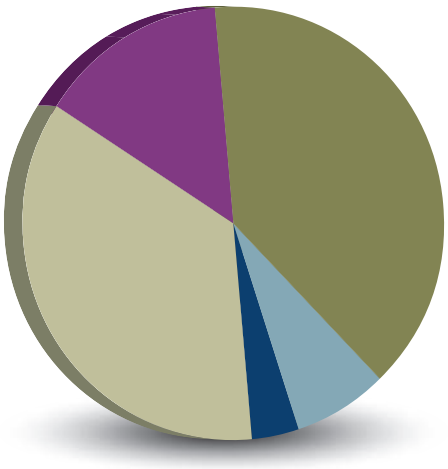
Students interested in attending must apply online and be accepted by the course director.

Course Description

The principal objective of SOF-RMC is to educate all personnel involved in managing resources. Students will receive instructions on administrative, logistical, service common, and base operating support for use at home station and deployed locations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	5.0	4.6
The objectives of the course were successfully achieved	5.0	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	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.9**	**4.6**



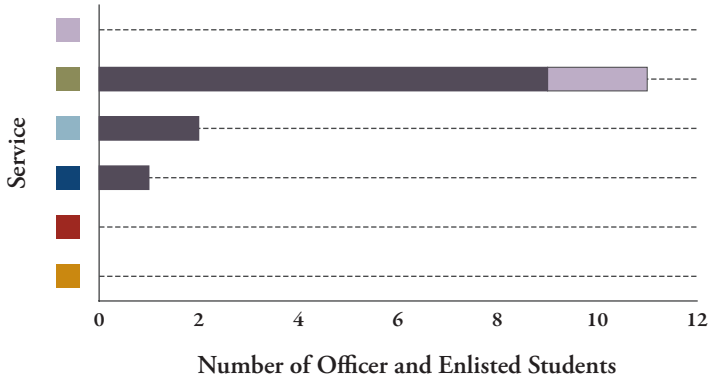
Course Demographics

USA	11	39%
USAF	2	7%
USN	1	4%
USMC	0	0%
USCG	0	0%
CIV	10	36%
CTR	0	0%
IA	4	14%
INT'L	0	0%

Demographics by Rank

64% (9 of 14) of military students were U.S. Army officers.

	Officer	Enlisted
USA	9	2
USAF	2	0
USN	1	0



Years of SOF Experience

All levels of SOF experience were represented. 50% (14 of 28) of all students had between 1 and 5 years of SOF experience.

Special Operations Planning Course

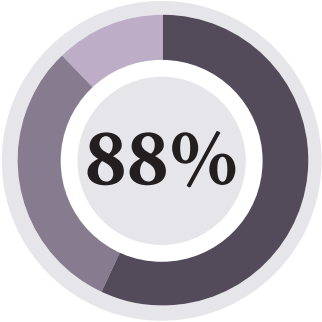
SOPC

Course Code: SOPC
Length: 10 days
Email: jsou.jsowc.sopc@socom.mil
MASL#: D126061

Class Iterations

Total	6
On-Station	1
Off-Station	5
Academic Hours	80
Students	141
Student Contact Hours	11,280

Attendance by Category



SOF	75	57%
SOF Enabler	41	31%
Non-SOF	16	12%
SOF and Enablers	116	88%

Target Audience

This course is designed for special operations military officers (O2-O4), warrant officers (W1-W4), senior noncommissioned officers (E7-E9), and civilians who are preparing for, en route to, or serving in a joint special operations assignment (TSOC, JSOC, JTF, JSOTF, or USSOCOM).

Registration Criteria

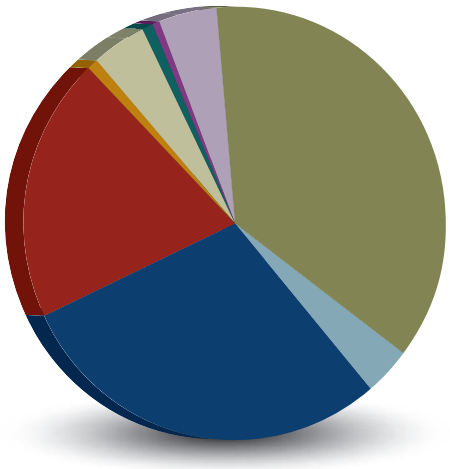
Students must apply online. International student attendance is considered on a case-by-case basis. Students should familiarize themselves with the *SOF Reference Manual* prior to arriving at the course. Specific prerequisites and online learning requirements will be provided by the course director upon acceptance.

Course Description

The first week focuses on center of gravity and critical factors analysis. During week one, students are introduced to the links between national security guidance and strategy with operational planning in the joint environment, as well as joint operational planning principles and processes. Week two culminates with a scenario-driven practical exercise and allows application of the elements of the joint operational planning process.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.5**	**4.6**



Course Demographics

USA	52	37%
USAF	5	4%
USN	41	29%
USMC	28	20%
USCG	1	1%
CIV	6	4%
CTR	1	1%
IA	1	1%
INT'L	6	4%

Demographics by Rank

59% (78) of military students were officers and 41% (55) were enlisted.

	Officer	Enlisted
INT'L	6	0
USA	20	32
USAF	4	1
USN	27	14
USMC	20	8
USCG	1	0

Years of SOF Experience

All levels of SOF experience were represented. 35% (49 of 141) of all students had between 1 and 5 years of experience.

Theater Special Operations Command-Basic Education Course

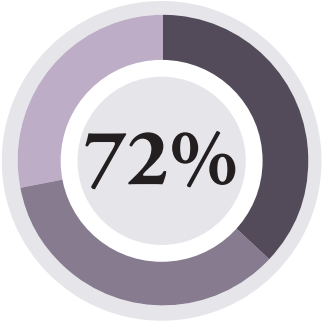
TSOC-BEC

Course Code: TSOC-BEC
Length: 5 days
Email: jsou.tsoc-bec@socom.mil
MASL#: N/A

Class Iterations

Total	7
On-Station	1
Off-Station	6
Academic Hours	40
Students	145
Student Contact Hours	5,800

Attendance by Category



SOF	53	37%
SOF Enabler	50	35%
Non-SOF	41	28%
SOF and Enablers	103	72%

Target Audience

TSOC personnel with limited special operations experience or any U.S. personnel designated to attend.

Registration Criteria

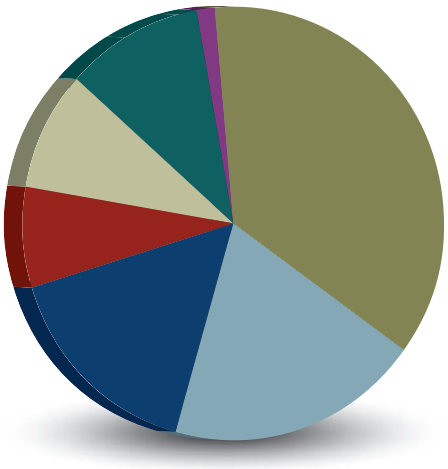
Invitation only. Students interested in attending must be approved by their TSOC. Students are required to complete ISOF prior to attending.

Course Description

TSOC-BEC is an unclassified course which focuses on IW, interagency/U.S. embassy considerations, national/military strategy, special operations, and special operations forces. The course is taught at the TSOC headquarters. TSOC-BEC focuses on IW, special operations, and national and military strategy concepts.

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	4.2	4.4
The information provided in this course will be useful to me in my job	4.3	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**4.6**



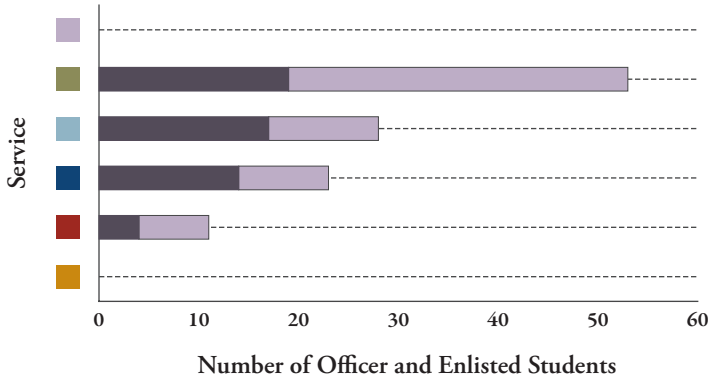
Course Demographics

USA	53	37%
USAF	28	19%
USN	23	16%
USMC	11	8%
USCG	0	0%
CIV	13	9%
CTR	15	10%
IA	2	1%
INT'L	0	0%

Demographics by Rank

Over 46% (53 of 115) of military students were U.S. Army personnel.

	Officer	Enlisted
USA	19	34
USAF	17	11
USN	14	9
USMC	4	7



Years of SOF Experience

75% (90 of 120) of all students had between 0 and 5 years of SOF experience.

Theater Special Operations Command Staff Preparation Course

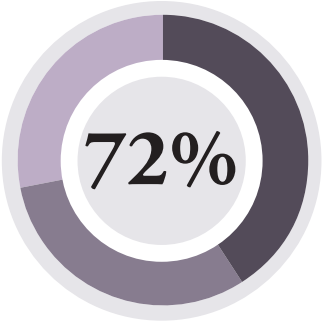
TSPC

Course Code: TSPC
Length: 21 days
Email: tspc@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	160
Students	30
Student Contact Hours	4,800

Attendance by Category



SOF	12	41%
SOF Enabler	9	31%
Non-SOF	8	28%
SOF and Enablers	21	72%

Target Audience

The TSPC is primarily for officers (O3-O5, W2-W4), NCOs (E7-E9), and civilians en-route to staff positions at the TSOCs.

Registration Criteria

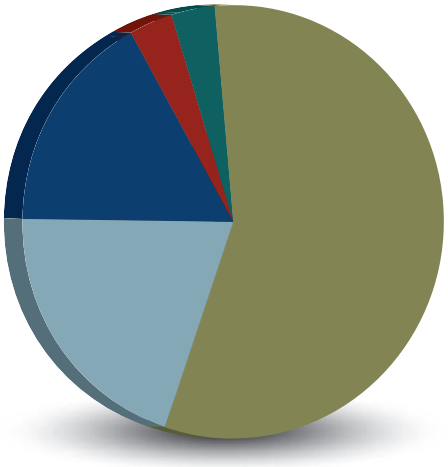
Invitation only. Students interested in attending must be approved by their TSOC. Students are required to complete ISOF and joint special operations task force level I courses prior to attending TSPC.

Course Description

TSPC is a blend of online and residency curriculum to prepare officers, NCOs, and civilians for staff duties at the TSOCs. Students will travel to MacDill AFB, prior to arriving at their assigned TSOC, and attend the course to become familiar with the roles and functions of the USSOCOM staff and their relationship with the TSOCs. The course culminates with a module that explores how USSOCOM and the TSOCs synchronize their security cooperation programs, strategic priorities, and theater plans.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



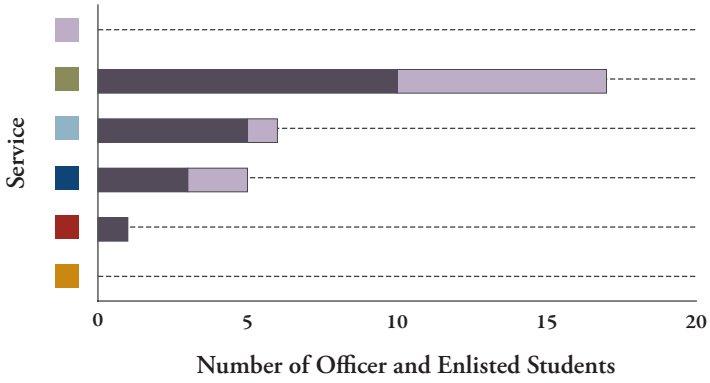
Course Demographics

USA	17	57%
USAF	6	20%
USN	5	17%
USMC	1	3%
USCG	0	0%
CIV	0	0%
CTR	1	3%
IA	0	0%
INT'L	0	0%

Demographics by Rank

66% (19 of 29) of military students were officers.

	Officer	Enlisted
USA	10	7
USAF	5	1
USN	3	2
USMC	1	0



Years of SOF Experience

All SOF categories were represented. 78% (14 of 18) had between 0 and 5 years of SOF experience.

USSOCOM Staff Education Program-Executive Course

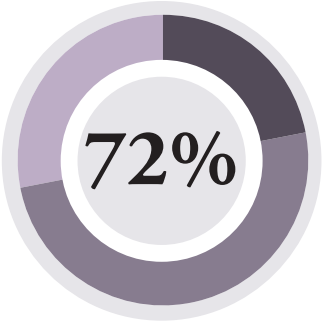
USEP-E

Course Code: USEP-E
Length: 5 days
Email: jsou.usep-e@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	40
Students	18
Student Contact Hours	720

Attendance by Category



SOF	4	22%
SOF Enabler	9	50%
Non-SOF	5	28%
SOF and Enablers	13	72%

Target Audience

Primarily military officers (O6) and DoD GS15-equivalent civilians assigned to USSOCOM. Additionally, attendees should hold a key decision making position at the directorate or division level.

Registration Criteria

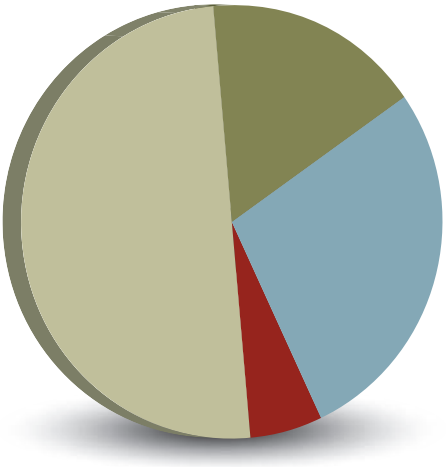
Students interested in attending must apply online and be accepted by the course director. Because this is an advanced course, it is recommended that students complete USEP-F prior to attending.

Course Description

USEP-E is an intensive one-week executive course that applies best practices for leadership success. The course is designed to provide directorate/division level decision makers with advanced skills, knowledge, and abilities to aggressively lead within the complex organization of USSOCOM.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



Course Demographics

USA	3	17%
USAF	5	28%
USN	0	0%
USMC	1	6%
USCG	0	0%
CIV	9	50%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course included nine senior officers from the Army, Air Force, and Marines.

	Officer	Enlisted
USA	3	0
USAF	5	0
USMC	1	0

Years of SOF Experience

Over 44% (8 of 18) of students had more than 20 years of SOF experience.

USSOCOM Staff Education Program-Foundations

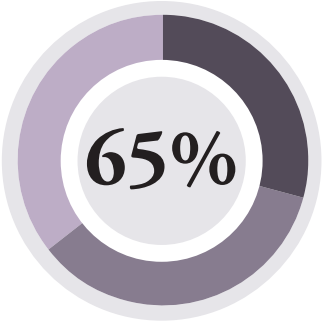
USEP-F

Course Code: USEP-F
Length: 10 days
Email: jsou.usep@socom.mil
MASL#: N/A

Class Iterations

Total	9
On-Station	9
Off-Station	0
Academic Hours	72
Students	264
Student Contact Hours	19,008

Attendance by Category



SOF	69	29%
SOF Enabler	84	35%
Non-SOF	84	35%
SOF and Enablers	30	86%

Target Audience

This is a mandatory course for all newly assigned USSOCOM government employees at MacDill AFB and Washington D.C.

Registration Criteria

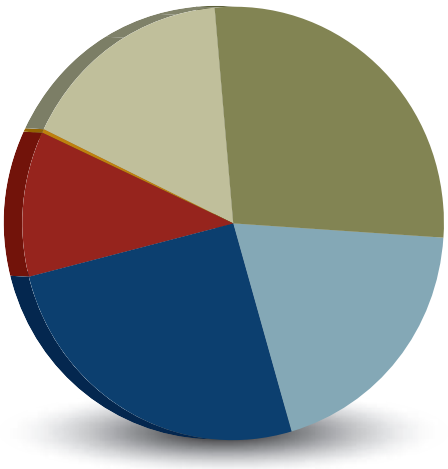
Government employees assigned to USSOCOM with duties at MacDill AFB or Washington D.C.

Course Description

USEP-F focuses on USSOCOM's Title 10 and combatant command responsibilities, as well as its unique service-like and major force program functions. The two-week course focuses on special operations, SOF, USSOCOM, and the processes employed to fulfill Title 10 and combatant command roles and functions.

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	4.6
I would recommend this course to others	4.4	4.7
OVERALL SCORE	**4.4**	**4.6**



Course Demographics

USA	73	28%
USAF	51	19%
USN	68	26%
USMC	28	11%
USCG	1	0%
CIV	43	16%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All services were represented. Over 78% (173 of 221) of military students were officers.

	Officer	Enlisted
USA	46	27
USAF	44	7
USN	57	11
USMC	25	3
USCG	1	0

Years of SOF Experience

All SOF experience levels and categories were represented.

JSOU-EA

In August 2007, the USSOCOM commander directed JSOU to develop a senior enlisted academy. JSOU established the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA). It achieved operational capabilities in FY10 and currently provides an exemplary educational program for senior enlisted leaders at the E8 and E9 levels. Students may be selected to attend these courses and will be able to receive service PME credits.

In November 2011, the commander directed JSOFSEA to develop a "comprehensive leadership development program designed to train, educate, and manage the career paths of future SOF leaders". The intent of this program is to address gaps between SOF NCOs educational needs and the education they receive through traditional service PME systems for grades E6 through E9.

The Joint Special Operations University-Enlisted Academy (JSOU-EA) conducts four courses in the USSOCOM Career Education Program. These courses cover the full continuum of SOF enlisted education from the tactical to the strategic level.

Joint Fundamentals

This course provides E6 leaders, from all four services, the opportunity to come together in a joint learning environment. The Joint Fundamental Course prepares mid-grade enlisted personnel to assume leadership roles at the tactical level.

Enterprise Management

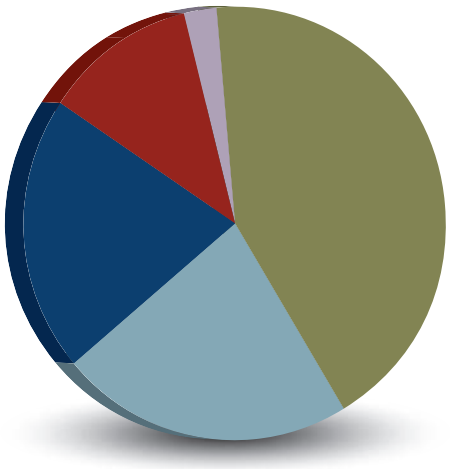
This course provides SOF leaders with a broad understanding of traditional and SOF-specific organizational leadership, and management concepts not normally addressed at this stage of their career in service PME courses. It prepares senior enlisted leaders to assume higher level leadership roles in larger organizations with complex functions.

Senior Enlisted Academy

This course teaches E8 and E9 leaders in a joint learning environment. For most senior SOF NCOs, this will be their capstone PME. JSOFSEA emphasizes the operational and strategic levels of leadership, and provides the knowledge to think analytically and critically.

Summit Course

This course is designed to prepare O6 command level E9 SOF senior enlisted leader (SEL) for service at a nominative level command leadership position. The focus is to introduce the SEL to concepts of strategic thinking and how to apply it to national policy and strategy at the local, regional, and global level. Course activities are designed to shift thinking from the tactical and operational realms to the strategic.

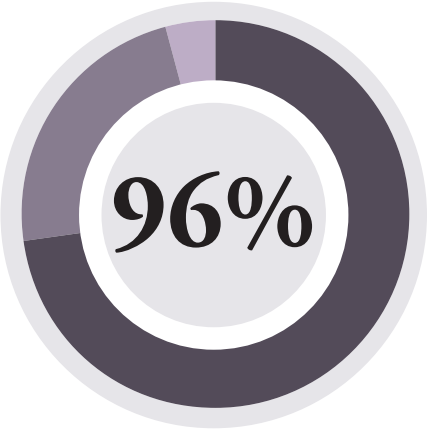


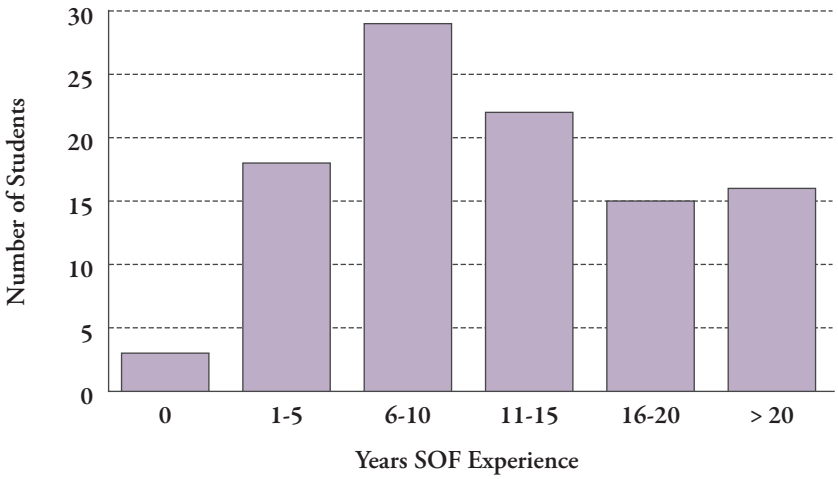
Course Demographics

USA	77	43%
USAF	40	22%
USN	37	21%
USMC	21	12%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	4	2%

Attendance by Category

SOF	128	73%
SOF Enabler	40	23%
Non-SOF	8	4%
SOF and Enablers	168	96%





Years of SOF Experience

JSOU-EA courses are set to specific periods in an enlisted students career progression. Therefore, all levels of SOF experience were represented.

Joint Fundamentals

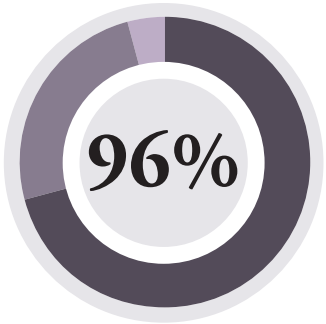
JOINT FUNDAMENTALS

Course Code: CEP-1
Length: 8 weeks, online
Email: jsou.ea.jfcep1@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	80
Students	24
Student Contact Hours	1,920

Attendance by Category



SOF	17	71%
SOF Enabler	6	25%
Non-SOF	1	4%
SOF and Enablers	23	96%

Target Audience

This course is intended for SOF operators in the grade of E6.

Registration Criteria

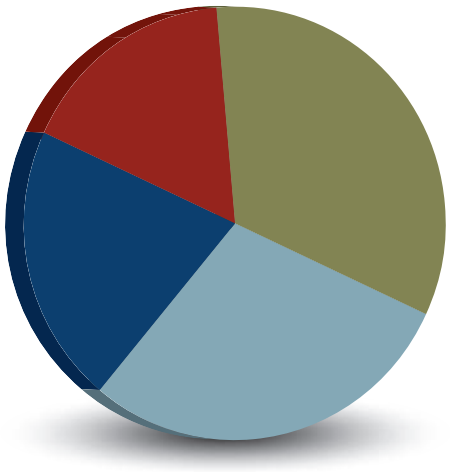
Students must be SOF operators in the grade of E6.

Course Description

The Joint Fundamentals 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 assess ethical decision making. Students will analyze the history, unique function, and organization of the USSOCOM enterprise from the headquarters to the subcomponent command.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.8	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	8	33%
USAF	7	29%
USN	5	21%
USMC	4	17%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course consisted of E6 enlisted students from all four services.

	Officer	Enlisted
USA	0	8
USAF	0	7
USN	0	5
USMC	0	4

Years of SOF Experience

92% (22 of 24) of students had between 1 and 10 years of SOF experience.

Joint Special Operations Forces Senior Enlisted Academy

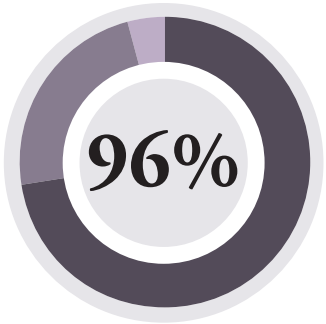
JSOFSEA

Course Code: CEP-3
Length: 6 months, online and 8-weeks, resident
Email: jsou.jsofsea@socom.mil
MASL#: D479001, D171047

Class Iterations

Total	4
On-Station	4
Off-Station	0
Academic Hours	290
Students	144
Student Contact Hours	41,760

Attendance by Category



SOF	102	72%
SOF Enabler	33	23%
Non-SOF	6	4%
SOF and Enablers	135	96%

Target Audience

JSOFSEA is designed for nominated SOF operators, select SOF enabling specialties, and noncommissioned officers (E8-E9) from active and reserve component SOF, general purpose forces, and interagency partners.

Registration Criteria

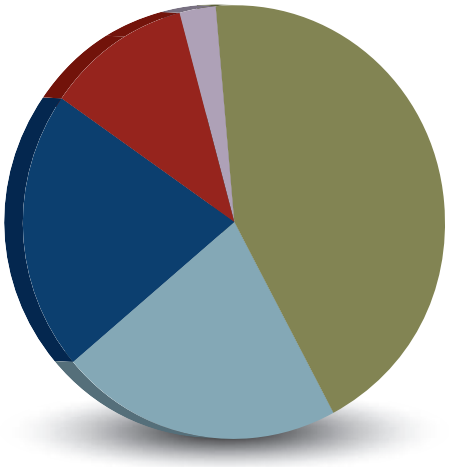
This is a nominative course. Students are selected by their component senior enlisted advisors. Civilians and international students may also be accepted.

Course Description

JSOFSEA's curriculum prepares the JSOFSEA leader to be an effective and strategic leader in the joint special operations forces environment. The main theme for this course is to provide students with the joint senior enlisted leadership perspective through each of the key lessons.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	63	44%
USAF	31	22%
USN	30	21%
USMC	16	11%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	4	3%

Demographics by Rank

The course consisted of enlisted personnel from all four services and included four international students.

	Officer	Enlisted
INT'L	0	4
USA	0	63
USAF	0	31
USN	0	30
USMC	0	16

Years of SOF Experience

All SOF experience levels were represented with the highest concentration at the mid-level.

Summit

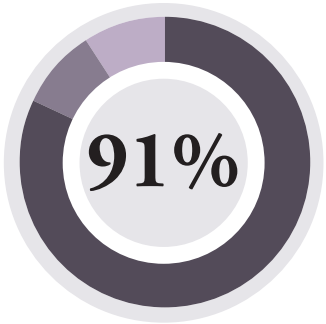
SUMMIT

Course Code: CEP-4
Length: 2 Months DL,
3 Weeks Resident
Email: jsou.ea.summit@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	114
Students	11
Student Contact Hours	1,254

Attendance by Category



SOF	9	82%
SOF Enabler	1	9%
Non-SOF	1	9%
SOF and Enablers	10	91%

Target Audience

The primary target audience for the Summit course is SOF operators in the grade of E9 serving as, or having successfully served as senior enlisted leaders (SEL) at the O6 command level.

Registration Criteria

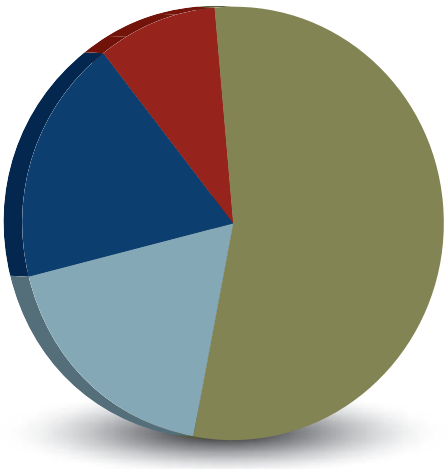
SOF operators in the grade of E9 and serving in, or having successfully served in an O6 command SEL billet. This is a nominative course. Students are nominated by their SOF service component SELs and approved by the USSOCOM SEL.

Course Description

This course produces graduates who enhance the leadership team by synthesizing macro dynamics and addressing strategic challenges related to stability. Students learn mission-oriented leadership and strategic thinking skills to prepare them to effectively advise, lead, and mentor at the strategic and operational levels. Studies include analysis of national policy and strategy at the local, regional and global level. The culminating project is a strategic level research paper and presentation requiring students to analyze US Policy and strategy in a country and region, and formulate recommendations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.2	4.4
The information provided in this course will be useful to me in my job	4.3	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.3**	**4.6**



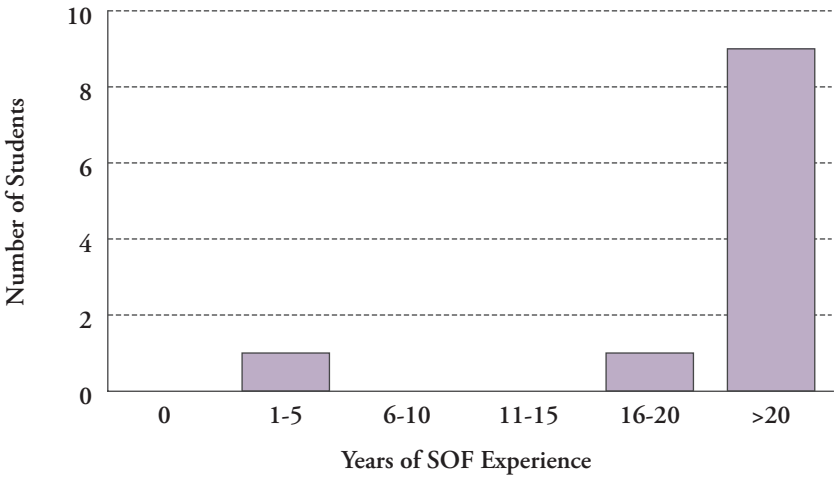
Course Demographics

USA	6	55%
USAF	2	18%
USN	2	18%
USMC	1	1%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented with senior enlisted leaders. 55% (6 of 11) were Army.

	Officer	Enlisted
USA	0	6
USAF	0	2
USN	0	2
USMC	0	1



Years of SOF Experience

82% (9 of 11) of the students who attended the Summit course had over 20 years of SOF experience.

MET

Class Iterations

Total Iterations	64
Countries Hosting METs	25
International Students	1,456
INT'L Officer	1,098
INT'L Enlisted	176
INT'L Other/Civilian	182
Countries Represented	>65

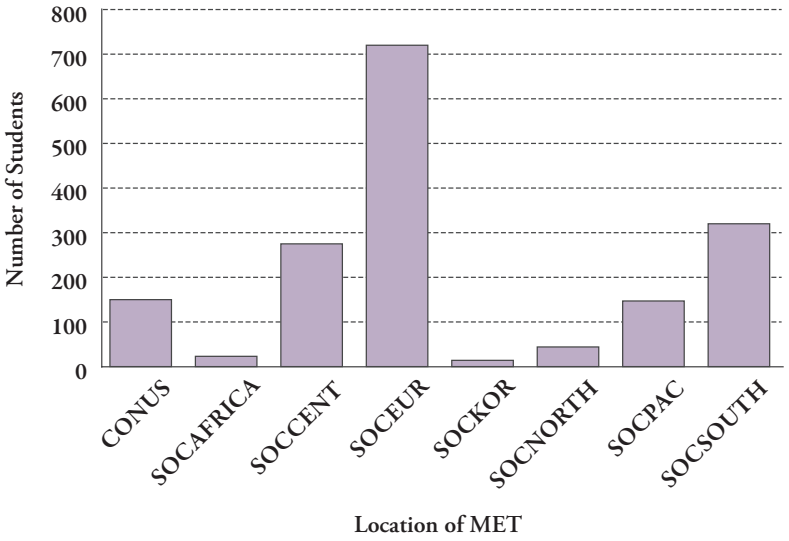
Mobile Education Team Courses

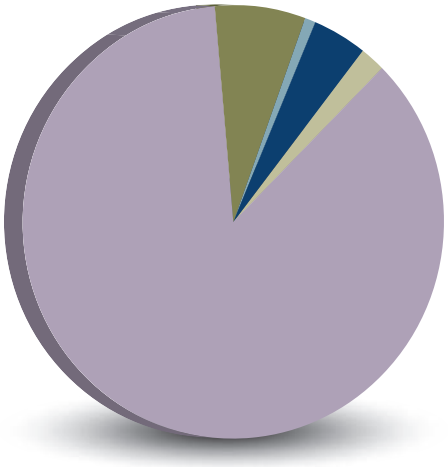
JSOU globally deploys tailored METs to provide specific instruction in support of joint SOF educational objectives. The primary customers that JSOU supports are the joint operational-level SOF headquarters and international SOF partners. METs are normally comprised of two to five SOF subject matter experts and normally last from three days to two weeks. International METs can be tailored to address country specific security objectives and translation may be coordinated. Over the course of AY13, JSOU provided a total of 61 MET courses and 3 events across the world for specific organizations and missions.

MET Students by Location AY13

A total of 1693 students attended METs during AY13. The majority of these students were from SOCEUR, totaling 720 students.

Location	Students	Contact Hours
CONUS	150	3,944
SOCAFRICA	23	552
SOCCENT	275	14,264
SOCEUR	720	38,736
SOCKOR	14	336
SOCNORTH	44	3,520
SOCPAC	147	5,040
SOCSOUTH	320	19,560
Total	1,693	85,952





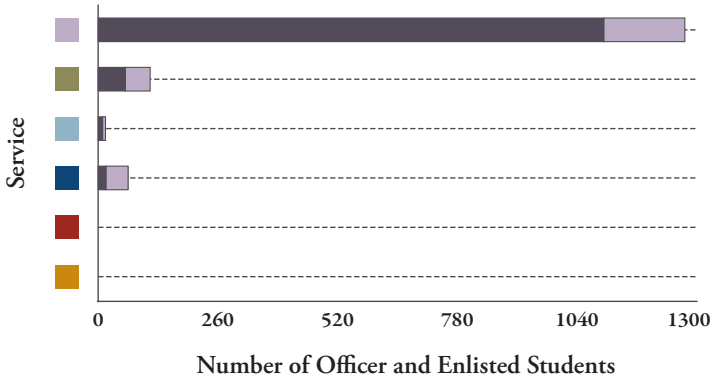
Course Demographics

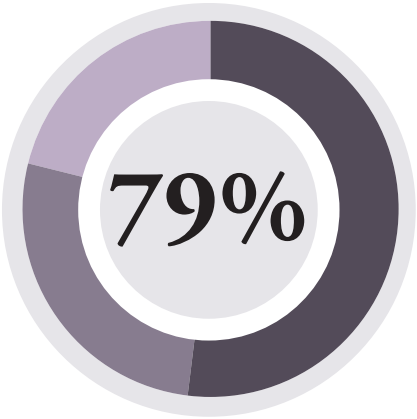
USA	113	7%
USAF	16	1%
USN	65	4%
USMC	4	0%
USCG	0	0%
CIV	32	2%
CTR	6	0%
IA	1	0%
INT'L	1456	86%

Demographics by Rank

The majority of military students who attended METs were international officers.

	Officer	Enlisted
INT'L	1098	176
USA	59	54
USAF	10	6
USN	17	48
USMC	2	2





Attendance by Category

SOF	864	52%
SOF Enabler	449	27%
Non-SOF	349	21%
SOF and Enablers	1313	79%

Asymmetric Warfare Course

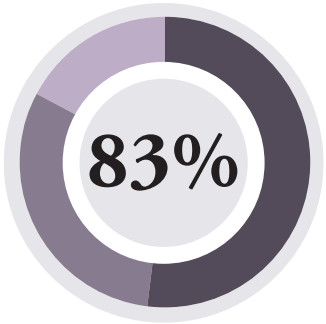
AWC

Course Code: AWC
Length: 4 or 5 days
Email: N/A
MASL#: D309072

Class Iterations

Total	2
On-Station	0
Off-Station	2
Academic Hours	32-40
Students	42
Student Contact Hours	1,504

Attendance by Category



SOF	22	52%
SOF Enabler	13	31%
Non-SOF	7	17%
SOF and Enablers	30	83%

Target Audience

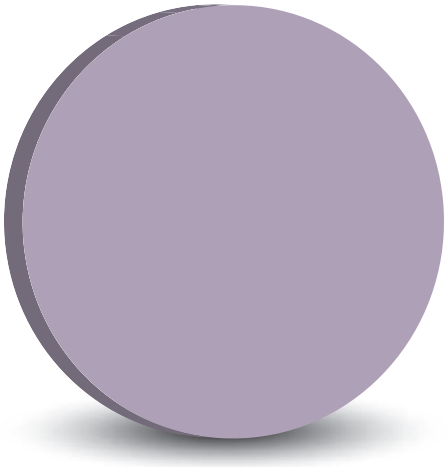
This course is designed for international special operations military officers (O2-O5), warrant officers (W1-W4), and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that may involve joint staff planning. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

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 vignettes, case studies, and varied faculty discussion topics that range from critical thinking, culture, and insurgency theory, to intelligence and operational approaches, to transnational criminal activities and law enforcement.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**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	42	100%

Demographics by Rank

85% (34) of military students were international officers.

	Officer	Enlisted
INT'L	34	6

Years of SOF Experience

55% (23 of 42) of students had between 1 and 5 years of SOF experience.

Civil-Military Operations Seminar

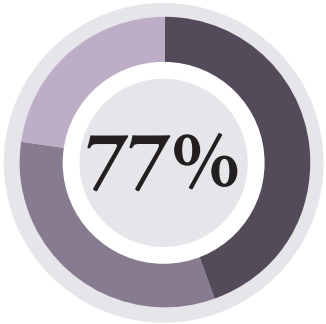
CMOS

Course Code: CMOS
Length: 5 days
Email: N/A
MASL#: D309073

Class Iterations

Total	4
On-Station	0
Off-Station	4
Academic Hours	40
Students	111
Student Contact Hours	4,440

Attendance by Category



SOF	49	45%
SOF Enabler	36	33%
Non-SOF	25	23%
SOF and Enablers	85	77%

Target Audience

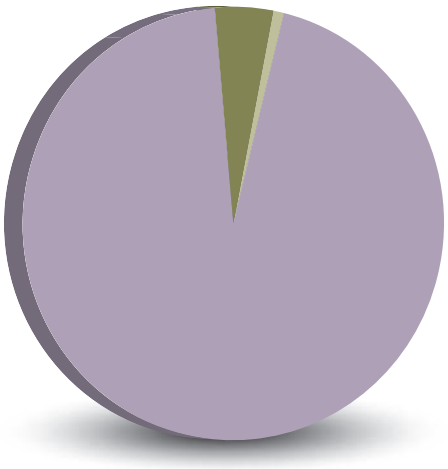
CMOS is designed for International civil-military operations (CMO) planners, civil affairs officers, special operations military officers (O2-O5), warrant officers and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international CMO assignment. Personnel with deployment experience and/or planning experience at JTF/corps/division level are also desired course candidates. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

Seminar participants will discuss, examine, and exchange ideas concerning the best practices in civil-military operations (CMO) and stability operations. The MET curriculum can be tailored to meet specific national requirements.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.8	4.4
The information provided in this course will be useful to me in my job	4.8	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.8**	**4.6**



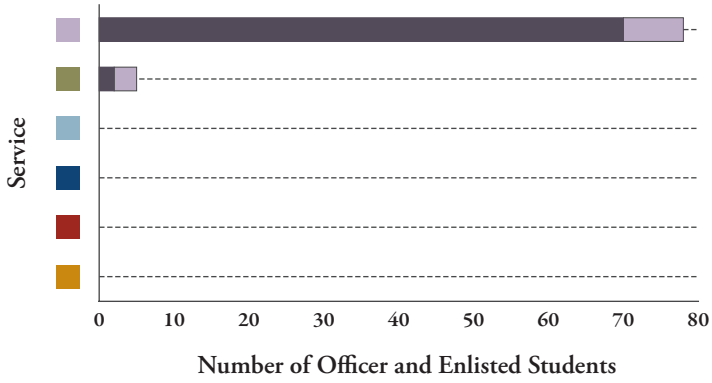
Course Demographics

USA	5	5%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	1%
CTR	0	0%
IA	0	0%
INT'L	105	95%

Demographics by Rank

90% (70 of 78) of the international military students were officers.

	Officer	Enlisted
INT'L	70	8
USA	2	3



Years of SOF Experience

All levels of SOF experience were represented.

Interagency Counterterrorism Seminar

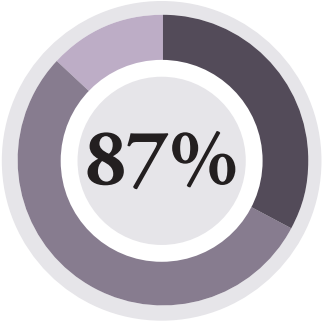
IACT

Course Code: IACT
Length: 3 days
Email: N/A
MASL#: N/A

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	24
Students	104
Student Contact Hours	2,496

Attendance by Category



SOF	34	33%
SOF Enabler	56	54%
Non-SOF	14	13%
SOF and Enablers	80	87%

Target Audience

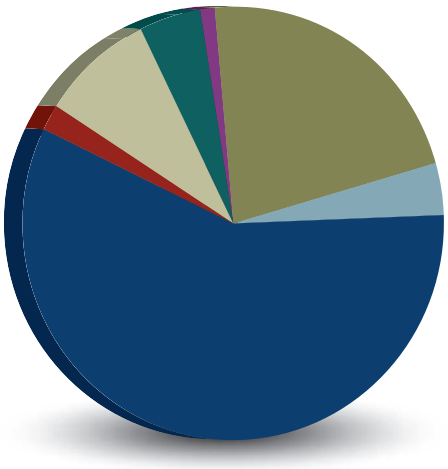
Mid-career national security professionals (GS12-GS13, O4-O5, E7-E8) involved in, supporting, or interested in efforts to plan and synchronize operations against terrorist networks.

Course Description

The IACT seminar is a three-day program of instruction that educates students on how the U.S. Government plans and synchronizes operations against violent extremist networks. The subject material is discussed from the perspective of special operations forces, focusing on their important and salient role in the counterterrorism (CT) effort. Lessons will enable students to understand the factors contributing to international terrorism, the U.S. national security process related to CT, the U.S. CT strategy, how the U.S. CT effort is organized, key U.S. CT capabilities, and how to apply course objectives to relevant CT case studies.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.4	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	23	22%
USAF	4	4%
USN	60	58%
USMC	2	2%
USCG	0	0%
CIV	9	9%
CTR	5	5%
IA	1	1%
INT'L	0	0%

Demographics by Rank

Students from all four services attended the course. Of the military students, 64% (57 of 89) were enlisted.

	Officer	Enlisted
USA	14	9
USAF	2	2
USN	15	45
USMC	1	1

Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Operational Planning Course

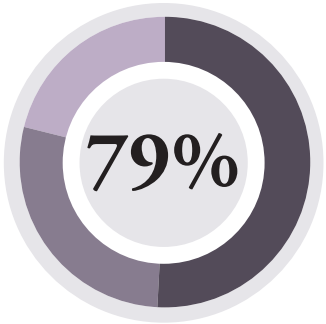
OPC

Course Code: OPC
Length: 5 or 10 days
Email: N/A
MASL#: D309074

Class Iterations

Total	19
On-Station	0
Off-Station	19
Academic Hours	40-80
Students	544
Student Contact Hours	41,120

Attendance by Category



SOF	273	51%
SOF Enabler	148	28%
Non-SOF	115	21%
SOF and Enablers	421	79%

Target Audience

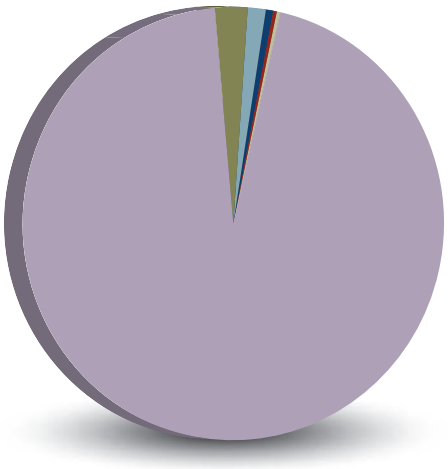
OPC is designed for international special operations military officers (O2-O5), warrant officers, and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that involves joint staff planning. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course focuses on linkages 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 CTFP.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



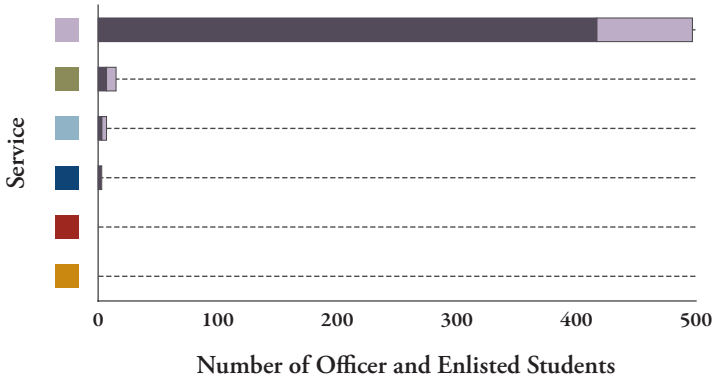
Course Demographics

USA	15	3%
USAF	7	1%
USN	3	1%
USMC	1	0%
USCG	0	0%
CIV	2	0%
CTR	0	0%
IA	0	0%
INT'L	516	95%

Demographics by Rank

International students comprised over 95% (497 of 523) of the military students who attended the course.

	Officer	Enlisted
INT'L	417	80
USA	7	8
USAF	3	4
USN	2	1
USMC	0	1



Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Special Operations Air Integration Course

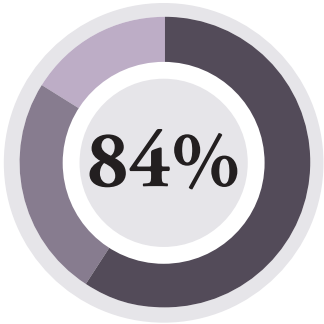
SOAIC

Course Code: SOAIC
Length: 5 days
Email: N/A
MASL#: D309078

Class Iterations

Total	12
On-Station	0
Off-Station	12
Academic Hours	40
Students	321
Student Contact Hours	12,840

Attendance by Category



SOF	189	60%
SOF Enabler	78	25%
Non-SOF	49	16%
SOF and Enablers	267	84%

Target Audience

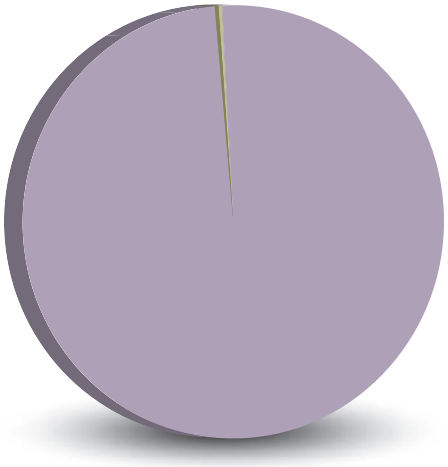
This seminar is for U.S. and international officers (O1-O4), warrant officers, senior noncommissioned officers (E6-E9), and civilians selected for assignment to an international or national organization performing duties directly associated with the planning of special air operations. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course provides students from national, joint, or combined organizations the knowledge to integrate theater-level special operations air/aviation forces as part of a combined special operations component to support coalition operations. The MET curriculum can be tailored to meet specific national requirements.

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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



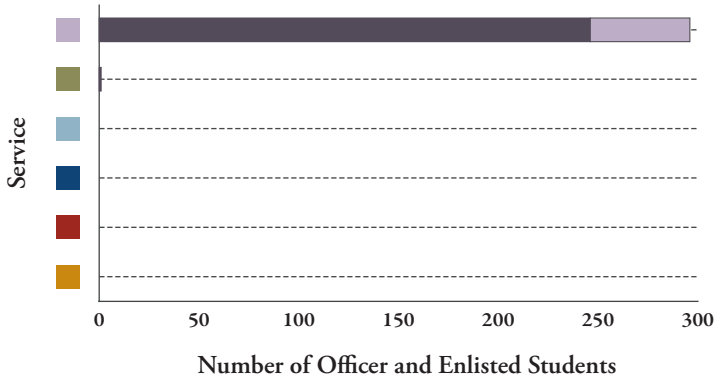
Course Demographics

USA	1	0%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	0%
CTR	0	0%
IA	0	0%
INT'L	319	99%

Demographics by Rank

82% (246 of 297) of military students were international officers.

	Officer	Enlisted
INT'L	246	50
USA	1	0



Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Special Operations Aviation Planning Course

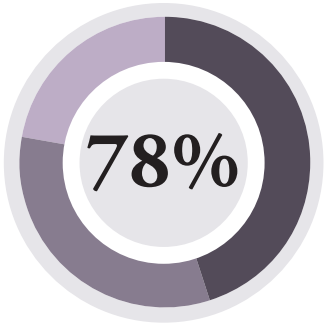
SOAPC

Course Code: SOAPC
Length: 5 or 10 days
Email: N/A
MASL#: D309076

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	40-80
Students	95
Student Contact Hours	5,496

Attendance by Category



SOF	41	45%
SOF Enabler	30	33%
Non-SOF	20	22%
SOF and Enablers	71	78%

Target Audience

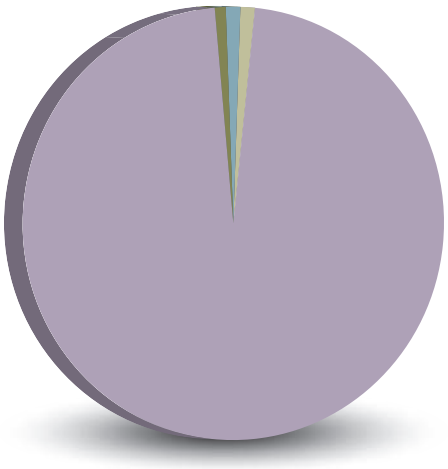
The seminar is for U.S. and international unit-level air mission planners (normally warrant officers through junior major) who coordinate fixed and/or rotary wing aviation in support of ground and/or maritime operations. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course educates students to plan and brief all phases of special operations aviation missions. Unit-level planners will be prepared to plan and synchronize objectives and resources while accounting for environmental factors in order to support special operations ground or maritime operations. The MET curriculum can be tailored to meet specific national requirements.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.5	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.4**	**4.6**



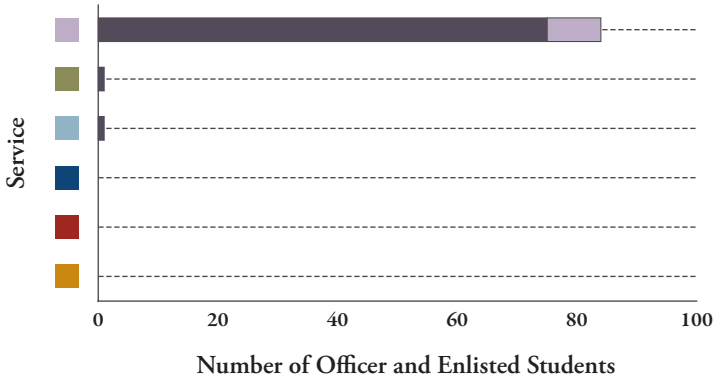
Course Demographics

USA	1	1%
USAF	1	1%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	1%
CTR	0	0%
IA	0	0%
INT'L	92	97%

Demographics by Rank

87% (75 of 86) of military students were international officers.

	Officer	Enlisted
INT'L	75	9
USA	1	0
USAF	1	0



Years of SOF Experience

Over 65% (57 of 87) of students had between 0 and 5 years of SOF experience.

Special Operations Combating Terrorism Course

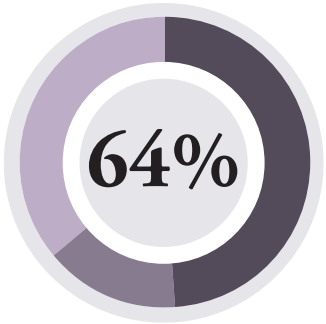
SOCbT

Course Code: SOCbT
Length: 6 and 10 days
Email: N/A
MASL#: D309048

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	48-80
Students	161
Student Contact Hours	9,440

Attendance by Category



SOF	74	49%
SOF Enabler	22	15%
Non-SOF	54	36%
SOF and Enablers	96	64%

Target Audience

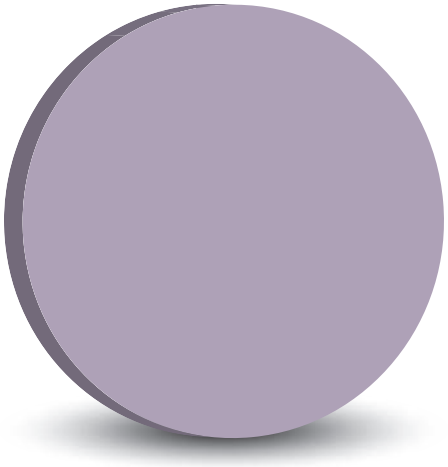
SOCbT is designed for U.S. and international mid- to senior-level military officers, Ministry of Defense officials, and other security officials with actual or projected responsibilities for combating terrorism. A minimum ECL score of 70 is required for courses taught exclusively in English.

Course Description

The SOCbT course is designed to foster an appreciation of the strategic goals for combating terrorism across the world, to understand the potential for international contributions to transnational strategic concepts, and how to best apply national and regional capabilities in conjunction with international warfighting partners.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



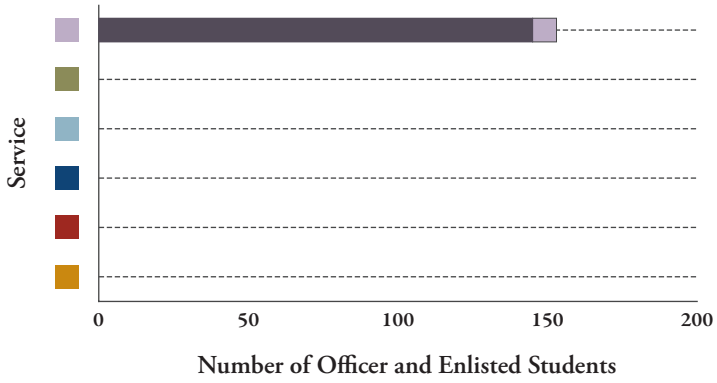
Course Demographics

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	161	100%

Demographics by Rank

95% (145 of 153) of military students were international officers.

	Officer	Enlisted
INT'L	145	8



Years of SOF Experience

75% (83 of 111) of students had between 0 and 5 years of SOF experience. All levels of experience were represented.

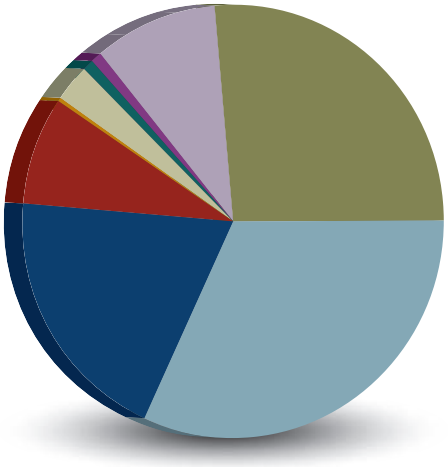
PME

Professional Military Education Programs

JSOU provides academic support to formal 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 our operational capabilities. In AY13, JSOU increased its PME support and taught 35 percent more students. PME support also increased contact to SOF and SOF enablers from 42 percent in AY12 to 55 percent in AY13.

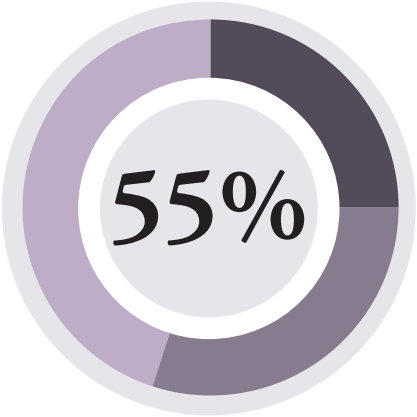
PME Courses Taught During AY13

PME School or Education Center	Number of Students	Student Contact Hours
Air Command and Staff College	24	276
Air War College	61	1,413
Army War College	36	720
Command and General Staff College	64	128
Joint Forces Staff College	1,317	4,261
Marine Corps University	78	128
National Defense University	26	572
Naval Special Warfare Center	270	833
Naval War College	31	522
Navy Marine Corps Intelligence Training Center	32	96
School of Advanced Military Studies	58	232
USAF Special Operations School	747	1,044
USA John Fitzgerald Kennedy Special Warfare Center and School	417	2,989
USMC Security Cooperation Group	70	210
Other	247	2,660
Total	**3,478**	**16,084**



Course Demographics

USA	918	26%
USAF	1,116	32%
USN	678	19%
USMC	279	8%
USCG	5	0%
CIV	101	3%
CTR	24	1%
IA	33	1%
INT'L	324	9%



Attendance by Category

SOF	851	25%
SOF Enabler	1,035	30%
Non-SOF	1,522	45%
SOF and Enablers	1,886	55%

DL

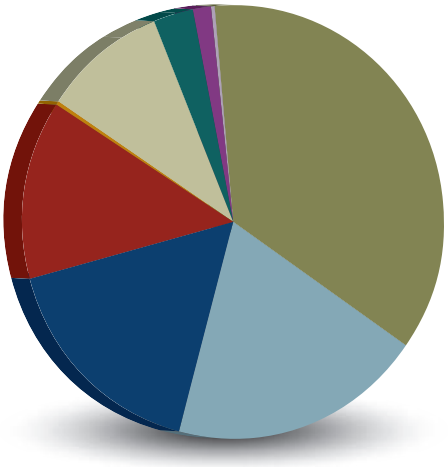
Distance Learning

JSOU offers two online educational courses, Introduction to Special Operations Forces (ISOF) and Introduction to Irregular Warfare Distance Learning Course (I2WDL). These courses offer flexible learning opportunities to accommodate students' demanding schedules. Courses are delivered through online learning platforms, allowing students to work at their own pace, with the added advantage of resident JSOU faculty who provide oversight and interaction.

ISOF offers a baseline overview of the special operations community and is highly recommended for those new to USSOCOM. ISOF is also a prerequisite for many JSOU resident courses and is offered on a continuing enrollment schedule. Students have 28 days to complete all modules and assessments.

I2WDL presents an overview of the five pillars of irregular warfare and includes a module on their integration with interagency partners. Students have 30 days to complete the course and spend an average of 36 hours reviewing the content and taking exams. I2WDL is often suggested as a prerequisite for advanced irregular warfare courses and is available through ongoing registration.

Through AY13, JSOU conducted a total of 24 DL course iterations with 911 individual course completions for a total of 23,624 contact hours.



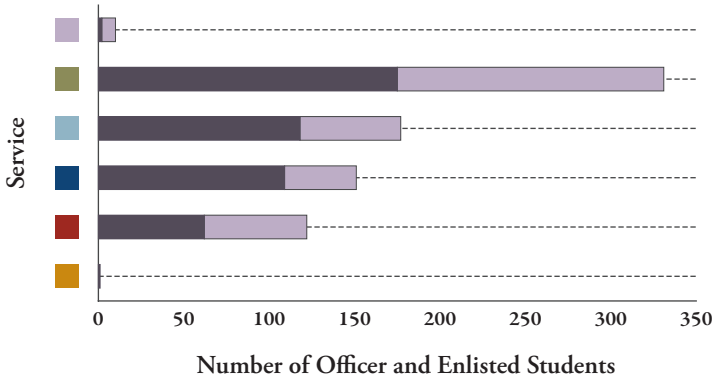
Course Demographics

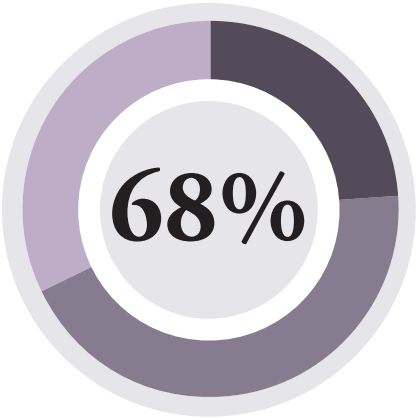
USA	331	36%
USAF	177	19%
USN	151	17%
USMC	122	13%
USCG	1	0%
CIV	88	10%
CTR	26	3%
IA	13	1%
INT'L	2	0%

Demographics by Rank

Over 86% (784 of 911) of the DL students were active military. 59% (467) of them were officers and 41% (317) were enlisted

	Officer	Enlisted
INT'L	2	0
USA	175	156
USAF	118	59
USN	109	42
USMC	62	60
USCG	1	0





Attendance by Category

SOF	213	24%
SOF Enabler	381	44%
Non-SOF	278	32%
SOF and Enablers	594	68%

Introduction to Irregular Warfare Distance Learning Course

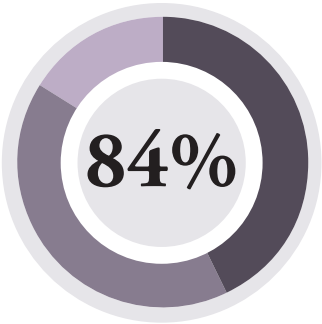
I2WDL

Course Code: I2WDL
Length: 30 days
Email: jsou.i2wc@socom.mil
MASL#: N/A

Class Iterations

Total	9
On-Station	0
Off-Station	9
Academic Hours	34
Students	176
Student Contact Hours	5,984

Attendance by Category



SOF	74	43%
SOF Enabler	71	41%
Non-SOF	28	16%
SOF and Enablers	145	84%

Target Audience

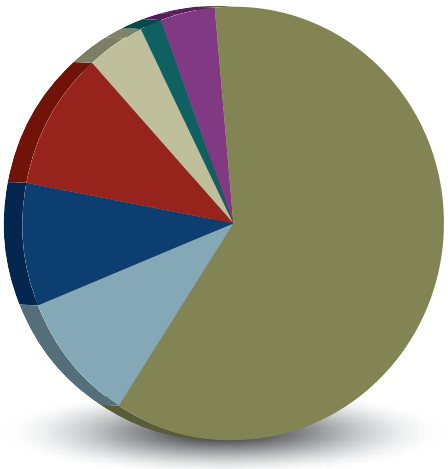
This curriculum is designed for officers (O1-O4), warrant officers (W1-W3), NCOs (E5-E7), civilian, and contractors equivalents in the SOF community or supporting SOF operations.

Registration Criteria

Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

I2WDL is a 30-day distant learning course 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.



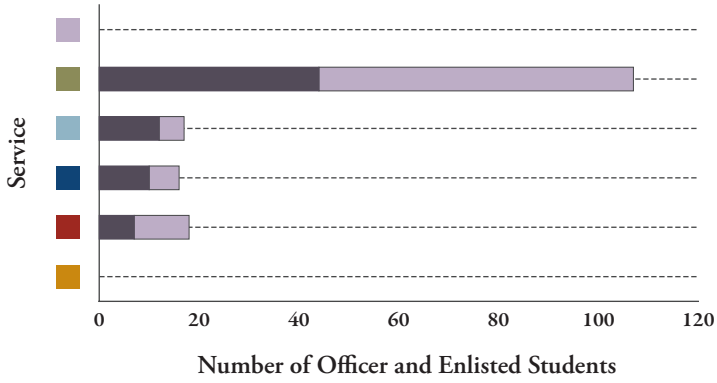
Course Demographics

USA	107	61%
USAF	17	10%
USN	16	9%
USMC	18	10%
USCG	0	0%
CIV	8	5%
CTR	3	2%
IA	7	4%
INT'L	0	0%

Demographics by Rank

54% (85 of 158) of military students were enlisted. All four services were represented.

	Officer	Enlisted
USA	44	63
USAF	12	5
USN	10	6
USMC	7	11



Years of SOF Experience

Interagency Attendance

DHS	1	DOS	1
DOD	2	JIATF-S	1
DOJ	2		

Introduction to Special Operations Forces

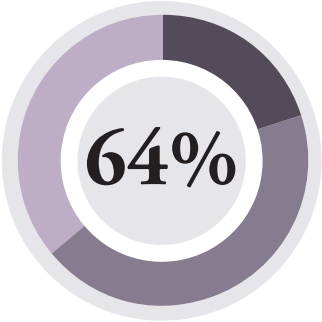
ISOF

Course Code: ISOF
Length: 28 days
Email: jsou.isof@socom.mil
MASL#: D126075

Class Iterations

Total	15
On-Station	0
Off-Station	15
Academic Hours	24
Students	735
Student Contact Hours	17,640

Attendance by Category



SOF	139	20%
SOF Enabler	310	44%
Non-SOF	250	36%
SOF and Enablers	449	64%

Target Audience

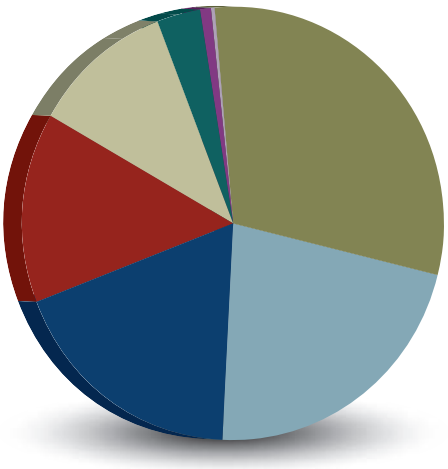
The primary audience is individuals with minimal special operations experience and knowledge who have been identified to serve as staff members at USSOCOM, its subordinate commands, and TSOCs. The course is suitable for individuals with an enabling or partner relationship to special operations commands, or others requiring a fundamental understanding of special operations.

Registration Criteria

Students must possess and provide either a .mil or .gov email address to register for the course. This address is used to provide students with their Blackboard login information. Once the student receives his/her login information they may take the course on any unclassified computer with internet access.

Course Description

The course is arranged and delivered in ten online lessons designed to provide the student with a basic understanding of special operations. This includes special operations functions, organizations, capabilities, and doctrinal employment, along with key concepts and terms.



Course Demographics

USA	224	30%
USAF	160	22%
USN	135	18%
USMC	104	14%
USCG	1	0%
CIV	80	11%
CTR	23	3%
IA	6	1%
INT'L	2	0%

Demographics by Rank

All four services were represented. 63% (392 of 624) were officers.

	Officer	Enlisted
USA	131	93
USAF	106	54
USN	99	36
USMC	55	49
USCG	1	0

Years of SOF Experience

Interagency Attendance

CIA	1	DOS	2
DOJ	1	Senate	1
DHS	1		

Glossary of Terms

Glossary

ACICS: Accrediting Council of Independent Colleges & Schools

ACCET: Accrediting Council for Continuing Education and Training

ACE: American Council on Education

AFB: Air Force Base

AFSOC: Air Force Special Operations Command

APOM: Adjusted Program Objective Memorandum

CEP: Career Education Program

CETG: Command Education and Training Guidance

CEU: Continuing Education Unit

CSEL: Command Senior Enlisted Leader

CTFP: Counter Threat Finance Program

DISAM: Defense Institute of Security Assistance Management

DoD: Department of Defense

ECL: English Comprehension Level

FY: Fiscal Year

FYDP: Five Year Defense Plan

GPF: General Purpose Forces

ISAF: International Security Assistance Force

IT: Information Technology

IW: Irregular Warfare

JIATF-W: Joint Interagency Task Force-West

JSOFSEA: Joint Special Operations Senior Enlisted Academy

JSOU: Joint Special Operations University

JSOU-D: Joint Special Operations University-Dean's Department

JSOU-O: Joint Special Operations University-Operational Studies Department

JSOU-P: Joint Special Operations University-Professional Education Department

JSOU-S: Joint Special Operations University-Strategic Studies Department

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

NSHQ: North Atlantic Treaty Organization Special Operations Forces Headquarters

NSW: Naval Special Warfare

OEF: Operation ENDURING FREEDOM

OSD: Office of the Secretary of Defense

PME: Professional Military Education

POLAD: Political Advisor

SC: Security Cooperation

SC-OC: Security Operations-Orientation Course

SO: Special Operations

SOCNORTH: Special Operations Command North

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

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JOINT SPECIAL OPERATIONS UNIVERSITY

2013 FACTBOOK

This FactBook is intended as a compilation of JSOU policies and philosophies from official regulations and directives. For any official actions, the actual directives should be used as source documents. Cleared for public release: distribution unlimited.

Welcome

Letter from the President

Once again it is my pleasure to present the annual JSOU FactBook for academic year (AY) 2013. This was the first year we collected "enhanced" academic data in our courses and on mobile education team (MET) events, specifically to better understand our student composition and the resulting learning outcomes. Our intent is to conduct the right academic program, for the right audience, at the right time in their professional development—a goal I believe we are achieving. The AY13 FactBook information is presented in sufficient detail so that you, our stakeholders, can better assess our effectiveness, assist in making improvements, and find the right academic programs for your people.

Building upon the successful trends established in recent years, JSOU maintained its expected rate of increase in total academic hours, overall number of students, and in contact hours per student. In fact, overall student attendance in JSOU programs was an all-time high of 8,240 students, a 20 percent increase from AY12, with a corresponding 25 percent increase in contact hours. Of note, while special operations forces (SOF) and SOF enabler attendance remained steady at 68 percent of overall student attendance, in formal resident courses SOF and enabler attendance was 77 percent. If Enlisted Academy data is added to this calculation, the SOF attendance numbers increase even more. It should also be noted that 28 resident courses (of 87) were conducted away from our Pinewood campus, with many conducted at theater special operations command (TSOC) and component locations.

MET attendance decreased due to a shifting focus to SOF in these programs. However, this was offset by an impressive 50 percent increase in overall contact hours and average hours per student increasing to 51 (from 26 in AY12). As promised, JSOU significantly emphasized TSOC support in AY13 with 64 METs focused on international engagement, an increase from 58 (AY12), and international students accounting for 23 percent of overall attendance with very high concentrations of SOF and SOF enablers. This focus included first time METs to Saudi Arabia, Peru, Indonesia, Laos and Cambodia. Additionally, JSOU launched its four-week TSOC Staff Preparation Course, increased frequency of its TSOC Basic Education Course and added several distance learning (DL) courses in SOF fundamentals, C2, and irregular warfare topics. This is the first year JSOU has catalogued its DL program, with a start-up of 24 course iterations and over 900 students completing courses. I expect we will see these numbers increase in

the future as our on-line capability continues to expand and more directly supports JSOU education.

Data presentation for the JSOU Enlisted Academy has evolved as this valuable program has grown from a single course (Joint SOF Senior Enlisted Academy) to a career education program of four distinct courses, tailored for SOF noncommissioned officers (NCO) across their entire career spectrum. Two pilot courses were conducted with outstanding results: the entry-level "Joint Fundamentals" course for E-6s and the JSOFSEA follow-on for nominative E-9s, or "Summit" course, the equivalent to the chairman's KEYSTONE program. Outreach to all service senior enlisted academies was spearheaded by our JSOU Enlisted Academy faculty, who are leading the way in joint NCO education throughout the Department of Defense (DoD). Although Enlisted Academy students represent only 2 percent of total JSOU attendance, their student contact hours exceed 16 percent, showing the rigor and intensity of the programs.

In response to the commander's AY13-17 education guidance, JSOU increased its efforts in professional military education (PME), both with formal DoD institutions but also for our SOF component schoolhouses. Demonstrating this trend, the SOF and SOF enabler percentage for PME students increased to 55 percent (from 42 percent), while contact hours correspondingly improved, thanks in part to JSOU's development of SOF-specific curricula for these programs. The Joint Forces Staff College remained our primary PME focus with extensive elective support provided in resident programs on their main Norfolk campus and in their non-residence satellite program hosted by JSOU at the Pinewood campus. Breakthroughs were also made with international students attending senior-level PME in the United States, as JSOU conducted its combating terrorism curriculum at the Air, Army, and National War Colleges.

As promised in last year's FactBook, JSOU is well on the way to becoming a preeminent 21st Century educational institution recognized as a center for special operations learning and research. In AY14, JSOU will re-align its organizational structure to become more like a true university, while preserving joint continuing education efforts for the United States Special Operations Command (USSOCOM) Headquarters, components, and TSOCs. We will pursue both legislative and accreditation actions that better position JSOU to meet the commander's intent for education. Already in development, we will launch a first ever SOF Graduate Certificate composed of four distinct master's level courses and complete the design of a SOF Bachelor's completion degree. And finally, the site is now being prepped and ground broken for the new JSOU academic facility, scheduled for completion in late 2015. Combined with ongoing academic initiatives, this world-class facility represents the significant commitment of the USSOCOM to educate its force. Please review our FactBook and see how JSOU supports your mission. I look forward to hearing from you and together we will continue to build an outstanding and unique SOF institution.

Dr. Brian A. Maher, SES
President

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About JSOU

JSOU Mission

The Joint Special Operations University (JSOU) serves as the United States Special Operations Command's (USSOCOM) lead component for all matters pertaining to joint special operations forces (SOF) education. The mission of JSOU is to:

- Develop SOF and SOF enablers for strategic and operational leadership
- Educate military and civilian professionals on the employment of SOF in a joint, interagency, and multinational environment
- Research and publish on national security issues critical to the SOF community

To accomplish this, JSOU provides unique SOF-specific curricula to USSOCOM Headquarters, service components, and theater special operations commands (TSOCs) that is not available through other academic programs. JSOU is the arbiter across the command for joint, combined, and interagency special operations (SO) curricula and advises the commander of USSOCOM on joint SO education. JSOU's current capabilities include resident courses and certificates, mobile education teams (METs), component school support, focused courses and seminars, the Counter Terrorism Fellowship Program (CTFP) and courses open to international students, theater engagement programs, joint/service professional military education (PME) electives, command-wide research, periodic publications, symposiums, and workshops.

JSOU Vision

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

JSOU is a joint educational institution that serves as the education "center" of USSOCOM. It is designed as an institution of the future that incorporates new and innovative curriculum, instructional programs, and teaching methods, while easily adapting to a changing global environment. Our faculty recognizes that education is a long-term commitment and that JSOU must set high academic standards to which others aspire. The strategic and operational level competency of our graduates is JSOU's measure of success.

SOF Education Network

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. Air Force Special Operations Training Center; U.S. Air Force Special Ooperations School; Hurlburt Field, FL
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 Lejuene, NC
10. Joint Forces Staff College, Joint & Combined Warfighting School, Joint Advanced Warfighting School; Norfolk, VA
11. Marine Corps Command & Staff College; Marine Corps University; Quantico, VA
12. National Defense University, National War College; Ft McNair, Washington, DC
13. U.S. Army War College; Carlisle, PA
14. U.S. Naval War College, U.S. Navy Senior Enlisted Academy; Newport, RI

Not shown: NATO School; Oberammergau, Germany and the NATO SOF Training and Education Program; Brugeletter-Chievres, Belgium

USSOCOM Education Vision

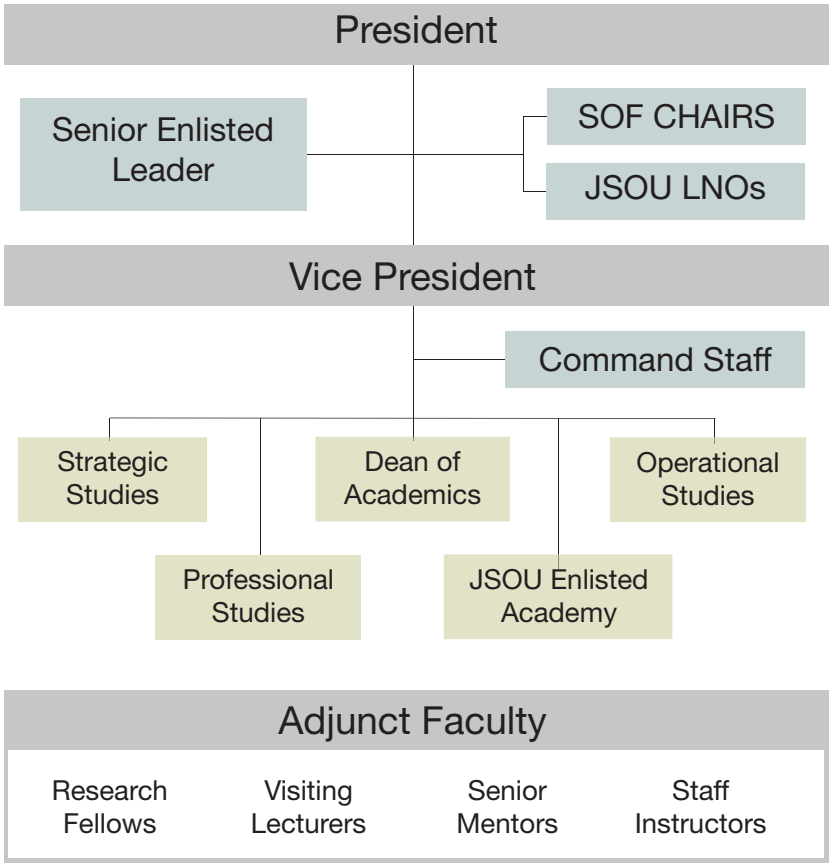
"The Operator is the 'platform' upon which all other systems must orient. The Operator is the core of USSOF. The future of USSOCOM remains the Operator – an expert in warfighting skills, executing the core activities, and understanding cultures around the world."
USSOCOM DIR 621-1, 7 January 2011

The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic, and adaptive professional education opportunities via existing joint and service PME programs or through developing and delivering SOF-unique programs.

The JSOU campus is located 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 located at or near SOF component headquarters, in the Washington D.C. area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and NATO SOF Headquarters, Belgium.

JSOU has implemented 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.

Organization



The JSOU faculty and staff
September 2013.

Leadership

Dr. Brian Maher
President

COL Jeffrey Goble
Vice President

CSM David Betz
Command Senior Enlisted Leader

SGM Steven Horsley
Commandant, JSOU-EA

Dr. Amie Lonas
Dean of Academics

Mr. George McNair
Director, Operational Studies

Dr. Kenneth Poole
Director, Strategic Studies

Mr. Boyd Ballard
Director, Professional Studies

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

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

Tom Matthews
Major 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 Spigelmire
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

Hekmat Karzai
M.S., Information Technology and Strategic Studies

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

Bill Mendel
Colonel, USA, Retired

Mark Moyar*
Ph.D., History

Hector Pagan
Brigadier General, USA, Retired

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

Jason Quirin*
Ph.D., Chemical Engineering

Chuck Ricks
M.S., English

Linda Robinson
Public Policy Scholar, Wilson Center

Richard Rubright*
Ph.D., Strategic Studies

Richard Shultz
Ph.D., Political Science

Dona Stewart
Ph.D., Geography

Jessica Turnley
Ph.D., Cultural Anthropology

Bill Wildrick
Captain, U.S. Navy (USN), Retired

Joanna Gutierrez-Winters*
M.A., International Relations and Diplomacy; M.A., Economics

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

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

** Denotes a Resident Senior Fellow*

Associate Fellows

Anneli Botha
M.A., Political Science

John Clarke
Ph.D., Political Science

Sebastian Gorka
Ph.D., Political Science

James Kiras
Ph.D., Strategic Studies

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 non-government civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct faculty and guest speakers/lecturers are hired on an as needed basis to support specific educational requirements. Active duty and reserve military personnel are typically assigned to specific education support requirements, i.e., to act as course directors or subject matter experts, but some are assigned to mission support and unit administration positions. Government civilians and civilian contractors also fill both education and support roles. Personnel funding is obtained from standard and nonstandard sources. For example, reserve personnel positions are not funded by JSOU, while some civilian staff positions are paid for by 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 methodologies. The curriculum is based on the Joint Professional Military Education Instructional Systems Design (ISD) model applied in the joint SOF environment. Instructors are categorized as: instructor, senior instructor, and master instructor. Listed below are the requirements for each of the categories:

Instructor - Complete MOIC or an acceptable substitute, certification in one lesson, semi-annual instructor evaluation, complete 12 continuing education units (CEU) each academic year, and maintain a faculty folder.

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

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, and maintain a faculty folder.

JSOU Executive Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Maher	Brian	SES	President	Senior	Doctorate
Betz	David	CSM	Senior Enlisted Leader	Instructor	Bachelors
Leonard	Kay	GS-13	Protocol	Instructor	Associates
Turbe	Janette	GS-11	Executive Assistant	*	Some College
Bennett	Michael	GS-14	SOF Chair, JFSC	Senior	Masters
Morris	Carl	LTC	SOF Chair, MCU	Instructor	Masters
Nielsen	Andrew	Col	SOF Chair, NDU	Instructor	Masters
LeMire	Guy	COL	SOF Chair, NPS	Instructor	Masters

Command Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Goble	Jeffrey	COL	Vice President	Instructor	Masters
Angle	Douglas	GS-14	Director, Education Technology/CIO	Instructor	Masters
Chonsky	April	GS-11	Logistics Manager	*	Bachelors
Brixie	Richard	GS-12	Facility Manager	*	Some College
Jensen	Marylee	CTR	Budget Analyst	*	Bachelors
Larsen	Douglas	GS-11	Budget Analyst	*	Associates
Kilgore	Joe	GS-14	Future Academic Plans	Master	Doctorate
Scholten	Leonila	GS-9	Personnel Liaison	*	Associates
Tyler	Donald	GS-14	Contracting Officer Representative	Instructor	Masters

Dean of Academics

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Lonas	Amie	GS-14	Dean of Academics	Master	Doctorate
Ashford	Guy	GS-7	AV Technician	*	Some College
Carson	Kathryn	CTR	Registrar	Instructor	Bachelors
Casey	Robin	GS-13	Director, Curriculum Management	Senior	Masters
Crotts	Robert	CTR	AV Engineer	*	Bachelors
Edwards	Jeff	GS-13	Institutional Research Analyst	Instructor	Masters
Embree	Elaina	CTR	Instructional Designer	Instructor	Masters
Ford	Barbara	CTR	Director, Academic Counseling	*	Masters
Jones	Olander	GS-9	Registrar	Instructor	Masters
Mafnas	Daniel	CTR	SharePoint Developer	*	Associates
Maldonado	Michelle	CTR	Student Services	*	Bachelors
Miller	Alexander	CTR	Task Lead, SharePoint	*	Bachelors

Dean of Academics, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Mister	Jarvis	CTR	System Administrator	*	Bachelors
Norman	Kimberly	GS-9	Registrar	Instructor	Bachelors
Ortiz	Jose	GS-11	Security Manager	*	Bachelors
Rivera	Victor	CTR	Security Administrator	*	Associates
Ruhge	Charlene	CTR	Graphic Artist	*	Bachelors
Salley	Herman	CTR	Security Administrator	*	Some College
Sanicola	Robert	CTR	Learning Management System Administrator	Instructor	Bachelors
Shiver	Joseph	GS-13	Director, Faculty Development	Master	Masters
Taylor	Michael	GS-12	Director, Admissions	Senior	Masters
Tyler	Katherine	GS-13	Instructional Designer	Instructor	Doctorate
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	Instructor	Bachelors
Ammen	Tipton	GS-12	CEP-3 Distance Learning	Master	Bachelors
Armistead	Brady	CMSgt	Chief of Academics	Senior	Bachelors
Bailey	Brian	SMSgt	CEP-3 Instructor	Master	Bachelors
Barnhart	Bryce	CTR	JSOU-EA Instructional Designer	Instructor	Masters
Beyersdorf	Korey	CTR	CEP-3 Instructional Designer	*	Bachelors
Boyles	Daniel	SBCS	CEP-3 Instructor	Instructor	Bachelors
Boychuk	James	SOCM	CEP-3 Instructor	Senior	Bachelors
Brown	David	CTR	CEP-1 Instructor	Instructor	Bachelors
Caffall	Christopher	GS-13	Chief, Faculty Development	Master	Masters
Cannady	Roger	CTR	CEP-1 Instructional Systems Specialist	*	Bachelors

JSOU - Enlisted Academy, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Casey	Paul	SGM	CEP-3 Instructor	Master	Masters
Decker	Steven	CTR	CEP-1 Instructor	Instructor	Bachelors
Dolasky	Kent	CTR	CEP-2 Course Director	Senior	Masters
Gamache	Robert	CTR	CEP-3 English Professor	Instructor	Masters
Girard	Donna	CTR	CEP2 Instructional Designer	Instructor	Masters
Giger	Ronald	CTR	CEP-1 Course Director	Instructor	Associates
Hersey	Scott	CTR	JSOU-EA Blackboard Administrator	*	Masters
Horvath	James	MSgt	CEP-3 Instructor	Senior	Bachelors
Howell	William	GS-12	CEP-3 Distance Learning	Master	Bachelors
Jackson	Reginald	CTR	CEP-3 Learning Management System Administrator	Instructor	Bachelors
James	Mark	GS-12	CEP-3 Distance Learning	Master	Bachelors
Lundstrom	Michael	CTR	CEP-4 Instructor	Master	Associates
Marquis	Rene	MSG	Operations Sergeant	*	Associates
McCaffrey	Kevin	CTR	CEP-1 Development Team	Instructor	Some College
Miller	Michael	SGM	CEP-3 Distance Learning	Instructor	Associates
Mills	Edgar	MSG	Chief of Operations	Instructor	Some College
Moody	Barbara	GS-6	Administrative Assistant	Instructor	Masters
Rauschuber	Brian	SGM	CEP-3 Instructor	Instructor	Associates
Shreve	Bart	CTR	CEP-3 Instructor	Instructor	Masters
Smith	Derrick	GS-13	International Student Liasion	Instructor	Masters
Smith	Thomas	CTR	CEP-4 Course Director	Senior	Associates
Southworth	John	SGM	CEP-3 Instructor	Instructor	Bachelors
Sullivan	James	MCPO	Deputy Commandant	Instructor	Masters

JSOU - Enlisted Academy, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Thomas	Brandon	GS-12	CEP-3 Instructor	Master	Masters
Thomas	Alvin	SGM	CEP-3 Course Director	Senior	Bachelors
Ware	Oscar	CTR	CEP2 Development Team	Instructor	Doctorate
Weaver	Carey	CTR	CEP2 Instructional Designer	Instructor	Bachelors
Wilhite	Todd	SGM	CEP-3 Instructor	Senior	Bachelors
Williams	Chad	SGM	CEP-3 Instructor	Instructor	Bachelors
West	Robert	SMSgt	CEP-3 Instructor	Instructor	Associates
Wolf	Kenneth	GS-13	Strategic Analyst	Instructor	Bachelors

Operational Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
McNair	George	GS-15	Director, Operational Studies	Master	Masters
Armstrong	John	GS-13	SOPC Course Director	Senior	Bachelors
Bates	Christopher	GS-13	IWAC Course Director	Senior	Masters
Binette	Daniel	GS-6	Administrative Assistant	*	Bachelors
Boyer	Ricky	GS-13	ISOF Course Director	Senior	Masters
Brandt	Mark	GS-13	SOAIC Course Director	Master	Masters
Breland	Scott	GS-13	Deputy, International Engagement Division	Instructor	Masters
Brinser	Charles	CTR	Administrative Assistant	*	Some College
Cobb	Norman	GS-14	Director, Master Certificate Program	Master	Masters
Doan	Gilbert	GS-14	TSOC-US Division Chief	Master	Masters
Downing	Jeb	GS-13	SOF-RMC Course Director	Senior	Masters
Edwards	Blake	GS-13	Regional Coordinator for SOCEUR	Master	Bachelors
Feeley	Sean	LTC	Functional Courses Division Chief	Senior	Masters

Operational Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Findlay	Alexander	CTR	Program Manager	*	Masters
Irwin	Wyman	CTR	Master Certificate Instructor	Instructor	Masters
Jacobs	Christopher	GS-14	Chief, International Enagement Division	Master	Masters
Jordan	Douglas	GS-13	Regional Coordinator for SOCSOUTH/SOCNORTH	Master	Masters
Kaffka	Michael	CTR	Regional Coordinator for SOCAFRICA	Instructor	Masters
Melendez	William	COL	IW-AIC Course Director	Instructor	Masters
Navarro	Julio	CTR	Joint Training Facilitator, Functional Courses Division	Instructor	Bachelors
Newton	Richard	GS-13	TSPC Course Director	Master	Masters
Pereira	Eon	GS-13	Course Director, Functional Courses	Senior	Masters
Peterson	William	GS-13	SILOC & CTFC Course Director	Senior	Masters
Raney	Mark	GS-13	IW Division Chief	Master	Masters
Ross	Luz	CTR	Regional Coordinator for SOCCENT	Instructor	Masters
Shaw	Jeffrey	LTC	Deputy, Operational Studies	Master	Masters
Shera	Jeffrey	GS-12	PEOS Course Director	Senior	Associates
Smith	Francis	CTR	Regional Center Coordinator	Instructor	Masters
Vutera	Peter	LTC	Operational Studies Deputy	Instructor	Masters
Waller	Harold	GS-13	TSOC-BEC Course Director	Master	Bachelors
Waurishuk	James	CTR	Sr. Joint Training Facilitator, Functional Courses Division	Instructor	Masters

Professional Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Ballard	Boyd	GS-14	Professional Studies Director	Instructor	Masters
Bomberger	Rachel	CTR	USSOCOM Research Library Director	Instructor	Masters
Carson	Joshua	CTR	Advanced Civilian Degrees	Instructor	Bachelors

Professional Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Chelsea	David	GS-14	NSWC Liaison	Instructor	Masters
Coomes	Amanda	CTR	Research Library Technician	*	Associates
Craven	Wendy	CTR	PME School Visit Coordinator	*	Bachelors
Garland	Kyle	CTR	PME Support Director	Instructor	Masters
Dempsey	William	GS-14	JFKSWCS Liaison	Senior	Masters
Gray	Sidney	GS-14	AFSOC Liaison	Senior	Masters
Kelly	Katherine	CTR	Reference/Research Librarian	Instructor	Masters
LaVigne	Paul	Lt Col	NSHQ Liaison	Instructor	Masters
Meade	Shannon	GS-13	Assistant Dean of Academics	Instructor	Masters
Schweizer	Mario	Maj	Marine Corps Chair/ MARSOC Liaison	Instructor	Bachelors

Strategic Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Poole	Kenneth	GS-14	Strategic Studies Director	Master	Doctorate
Ashing	James	CTR	CbTNIS Course Director	Instructor	Masters
Baggott	Sean	GS-14	CbTEIS Course Director/ NCR Liaison	Instructor	Doctorate
Burgos	Carlos	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Bachelors
Carroll	Douglas	GS-13	C/JFSOCC Course Director	Instructor	Masters
Coker	Ronald	CTR	USEP-E & USEP-A Course Director	Instructor	Masters
Guess	Steven	GS-13	USEP-F Course Director	Master	Bachelors
Gutierrez-Winters	Joanna	CTR	Resident Senior Fellow	Instructor	Masters
Harig	Curt	GS-13	SOFIACC Course Director	Master	Masters
Harkins	Homer	GS-13	Interagency Education Division Chief	Master	Masters
Joyce	Thomas	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Masters

Strategic Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Knarr	William	CTR	Resident Senior Fellow	Senior	Doctorate
Mitchell	Robert	GS-13	Master Certificate Instructor	Master	Doctorate
Moyar	Mark	CTR	Resident Senior Fellow	Instructor	Doctorate
Nalepa	Robert	GS-13	Director of Research	Instructor	Masters
Narrow	Trip	LTC	Interagency Education	Instructor	Masters
Neal	Corrin	CTR	Administrative Assistant	*	Some College
O'Donnell	Kris	GS-13	USEP-F Course Director	Master	Masters
Pitts	Cory	GS-06	Administrative Assistant	*	Some College
Poucher	John	GS-14	Senior Education Division Chief	Instructor	Masters
Quirin	Jason	CTR	Resident Senior Fellow	Instructor	Doctorate
Reidy	Francis	GS-13	International and Staff Education Division Chief	Master	Masters
Rosser	Paul	COL USAR	Interagency Education	Instructor	Bachelors
Rubright	Richard	CTR	Resident Senior Fellow	Instructor	Doctorate
Stenger	Laura	GS-13	JSOFPCC Course Director	Instructor	Masters
Sutherland	Hugh	GS-13	Program Manager International Education	Senior	Masters
Swann	Jeffrey	COL USAR	Interagency Education	Instructor	Bachelors
Townsend	Russel	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Bachelors
Treichel	Walter	MSG USAR	International and Senior SOF Education	Instructor	Bachelors
Wyant	Anna-Marie	CTR	JSOU Press Editor	*	Masters

* Staff: Not required to maintain instructor certification

Academic Guidance for AY 2014

Strategic Objective

Our primary emphasis in academic year 2014 (AY14) is to strengthen support to the USSOCOM commander's lines of operation (LOO) through tailored and focused academic programs. These LOO are discussed thoroughly in USSOCOM 2020 and remain the cornerstone of the command's strategic plan. They are:

1. Win the Current Fight
2. Expand the Global SOF Network
3. Preserve the Force/Families
4. Responsive Resourcing

Additionally, this year the commander published the USSOCOM Command Education and Training Guidance (CETG), which expands educational opportunities for SOF along four lines of effort, namely:

1. Postsecondary Education
2. Professional Military Education
3. Regional Studies
4. Foreign Language Education

JSOU is well situated to lead the way for postsecondary and PME education efforts, with initiatives to transform JSOU into a regionally accredited, internationally recognized institution of higher learning. To accelerate this goal, JSOU will work closely with the Force Management and Development Directorate (FMD), SOF component schoolhouses, TSOCs, joint and service PME institutions, and "SOF friendly" civilian colleges and universities to define solutions, analyze options, obtain proper authorities, and implement the resulting programs. JSOU will emphasize career long education for special operations noncommissioned officers (NCOs), TSOC staff preparation courses and the continuing education and professional development of SOF.

General Guidance:

AY14 will be a transition year that will posture JSOU for its evolving mission and expanded responsibilities. We must take advantage of the favorable command climate, the increased demand for JSOU academic support for both U.S. and international SOF, and the current positive resourcing environment for JSOU through the fiscal year (FY) 2015-2019 Adjusted Program Objective Memorandum (APOM) time frame. To maximize this advantage and establish irreversible momentum, JSOU must accomplish the following in AY14:

1. **Accreditation and Authorities**
   Receive master's level accreditation through the Accrediting Council of Independent Colleges & Schools (ACICS) that permits JSOU to apply to the Department of Education and become a federal degree-granting institution. Actively participate with the under secretary of defense for personnel led SOF Personnel Readiness and Education Steering Committee to guide and coordinate appropriate actions for USSOCOM and JSOU to receive the authority to administer post secondary degree programs. Establish a JSOU Board of Visitors.

2. **Bachelor's Degree Program**
   Define and validate a bachelor's completion program for development and execution in AY15. This degree will directly support the commander's Education and Training Guidance for NCO education and will provide unique special operations curriculum.

MG Sacolick speaks to a group of JSOFSEA students in January, 2013

3. **Master's Certificate Program**
   Develop and administer a unique four course post-graduate special operations academic certificate. This certificate will form the first module for a future SOF specific master's degree, administered by JSOU, when proper accreditation and authority requirements are met.

4. **Faculty and Organization Shaping**
   Form a properly qualified faculty that meets regional accreditation standards as a preliminary step to becoming a federal degree granting institution. Once approved, JSOU will implement a Title 10 civilian faculty standard for teaching, research, and direct academic support positions per DoDI 1402.06. These positions will be in accordance with requirements of planned academic degree programs and research initiatives. JSOU will re-align its organization into a true university structure that separates continuing education from matriculation programs.

5. **Studies and Research**
   Establish an internationally recognized SOF intellectual center as a dedicated organization that conducts high- level studies, analysis, research, and publication. This will directly support the JSOU education mission while providing the SOF community and its leadership with a scholarly forum to shape special operations thinking, policy formulation, and academic debate.

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 is also known in terms of its ability to effectively drive student performance and continuously monitor the improvement of the student within the educational system.

While 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 and 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 they accredit. 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.

AY13 Highlights and Accomplishments

USSOCOM's mission has evolved rapidly since September 2001, as has the need for an innovative and educated special operations forces. For over ten 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 AY13, JSOU successfully met its goals by tailoring and improving course offerings, increasing their faculty experience, implementing the use of technology, and utilizing METs for course delivery to remote locations. JSOU also increased their educational integration with joint and service PME institutions.

Dr. Reynolds, DISAM Commandant, and Dr. Maher, JSOU President, sign a memorandum of agreement.

Dean of Academics

In AY13, the Dean's Department continued to ensure national accreditation standards were met by the university. The university obtained American Council on Education (ACE) recommendations for credit in nine courses. An academic counselor was added in AY13 to provide educational guidance to students who are working toward earning college degrees. The Dean's Department consists of six divisions: Admissions, Curriculum Management, Faculty Development, Security Management, and Information Technology, and Institutional Effectiveness.

The Admissions Division focused on enhancing the learning environment for all students. Enhancements included upgraded classroom furnishings, additional information technology capabilities, and an upgraded student registration process. The electronic registration program was enhanced to streamline the registration process and permanently capture student data. In addition to making it easier for students to register for courses, the program allows the registrars to easily issue official college transcripts. 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 new Facebook page provides students with instant access to courses and current events. The Curriculum Management Division oversaw the development of curricula for over 40 courses. The curriculum staff also established new curriculum review procedures which configured JSOU courses to qualify for maximum college credit. Instructions were also established for distance learning (DL) curriculum, which began the process of developing a Blackboard presence for all resident courses. The division also coordinated a curricula review by ACE.

The Faculty Development Division provided instruction to 133 students via MOIC, Methods of Instruction Course-Abbreviated (MOIC-A) and Methods of Instruction Course-Distance Learning (MOIC-D). MOIC-D was added in AY13 for instructors and course directors who utilize the JSOU Blackboard learning management system (LMS) to deliver content to JSOU students. The division also oversaw the CPI Certificate Program. The Certified Postsecondary Instructor (CPI) 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 AY13, JSOU has 66 faculty members who are certified postsecondary instructors.

The Security Management Division was responsible for verifying approximately 6000 student/visitor clearances of individuals who attended resident courses or visited the Pinewood campus. The security staff also provided security administrative support for six conferences held at JSOU.

The Information Technology (IT) Division maintained computer systems for over 150 staff and faculty members. Additionally, the IT team provided computer and audiovisual support for 14 class, breakout, and conference rooms.

Additionally, the Institutional Effectiveness Division refined the demographic data collection process to capture course statistics via the JSOU student registration database.

The Dean's Department is also responsible for providing photography and graphics support for all courses, symposiums, conferences and events.

Enlisted Academy

In AY13 JSOU-EA made significant strides in the development of the Career Education Program (CEP) for enlisted SOF. 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 are provided through the Future Year Defense Plan (FYDP) and USSOCOM Program Objective Memorandum facilitated educational initiatives for the joint enlisted special operator.

The academy successfully piloted the Joint Fundamentals and Summit courses in AY13.

The Joint Fundamentals Course targets the SOF operators and enablers at the entry level. 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. Once final revisions are approved, the course will be taught through DL over an eight-week period, five times a year, with a planned throughput of 500 students.

JSOFSEA continued as the premier senior enlisted academy for SOF warfighters. JSOFSEA conducted four iterations, supporting the USSOCOM commander's second line of operation to expand the global SOF network. JSOFSEA continues as a two-phase course that provides an academically rigorous curriculum to the SOF warrior, preparing them for assignments at the joint level.

Following a challenging six-month online phase, students attend the nine-week resident phase at MacDill Air Force Base. In each phase, students are engaged through four primary models: joint communication, organizational management, national strategy, and force development. These modules focus on orienting and educating the student for future assignments as senior enlisted leaders at the theater, component, and combatant command levels. Students apply critical thinking in the employment of all concepts learned throughout the course.

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 levels. The course is conducted twice annually with a projected student 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.

JSOU-EA welcomed its third commandant in July 2013. SGM Steven Horsley assumed duties as the academy prepares to develop a bachelor's completion program. AY14 will be a year of continued curriculum development, instructional design, and implementation of the Enterprise Management course for the E7 SOF operator. Articulation agreements and academic advisement will play crucial roles in future education initiatives.

Adm McRaven and CSM Faris join JSOFSEA Class 12 for a group photo in August 2013.

Operational Studies

The Operational Studies Department increased support to joint SOF educational programs in the USSOCOM Headquarters and TSOCs. Efforts at building partner nation capabilities in the fight against terrorism set the stage for SOF joint/multinational interoperability at the international level. The department continues to educate individuals on joint operational concepts so they can function more effectively in the joint special operations environment.

The Operational Studies Department expanded the TSOC Education Program, which is designed to provide TSOC staff members with an introduction to the joint special operations environment and gives program graduates the ability to function effectively on a TSOC staff. The department conducted the Theater Special Operations Command-Basic Education Course (TSOC-BEC); a one-week program conducted at each TSOC location, once or twice a year, for newly-arrived personnel. The department also conducted the first three iterations of the Theater Special Operations Command Staff Preparation Course (TSPC); a four-week program conducted at JSOU for personnel selected for TSOC assignment. The department will conduct an expanded number of both courses in AY14, providing TSOC-BEC courses to Special Operations Command North (SOCNORTH) and adding a fourth iteration per year of the TSPC.

In one of its most important roles in support of USSOCOM's "Taking SOF Global" line of operation, the Operational Studies Department established the International Engagement (IE) Division, thereby significantly increasing support to all TSOC international engagement programs.

The IE Division supports joint SOF education to the NATO SOF Headquarters (NSHQ), as well as NATO and partner nation SOF, improving their ability to interoperate with and support their U.S. SOF counterparts. During AY13, the division provided operational planning, SOF air planning, and integration courses to SOF audiences from the Czech Republic, Albania, Romania, Latvia, Hungary, Poland, Slovakia, Estonia, Turkey, Peru, Belize, Mexico, and Saudi Arabia. The division also co-hosted the Southeast Asia Pacific Area Security Sector Working Group involving Southeast Asian SOF, and supported Joint Interagency Task Force-West in Cambodia with a tailored counter narcotics planning course. The division remains involved in the continuation of USSOCOM's mission of supporting both Colombia and Poland in their development of national joint special operations commands.

The Irregular Warfare (IW) Division continued to evolve and execute its course portfolio. Courses within the IW Division include: Introduction to Irregular Warfare Course (I2WC), Irregular Warfare Course (IWC), Irregular Warfare Advanced Course (IWAC), Senior Intelligence Leader's Orientation Course (SILOC), Counter Threat Finance Course (CTFC), and the Irregular Warfare Applied Intelligence Course (IW-AIC). This year ACE recommended the division receive postsecondary credit for both the IWC and IWAC. The division also led and participated in numerous outreach events; these included METs to the components (NSW, USASOC, and MARSOC), TSOC-BEC and TSPC, and SOF electives at several professional military education institutions (Joint Forces Staff College, National Defense University, Navy War College, and the Air War College).

The Operational Studies Department continued the professional development of its personnel by participating in numerous educational and training events, worldwide exercises, and academic seminars. The department seeks to maintain its currency and relevance and to improve its value to students and the SOF community at large

Students collaborate during the CTFC course in August 2013.

In April 2013, a group of military officials from the Pakistan National Defence University received a briefing on the international opportunities available through JSOU.

Professional Studies

The Professional Studies Department is the action arm for USSOCOM advanced education programs. The department manages USSOCOM's master's degree-producing fellowship programs, supports Naval Postgraduate School students as short-term interns at USSOCOM Headquarters and in the National Capital Region, manages JSOU's library, and serves as the host for multiple U.S. and international PME visits to Tampa. In the past academic year, the department was given two additional responsibilities; the task of advocating for enhanced SOF education at service and joint PME schools and overseeing executive level courses and seminars at world class universities.

The department served as the command sponsor for 10 PME group visits to the USSOCOM Headquarters and JSOU. The visits provided students with information as to how USSOCOM and SOF support our military and national security strategy. There were a total of 263 students in the 10 groups that visited and four of these PME visits were students from international PME schools. In addition to sponsoring site visits to USSOCOM, the department successfully consolidated all PME support and outreach efforts across the university into a single point of entry for coordination. The department provided subject matter expertise support to 12 separate PME institutions by using a combination of JSOU liaisons at the service components, SOF chairs, and other respected experts in their field. Over 16,000 contact hours of instruction were conducted to over 3,400 SOF and non-SOF students of all services. The department is also revising graduate-level electives specifically designed for SOF personnel attending intermediate and senior level military colleges. Once developed, the curricula will serve as a library of JSOU-approved lessons for use by all PME.

The department's Special Operations Legislative Affairs (SOLA) Scholar Program graduated two SOF members from Johns Hopkins University's master's degree program in international public policy. In December 2012, four SOF members were selected to participate in SOLA AY13/14 (1-Air Force Special Operations Command, 2-U.S. Army Special Operations Command, 1-Naval Special Warfare Command). The selection of a Navy officer for the SOLA program was a first for JSOU. Collaborative efforts between staff members from the USSOCOM Headquarters, NAVSPECWARCOM, and the Navy have now formally established a selection board for Navy SOF officers to participate in the SOLA program.

The USSOCOM Library team continued its dual mission of serving both as an academic and special library, supporting students and faculty of JSOU and USSOCOM. The library began conducting lectures in various JSOU courses on library resources and research to include sessions on information literacy, online research and databases, and copyright rules. The USSOCOM main library and JSOU satellite library house a collection of over 8,000 items consisting of SOF related books, including e-books, audio-books, periodicals, and databases. The library team implemented a new online library management system and added e-books to its repository.

The department, in conjunction with USSOCOM's Talent Development Division, began collaborating with civilian institutions in developing an executive level education platform for key leadership positions throughout the SOF community. In FY13 The department was able to fund opportunities for O6-level members to attend and judge the validity of the educational opportunities.

Strategic Studies

The Strategic Studies Department achieved its AY13 objectives through academic programs led by three divisions: International Education, Senior Education, and Interagency Education. As a whole, the courses taught by the Strategic Studies Department provided students with joint SOF experiences while fulfilling the university's educational mission. In addition to providing courses, the department also oversaw research, symposia, and publications which further advance the SOF body of knowledge through the efforts of the director of research, JSOU press editor, and the senior fellows.

The Senior Education Division continued a strong delivery of resident courses in AY13. The Combined/Joint Force Special Operations Component Commander's Course (C/JFSOCCC) designed to prepare senior leaders for theater-level leadership included five senior civilian interagency students and an Australian SOF officer. The course welcomed Ambassador (ret) Vicki Huddleston to the senior mentor table, along with LTG (ret) Frank Kearney, who provided expert knowledge for the interagency objectives of the course. Additionally, the division aligned the Joint Special Operations Forces Pre-Command Course (JSOFPCC), which provides a venue for networking and discussion of relevant topics among SOF commanders and senior enlisted leaders, with the component's pre-command cycles. JSOU added additional lessons from Franklin Covey's "Speed of Trust" to introduce Admiral McRaven's vision of innovation, communication, and trust to USSOCOM's O5 and O6 commanders and their senior enlisted leaders. The original USSOCOM Staff Education Program (USEP) basic and intermediate staff education courses were combined and re-named USEP-Foundations (USEP-F). As the title implies, the course is recognized as the key entry point for personnel assigned to USSOCOM Headquarters and was approved to admit international exchange officers. The division also developed the USEP-Advanced (USEP-A) course and piloted the USEP-Executive (USEP-E) course for select O6s and GS-15s assigned to the USSOCOM staff. These courses are designed to provide headquarters directorate/division level decision makers with advanced skills, knowledge, and abilities, to aggressively lead within the complex organization of USSOCOM. Focusing on classroom composition and curriculum, the division's courses are beneficial to not only USSOCOM, but also to non-SOF personnel and our interagency partners. Finally, the division prepared the curriculum for the USEP-National Capital Region (USEP-NCR) which follows USEP-F and is designed to help USSOCOM professionals serving in the NCR to better represent and advance USSOCOM programs.

The International Education Division's central focus was on the resident courses and mobile education teams involved in the Combating Terrorism Fellowship Program (CTFP). The division completed three iterations of the resident Special Operations Combating Terrorism (SOCbT) course, two iterations of the Advanced SOCbT-Alumni (ASOCbT-A) course, and piloted the Countering Violent Extremism (CVE) course. Additionally, the division delivered seminars in Albania, Indonesia, Mexico, Uzbekistan, and Colombia. In total, JSOU's CTFP education has reached international students from more than 85 countries.

The Interagency Education Division presented 17 courses including the SOF-Interagency Collaboration Course (SOFIACC), the Combating Terrorist Networks Interagency Seminar (CbTNIS), the Combating Terrorism Executive Interagency Seminar (CbTEIS), the Interagency Counterterrorism Seminar (IACT), and the Inter-Ministerial Collaboration Course (IC2). The division also supported 14 other courses at JSOU by providing lectures on interagency collaboration and legal issues in counterterrorism. In all, over 780 professionals from the United States and partner nations received instruction designed to enhance interagency efforts to counter violent extremism. In addition to conducting resident and mobile courses, the division presented the Political Advisor (POLAD) Seminar for USSOCOM component and TSOC POLADs. In the future, the POLAD Seminars will be conducted semi-annually or as needed.

The senior fellows, along with the research division, concluded the 2013 Research Plan, produced the research topics list for 2014, and released five monographs and four research papers, all of which can be found on the JSOU public web page. The resident senior fellows also led two command directed studies - Village Stability Operations/ Afghan Local Police and Women in SOF. Additionally, the team was central to the planning and delivery of the Canadian SOFCOM Professional Development Centre-JSOU Symposium as one of their outreach functions.

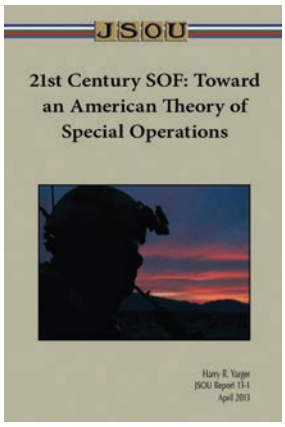
The department plans to emphasize research and outreach during AY14 to complement the resident and expert education that advances USSOCOM objectives and JSOU's education mission. The forming of a center for special operations research and studies will become a major line of effort as JSOU transforms into an institution of higher learning and occupies a new academic facility by AY16.

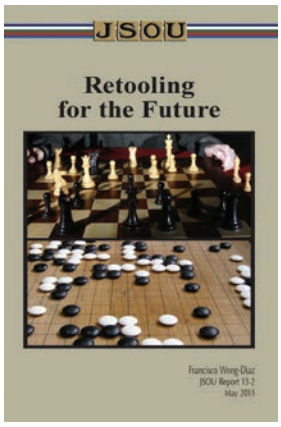
JSOU PRESS

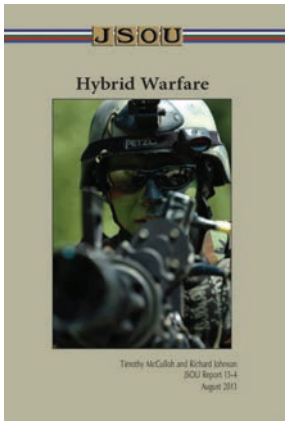
JSOU Press is the publishing arm of the Strategic Studies Department. Established in April 2005, JSOU Press publishes an average of three monographs, papers, and articles a quarter, authored by senior and associate fellows, SOF operators, PME students, and other scholars on topics relevant to Special Operations Forces. JSOU Press publications and their authors regularly find themselves in classrooms supporting JSOU's educational mission. Some publications are included as readings to support classes taught in the armed services' staff colleges and war colleges, and authors are likewise invited to speak for graduate-level seminars related to their work.

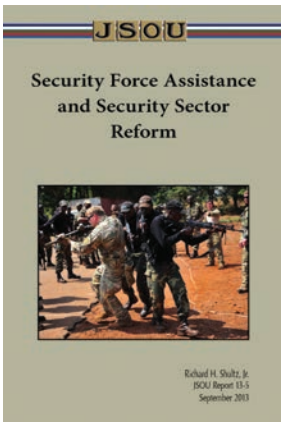
AY13 JSOU Press Publications

- JSOU Report 12-9, Irregular Warfare: The Maoist Challenge to India's Internal Security, by Prakash Singh, December 2012
- JSOU Report 13-1, 21st Century SOF: Toward an American Theory of Special Operations, by Harry R. Yarger, April 2013
- JSOU Report 13-2, Retooling for the Future, by Francisco Wong-Diaz, May 2013
- JSOU Report 13-3, Smart Power and U.S. National Strategy, by Francisco Wong-Diaz, August 2013
- JSOU Report 13-4, Hybrid Warfare, by T. McCulloh and R. Johnson, August 2013
- Special Operations Research Topics 2014, August 2013
- JSOU Report 13-5, Security Force Assistance and Security Sector Reform, by Richard H. Shultz, September 2013
- Special Operations Forces Interagency Counterterrorism Reference Manual, Third Edition. September 2013









Educational Events

In addition to the resident, MET, and PME courses, JSOU also conducts and participates in various educational events. These include symposiums, seminars, and conferences. Listed below are events in which JSOU participated during AY13.

JSOU/Canadian Special Operations Forces Command Symposium

JSOU and Canadian Special Operations Forces Command (CANSOFCOM) Professional Development Center (PDC) Symposium took place 27-28 February 2013 at the Davis Conference Center, MacDill AFB, FL. The symposium had 129 attendees to include 60 CANSOFCOM sponsored personnel and 12 international personnel representing the United Kingdom, Australia, Poland, Italy, Spain, France, the Netherlands, and Norway.

This symposium focused on Admiral William McRaven's priority, "Expanding the Global SOF Partnership." An important aspect of the symposium was the opportunity for attendees to network and interact with their counterparts from around the globe. This symposium was created as part of a collaborative effort between the JSOU president and the commander of CANSOFCOM. The intent of the symposium was to shape and influence joint SOF education curricula. The symposium facilitated an environment of academic freedom and creativity that gave experts and special operations practitioners the opportunity to expand SOF knowledge and intellectual thought. While the 2012 symposium, "SOF: Building Global Partnerships," focused on current operations and lesson learned, this symposium, "Expanding the Global SOF Partnership," focused on future integration and interoperability necessary to sustain the SOF global network within anticipated resource constraints.

NATO Joint Senior Psychological Operations Seminar

JSOU, in conjunction with Allied Communications Operations, hosted 21 attendees for the 2012 NATO Joint Senior Psychological Operations (PSYOPS) Seminar in Tampa, Florida from 4-7 December 2012. The theme for the 25th anniversary of this seminar was, "Surveying the Influence Landscape to Enhance Interoperability." During this seminar presentations were organized to elicit discussions concerning salient issues confronting the NATO PSYOPS community.

The seminar was opened by Charles Ricks, JSOU Senior Fellow. Other presenters included: John Rendon, The Rendon Group (What if they are all Black Swans?); Dr. Jonathan Matusitz, University of Central Florida (Terrorism and Communication); Dr. Thomas Henriksen, Stanford University (Winning Hearts and Minds); Tim Receveur, U.S. Department of State (Uses and Limits of Social Media); Dr. Seb Gorka, National Defense University (Ideology and Information Operations by al Qaeda); Thomas Elkjer Nissen, Royal Danish Defense College (Narrative Led Operations); Aleksandras Matonis, Lithuania (State Sponsored Propaganda); Dr. Scott Ruston, University of Arizona (Counternarrative Strategies); Dr. Normand Peladeau, Provalis Research (Canada) (Towards an Integration of Text Analysis Tools); Mr. Robert Jones, USSOCOM J56 (Strategic Understanding: Insights for Planning, Execution, and Assessment of Populace-Based Problems); James Farwell, USSOCOM Consultant (Persuasion & Power: The Art of Strategic Communication); Simon Bergman, M&C Saatchi (The Cyber Threat); Rafal Rohozinski, The SecDev Group (Canada) (Spectral Witness: Learning Lessons from Social Media Operations in the Syrian Conflict); Jim Bischoff, USSOCOM (Countering Threat Finance); COL Richard Welter (Germany) (Fusion of InfoOps and PSYOPS: Towards Better Interoperability and Effectiveness in the Information Environment); COL John Renda, USSOCOM J39 National Capital Region, (Collaboration and Integration: A National Perspective).

The seminar featured two "real-time sessions" intended for participants to engage with one another and talk about their best work. This was a means to solicit conversation without taking time for formal presentations. To guard against silence, Dr. Bill Knarr, JSOU Senior Fellow, offered a demonstration of his curriculum package, Battle of Fallujah which is a strategic communication-military IO, and PSYOPS/MISO case study. The keynote presentation was a conversation with Mr. J.Q. Roberts, ASD SO/LIC (Risk and Opportunities for Practitioners), who has career roots in the PSYOPS and NATO community. The tour-de-force presentation and question and answer session was appreciated for the candor and insight offered concerning risk and opportunity for influence practitioners.

Demographics

Course Descriptions and Demographics

This section contains detailed information about courses conducted by JSOU during AY13. The following course pages include a brief description of the course, target audience, attendance criteria, end-of-course feedback results, and student demographic data. Student data is gleaned from the information provided by the students during registration.

Course Acronyms

Acronym	Course Title
ASOCbT-A	Advanced Special Operations Combating Terrorism Alumni Course
AWC	Asymmetric Warfare Course
CEP-1	Career Education Program-1: Joint Fundamentals Career Education Program
CEP-3	Career Education Program-3: Joint Special Operations Forces Senior Enlisted Academy
CEP-4	Career Education Program-4: Summit
CMOS	Civil-Military Operations Seminar
CbTEIS	Combating Terrorism Executive Interagency Seminar
CbTNIS	Combating Terrorist Networks Interagency Seminar
C/JFSOCC	Combined/Joint Force Special Operations Component Commanders Course
CTFC	Counter Threat Finance Course
CVE	Countering Violent Extremism Seminar
IACT	Interagency Counterterrorism Seminar

Course Acronyms, continued

Acronym	Course Title
I2WC	Introduction to Irregular Warfare Course
I2WDL	Introduction to Irregular Warfare Distance Learning Course
ISOF	Introduction to Special Operations Forces (Fully Online)
IWAC	Irregular Warfare Advanced Course
IW-AIC	Irregular Warfare-Applied Intelligence Course
IWC	Irregular Warfare Course
JSOCCAC	Joint Special Operations Chaplain/Chaplain Assistant Course
JSOFPCC	Joint Special Operations Forces Pre-Command Course
JSOLAC	Joint Special Operations Legal Advisor Course
JSOMOC	Joint Special Operations Medical Orientation Course
MOIC	Methods of Instruction Course
MOIC-A	Methods of Instruction Course-Abbreviated
MOIC-D	Methods of Instruction Course-Distance Learning
OPC	Operational Planning Course
PEOS	Preparation of the Environment Orientation Seminar
SILOC	SOF Intel Leaders Orientation Course
SOAIC	Special Operations Air Integration Course
SOAPC	Special Operations Aviation Planning Course
SOCbT	Special Operations Combating Terrorism Course
SOFIACC	Special Operations Forces Interagency Collaboration Course
SOF-RMC	SOF-Resource Management Course
SOPC	Special Operations Planning Course
TSOC-BEC	Theater Special Operations Command-Basic Education Course
TSPC	Theater Special Operations Command Staff Preparation Course
USEP-E	USSOCOM Staff Education Program-Executive Course
USEP-F	USSOCOM Staff Education Program-Foundations

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 five 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 one, for strongly disagree, to five, for strongly agree. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors. The overall course feedback results are described in the following pages. The overall score reflects the mean of the responses for each of the five questions in the end-of-course evaluations.

The table below shows the end of course evaluation results for the five overall course statements for each course featured in the following sections. The Q1 to Q5 columns show the year-end mean score for each question. The column labeled "ITER" shows the number of class iterations conducted per course in AY13. "Students" shows the total number of students who completed each course. The last row in the table shows the university's total scores, class iterations, and student completion. The data for the courses that are conducted as resident courses and METs (where applicable) is displayed in the table below. This information is also included with each course description.

Course Evaluations

Resident/MET Course	Q1	Q2	Q3	Q4	Q5	ITER	Students
ASOCbT-A	4.6	4.3	4.2	4.6	4.7	2	37
AWC	4.4	4.3	4.4	4.4	4.5	2	42
CbTEIS	4.6	4.5	4.4	4.4	4.7	2	50
CbTNIS	4.7	4.6	4.4	4.6	4.8	4	96
CEP-1	4.4	4.5	4.8	4.6	4.9	1	24
CEP-3 (JSOFSEA)	4.5	4.6	4.6	4.5	4.8	4	144
CEP-4 (SUMMIT)	4.3	4.3	4.2	4.3	4.6	1	11
C/JFSOCC	4.8	4.7	4.7	4.9	4.9	1	19
CMOS	4.7	4.8	4.8	4.8	4.8	4	111
CTFC	4.8	4.8	4.7	4.7	4.9	2	43
CVE	4.7	4.6	4.4	4.8	4.7	2	50
I2WC	4.7	4.6	4.5	4.6	4.7	6	186
IACT	4.7	4.7	4.5	4.4	4.6	5	104

Course Evaluations, continued

Resident/MET Course	Q1	Q2	Q3	Q4	Q5	ITER	Students
IWAC	4.7	4.8	4.7	4.7	4.8	2	24
IW-AIC	4.2	4.1	3.85	4.2	4.2	3	97
IWC	4.5	4.6	4.3	4.6	4.6	4	121
JSOCCAC	4.5	4.5	4.6	4.7	4.8	2	78
JSOFPCC	4.3	4.4	4.1	4.5	4.4	2	90
JSOLAC	4.4	4.4	4.1	4.5	4.5	1	50
JSOMOC	4.7	4.7	4.7	4.7	4.8	1	23
MOIC	4.5	4.6	4.5	4.5	4.6	6	46
MOIC-A	4.7	4.8	4.5	4.5	4.6	5	66
MOIC-D	4.3	4.5	4.3	4.7	4.6	3	29
OPC	4.7	4.6	4.6	4.6	4.7	19	544
PEOS	4.7	4.6	4.4	4.7	4.7	4	89
SILOC	4.5	4.5	4.3	4.4	4.6	2	47
SOAIC	4.7	4.5	4.4	4.5	4.6	12	321
SOAPC	4.4	4.4	4.1	4.5	4.7	5	95
SOCbT	4.6	4.6	4.5	4.7	4.7	8	253
SOFIACC	4.7	4.7	4.6	4.6	4.7	3	88
SOF-RMC	5.0	5.0	4.7	4.7	4.9	1	28
SOPC	4.6	4.6	4.4	4.5	4.5	6	141
TSOC-BEC	4.6	4.5	4.2	4.3	4.5	7	145
TSPC	4.6	4.6	4.4	4.5	4.8	3	30
USEP-E	4.8	4.6	4.6	4.7	4.8	1	18
USEP-F	4.5	4.5	4.3	4.4	4.4	9	264
AVG/Total	**4.6**	**4.6**	**4.4**	**4.6**	**4.7**	**145**	**3604**

Demographics

In the following sections, course data has been gathered for the university's student registration database. The database stores demographic data on students who attend JSOU courses conducted on- or off-station and online. The course data is organized into five sections: Resident, JSOU-Enlisted Academy, Mobile Education Teams, Distance Learning, and Professional Military Education.

Data Validity

Student information is gathered directly from the students or by the Admissions Department staff. Consequently, as with any database of this kind, errors may exist in spite of every effort to prevent them. However, the numbers representing the student population are as accurate as possible.

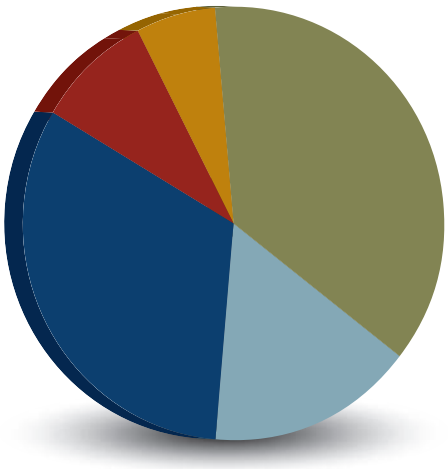
Target Populations

For individual courses, SOF and SOF enablers are given priority to attend while remaining open seats are offered to conventional units. Course capacity is determined by the size of the course's target population 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 current position using the definitions below.

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.

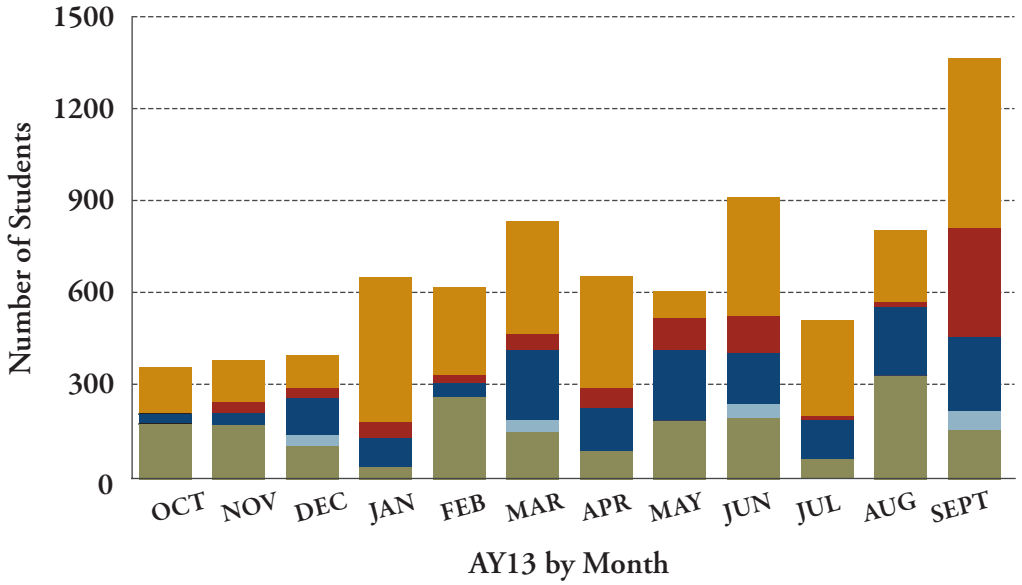
Non-SOF: A person whose skill, function, or specialty is not essential to the successful conduct of a special operations core objective.



Student Contact Hours by Course Type

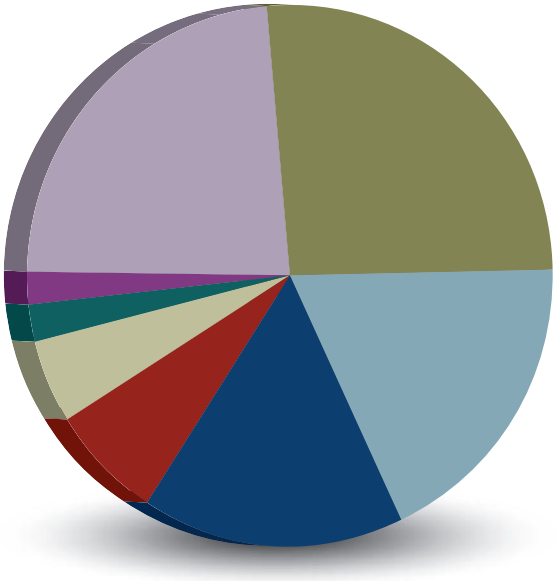
	Total Students	Student Contact Hours	Percent of Total
Resident	1,979	100,572	37%
JSOU-EA	179	44,934	16%
MET	1,693	85,952	32%
DL	911	23,624	9%
PME	3,478	16,084	6%
Total	8,240	271,166	100%

Student Course Completion by Month



Students by Course Type

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Resident	181	177	108	42	269	154	92	192	200	65	338	161
JSOU-EA	--	--	36	--	--	38	--	--	45	--	--	60
MET	32	38	122	93	43	229	141	229	168	129	225	244
DL	--	38	31	51	27	54	63	107	120	11	15	354
PME	152	134	109	474	289	368	368	88	389	315	237	555
Total	365	387	406	660	628	843	664	616	922	520	815	1374

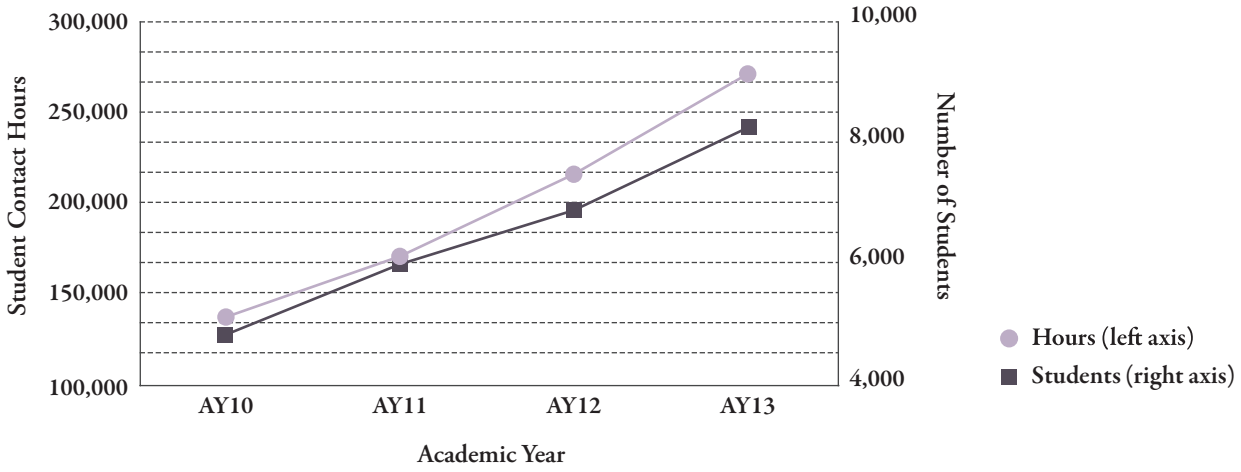


Overall Student Course Demographics

USA	2,145	26%
USAF	1,522	18%
USN	1,321	16%
USMC	599	7%
USCG	9	0%
CIV	421	5%
CTR	144	2%
IA	155	2%
INT'L	1,924	23%

	Resident	JSOU-EA	MET	DL	PME	Total
USA	706	77	113	331	918	2,145
USAF	173	40	16	177	1,116	1,522
USN	390	37	65	151	678	1,321
USMC	173	21	4	122	279	599
USCG	3	--	--	1	5	9
CIV	200	--	32	88	101	421
CTR	88	--	6	26	24	144
IA	108	--	1	13	33	155
INT'L	138	4	1,456	2	324	1924
Total	1,979	179	1,693	911	3,478	8,240

Student Attendance/Student Contact Hours



Number of Students

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

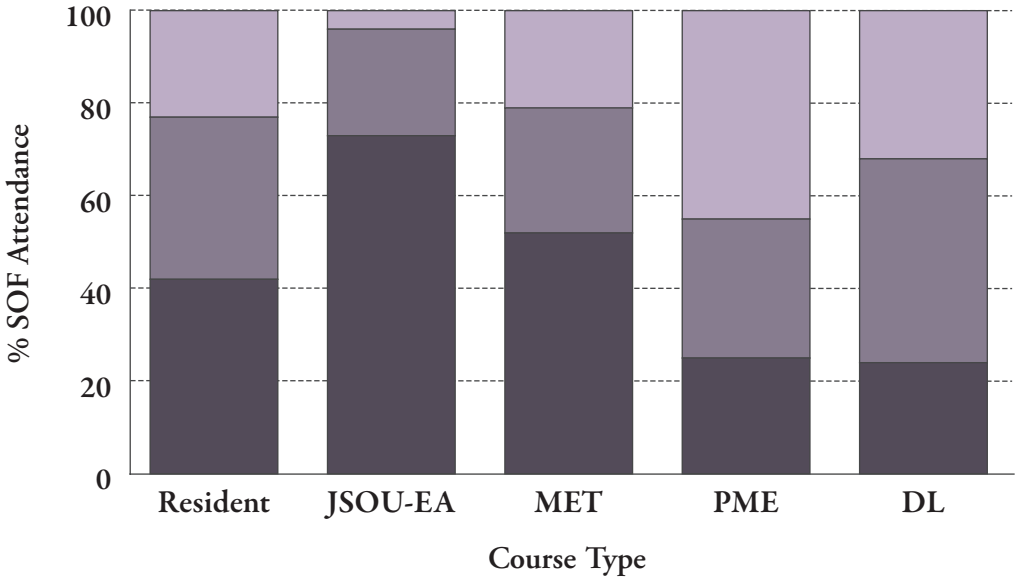
Student Contact Hours

	AY10	AY11	AY12	AY13
Resident	73,492	80,176	104,492	100,572
JSOU-EA	17,110	16,530	39,150	44,934
MET	35,340	63,731	56,986	85,952
DL	--	--	--	23,624
PME	10,504	9,629	14,951	16,084
Total	136,446	170,066	215,579	271,166

Average Hours Per Student

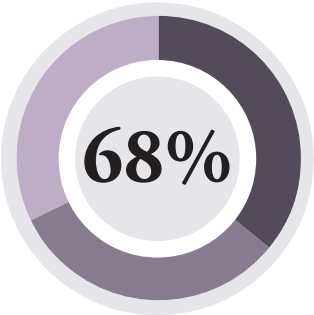
	AY10	AY11	AY12	AY13
Resident	47	50	53	51
JSOU-EA	290	290	290	251
MET	28	23	26	51
DL	--	--	--	26
PME	5	6	6	5
Total	28	28	31	33

Overall SOF Attendance by Course Type



	SOF	SOF Enablers	Non-SOF
Resident	783	655	426
JSOU-EA	128	40	8
MET	864	449	349
DL	213	381	278
PME	851	1,035	1,522
Total*	2,839	2,560	2,583

**7982 of 8240 students provided their SOF category for reporting through the registration and surveys.*



Overall SOF Attendance by Category

SOF	2,839	36%
SOF Enabler	2,560	32%
Non-SOF	2,583	32%
SOF and Enablers	5,399	68%

International Engagement

JSOU continued its commitment to international engagement by educating 1924 international students, representing more than 65 countries. Students were taught in resident and deployed venues in response to increased educational demands, supporting TSOCs and partner nation SOF education initiatives. The university established the IE Division under the Operational Studies Department to centralize planning, coordination, and direction of international engagement activities.

The division guided joint SOF education in support of the NSHQ, as well as NATO SOF, supporting OPERATION ENDURING FREEDOM/International Security Assistance Force. Additionally, the IE Division co-hosted the Southeast Asia Pacific Area Security Sector Working Group involving Southeast Asian SOF and supporting JIATF-W in Cambodia with a tailored counter narcotic planning course. The IE Division continued to support both Colombia and Poland in developing national joint special operations commands.

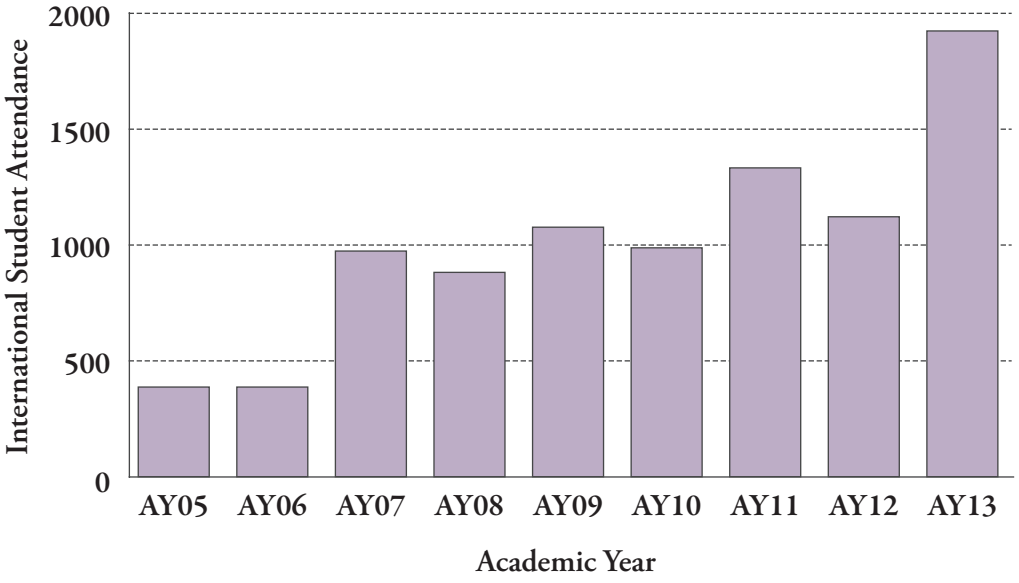
In March 2013, JSOU entered a formal memorandum of agreement with the Defense Institute of Security Assistance Management (DISAM) to deliver the DISAM Security Cooperation Orientation Course (SC-OC) Certification level II curriculum for members of the SOF community who are involved in security cooperation (SC) programs. This certification is for command members who are involved in SC engagements within the Department of Defense (DoD). This includes training, education, exercises, command visits, and joint combined education training (JCET). This course ensures that SOF personnel have a standardized understanding of policy, regulations, and programs that are utilized by USSOCOM for SC engagement. This course delivers standard DISAM curriculum for level II certification, is taught by JSOU and DISAM instructors, and focuses on case studies and examples that are of interest to USSOCOM personnel.

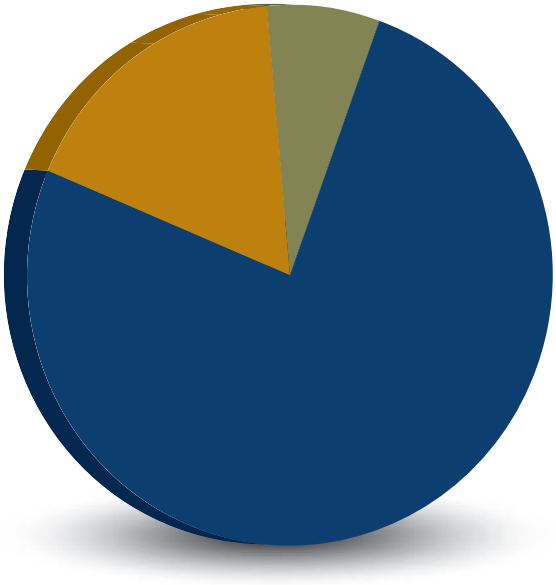
The DoD's Regional Defense Combating Terrorism Fellowship Program continued to be a principal funding source for international education delivered by the Strategic Studies Department. The two-week SOCbT course was conducted three times in AY13 and focused on the salient issues confronting security officials whose duties involve combating terrorism. The one-week ASOCbT-A course, a CTFP alumni course, was conducted twice and emphasized a narrow problem set focused on the theme "Social Media's Role in Combating Terrorism" in order to concentrate on common leadership challenges. The department also added the Countering Violent Extremism (CVE) Seminar to its resident CTFP offerings. The pilot CVE course featured an audience of international officers assigned to the U.S. Central Command's (USCENTCOM) Coalition Center. CTFP also sponsored an elective course at the USAF Air War College and a CTFP seminar for an audience of international fellows from NDU's National War College and the Eisenhower School. The approved curriculum from CTFP-based courses and other resident courses provided the foundation for MET deployments. Overall, the departent coordinated with the TSOCs to provide regional and bilateral seminars in eight countries. Additionally, the department's senior fellows and faculty led a symposium in collaboration with the Canadian Special Operations Forces Command Professional Development Centre.

Countries included for AY13: Afghanistan, Albania, Algeria, Armenia, Bahamas, Bangladesh, Belgium, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Burundi, Cameroon, Canada, Central African Republic, Chad, Chile, Colombia, Croatia, Czech Republic, Democratic Republic of the Congo, Egypt, Estonia, Gabon, Georgia, Germany, Ghana, Honduras, Hungary, India, Indonesia, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Korea, Lebanon, Lesotho, Lithuania, Macedonia, Malaysia, Mali, Mauritania, Mauritius, Mexico, Morocco, Mozambique, Nepal, Nigeria, Norway, Oman, Pakistan, Paraguay, Peru, Philippines, Poland, Romania, Senegal, Sri Lanka, South Africa, Swaziland, Thailand, Trinidad and Tobago, United Arab Emirates, Uganda, and Uruguay.

International Student Attendance by Academic Year

Academic Year	INT'L Attendance
AY05	387
AY06	387
AY07	974
AY08	882
AY09	1,077
AY10	988
AY11	1,333
AY12	1,122
AY13	1,924



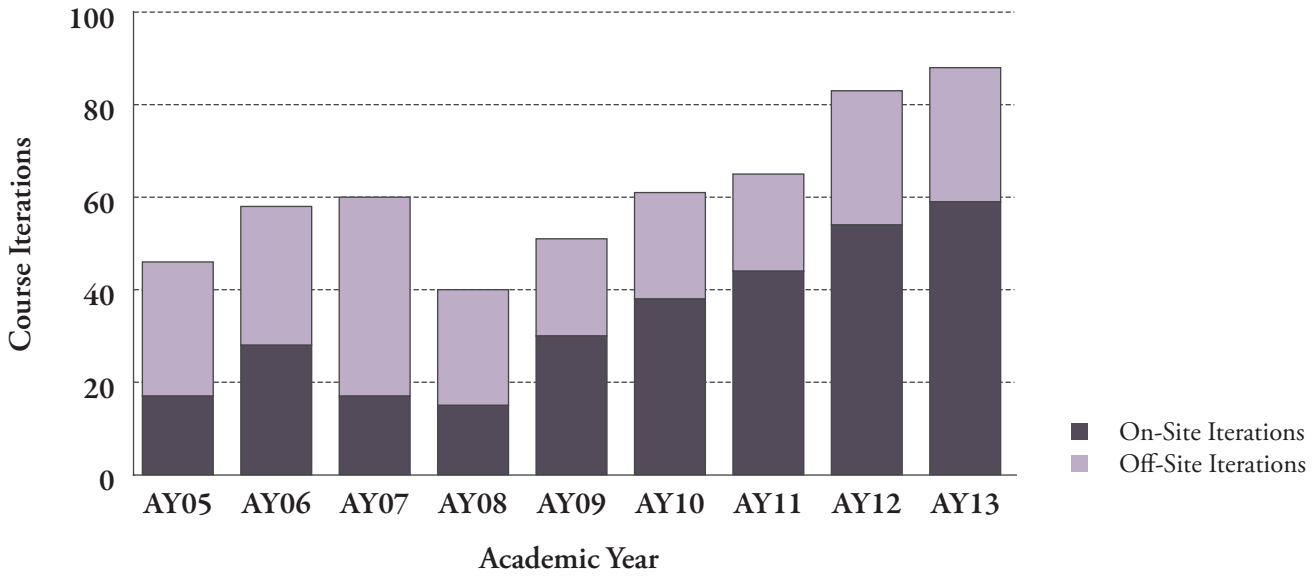


International Student Demographics by Course Type

Resident	138	7%
JSOU-EA	4	<1%
MET	1,456	76%
DL	2	<1%
PME	324	17%

Resident

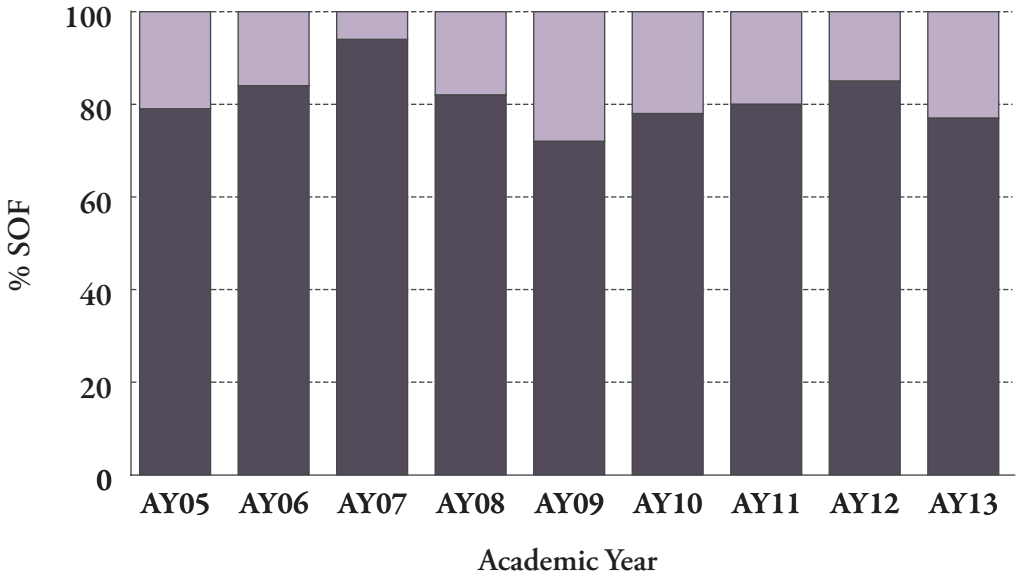
Resident Course Iterations by Academic Year



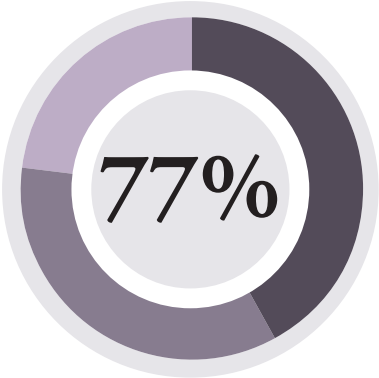
	AY05	AY06	AY07	AY08	AY09	AY10	AY11	AY12	AY13
Courses Conducted	19	20	19	17	19	21	24	26	29
Course Iterations	46	58	60	40	51	61	65	83	87
On-Station*	17	28	17	15	30	38	44	54	59
Off-Station	29	30	43	25	21	23	21	29	28
Academic Days	248	288	376	222	310	380	525	541	573
Total Students	1,210	1,680	2,277	1,053**	1,258	1,548	1,594	1,969	1,979

** Classes taught at Pinewood or on MacDill AFB*
*** Formal course attendance decreased by 54% in AY08 due to the transfer of four Joint Education Program courses to the Joint Special Operations Command (JSOC).*

SOF Attendance in Resident Courses by Academic Year

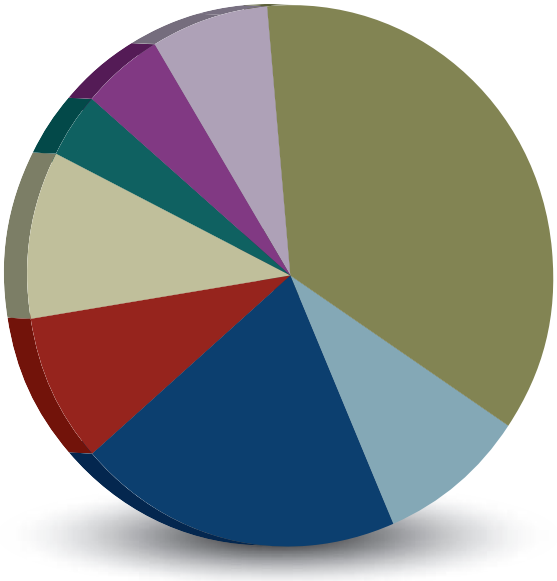


	AY05	AY06	AY07	AY08	AY09	AY10	AY11	AY12	AY13
SOF and Enablers	953	1,411	2,143	867	907	1,261	1,282	1,672	1,438
Non-SOF	257	269	134	186	351	346	312	297	426
Total	1,210	1,680	2,277	1,053	1,258	1,607	1,594	1,969	1,864
% SOF and Enablers	79%	84%	94%	82%	72%	78%	80%	85%	77%



SOF Attendance in Resident Courses

SOF	783	42%
SOF Enabler	655	35%
Non-SOF	426	23%
SOF and Enablers	1,438	77%



Resident Course Demographics

USA	706	36%
USAF	173	9%
USN	390	20%
USMC	173	9%
USCG	3	<1%
CIV	200	10%
CTR	88	4%
IA	108	5%
INT'L	138	7%
Total	1,979	100%

	Officer	Warrant	Enlisted	Civilian	International	Total
USA	367	24	315	--	--	706
USAF	139	--	34	--	--	173
USN	234	8	148	--	--	390
USMC	88	2	83	--	--	173
USCG	3	--	--	--	--	3
CIV	--	--	--	200	--	200
CTR	--	--	--	88	--	88
IA	--	--	--	108	--	108
INT'L	--	--	--	--	138	138
Total	831	34	580	396	138	1,979

Advanced Special Operations Combating Terrorism-Alumni Course

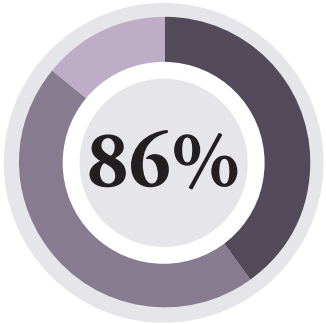
ASOCbT-A

Course Code: ASOCbT-A
Length: 5 days
Email: jsou.asocbta@socom.mil
MASL#: D126047

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	40
Students	37
Student Contact Hours	1,480

Attendance by Category



SOF	14	40%
SOF Enabler	16	46%
Non-SOF	5	14%
SOF and Enablers	30	86%

Target Audience

This course 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.

Registration Criteria

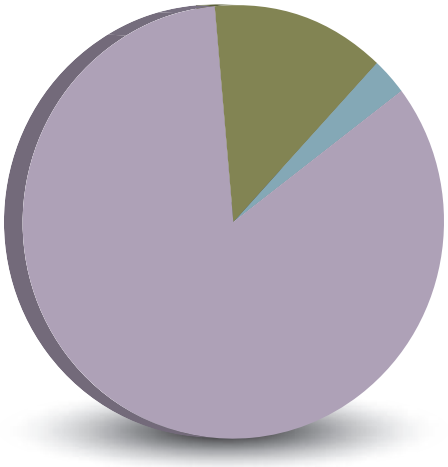
Invitation Only. Minimum English comprehension level (ECL) score of 80 is required.

Course Description

As part of the Combating Terrorism Fellowship Program, the ASOCbT-A course focuses on advancing international partnership networks established during the SOCbT course and other CTFP-sponsored events. Designed for senior military officers and civilian officials, the curriculum focuses on strategies for countering terrorist threats and leadership issues inherent in combating terrorism.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.6	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	4.2	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.5**	**4.6**



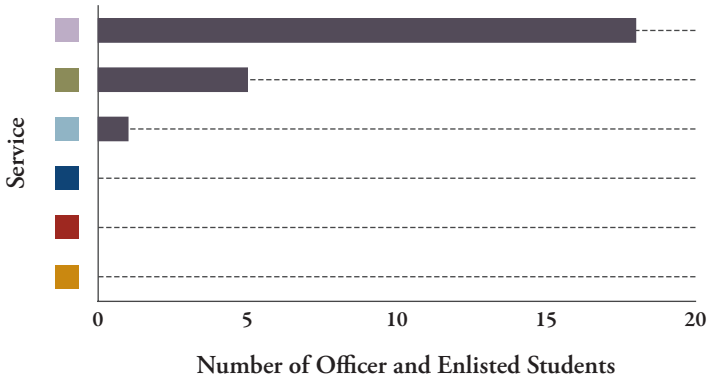
Course Demographics

USA	5	14%
USAF	1	3%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	31	84%

Demographics by Rank

75% (18 of 24) of military students were international officers.

	Officer	Enlisted
INT'L	18	0
USA	5	0
USAF	1	0



Demographics by SOF Experience

International Attendance

Armenia, Burundi, Columbia, Czech Republic, Estonia, India, Indonesia, Jordan, Lebanon, Macedonia, Maldives, Mauritania, Mauritius, Morocco, Netherlands, Niger, Nigeria, Pakistan, Philippines, Rwanda, Thailand, Trinidad & Tobago, Uganda, and Yemen

Combating Terrorism Executive Interagency Seminar

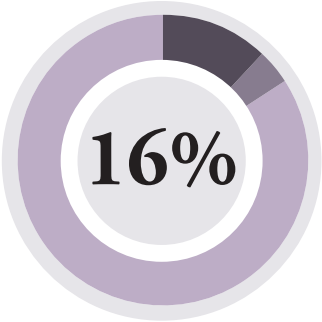
CbTEIS

Course Code: CbTEIS
Length: 2 days
Email: jsou.cbteis@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	0
Off-Station	2
Academic Hours	16
Students	50
Student Contact Hours	800

Attendance by Category



SOF	6	12%
SOF Enabler	2	4%
Non-SOF	42	84%
SOF and Enablers	8	16%

Target Audience

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.

Registration Criteria

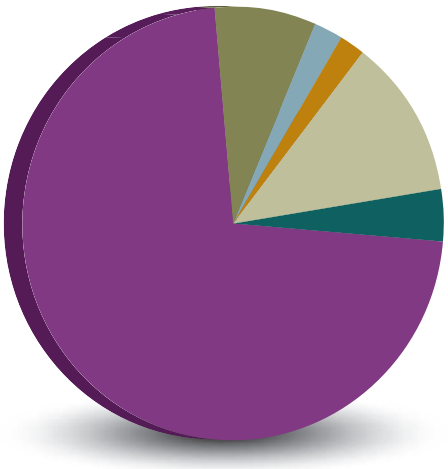
Invitation only.

Course Description

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.

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	4.4	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.5**	**4.6**



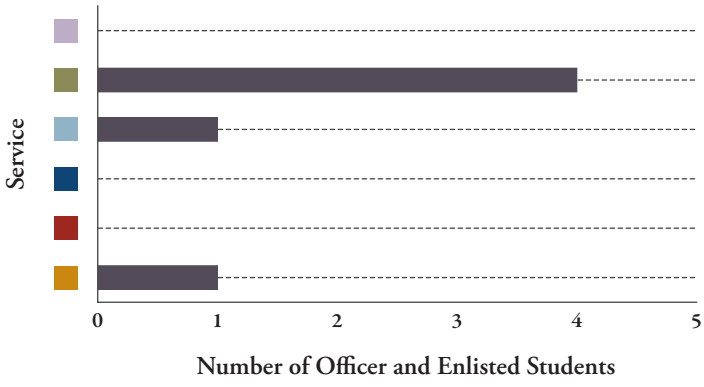
Course Demographics

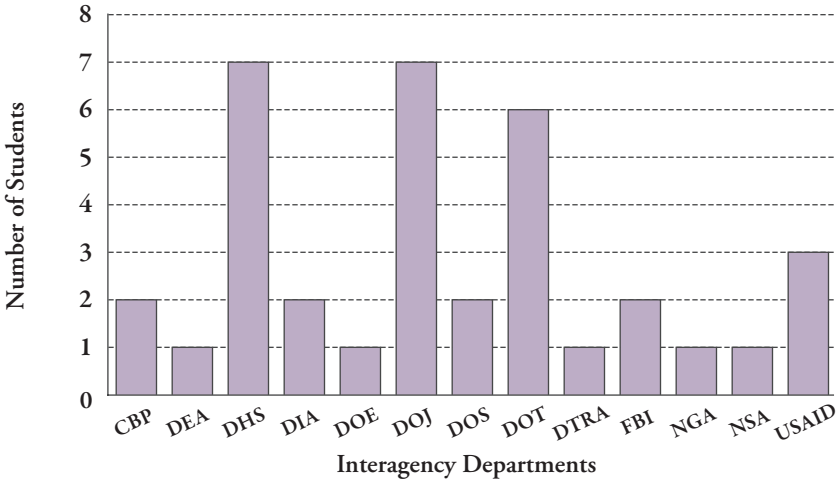
USA	4	8%
USAF	1	2%
USN	0	0%
USMC	0	0%
USCG	1	2%
CIV	6	12%
CTR	2	4%
IA	36	72%
INT'L	0	0%

Demographics by Rank

All six military students were officers.

	Officer	Enlisted
USA	4	0
USAF	1	0
USCG	1	0





Interagency Departments

CBP	2	DOT	6
DEA	1	DTRA	1
DHS	7	FBI	2
DIA	2	NGA	1
DOE	1	NSA	1
DOJ	7	USAID	3
DOS	2		

Combating Terrorist Networks Interagency Seminar

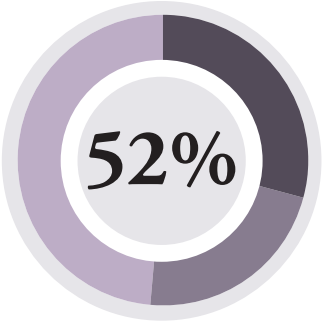
CbTNIS

Course Code: CbTNIS
Length: 4 days
Email: jsou.cbtnis@socom.mil
MASL#: N/A

Class Iterations

Total	4
On-Station	1
Off-Station	3
Academic Hours	32
Students	96
Student Contact Hours	3,072

Attendance by Category



SOF	28	29%
SOF Enabler	21	22%
Non-SOF	46	48%
SOF and Enablers	49	52%

Target Audience

This seminar is designed for U.S. senior military leadership and senior federal civil service (O4-O6, GS13-GS15 and FS2-1) having a background in U.S. security strategy, initiatives, and programs designed to counter terrorist networks.

Registration Criteria

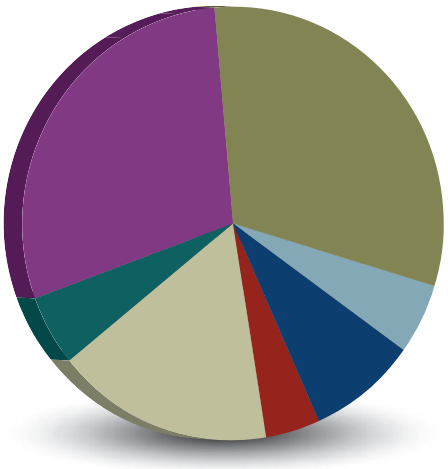
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

CbTNIS is designed for senior career personnel who have a knowledge base in U.S. strategy, initiatives, and programs geared toward combating terrorism and those who expect an assignment focused on counterterrorism. The primary course goal is to foster cooperation and collaboration among SOF, DoD, and other national and international organizations in order to disrupt, deny, and defeat terrorist networks using various approaches.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



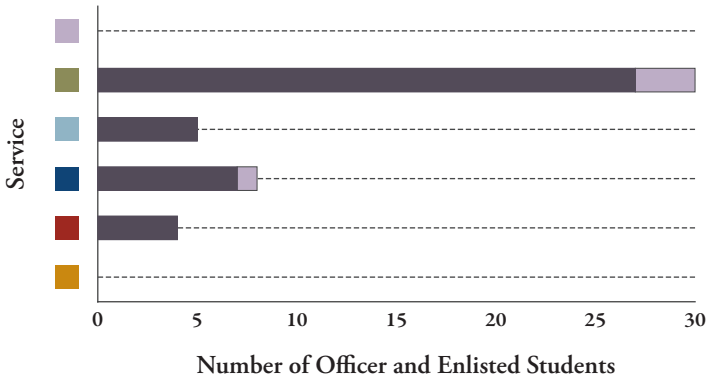
Course Demographics

USA	30	31%
USAF	5	5%
USN	8	8%
USMC	4	4%
USCG	0	0%
CIV	16	17%
CTR	5	5%
IA	28	29%
INT'L	0	0%

Demographics by Rank

All four services were represented. 57% (27 of 47) of military students were Army officers.

	Officer	Enlisted
USA	27	3
USAF	5	0
USN	7	1
USMC	4	0



Demographics by SOF Experience

Interagency Departments

DHS	19	USAID	4
DOJ	2	Other	1
DOT	2		

Combined/Joint Force Special Operations Component Commanders Course

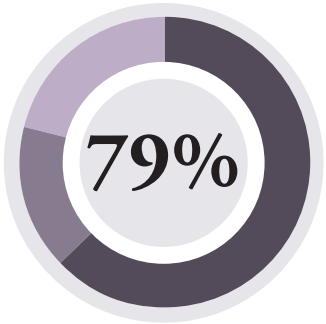
C/JFSOCC

Course Code: C/JFSOCC
Length: 4.5 days
Email: jsou.cjfsocc@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	19
Student Contact Hours	684

Attendance by Category



SOF	12	63%
SOF Enabler	3	16%
Non-SOF	4	21%
SOF and Enablers	15	79%

Target Audience

This course is designed for senior warfighting professionals continuing education. It is intended for general officers/flag officers (to include selects) with and without special operations experience, along with senior executive service levels from other government agencies. Additionally, the course encourages participation by international officers. This course is available to command senior enlisted leaders serving or designated to be serving as CSELs to O7 commanders or higher.

Registration Criteria

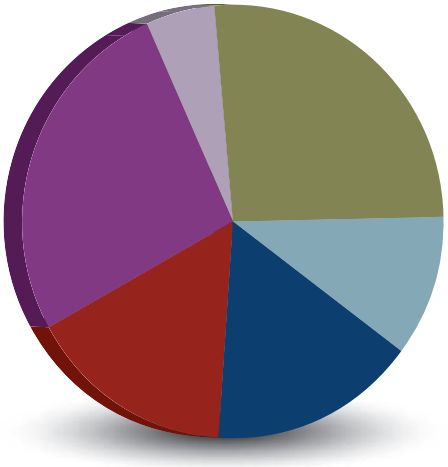
Invitation only. Course participants are identified by the USSOCOM commander, the services, or specified federal agencies.

Course Description

C/JFSOCC is designed to prepare commanders and senior leaders for theater-level leadership at the operational level. The course advances senior leaders' understanding of the complexities of major joint, combined, interagency, and multinational strategic operations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.9	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.8**	**4.6**



Course Demographics

USA	5	26%
USAF	2	11%
USN	3	16%
USMC	3	16%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	5	26%
INT'L	1	5%

Demographics by Rank

All four services were represented. 79% (11 of 14) of military students were officers.

	Officer	Enlisted
INT'L	1	0
USA	4	1
USAF	2	0
USN	2	1
USMC	2	1

Years of SOF Experience

Over 42% (8 of 19) of students had over 20 years of SOF experience.

Counter Threat Finance Course

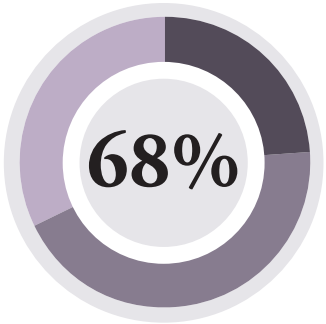
CTFC

Course Code: CTFC
Length: 5 days
Email: jsou.ctfc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	36
Students	43
Student Contact Hours	1,548

Attendance by Category



SOF	10	24%
SOF Enabler	18	44%
Non-SOF	13	32%
SOF and Enablers	28	68%

Target Audience

Officers, warrant officers, senior noncommissioned officers, government civil service personnel, and contractors assigned to counter threat finance (CTF) or CTF intelligence duties at combatant commands, SOF, general purpose forces (GPF), DoD, or other government agencies.

Registration Criteria

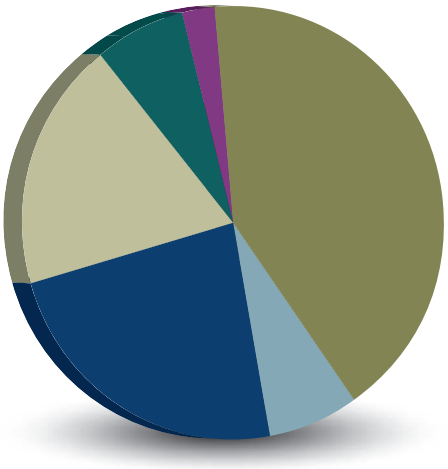
Students interested must apply online at the JSOU website and must be assigned or associated with the CTF mission.

Course Description

The course provides an introduction to CTF fundamentals and explains the CTF strategic concepts, operational considerations, and tactical capability options. Students discuss unique CTF challenges, methods, and solutions, and identify how to recognize and evaluate threat networks. Students select intelligence methods to collect and analyze information for targeting enemy financial networks. Students will identify actions to disrupt and dismantle threat financial and logistic facilitation. The course includes a case study and a practical exercise that serves as the culminating course evaluation.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.7	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.8**	**4.6**



Course Demographics

USA	18	42%
USAF	3	7%
USN	10	23%
USMC	0	0%
USCG	0	0%
CIV	8	19%
CTR	3	7%
IA	1	2%
INT'L	0	0%

Demographics by Rank

Three of the four services were represented and 52% (16 of 31) of military students were Army enlisted.

	Officer	Enlisted
USA	2	16
USAF	2	1
USN	8	2

Years of SOF Experience

Over 60% (26 of 43) students had between 0 and 5 years of SOF experience.

Countering Violent Extremism Seminar

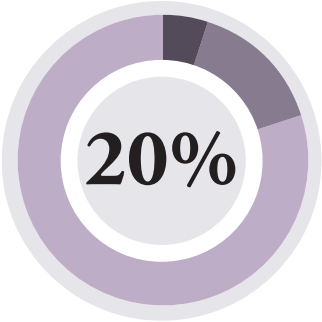
CVE

Course Code: CVE
Length: 10 days
Email: jsou.cve@socom.mil
MASL#: D126076

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	76
Students	20
Student Contact Hours	1,520

Attendance by Category



SOF	1	5%
SOF Enabler	3	15%
Non-SOF	16	80%
SOF and Enablers	4	20%

Target Audience

This course is designed for U.S. and international mid- to senior-level military officers, Ministry of Defense officials, security officials, and SOF counterparts with responsibilities concerning combating terrorism.

Registration Criteria

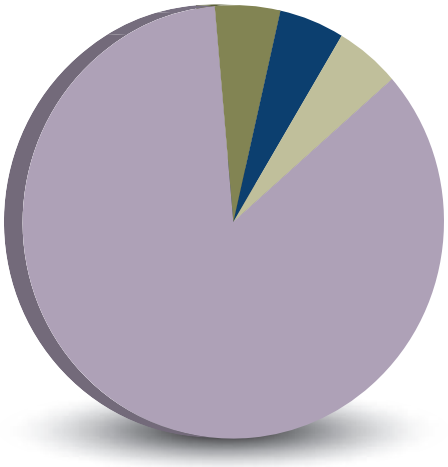
Minimum ECL score of 70 is required.

Course Description

The 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.5	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	4.6	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.4**	**4.6**



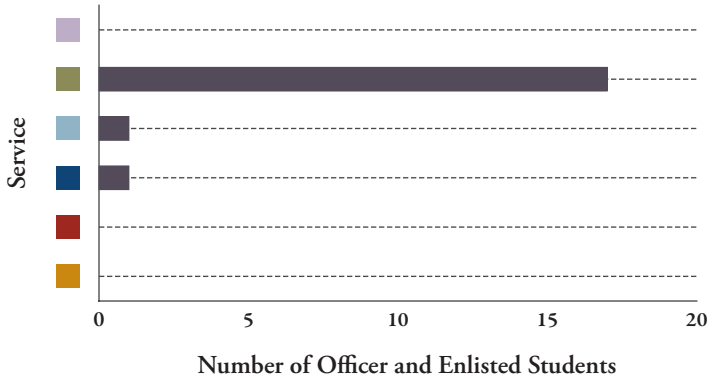
Course Demographics

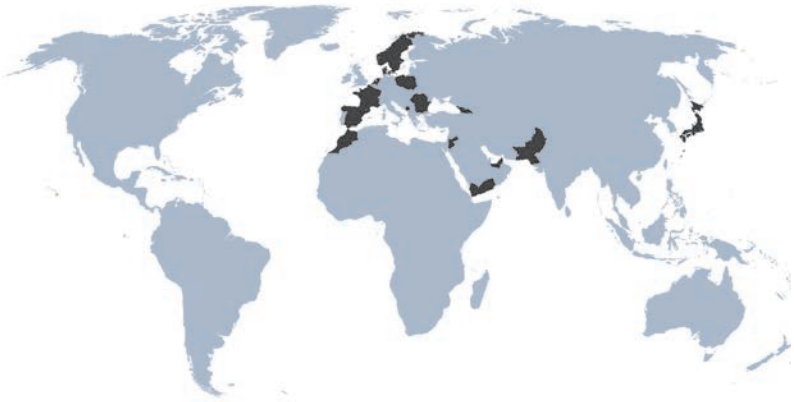
USA	1	5%
USAF	0	0%
USN	1	5%
USMC	0	0%
USCG	0	0%
CIV	1	5%
CTR	0	0%
IA	0	0%
INT'L	17	85%

Demographics by Rank

85% (17 of 19) of military students were international officers.

	Officer	Enlisted
INT'L	17	0
USA	1	0
USAF	1	0





International Students

Albania, Bulgaria, Denmark, Djibouti, France, Georgia, Japan, Jordan, Morocco, Netherlands, Norway, Pakistan, Poland, Romania, Spain, Sweden, United Arab Emirates and Yemen

Introduction to Irregular Warfare Course

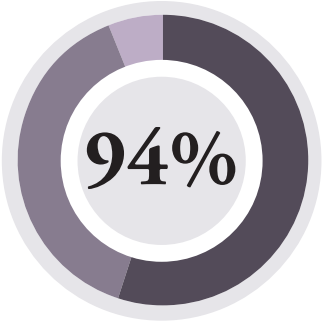
I2WC

Course Code: I2WC
Length: 3 days
Email: jsou.i2wc@socom.mil
MASL#: D126078, D126064

Class Iterations

Total	6
On-Station	0
Off-Station	6
Academic Hours	24
Students	186
Student Contact Hours	4,464

Attendance by Category



SOF	102	55%
SOF Enabler	73	39%
Non-SOF	11	6%
SOF and Enablers	175	94%

Target Audience

This course is designed for U.S. officers (O1-O4), NCOs (E5-E7), and U.S. Government civilian employees in comparable grades, serving within or supporting SOF operations.

Registration Criteria

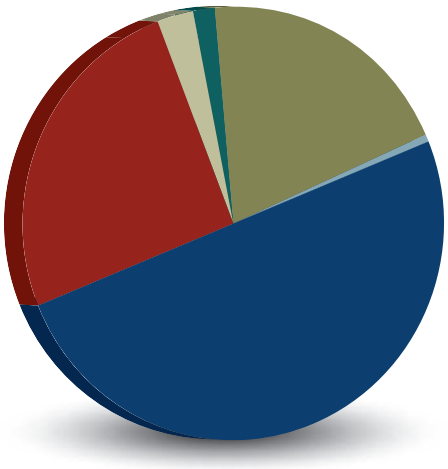
Students interested in attending must apply online at the JSOU website and be accepted by the course director. On a case-by-case basis, international military and civilians, whose job requires knowledge of IW, may also be accepted.

Course Description

I2WC is a three-day educational program that discusses the fundamental concepts of IW and its impact on the joint force. I2WC is divided into three modules. Module one identifies the fundamental concepts of IW and its impact on the joint force. Module two examines the supporting activities of IW and how they are used in modern conflicts. The module also examines the role of SOF in executing IW. Module three discusses the roles of the supporting activities within IW.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	37	20%
USAF	1	1%
USN	93	50%
USMC	47	25%
USCG	0	0%
CIV	5	3%
CTR	3	2%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 77% (137 of 178) of military students were enlisted.

	Officer	Enlisted
USA	10	27
USAF	1	0
USN	27	66
USMC	3	44

Years SOF Experience

Over 68% (125 of 183) of students had between 1 and 10 years of SOF experience.

Irregular Warfare Advanced Course

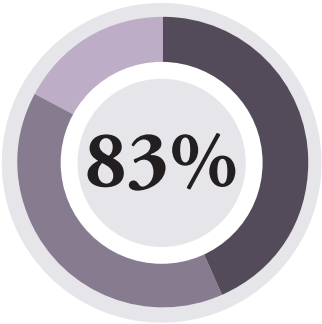
IWAC

Course Code: IWAC
Length: 10 days
Email: jsou.iwac@socom.mil
MASL#: D126048

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	80
Students	24
Student Contact Hours	1,920

Attendance by Category



SOF	10	43%
SOF Enabler	9	39%
Non-SOF	4	17%
SOF and Enablers	19	83%

Target Audience

Primarily military officers (O4-O6), warrant officers (W3-W5), noncommissioned officers (E8-E9), and equivalent civilians assigned to or in direct support of SOF. Other military, civilians, and international students may be accepted on a case-by-case basis.

Registration Criteria

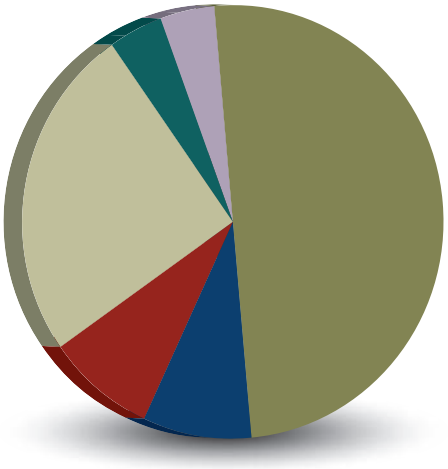
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

IWAC is an advanced seminar that discusses the historical, current, and future 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, motivations, and environment of armed groups and innovative approaches to counter them. IWAC provides an analysis of the relationships, IW concepts, plans, and international events at the operational to strategic levels of war.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.7	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



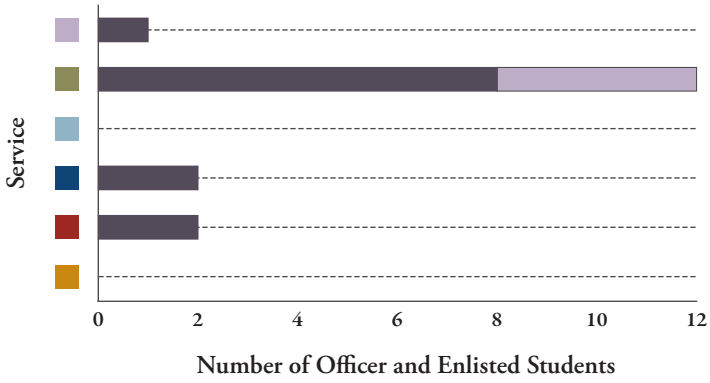
Course Demographics

USA	12	50%
USAF	0	0%
USN	2	8%
USMC	2	8%
USCG	0	0%
CIV	6	25%
CTR	1	4%
IA	0	0%
INT'L	1	4%

Demographics by Rank

Over 47% (8 of 17) of military students were U.S. Army officers.

	Officer	Enlisted
INT'L	1	0
USA	8	4
USN	2	0
USMC	2	0



Years of SOF Experience

Irregular Warfare-Applied Intelligence Course

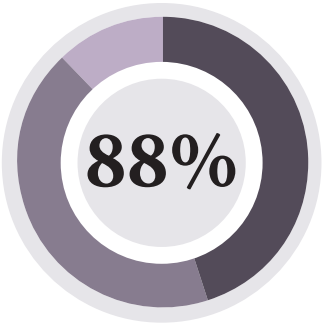
IW-AIC

Course Code: IW-AIC
Length: 10 days
Email: jsou.iw-aic@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	1
Off-Station	1
Academic Hours	80
Students	42
Student Contact Hours	3,360

Attendance by Category



SOF	19	45%
SOF Enabler	18	43%
Non-SOF	5	12%
SOF and Enablers	37	88%

Target Audience

Military officers (O3-O6), warrant officers (W3-W5), noncommissioned officers (E7-E9), and equivalent rank or grade civilians.

Registration Criteria

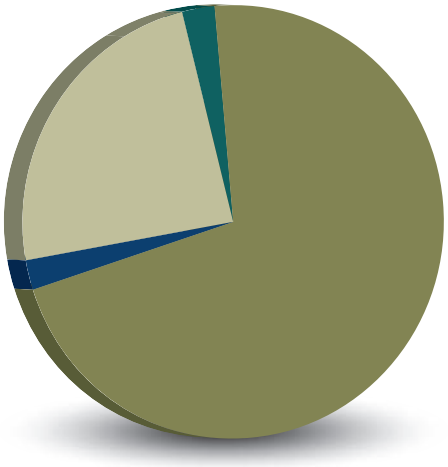
Students must complete the Irregular Warfare Course or take Introduction to Irregular Warfare Course (resident or online) to enroll.

Course Description

This course enables learners to analyze strategic and operational environments using IW concepts with an emphasis on unconventional warfare (UW). The course discusses relationships between intelligence frameworks, examines population-centric and socio-cultural analysis, as well as the characteristics of armed groups and irregular movements, incorporating social sciences with emerging analytical methods to influence operations. The course segues into the character and role of UW, emphasizing strategic and operational intelligence support, demonstrating the developments affecting UW in the 21st Century, and elaborating on UW campaign planning factors, resources, and authorities. The course culminates with an intelligence analysis of IW case studies and student presentations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.2	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	3.9	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.2	4.7
OVERALL SCORE	**4.2**	**4.6**



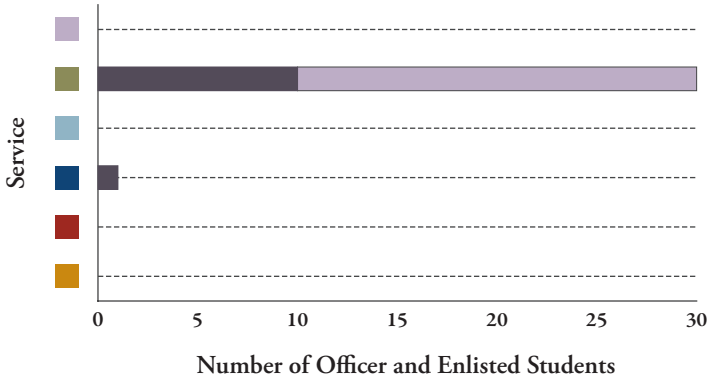
Course Demographics

USA	30	71%
USAF	0	0%
USN	1	2%
USMC	0	0%
USCG	0	0%
CIV	10	24%
CTR	1	2%
IA	0	0%
INT'L	0	0%

Demographics by Rank

65% (20 of 31) of military students were U.S. Army enlisted.

	Officer	Enlisted
USA	10	20
USN	1	0



Years of SOF Experience

67% (28 of 42) of students had between 1 and 10 years of SOF experience.

Irregular Warfare Course

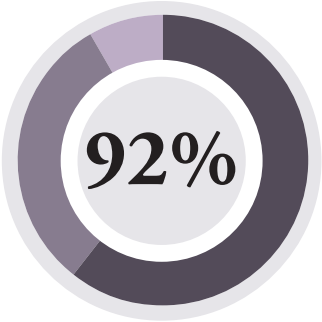
IWC

Course Code: IWC
Length: 8 days
Email: jsou.iwc@socom.mil
MASL#: D126077, D126057

Class Iterations

Total	4
On-Station	1
Off-Station	3
Academic Hours	64
Students	121
Student Contact Hours	7,744

Attendance by Category



SOF	50	60%
SOF Enabler	26	31%
Non-SOF	7	8%
SOF and Enablers	76	92%

Target Audience

Primarily military officers (O2-O4), warrant officers (W1-W4), noncommissioned officers (E6-E9), and equivalent government civilians assigned to, or in direct support of, joint special operations. Other military, civilian, and international students may be accepted on a case-by-case basis.

Registration Criteria

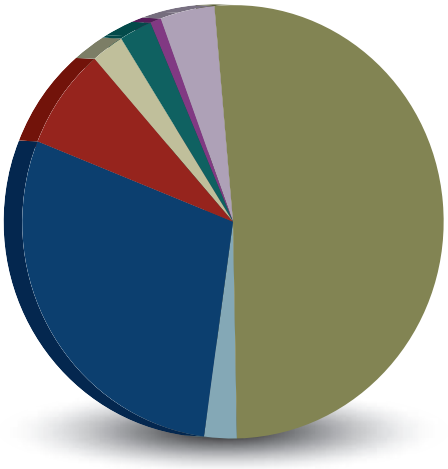
Students interested in attending must apply online at the JSOU website and be accepted by the course director. There are assigned reading prerequisites that must be completed prior to the course start date.

Course Description

IWC is an eight-day course addressing IW concepts, complex environments, armed groups, and the IW primary and supporting activities. With reading, informal lecture, and case study as the primary instructional techniques, the course provides critical thinking, IW policies, strategic philosophies, operational approaches, and insurgency theory, incorporating the nuances of culture, emerging SOF paradigms, concepts and theory, and the nexus with illicit criminal activity.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.3	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



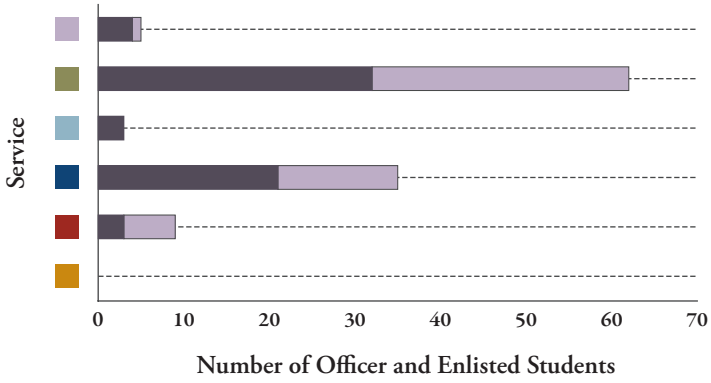
Course Demographics

USA	62	51%
USAF	3	2%
USN	35	29%
USMC	9	7%
USCG	0	0%
CIV	3	2%
CTR	3	2%
IA	1	1%
INT'L	5	4%

Demographics by Rank

Army and Navy comprised over 85% (97 of 114) of the military students.

	Officer	Enlisted
INT'L	4	1
USA	32	30
USAF	3	0
USN	21	14
USMC	3	6



Years of SOF Experience

68% (81 of 119) of students had between 1 and 10 years of SOF experience.

Joint Special Operations Chaplain/Chaplain Assistant Course

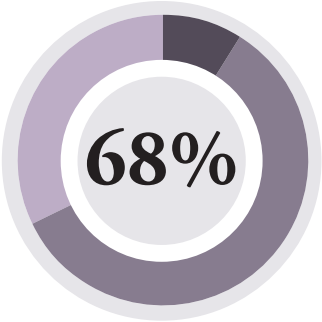
JSOCCAC

Course Code: JSOCCAC
Length: 4.5 days
Email: jsou.jsoccac@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	40
Students	78
Student Contact Hours	3,120

Attendance by Category



SOF	6	9%
SOF Enabler	41	59%
Non-SOF	22	32%
SOF and Enablers	47	68%

Target Audience

All newly assigned military officers, warrant officers, noncommissioned officers, and U.S. Government civilian/contractor employees serving the SOF community in direct support of chaplain/chaplain assistant and religious programs. International military and civilians whose job requires knowledge of SOF chaplain/chaplain assistant and religious programs, may be accepted on a case-by-case basis.

Registration Criteria

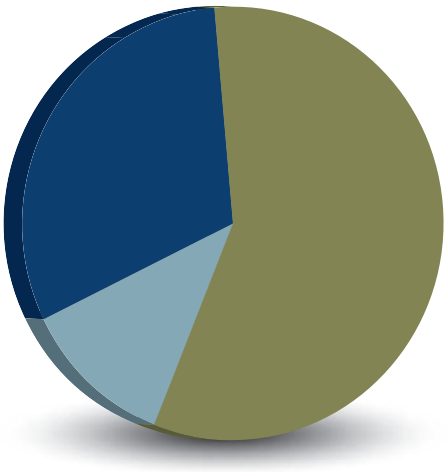
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course educates Army, Navy, and Air Force active duty, reserve, and National Guard chaplains and chaplains assistants/religious program specialists about the chaplain programs and religious ministry aspects of SOF and SOF operations.

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	4.6	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	45	58%
USAF	9	12%
USN	24	31%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course was comprised of 53% (41) officers and 47% (37) enlisted.

	Officer	Enlisted
USA	23	22
USAF	5	4
USN	13	11

Years of SOF Experience

72% (54 of 75) of students had between 0 and 5 years of SOF experience.

Joint Special Operations Forces Pre-Command Course

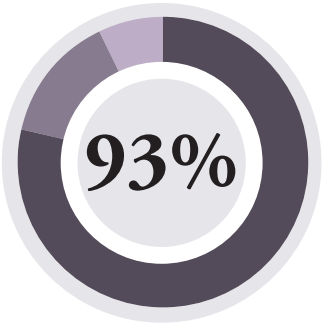
JSOFPCC

Course Code: JSOFPCC
Length: 4.5 days
Email: jsou.jsofpcc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	36
Students	90
Student Contact Hours	3,240

Attendance by Category



SOF	69	79%
SOF Enabler	12	14%
Non-SOF	6	7%
SOF and Enablers	83	93%

Target Audience

New SOF commanders (O5-O6), chief warrant officers (W4-W5), and command senior enlisted leaders (E9) in core SOF primary/duty occupation codes.

Registration Criteria

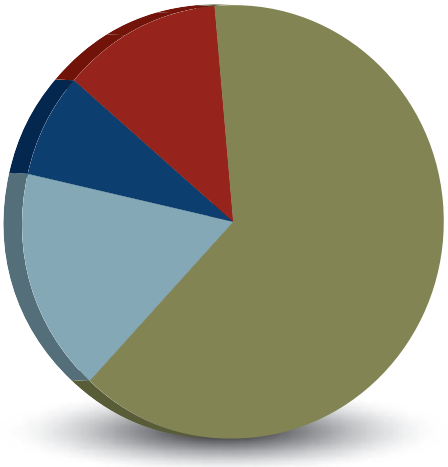
Invitation only. Students are selected to attend by their component personnel office. Attendance prior to taking command or assuming a command team position is mandatory and directed by the USSOCOM commander.

Course Description

Distinct from component courses, the USSOCOM commander directed this pre-command course to be a venue for networking and discussion of relevant joint SOF topics among the incoming leadership across USSOCOM components. The purpose is to provide education that informs the command team on key USSOCOM issues. The course informs and discusses ASD SO/LIC initiatives, components' perspectives and USSOCOM's role in the national campaign against terror, and enables participants to collaborate and learn from each other's experiences.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.3	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	4.5	4.6
I would recommend this course to others	4.4	4.7
OVERALL SCORE	**4.3**	**4.6**



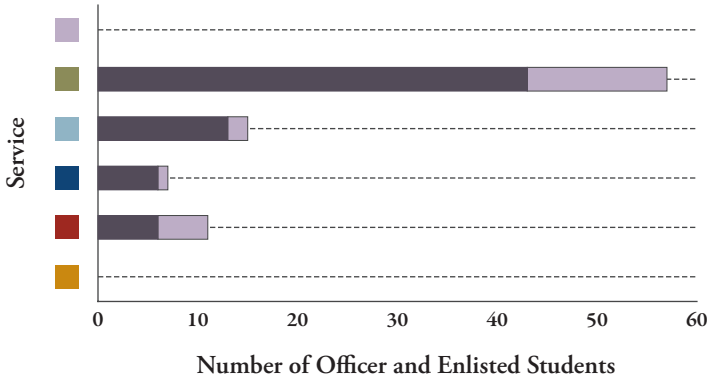
Course Demographics

USA	57	63%
USAF	15	17%
USN	7	8%
USMC	11	12%
US CG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 76% (68 of 90) were officers.

	Officer	Enlisted
USA	43	14
USAF	13	2
USN	6	1
USMC	6	5



Years of SOF Experience

Over 71% (63 of 88) of students had 11 or more years of SOF experience.

Joint Special Operations Legal Advisor Course

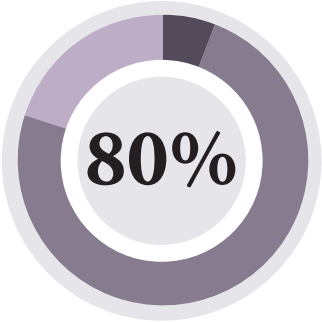
JSOLAC

Course Code: JSOLAC
Length: 4.5 days
Email: jsou.jsolac@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	50
Student Contact Hours	1,800

Attendance by Category



SOF	3	6%
SOF Enabler	37	74%
Non-SOF	10	20%
SOF and Enablers	40	80%

Target Audience

This course is for military judge advocates and paralegals, civilian attorneys, and civilian paralegals employed by the U.S. Government and work with, are currently assigned to, or are pending assignment to a special operations unit, command, or TSOC.

Registration Criteria

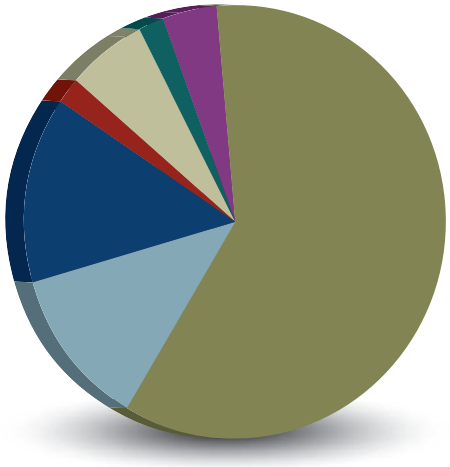
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This is an introductory course in SOF legal operations for personnel assigned to a SOF legal adviser or paralegal position. Students will comprehend USSOCOM history, responsibilities, capabilities, and function and understand the role of the SOF legal advisor in the joint and coalition special operations task force. It is not designed to replace the annual USSOCOM SOF Legal Conference. Student may seek continuing legal education (CLE) credit, including ethics, for this course from their state bar. Students are responsible for meeting all requirements for obtaining CLE from their respective jurisdictions.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.5	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**4.6**



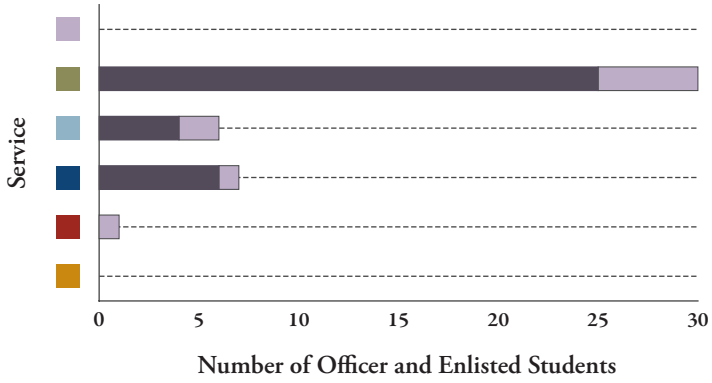
Course Demographics

USA	30	60%
USAF	6	12%
USN	7	14%
USMC	1	2%
USCG	0	0%
CIV	3	6%
CTR	1	2%
IA	2	4%
INT'L	0	0%

Demographics by Rank

57% (25 of 44) of all military students were U.S. Army officers.

	Officer	Enlisted
USA	25	5
USAF	4	2
USN	6	1
USMC	0	1



Years of SOF Experience

The majority of the students were SOF enablers with 1-5 years of SOF experience.

Joint Special Operations Medical Orientation Course

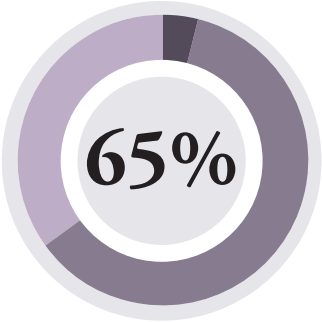
JSOMOC

Course Code: JSOMOC
Length: 5 days
Email: jsou.jsomoc@socom.mil
MASL#: D175461

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	40
Students	23
Student Contact Hours	920

Attendance by Category



SOF	1	4%
SOF Enabler	14	61%
Non-SOF	8	35%
SOF and Enablers	15	65%

Target Audience

This is an orientation course for medical military officers, warrant officers, noncommissioned officers, and U.S. Government civilian employees in comparable grades, serving the SOF community or in direct support of the SOF medical community. International military and civilians, whose job requires knowledge of SOF medical operations, may be accepted on a case-by-case basis.

Registration Criteria

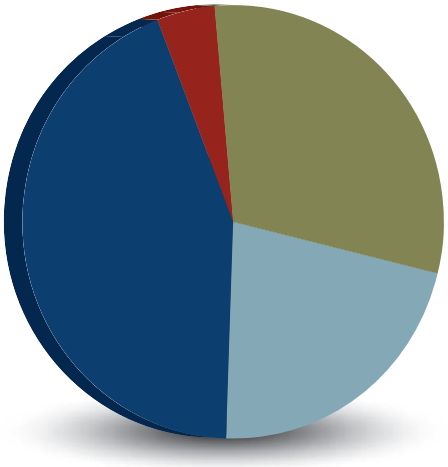
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course explains the fundamentals of the USSOCOM mission, roles, and capabilities, focusing 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



Course Demographics

USA	7	30%
USAF	5	22%
USN	10	43%
USMC	1	4%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 78% (18 of 23) were officers.

	Officer	Enlisted
USA	5	2
USAF	4	1
USN	8	2
USMC	1	0

Years of SOF Experience

83% (19 of 23) of students had between 0 and 5 years of SOF experience.

Methods of Instruction Course

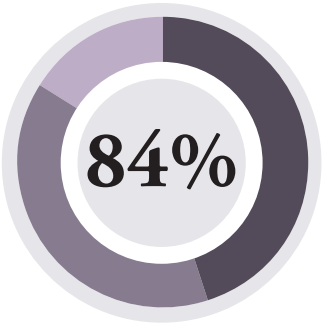
MOIC

Course Code: MOIC
Length: 9.5 days
Email: jsou.moic@socom.mil
MASL#: N/A

Class Iterations

Total	6
On-Station	6
Off-Station	0
Academic Hours	76
Students	46
Student Contact Hours	3,496

Attendance by Category



SOF	20	45%
SOF Enabler	17	39%
Non-SOF	7	16%
SOF and Enablers	37	84%

Target Audience

Newly assigned/hired JSOU faculty members are the top priority. SOF personnel teaching in any service or joint education environment are the second priority. MOIC is a joint SOF academic instructor course.

Registration Criteria

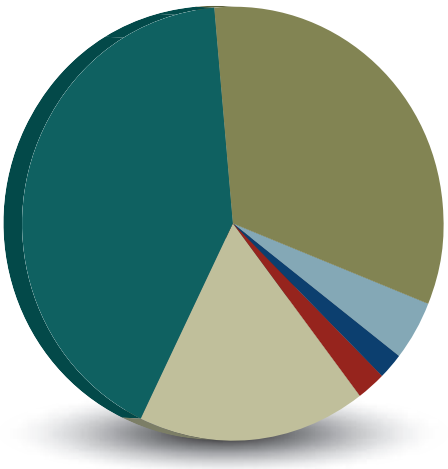
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course prepares JSOU faculty members and selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning. This course provides a brief overview of learning theory, the ISD process, and the development of lesson plans to allow immediate application of the strategies that are discussed and practiced within the course. The course also introduces learning evaluation and addresses basic principles of testing. Students teach graded lessons using different methodologies. The methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions, and demonstration performance.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.5	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



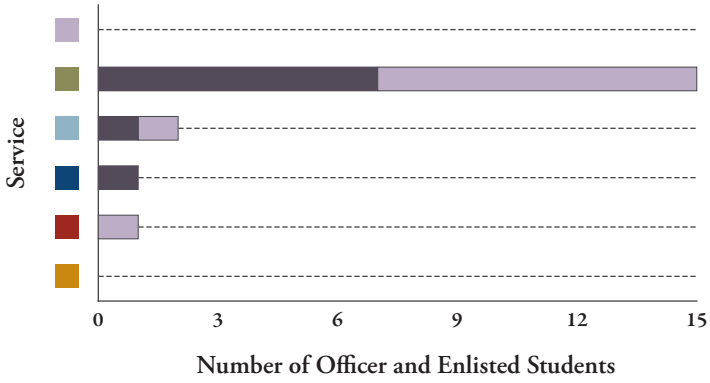
Course Demographics

USA	15	33%
USAF	2	4%
USN	1	2%
USMC	1	2%
USCG	0	0%
CIV	8	17%
CTR	19	41%
IA	0	0%
INT'L	0	0%

Demographics by Rank

79% (15 of 19) of military students were U.S. Army personnel, officer and enlisted.

	Officer	Enlisted
USA	7	8
USAF	1	1
USN	1	0
USMC	0	1



Years of SOF Experience

All levels of SOF experience were represented.

Methods of Instruction Course-Abbreviated

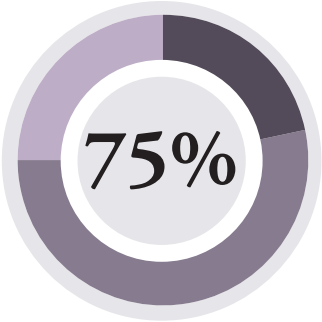
MOIC-A

Course Code: MOIC-A
Length: 1 day
Email: jsou.moica@socom.mil
MASL#: N/A

Class Iterations

Total	5
On-Station	5
Off-Station	0
Academic Hours	8
Students	66
Student Contact Hours	528

Attendance by Category



SOF	14	22%
SOF Enabler	35	54%
Non-SOF	16	25%
SOF and Enablers	49	75%

Target Audience

The MOIC-A course is designed for adjunct faculty members who will be teaching at JSOU or within a joint education environment.

Registration Criteria

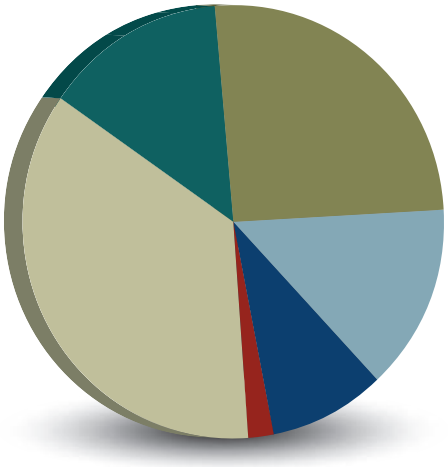
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

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 the development of level of learning lesson plans is provided. The course also 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.5	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.6**	**4.6**



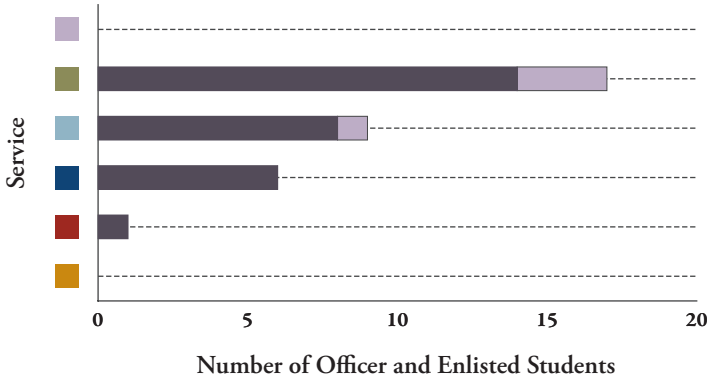
Course Demographics

USA	17	26%
USAF	9	14%
USN	6	9%
USMC	1	2%
USCG	0	0%
CIV	24	36%
CTR	9	14%
IA	0	0%
INT'L	0	0%

Demographics by Rank

88% (29 of 33) of military students were officers.

	Officer	Enlisted
USA	14	3
USAF	8	1
USN	6	0
USMC	1	0



Years of SOF Experience

MOIC-A was taught to all SOF categories and levels of SOF experience.

Methods of Instruction Course-Distance Learning

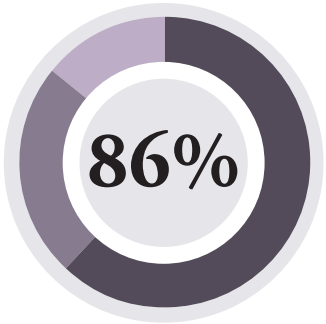
MOIC-D

Course Code: MOIC-D
Length: 2 days
Email: jsou.moicd@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	16
Students	29
Student Contact Hours	464

Attendance by Category



SOF	18	62%
SOF Enabler	7	24%
Non-SOF	4	14%
SOF and Enablers	25	86%

Target Audience

JSOU faculty and staff members who administer and/or facilitate online courses.

Registration Criteria

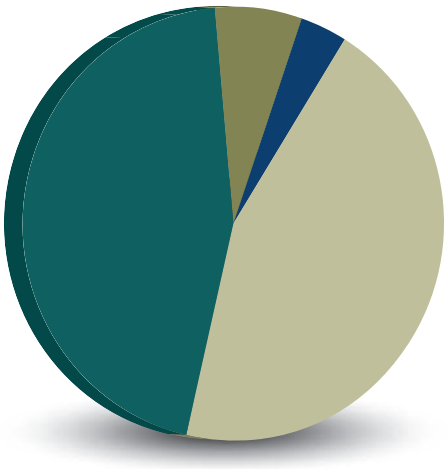
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course is designed for instructors and course directors who utilize the JSOU Blackboard LMS to deliver content to students. The course focuses on the planning, tools, and techniques that should be utilized to provide an engaging learning experience for students in an online learning environment.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.3	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



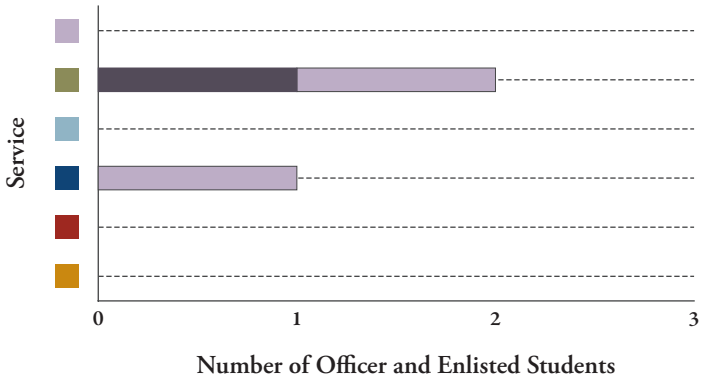
Course Demographics

USA	2	7%
USAF	0	0%
USN	1	3%
USMC	0	0%
USCG	0	0%
CIV	13	45%
CTR	13	45%
IA	0	0%
INT'L	0	0%

Demographics by Rank

Three military students participated. 90% (26 of 29) of overall students were civilian or contractors.

	Officer	Enlisted
USA	1	1
USN	0	1



Years of SOF Experience

Over 68% (15 of 22) of students had over 20 years of SOF experience.

Preparation of the Environment Orientation Seminar

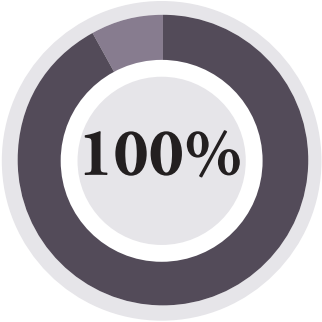
PEOS

Course Code: PEOS
Length: 8 days
Email: N/A
MASL#: N/A

Class Iterations

Total	4
On-Station	4
Off-Station	0
Academic Hours	64
Students	89
Student Contact Hours	5,696

Attendance by Category



SOF	82	92%
SOF Enabler	7	8%
Non-SOF	0	0%
SOF and Enablers	89	100%

Target Audience

This course is designed for NCOs (E7-E8), warrant officers, officers (O1-O4), and government civilians serving within the SOF community or supporting SOF operations.

Registration Criteria

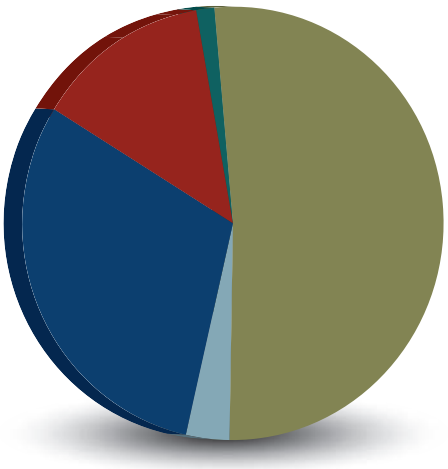
Invitation only. Students are identified to attend by their component personnel office and approved by theater special operations command.

Course Description

This course is a classified, eight-day introduction to the unique challenges, methods, and solutions associated with preparation of the environment. It orients the SOF and SOF enablers to SOF activities, functions, and processes and focuses attention on USSOCOM's preparation of the environment mission.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	46	52%
USAF	3	3%
USN	27	30%
USMC	12	13%
USCG	0	0%
CIV	0	0%
CTR	1	1%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 56% (49 of 88) were enlisted.

	Officer	Enlisted
USA	13	33
USAF	3	0
USN	16	11
USMC	7	5

SOF Intel Leaders Orientation Course

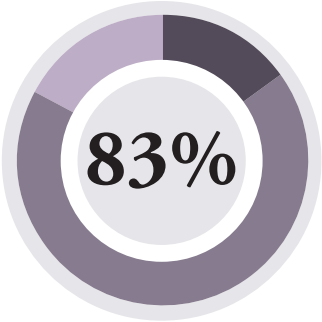
SILOC

Course Code: SILOC
Length: 5 days
Email: jsou.siloc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	32
Students	47
Student Contact Hours	1,504

Attendance by Category



SOF	6	15%
SOF Enabler	28	68%
Non-SOF	7	17%
SOF and Enablers	34	83%

Target Audience

This course is designed for officers, warrant officers, noncommissioned officers, civilian equivalents, and contractors assigned to intelligence organizations.

Registration Criteria

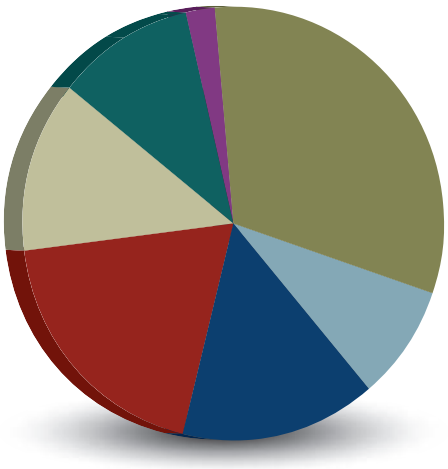
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course is an introduction to the unique challenges, methods, and solutions associated with joint special operations intelligence. It orients intelligence professionals to SOF activities, functions, and processes and focuses attention on USSOCOM's mission and core tasks. The course provides an overview of intelligence community (IC) support to SOF, USSOCOM J-2 staff elements, components, intelligence systems acquisition capability, TSOCs, and specified emerging areas of interest. The goal of the course is SOF intelligence workforce professionalization.

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	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.4**	**4.6**



Course Demographics

USA	15	32%
USAF	4	9%
USN	7	15%
USMC	9	19%
USCG	0	0%
CIV	6	13%
CTR	5	11%
IA	1	2%
INT'L	0	0%

Demographics by Rank

All four services were represented and 83% (29 of 35) of military students were officers.

	Officer	Enlisted
USA	12	3
USAF	3	1
USN	6	1
USMC	8	1

Years of SOF Experience

Over 44% (20 of 45) of students had between 1 and 5 years of SOF experience.

Special Operations Combating Terrorism Course

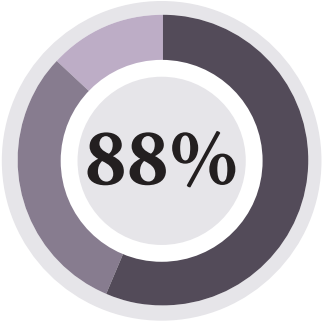
SOCbT

Course Code: SOCbT
Length: 10 days
Email: jsou.socbt@socom.mil
MASL#: D126019

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	76
Students	92
Student Contact Hours	6,992

Attendance by Category



SOF	50	57%
SOF Enabler	27	31%
Non-SOF	11	13%
SOF and Enablers	77	88%

Target Audience

This course is designed for U.S. and international military officers, Ministry of Defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

Registration Criteria

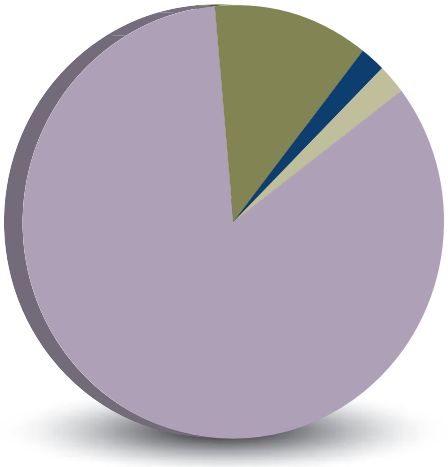
Invitation only. A minimum ECL score of 70 is required.

Course Description

Part of the Regional Defense Counterterrorism Fellowship Program, SOCbT is designed to build individual, country, and regional combating terrorism capabilities through education. The curriculum presents a comprehensive perspective on how governments combat terrorist threats, as well as the salient issues confronting security officials involved in combating terrorism. Interaction among guest speakers, faculty, and international students also serves to cultivate a network of professionals that will strengthen efforts toward combating terrorism.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



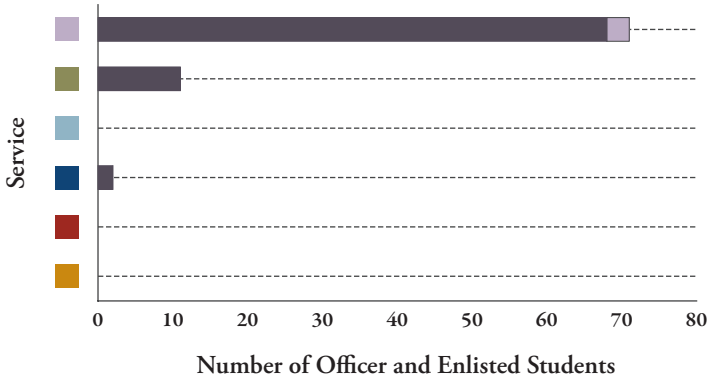
Course Demographics

USA	11	12%
USAF	0	0%
USN	2	2%
USMC	0	0%
USCG	0	0%
CIV	2	2%
CTR	0	0%
IA	0	0%
INT'L	77	84%

Demographics by Rank

81% (68 of 84) of military students were international officers.

	Officer	Enlisted
INT'L	68	3
USA	11	0
USN	2	0



Demographics by SOF Experience

International Students

Afghanistan, Algeria, Bangladesh, Belize, Burkina Faso, Burundi, Cameroon, Columbia, Czech Republic, Croatia, Dominican Republic, El Salvador, Estonia, Finland, Gambia, Germany, Guatemala, Hungary, India, Indonesia, Italy, Jordan, Kazakhstan, Kenya, Kyrgystan, Lebanon, Malaysia, Maldives, Mauritania, Morocco, Nepal, Niger, Nigeria, Pakistan, Panama, Paraquay, Philippines, Poland, Romania, Rwanda, Saudi Arabia, Spain, Sri Lanka, Thailand, Trinidad, Tunisia, Uganda, and Yemen

Special Operations Forces Interagency Collaboration Course

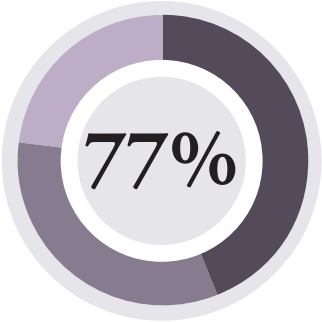
SOFIACC

Course Code: SOFIACC
Length: 4.5 days
Email: jsou.sofiacc@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	2
Off-Station	1
Academic Hours	36
Students	88
Student Contact Hours	3,168

Attendance by Category



SOF	36	44%
SOF Enabler	27	33%
Non-SOF	19	23%
SOF and Enablers	63	77%

Target Audience

This course is designed for military field grade officers, warrant officers, senior noncommissioned officers and mid-career civil service personnel from relevant government agencies who will participate in or support special operations.

Registration Criteria

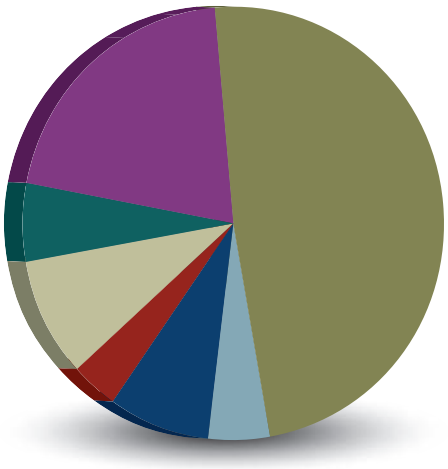
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course prepares personnel to collaborate successfully in the complex array of actors and operational environments involved in interagency (IA) efforts in the exterior. This course prepares personnel to collaborate with individuals and to understand operational environments involved in interagency efforts to support national security. Collaboration, Lecture presentations and discussions are used to provide an overview of the doctrine, coordination, integration, and implementation of effective SOF-IA collaboration in activities at the operational level of conflict. The course culminates with an interactive problem solving exercise.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.7**	**4.6**



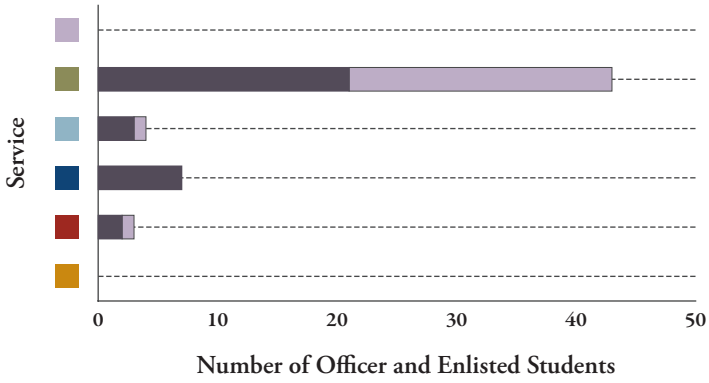
Course Demographics

USA	43	49%
USAF	4	5%
USN	7	8%
USMC	3	3%
USCG	0	0%
CIV	8	9%
CTR	5	6%
IA	18	20%
INT'L	0	0%

Demographics by Rank

Over 75% (43 of 57) of military students were U.S. Army enlisted and officers.

	Officer	Enlisted
USA	21	22
USAF	3	1
USN	7	0
USMC	2	1



Demographics by SOF Experience

Interagency Attendance

DHS	5	DOT	2
DoD	1	OSD	1
DOJ	2	USAID	1
DOS	5	USPIS	1

SOF-Resource Management Course

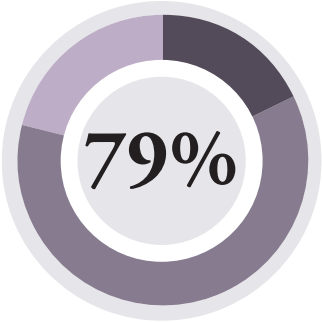
SOF-RMC

Course Code: SOF-RMC
Length: 5 days
Email: jsou.sofrm@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	28
Student Contact Hours	1,008

Attendance by Category



SOF	5	18%
SOF Enabler	17	61%
Non-SOF	6	21%
SOF and Enablers	22	79%

Target Audience

All newly assigned military officers (O3-O6), warrant officers (W3-W5), noncommissioned officers (E7-E9), and civilians (GS11-GS15) who are currently managing resources, in a direct or indirect capacity, for USSOCOM or a TSOC.

Registration Criteria

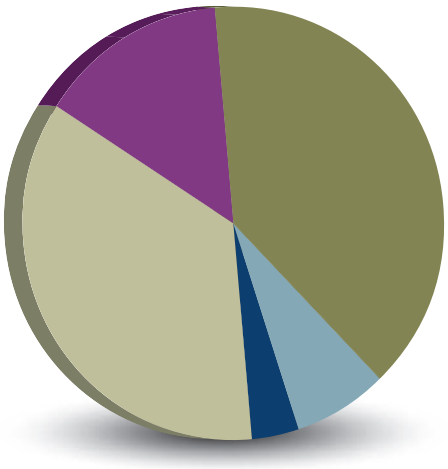
Students interested in attending must apply online and be accepted by the course director.

Course Description

The principal objective of SOF-RMC is to educate all personnel involved in managing resources. Students will receive instructions on administrative, logistical, service common, and base operating support for use at home station and deployed locations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	5.0	4.6
The objectives of the course were successfully achieved	5.0	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	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.9**	**4.6**



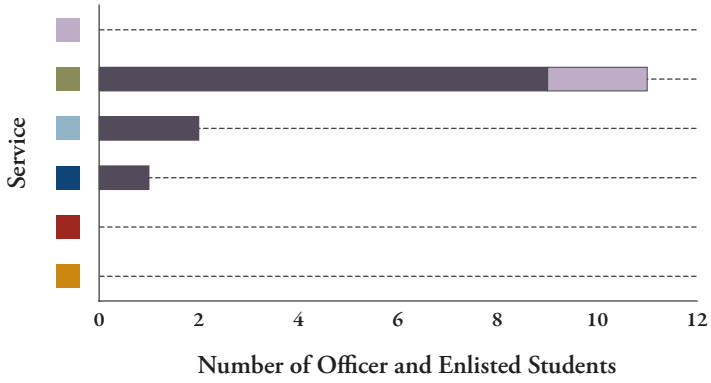
Course Demographics

USA	11	39%
USAF	2	7%
USN	1	4%
USMC	0	0%
USCG	0	0%
CIV	10	36%
CTR	0	0%
IA	4	14%
INT'L	0	0%

Demographics by Rank

64% (9 of 14) of military students were U.S. Army officers.

	Officer	Enlisted
USA	9	2
USAF	2	0
USN	1	0



Years of SOF Experience

All levels of SOF experience were represented. 50% (14 of 28) of all students had between 1 and 5 years of SOF experience.

Special Operations Planning Course

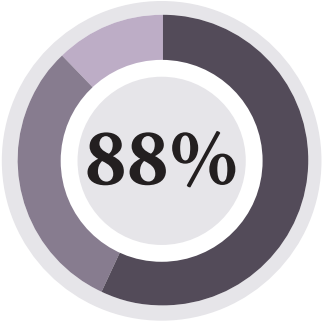
SOPC

Course Code: SOPC
Length: 10 days
Email: jsou.jsowc.sopc@socom.mil
MASL#: D126061

Class Iterations

Total	6
On-Station	1
Off-Station	5
Academic Hours	80
Students	141
Student Contact Hours	11,280

Attendance by Category



SOF	75	57%
SOF Enabler	41	31%
Non-SOF	16	12%
SOF and Enablers	116	88%

Target Audience

This course is designed for special operations military officers (O2-O4), warrant officers (W1-W4), senior noncommissioned officers (E7-E9), and civilians who are preparing for, en route to, or serving in a joint special operations assignment (TSOC, JSOC, JTF, JSOTF, or USSOCOM).

Registration Criteria

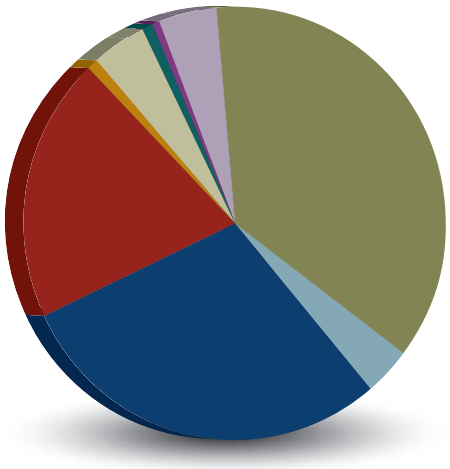
Students must apply online. International student attendance is considered on a case-by-case basis. Students should familiarize themselves with the *SOF Reference Manual* prior to arriving at the course. Specific prerequisites and online learning requirements will be provided by the course director upon acceptance.

Course Description

The first week focuses on center of gravity and critical factors analysis. During week one, students are introduced to the links between national security guidance and strategy with operational planning in the joint environment, as well as joint operational planning principles and processes. Week two culminates with a scenario-driven practical exercise and allows application of the elements of the joint operational planning process.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.5**	**4.6**



Course Demographics

USA	52	37%
USAF	5	4%
USN	41	29%
USMC	28	20%
USCG	1	1%
CIV	6	4%
CTR	1	1%
IA	1	1%
INT'L	6	4%

Demographics by Rank

59% (78) of military students were officers and 41% (55) were enlisted.

	Officer	Enlisted
INT'L	6	0
USA	20	32
USAF	4	1
USN	27	14
USMC	20	8
USCG	1	0

Years of SOF Experience

All levels of SOF experience were represented. 35% (49 of 141) of all students had between 1 and 5 years of experience.

Theater Special Operations Command-Basic Education Course

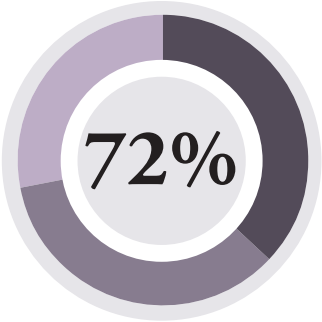
TSOC-BEC

Course Code: TSOC-BEC
Length: 5 days
Email: jsou.tsoc-bec@socom.mil
MASL#: N/A

Class Iterations

Total	7
On-Station	1
Off-Station	6
Academic Hours	40
Students	145
Student Contact Hours	5,800

Attendance by Category



SOF	53	37%
SOF Enabler	50	35%
Non-SOF	41	28%
SOF and Enablers	103	72%

Target Audience

TSOC personnel with limited special operations experience or any U.S. personnel designated to attend.

Registration Criteria

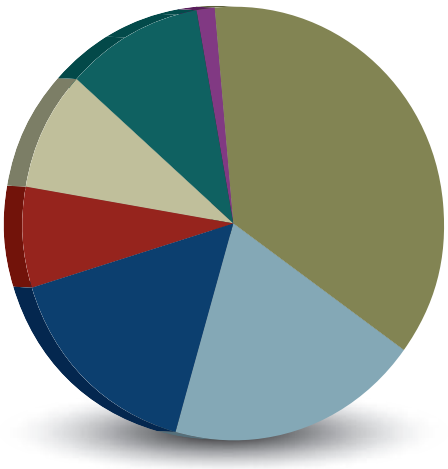
Invitation only. Students interested in attending must be approved by their TSOC. Students are required to complete ISOF prior to attending.

Course Description

TSOC-BEC is an unclassified course which focuses on IW, interagency/U.S. embassy considerations, national/military strategy, special operations, and special operations forces. The course is taught at the TSOC headquarters. TSOC-BEC focuses on IW, special operations, and national and military strategy concepts.

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	4.2	4.4
The information provided in this course will be useful to me in my job	4.3	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**4.6**



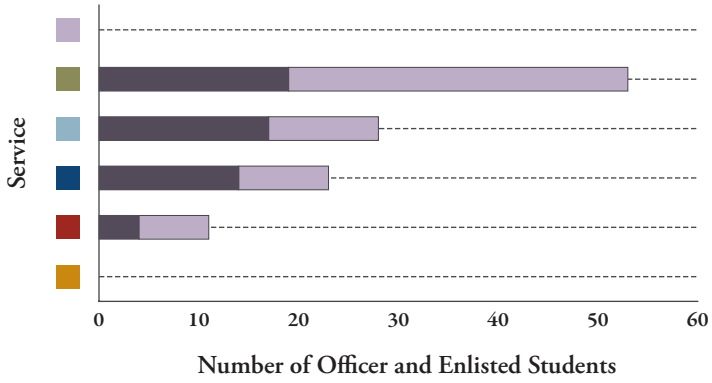
Course Demographics

USA	53	37%
USAF	28	19%
USN	23	16%
USMC	11	8%
USCG	0	0%
CIV	13	9%
CTR	15	10%
IA	2	1%
INT'L	0	0%

Demographics by Rank

Over 46% (53 of 115) of military students were U.S. Army personnel.

	Officer	Enlisted
USA	19	34
USAF	17	11
USN	14	9
USMC	4	7



Years of SOF Experience

75% (90 of 120) of all students had between 0 and 5 years of SOF experience.

Theater Special Operations Command Staff Preparation Course

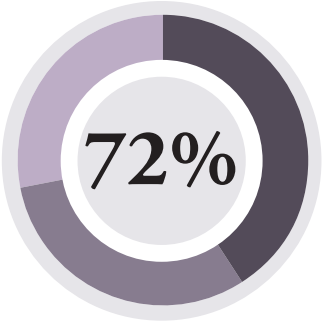
TSPC

Course Code: TSPC
Length: 21 days
Email: tspc@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	160
Students	30
Student Contact Hours	4,800

Attendance by Category



SOF	12	41%
SOF Enabler	9	31%
Non-SOF	8	28%
SOF and Enablers	21	72%

Target Audience

The TSPC is primarily for officers (O3-O5, W2-W4), NCOs (E7-E9), and civilians en-route to staff positions at the TSOCs.

Registration Criteria

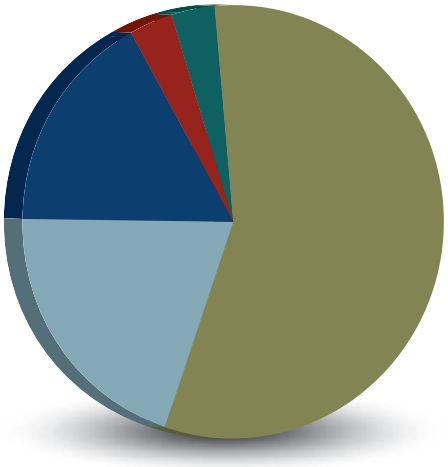
Invitation only. Students interested in attending must be approved by their TSOC. Students are required to complete ISOF and joint special operations task force level I courses prior to attending TSPC.

Course Description

TSPC is a blend of online and residency curriculum to prepare officers, NCOs, and civilians for staff duties at the TSOCs. Students will travel to MacDill AFB, prior to arriving at their assigned TSOC, and attend the course to become familiar with the roles and functions of the USSOCOM staff and their relationship with the TSOCs. The course culminates with a module that explores how USSOCOM and the TSOCs synchronize their security cooperation programs, strategic priorities, and theater plans.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



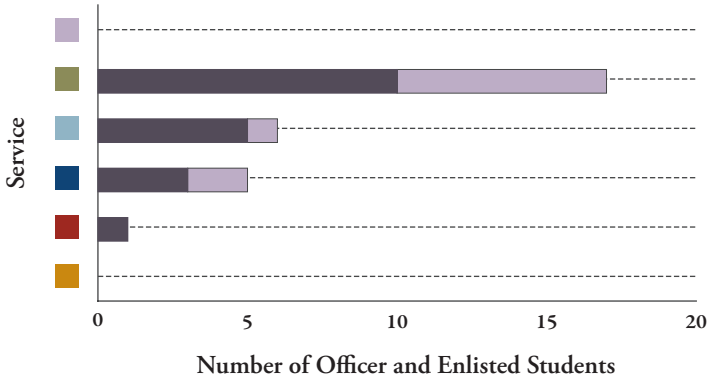
Course Demographics

USA	17	57%
USAF	6	20%
USN	5	17%
USMC	1	3%
USCG	0	0%
CIV	0	0%
CTR	1	3%
IA	0	0%
INT'L	0	0%

Demographics by Rank

66% (19 of 29) of military students were officers.

	Officer	Enlisted
USA	10	7
USAF	5	1
USN	3	2
USMC	1	0



Years of SOF Experience

All SOF categories were represented. 78% (14 of 18) had between 0 and 5 years of SOF experience.

USSOCOM Staff Education Program-Executive Course

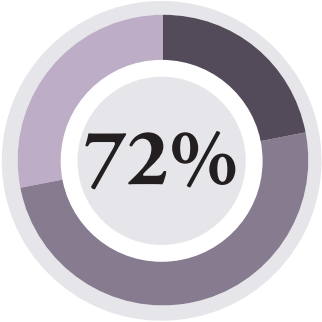
USEP-E

Course Code: USEP-E
Length: 5 days
Email: jsou.usep-e@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	40
Students	18
Student Contact Hours	720

Attendance by Category



SOF	4	22%
SOF Enabler	9	50%
Non-SOF	5	28%
SOF and Enablers	13	72%

Target Audience

Primarily military officers (O6) and DoD GS15-equivalent civilians assigned to USSOCOM. Additionally, attendees should hold a key decision making position at the directorate or division level.

Registration Criteria

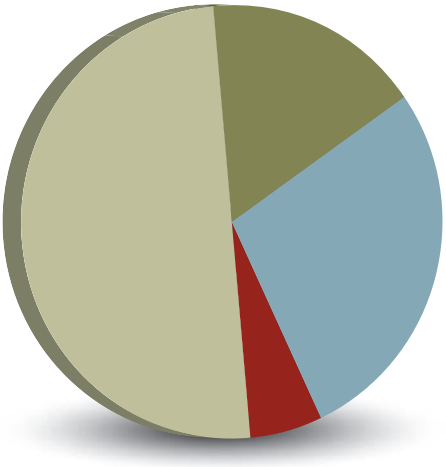
Students interested in attending must apply online and be accepted by the course director. Because this is an advanced course, it is recommended that students complete USEP-F prior to attending.

Course Description

USEP-E is an intensive one-week executive course that applies best practices for leadership success. The course is designed to provide directorate/division level decision makers with advanced skills, knowledge, and abilities to aggressively lead within the complex organization of USSOCOM.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



Course Demographics

USA	3	17%
USAF	5	28%
USN	0	0%
USMC	1	6%
USCG	0	0%
CIV	9	50%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course included nine senior officers from the Army, Air Force, and Marines.

	Officer	Enlisted
USA	3	0
USAF	5	0
USMC	1	0

Years of SOF Experience

Over 44% (8 of 18) of students had more than 20 years of SOF experience.

USSOCOM Staff Education Program-Foundations

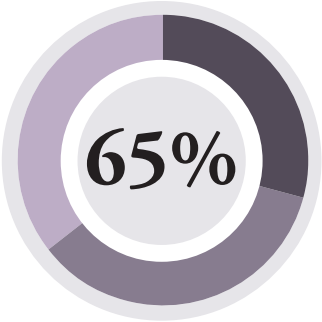
USEP-F

Course Code: USEP-F
Length: 10 days
Email: jsou.usep@socom.mil
MASL#: N/A

Class Iterations

Total	9
On-Station	9
Off-Station	0
Academic Hours	72
Students	264
Student Contact Hours	19,008

Attendance by Category



SOF	69	29%
SOF Enabler	84	35%
Non-SOF	84	35%
SOF and Enablers	30	86%

Target Audience

This is a mandatory course for all newly assigned USSOCOM government employees at MacDill AFB and Washington D.C.

Registration Criteria

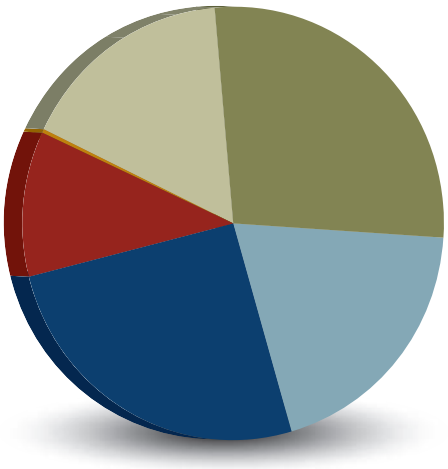
Government employees assigned to USSOCOM with duties at MacDill AFB or Washington D.C.

Course Description

USEP-F focuses on USSOCOM's Title 10 and combatant command responsibilities, as well as its unique service-like and major force program functions. The two-week course focuses on special operations, SOF, USSOCOM, and the processes employed to fulfill Title 10 and combatant command roles and functions.

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	4.6
I would recommend this course to others	4.4	4.7
OVERALL SCORE	**4.4**	**4.6**



Course Demographics

USA	73	28%
USAF	51	19%
USN	68	26%
USMC	28	11%
USCG	1	0%
CIV	43	16%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All services were represented. Over 78% (173 of 221) of military students were officers.

	Officer	Enlisted
USA	46	27
USAF	44	7
USN	57	11
USMC	25	3
USCG	1	0

Years of SOF Experience

All SOF experience levels and categories were represented.

JSOU-EA

In August 2007, the USSOCOM commander directed JSOU to develop a senior enlisted academy. JSOU established the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA). It achieved operational capabilities in FY10 and currently provides an exemplary educational program for senior enlisted leaders at the E8 and E9 levels. Students may be selected to attend these courses and will be able to receive service PME credits.

In November 2011, the commander directed JSOFSEA to develop a "comprehensive leadership development program designed to train, educate, and manage the career paths of future SOF leaders". The intent of this program is to address gaps between SOF NCOs educational needs and the education they receive through traditional service PME systems for grades E6 through E9.

The Joint Special Operations University-Enlisted Academy (JSOU-EA) conducts four courses in the USSOCOM Career Education Program. These courses cover the full continuum of SOF enlisted education from the tactical to the strategic level.

Joint Fundamentals

This course provides E6 leaders, from all four services, the opportunity to come together in a joint learning environment. The Joint Fundamental Course prepares mid-grade enlisted personnel to assume leadership roles at the tactical level.

Enterprise Management

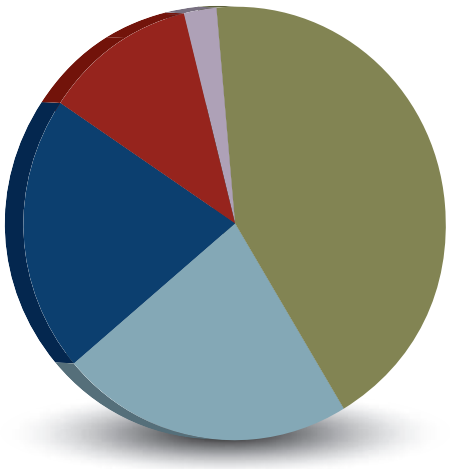
This course provides SOF leaders with a broad understanding of traditional and SOF-specific organizational leadership, and management concepts not normally addressed at this stage of their career in service PME courses. It prepares senior enlisted leaders to assume higher level leadership roles in larger organizations with complex functions.

Senior Enlisted Academy

This course teaches E8 and E9 leaders in a joint learning environment. For most senior SOF NCOs, this will be their capstone PME. JSOFSEA emphasizes the operational and strategic levels of leadership, and provides the knowledge to think analytically and critically.

Summit Course

This course is designed to prepare O6 command level E9 SOF senior enlisted leader (SEL) for service at a nominative level command leadership position. The focus is to introduce the SEL to concepts of strategic thinking and how to apply it to national policy and strategy at the local, regional, and global level. Course activities are designed to shift thinking from the tactical and operational realms to the strategic.

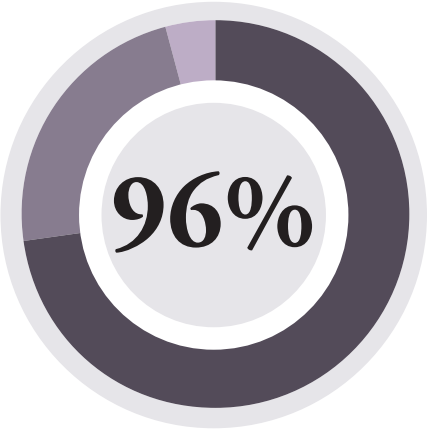


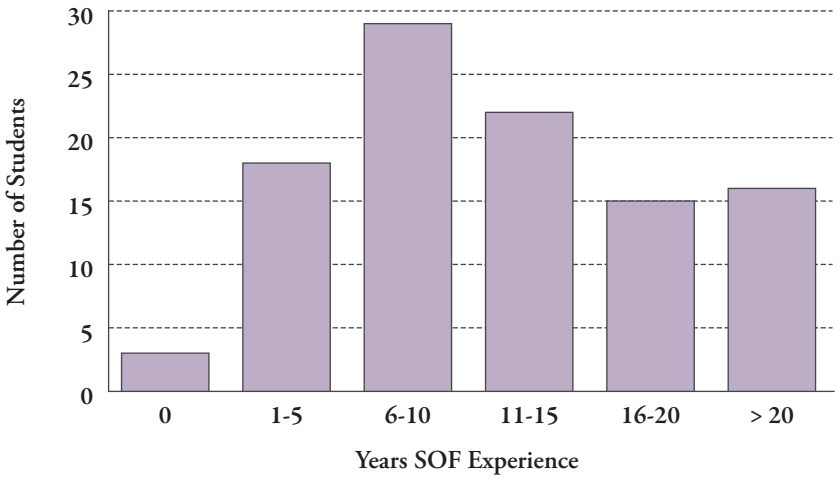
Course Demographics

USA	77	43%
USAF	40	22%
USN	37	21%
USMC	21	12%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	4	2%

Attendance by Category

SOF	128	73%
SOF Enabler	40	23%
Non-SOF	8	4%
SOF and Enablers	168	96%





Years of SOF Experience

JSOU-EA courses are set to specific periods in an enlisted students career progression. Therefore, all levels of SOF experience were represented.

Joint Fundamentals

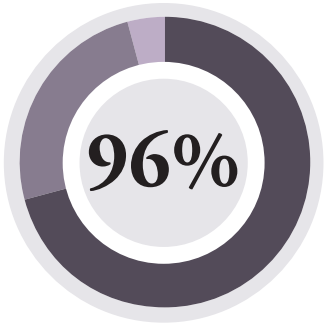
JOINT FUNDAMENTALS

Course Code: CEP-1
Length: 8 weeks, online
Email: jsou.ea.jfcep1@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	80
Students	24
Student Contact Hours	1,920

Attendance by Category



SOF	17	71%
SOF Enabler	6	25%
Non-SOF	1	4%
SOF and Enablers	23	96%

Target Audience

This course is intended for SOF operators in the grade of E6.

Registration Criteria

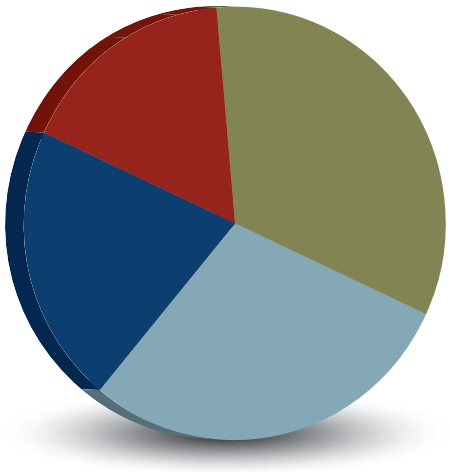
Students must be SOF operators in the grade of E6.

Course Description

The Joint Fundamentals 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 assess ethical decision making. Students will analyze the history, unique function, and organization of the USSOCOM enterprise from the headquarters to the subcomponent command.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.8	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	8	33%
USAF	7	29%
USN	5	21%
USMC	4	17%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course consisted of E6 enlisted students from all four services.

	Officer	Enlisted
USA	0	8
USAF	0	7
USN	0	5
USMC	0	4

Years of SOF Experience

92% (22 of 24) of students had between 1 and 10 years of SOF experience.

Joint Special Operations Forces Senior Enlisted Academy

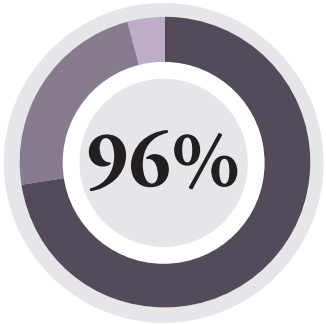
JSOFSEA

Course Code: CEP-3
Length: 6 months, online and 8-weeks, resident
Email: jsou.jsofsea@socom.mil
MASL#: D479001, D171047

Class Iterations

Total	4
On-Station	4
Off-Station	0
Academic Hours	290
Students	144
Student Contact Hours	41,760

Attendance by Category



SOF	102	72%
SOF Enabler	33	23%
Non-SOF	6	4%
SOF and Enablers	135	96%

Target Audience

JSOFSEA is designed for nominated SOF operators, select SOF enabling specialties, and noncommissioned officers (E8-E9) from active and reserve component SOF, general purpose forces, and interagency partners.

Registration Criteria

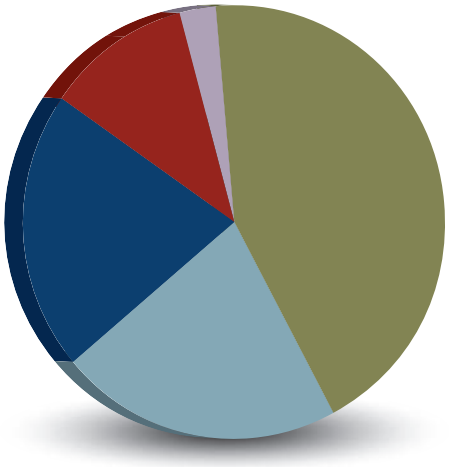
This is a nominative course. Students are selected by their component senior enlisted advisors. Civilians and international students may also be accepted.

Course Description

JSOFSEA's curriculum prepares the JSOFSEA leader to be an effective and strategic leader in the joint special operations forces environment. The main theme for this course is to provide students with the joint senior enlisted leadership perspective through each of the key lessons.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	63	44%
USAF	31	22%
USN	30	21%
USMC	16	11%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	4	3%

Demographics by Rank

The course consisted of enlisted personnel from all four services and included four international students.

	Officer	Enlisted
INT'L	0	4
USA	0	63
USAF	0	31
USN	0	30
USMC	0	16

Years of SOF Experience

All SOF experience levels were represented with the highest concentration at the mid-level.

Summit

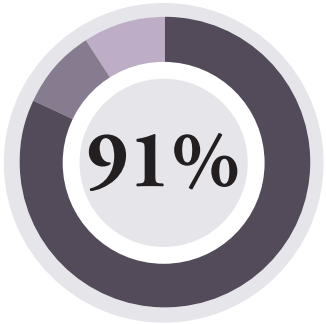
SUMMIT

Course Code: CEP-4
Length: 2 Months DL,
3 Weeks Resident
Email: jsou.ea.summit@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	114
Students	11
Student Contact Hours	1,254

Attendance by Category



SOF	9	82%
SOF Enabler	1	9%
Non-SOF	1	9%
SOF and Enablers	10	91%

Target Audience

The primary target audience for the Summit course is SOF operators in the grade of E9 serving as, or having successfully served as senior enlisted leaders (SEL) at the O6 command level.

Registration Criteria

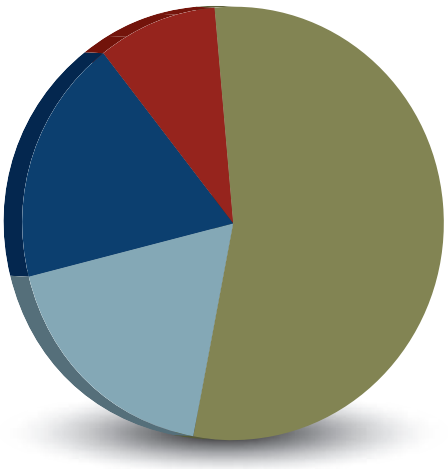
SOF operators in the grade of E9 and serving in, or having successfully served in an O6 command SEL billet. This is a nominative course. Students are nominated by their SOF service component SELs and approved by the USSOCOM SEL.

Course Description

This course produces graduates who enhance the leadership team by synthesizing macro dynamics and addressing strategic challenges related to stability. Students learn mission-oriented leadership and strategic thinking skills to prepare them to effectively advise, lead, and mentor at the strategic and operational levels. Studies include analysis of national policy and strategy at the local, regional and global level. The culminating project is a strategic level research paper and presentation requiring students to analyze US Policy and strategy in a country and region, and formulate recommendations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.2	4.4
The information provided in this course will be useful to me in my job	4.3	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.3**	**4.6**



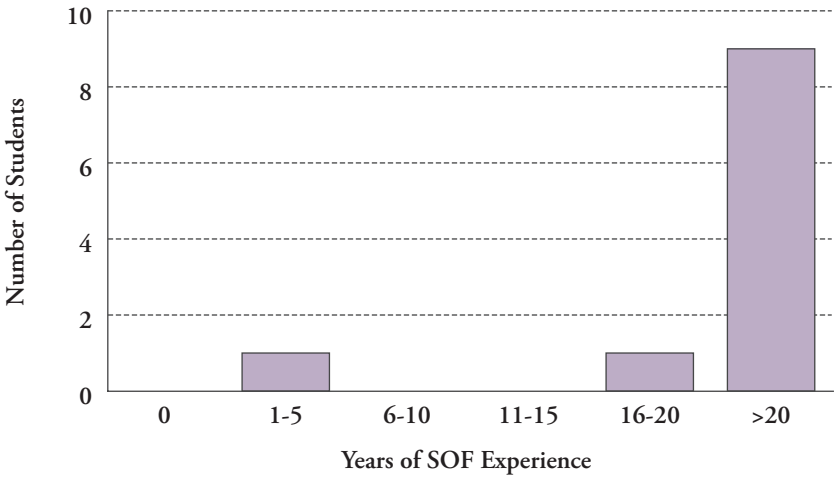
Course Demographics

USA	6	55%
USAF	2	18%
USN	2	18%
USMC	1	1%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented with senior enlisted leaders. 55% (6 of 11) were Army.

	Officer	Enlisted
USA	0	6
USAF	0	2
USN	0	2
USMC	0	1



Years of SOF Experience

82% (9 of 11) of the students who attended the Summit course had over 20 years of SOF experience.

MET

Class Iterations

Total Iterations	64
Countries Hosting METs	25
International Students	1,456
INT'L Officer	1,098
INT'L Enlisted	176
INT'L Other/Civilian	182
Countries Represented	>65

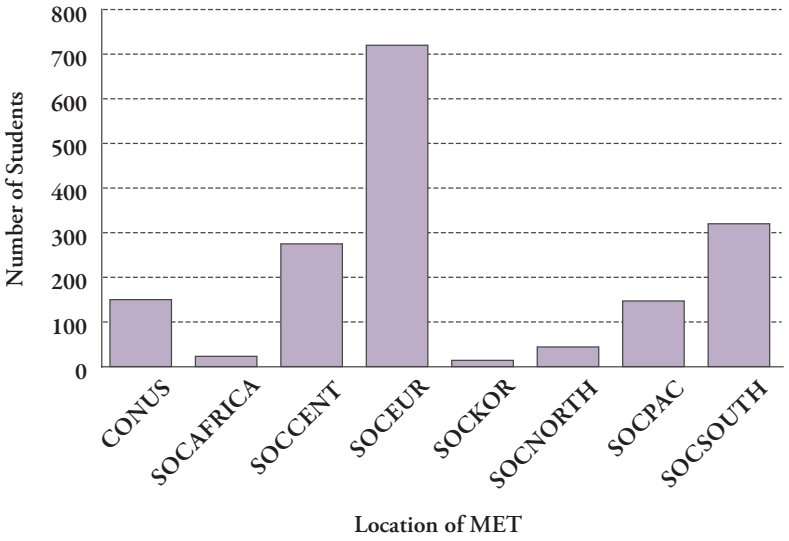
Mobile Education Team Courses

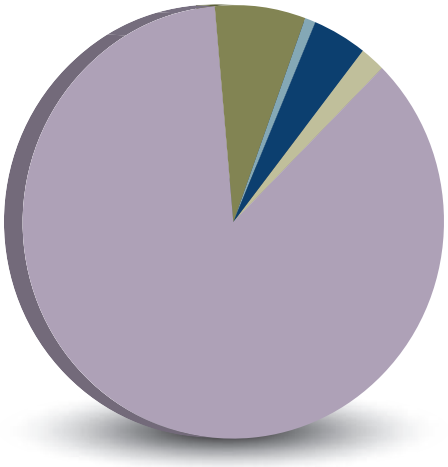
JSOU globally deploys tailored METs to provide specific instruction in support of joint SOF educational objectives. The primary customers that JSOU supports are the joint operational-level SOF headquarters and international SOF partners. METs are normally comprised of two to five SOF subject matter experts and normally last from three days to two weeks. International METs can be tailored to address country specific security objectives and translation may be coordinated. Over the course of AY13, JSOU provided a total of 61 MET courses and 3 events across the world for specific organizations and missions.

MET Students by Location AY13

A total of 1693 students attended METs during AY13. The majority of these students were from SOCEUR, totaling 720 students.

Location	Students	Contact Hours
CONUS	150	3,944
SOCAFRICA	23	552
SOCCENT	275	14,264
SOCEUR	720	38,736
SOCKOR	14	336
SOCNORTH	44	3,520
SOCPAC	147	5,040
SOCSOUTH	320	19,560
Total	1,693	85,952





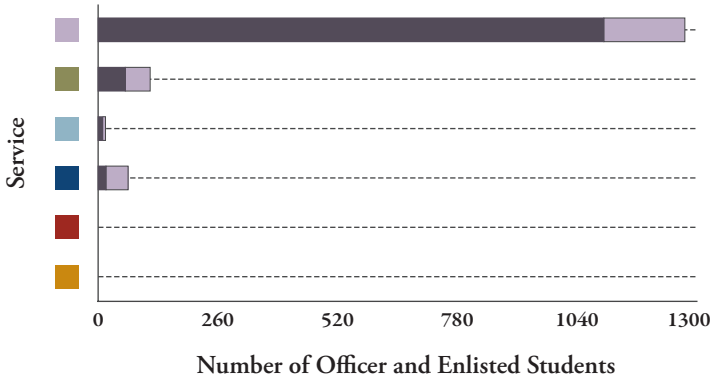
Course Demographics

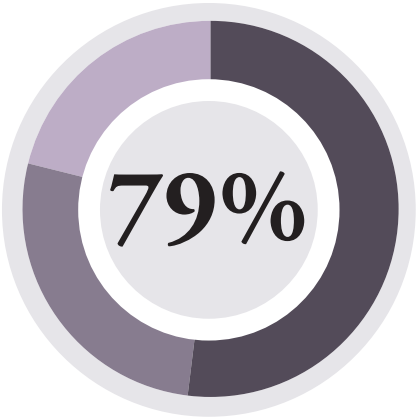
USA	113	7%
USAF	16	1%
USN	65	4%
USMC	4	0%
USCG	0	0%
CIV	32	2%
CTR	6	0%
IA	1	0%
INT'L	1456	86%

Demographics by Rank

The majority of military students who attended METs were international officers.

	Officer	Enlisted
INT'L	1098	176
USA	59	54
USAF	10	6
USN	17	48
USMC	2	2





Attendance by Category

SOF	864	52%
SOF Enabler	449	27%
Non-SOF	349	21%
SOF and Enablers	1313	79%

Asymmetric Warfare Course

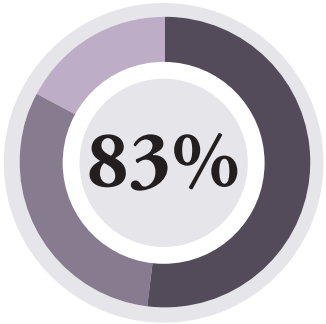
AWC

Course Code: AWC
Length: 4 or 5 days
Email: N/A
MASL#: D309072

Class Iterations

Total	2
On-Station	0
Off-Station	2
Academic Hours	32-40
Students	42
Student Contact Hours	1,504

Attendance by Category



SOF	22	52%
SOF Enabler	13	31%
Non-SOF	7	17%
SOF and Enablers	30	83%

Target Audience

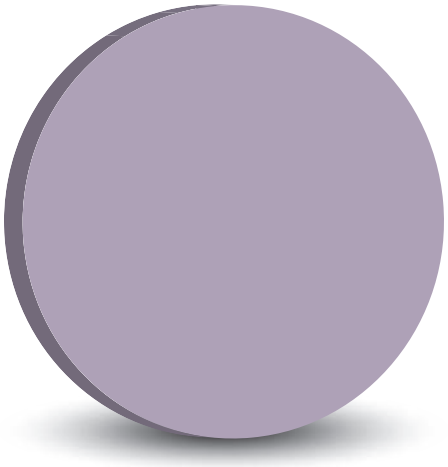
This course is designed for international special operations military officers (O2-O5), warrant officers (W1-W4), and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that may involve joint staff planning. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

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 vignettes, case studies, and varied faculty discussion topics that range from critical thinking, culture, and insurgency theory, to intelligence and operational approaches, to transnational criminal activities and law enforcement.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**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	42	100%

Demographics by Rank

85% (34) of military students were international officers.

	Officer	Enlisted
INT'L	34	6

Years of SOF Experience

55% (23 of 42) of students had between 1 and 5 years of SOF experience.

Civil-Military Operations Seminar

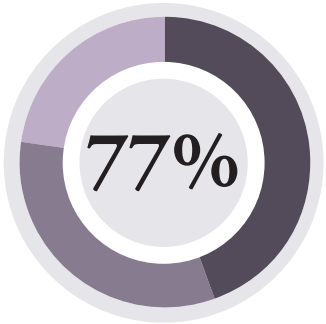
CMOS

Course Code: CMOS
Length: 5 days
Email: N/A
MASL#: D309073

Class Iterations

Total	4
On-Station	0
Off-Station	4
Academic Hours	40
Students	111
Student Contact Hours	4,440

Attendance by Category



SOF	49	45%
SOF Enabler	36	33%
Non-SOF	25	23%
SOF and Enablers	85	77%

Target Audience

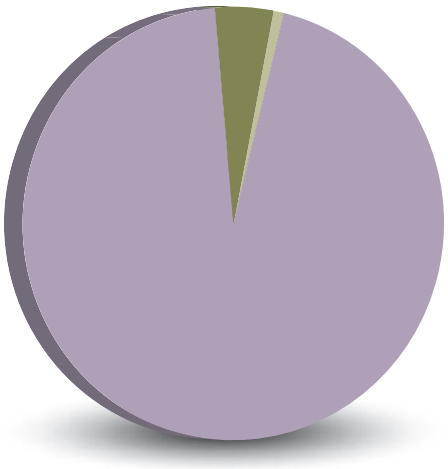
CMOS is designed for International civil-military operations (CMO) planners, civil affairs officers, special operations military officers (O2-O5), warrant officers and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international CMO assignment. Personnel with deployment experience and/or planning experience at JTF/corps/division level are also desired course candidates. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

Seminar participants will discuss, examine, and exchange ideas concerning the best practices in civil-military operations (CMO) and stability operations. The MET curriculum can be tailored to meet specific national requirements.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.8	4.4
The information provided in this course will be useful to me in my job	4.8	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.8**	**4.6**



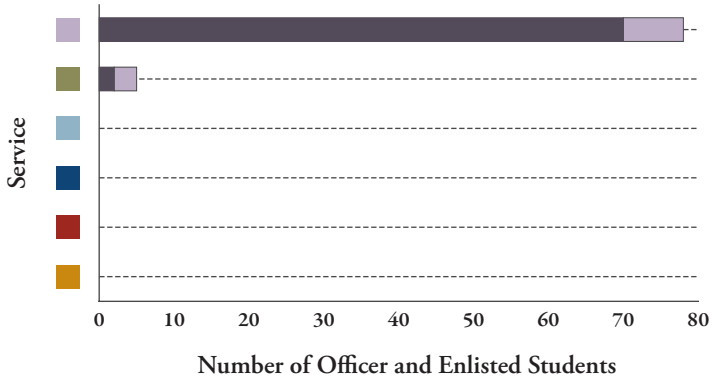
Course Demographics

USA	5	5%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	1%
CTR	0	0%
IA	0	0%
INT'L	105	95%

Demographics by Rank

90% (70 of 78) of the international military students were officers.

	Officer	Enlisted
INT'L	70	8
USA	2	3



Years of SOF Experience

All levels of SOF experience were represented.

Interagency Counterterrorism Seminar

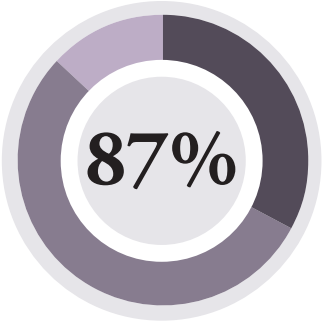
IACT

Course Code: IACT
Length: 3 days
Email: N/A
MASL#: N/A

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	24
Students	104
Student Contact Hours	2,496

Attendance by Category



SOF	34	33%
SOF Enabler	56	54%
Non-SOF	14	13%
SOF and Enablers	80	87%

Target Audience

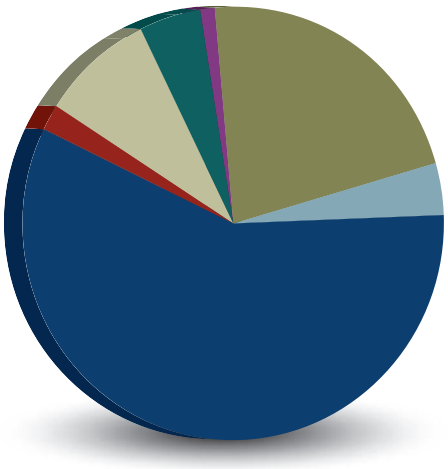
Mid-career national security professionals (GS12-GS13, O4-O5, E7-E8) involved in, supporting, or interested in efforts to plan and synchronize operations against terrorist networks.

Course Description

The IACT seminar is a three-day program of instruction that educates students on how the U.S. Government plans and synchronizes operations against violent extremist networks. The subject material is discussed from the perspective of special operations forces, focusing on their important and salient role in the counterterrorism (CT) effort. Lessons will enable students to understand the factors contributing to international terrorism, the U.S. national security process related to CT, the U.S. CT strategy, how the U.S. CT effort is organized, key U.S. CT capabilities, and how to apply course objectives to relevant CT case studies.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.4	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	23	22%
USAF	4	4%
USN	60	58%
USMC	2	2%
USCG	0	0%
CIV	9	9%
CTR	5	5%
IA	1	1%
INT'L	0	0%

Demographics by Rank

Students from all four services attended the course. Of the military students, 64% (57 of 89) were enlisted.

	Officer	Enlisted
USA	14	9
USAF	2	2
USN	15	45
USMC	1	1

Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Operational Planning Course

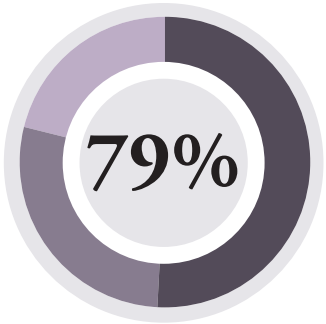
OPC

Course Code: OPC
Length: 5 or 10 days
Email: N/A
MASL#: D309074

Class Iterations

Total	19
On-Station	0
Off-Station	19
Academic Hours	40-80
Students	544
Student Contact Hours	41,120

Attendance by Category



SOF	273	51%
SOF Enabler	148	28%
Non-SOF	115	21%
SOF and Enablers	421	79%

Target Audience

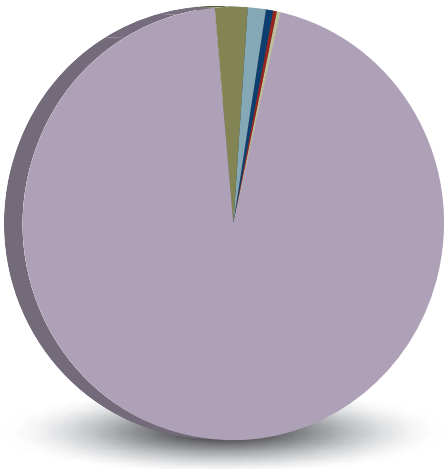
OPC is designed for international special operations military officers (O2-O5), warrant officers, and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that involves joint staff planning. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course focuses on linkages 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 CTFP.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



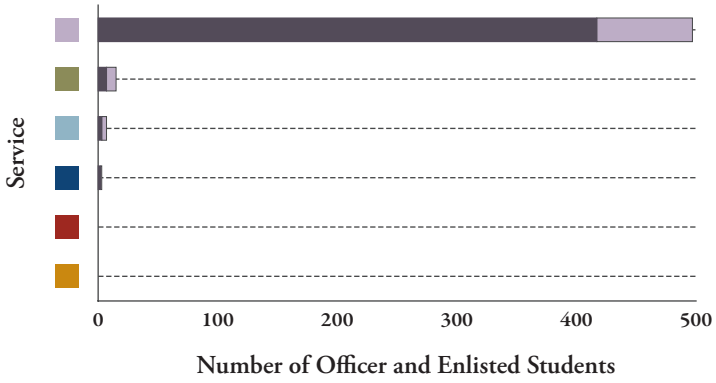
Course Demographics

USA	15	3%
USAF	7	1%
USN	3	1%
USMC	1	0%
USCG	0	0%
CIV	2	0%
CTR	0	0%
IA	0	0%
INT'L	516	95%

Demographics by Rank

International students comprised over 95% (497 of 523) of the military students who attended the course.

	Officer	Enlisted
INT'L	417	80
USA	7	8
USAF	3	4
USN	2	1
USMC	0	1



Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Special Operations Air Integration Course

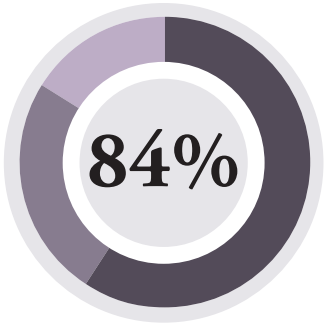
SOAIC

Course Code: SOAIC
Length: 5 days
Email: N/A
MASL#: D309078

Class Iterations

Total	12
On-Station	0
Off-Station	12
Academic Hours	40
Students	321
Student Contact Hours	12,840

Attendance by Category



SOF	189	60%
SOF Enabler	78	25%
Non-SOF	49	16%
SOF and Enablers	267	84%

Target Audience

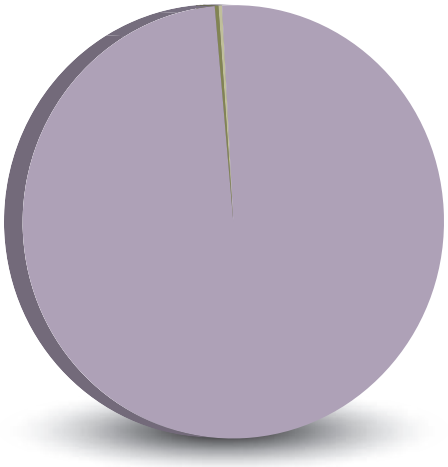
This seminar is for U.S. and international officers (O1-O4), warrant officers, senior noncommissioned officers (E6-E9), and civilians selected for assignment to an international or national organization performing duties directly associated with the planning of special air operations. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course provides students from national, joint, or combined organizations the knowledge to integrate theater-level special operations air/aviation forces as part of a combined special operations component to support coalition operations. The MET curriculum can be tailored to meet specific national requirements.

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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



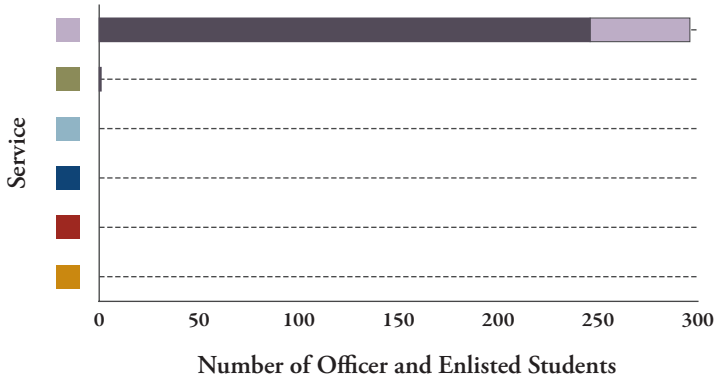
Course Demographics

USA	1	0%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	0%
CTR	0	0%
IA	0	0%
INT'L	319	99%

Demographics by Rank

82% (246 of 297) of military students were international officers.

	Officer	Enlisted
INT'L	246	50
USA	1	0



Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Special Operations Aviation Planning Course

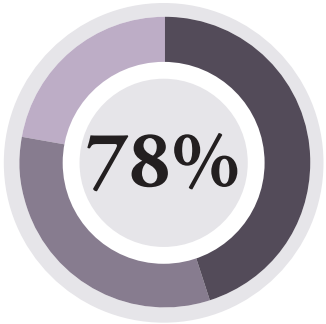
SOAPC

Course Code: SOAPC
Length: 5 or 10 days
Email: N/A
MASL#: D309076

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	40-80
Students	95
Student Contact Hours	5,496

Attendance by Category



SOF	41	45%
SOF Enabler	30	33%
Non-SOF	20	22%
SOF and Enablers	71	78%

Target Audience

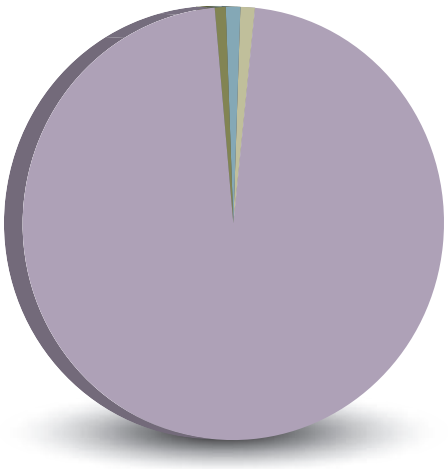
The seminar is for U.S. and international unit-level air mission planners (normally warrant officers through junior major) who coordinate fixed and/or rotary wing aviation in support of ground and/or maritime operations. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course educates students to plan and brief all phases of special operations aviation missions. Unit-level planners will be prepared to plan and synchronize objectives and resources while accounting for environmental factors in order to support special operations ground or maritime operations. The MET curriculum can be tailored to meet specific national requirements.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.5	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.4**	**4.6**



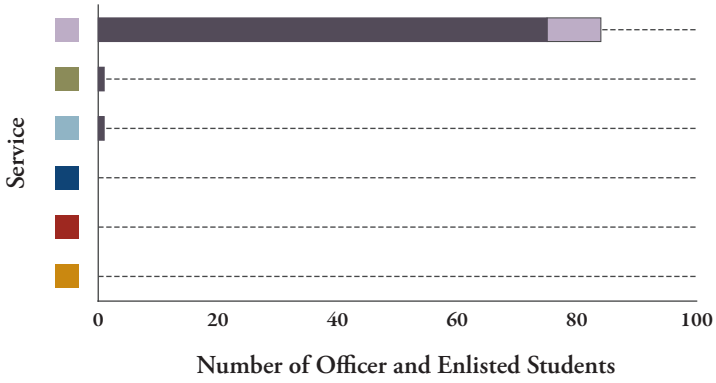
Course Demographics

USA	1	1%
USAF	1	1%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	1%
CTR	0	0%
IA	0	0%
INT'L	92	97%

Demographics by Rank

87% (75 of 86) of military students were international officers.

	Officer	Enlisted
INT'L	75	9
USA	1	0
USAF	1	0



Years of SOF Experience

Over 65% (57 of 87) of students had between 0 and 5 years of SOF experience.

Special Operations Combating Terrorism Course

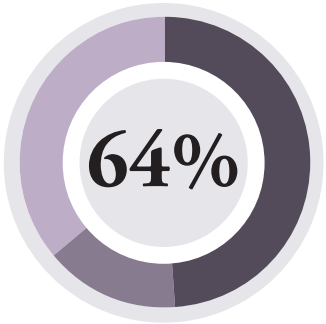
SOCbT

Course Code: SOCbT
Length: 6 and 10 days
Email: N/A
MASL#: D309048

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	48-80
Students	161
Student Contact Hours	9,440

Attendance by Category



SOF	74	49%
SOF Enabler	22	15%
Non-SOF	54	36%
SOF and Enablers	96	64%

Target Audience

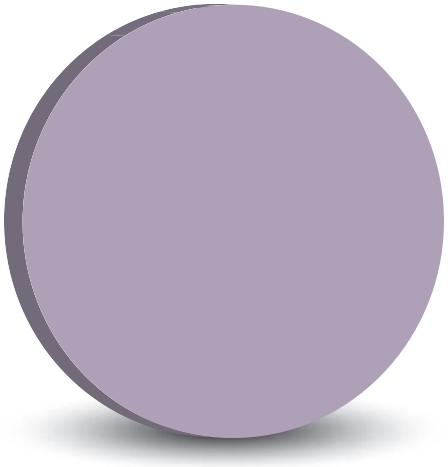
SOCbT is designed for U.S. and international mid- to senior-level military officers, Ministry of Defense officials, and other security officials with actual or projected responsibilities for combating terrorism. A minimum ECL score of 70 is required for courses taught exclusively in English.

Course Description

The SOCbT course is designed to foster an appreciation of the strategic goals for combating terrorism across the world, to understand the potential for international contributions to transnational strategic concepts, and how to best apply national and regional capabilities in conjunction with international warfighting partners.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



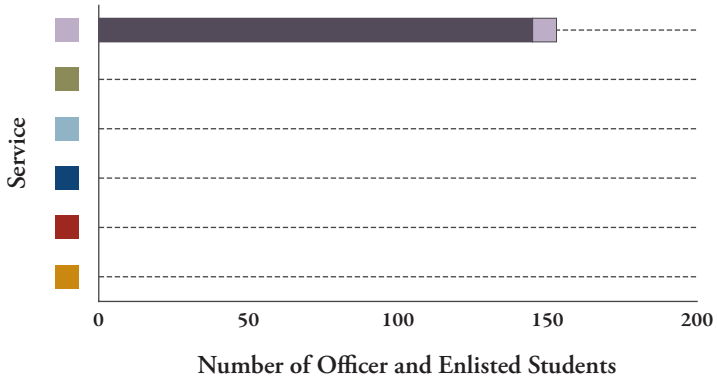
Course Demographics

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	161	100%

Demographics by Rank

95% (145 of 153) of military students were international officers.

	Officer	Enlisted
INT'L	145	8



Years of SOF Experience

75% (83 of 111) of students had between 0 and 5 years of SOF experience. All levels of experience were represented.

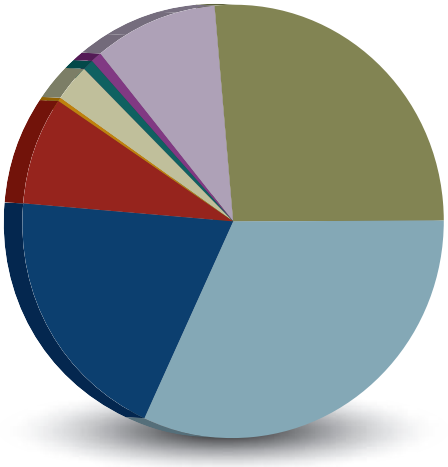
PME

Professional Military Education Programs

JSOU provides academic support to formal 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 our operational capabilities. In AY13, JSOU increased its PME support and taught 35 percent more students. PME support also increased contact to SOF and SOF enablers from 42 percent in AY12 to 55 percent in AY13.

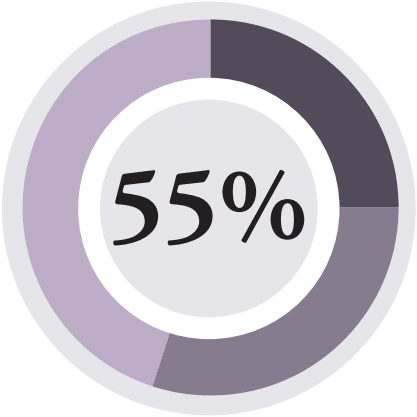
PME Courses Taught During AY13

PME School or Education Center	Number of Students	Student Contact Hours
Air Command and Staff College	24	276
Air War College	61	1,413
Army War College	36	720
Command and General Staff College	64	128
Joint Forces Staff College	1,317	4,261
Marine Corps University	78	128
National Defense University	26	572
Naval Special Warfare Center	270	833
Naval War College	31	522
Navy Marine Corps Intelligence Training Center	32	96
School of Advanced Military Studies	58	232
USAF Special Operations School	747	1,044
USA John Fitzgerald Kennedy Special Warfare Center and School	417	2,989
USMC Security Cooperation Group	70	210
Other	247	2,660
Total	**3,478**	**16,084**



Course Demographics

USA	918	26%
USAF	1,116	32%
USN	678	19%
USMC	279	8%
USCG	5	0%
CIV	101	3%
CTR	24	1%
IA	33	1%
INT'L	324	9%



Attendance by Category

SOF	851	25%
SOF Enabler	1,035	30%
Non-SOF	1,522	45%
SOF and Enablers	1,886	55%

DL

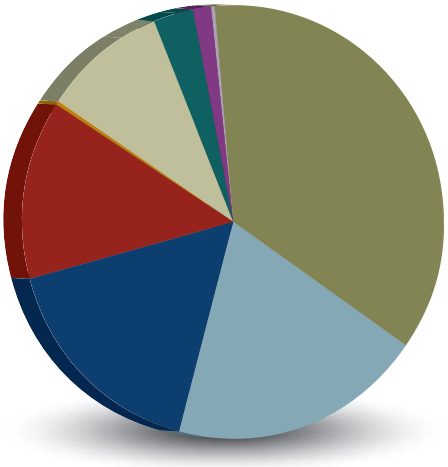
Distance Learning

JSOU offers two online educational courses, Introduction to Special Operations Forces (ISOF) and Introduction to Irregular Warfare Distance Learning Course (I2WDL). These courses offer flexible learning opportunities to accommodate students' demanding schedules. Courses are delivered through online learning platforms, allowing students to work at their own pace, with the added advantage of resident JSOU faculty who provide oversight and interaction.

ISOF offers a baseline overview of the special operations community and is highly recommended for those new to USSOCOM. ISOF is also a prerequisite for many JSOU resident courses and is offered on a continuing enrollment schedule. Students have 28 days to complete all modules and assessments.

I2WDL presents an overview of the five pillars of irregular warfare and includes a module on their integration with interagency partners. Students have 30 days to complete the course and spend an average of 36 hours reviewing the content and taking exams. I2WDL is often suggested as a prerequisite for advanced irregular warfare courses and is available through ongoing registration.

Through AY13, JSOU conducted a total of 24 DL course iterations with 911 individual course completions for a total of 23,624 contact hours.



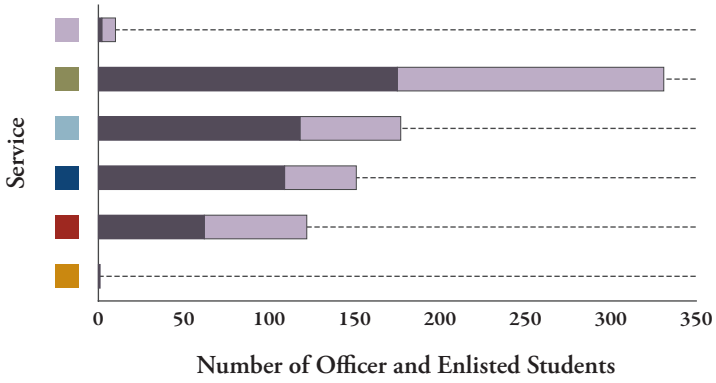
Course Demographics

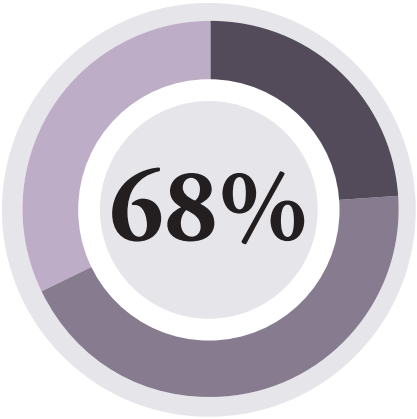
USA	331	36%
USAF	177	19%
USN	151	17%
USMC	122	13%
USCG	1	0%
CIV	88	10%
CTR	26	3%
IA	13	1%
INT'L	2	0%

Demographics by Rank

Over 86% (784 of 911) of the DL students were active military. 59% (467) of them were officers and 41% (317) were enlisted

	Officer	Enlisted
INT'L	2	0
USA	175	156
USAF	118	59
USN	109	42
USMC	62	60
USCG	1	0





Attendance by Category

SOF	213	24%
SOF Enabler	381	44%
Non-SOF	278	32%
SOF and Enablers	594	68%

Introduction to Irregular Warfare Distance Learning Course

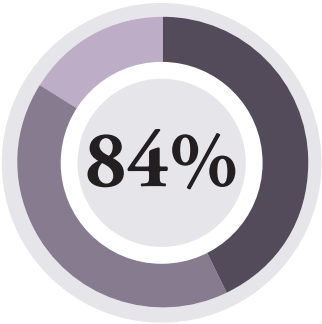
I2WDL

Course Code: I2WDL
Length: 30 days
Email: jsou.i2wc@socom.mil
MASL#: N/A

Class Iterations

Total	9
On-Station	0
Off-Station	9
Academic Hours	34
Students	176
Student Contact Hours	5,984

Attendance by Category



SOF	74	43%
SOF Enabler	71	41%
Non-SOF	28	16%
SOF and Enablers	145	84%

Target Audience

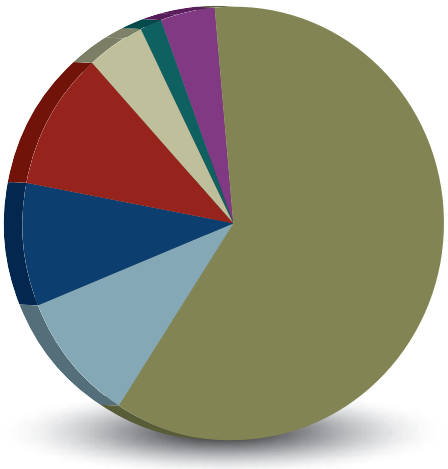
This curriculum is designed for officers (O1-O4), warrant officers (W1-W3), NCOs (E5-E7), civilian, and contractors equivalents in the SOF community or supporting SOF operations.

Registration Criteria

Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

I2WDL is a 30-day distant learning course 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.



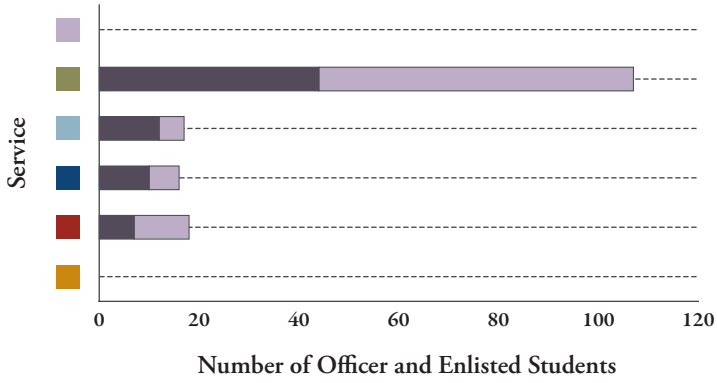
Course Demographics

USA	107	61%
USAF	17	10%
USN	16	9%
USMC	18	10%
USCG	0	0%
CIV	8	5%
CTR	3	2%
IA	7	4%
INT'L	0	0%

Demographics by Rank

54% (85 of 158) of military students were enlisted. All four services were represented.

	Officer	Enlisted
USA	44	63
USAF	12	5
USN	10	6
USMC	7	11



Years of SOF Experience

Interagency Attendance

DHS	1	DOS	1
DOD	2	JIATF-S	1
DOJ	2		

Introduction to Special Operations Forces

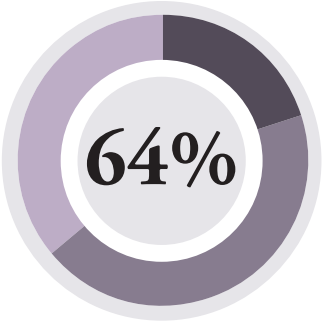
ISOF

Course Code: ISOF
Length: 28 days
Email: jsou.isof@socom.mil
MASL#: D126075

Class Iterations

Total	15
On-Station	0
Off-Station	15
Academic Hours	24
Students	735
Student Contact Hours	17,640

Attendance by Category



SOF	139	20%
SOF Enabler	310	44%
Non-SOF	250	36%
SOF and Enablers	449	64%

Target Audience

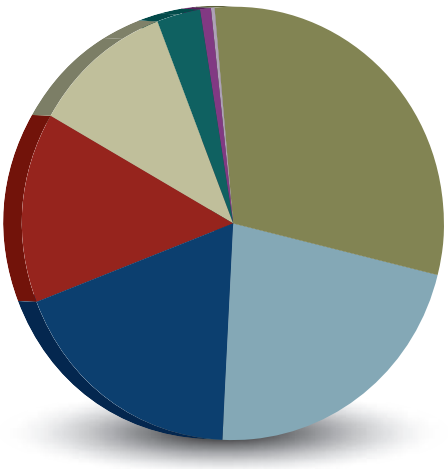
The primary audience is individuals with minimal special operations experience and knowledge who have been identified to serve as staff members at USSOCOM, its subordinate commands, and TSOCs. The course is suitable for individuals with an enabling or partner relationship to special operations commands, or others requiring a fundamental understanding of special operations.

Registration Criteria

Students must possess and provide either a .mil or .gov email address to register for the course. This address is used to provide students with their Blackboard login information. Once the student receives his/her login information they may take the course on any unclassified computer with internet access.

Course Description

The course is arranged and delivered in ten online lessons designed to provide the student with a basic understanding of special operations. This includes special operations functions, organizations, capabilities, and doctrinal employment, along with key concepts and terms.



Course Demographics

USA	224	30%
USAF	160	22%
USN	135	18%
USMC	104	14%
USCG	1	0%
CIV	80	11%
CTR	23	3%
IA	6	1%
INT'L	2	0%

Demographics by Rank

All four services were represented. 63% (392 of 624) were officers.

	Officer	Enlisted
USA	131	93
USAF	106	54
USN	99	36
USMC	55	49
USCG	1	0

Years of SOF Experience

Interagency Attendance

CIA	1	DOS	2
DOJ	1	Senate	1
DHS	1		

Glossary of Terms

Glossary

ACICS: Accrediting Council of Independent Colleges & Schools

ACCET: Accrediting Council for Continuing Education and Training

ACE: American Council on Education

AFB: Air Force Base

AFSOC: Air Force Special Operations Command

APOM: Adjusted Program Objective Memorandum

CEP: Career Education Program

CETG: Command Education and Training Guidance

CEU: Continuing Education Unit

CSEL: Command Senior Enlisted Leader

CTFP: Counter Threat Finance Program

DISAM: Defense Institute of Security Assistance Management

DoD: Department of Defense

ECL: English Comprehension Level

FY: Fiscal Year

FYDP: Five Year Defense Plan

GPF: General Purpose Forces

ISAF: International Security Assistance Force

IT: Information Technology

IW: Irregular Warfare

JIATF-W: Joint Interagency Task Force-West

JSOFSEA: Joint Special Operations Senior Enlisted Academy

JSOU: Joint Special Operations University

JSOU-D: Joint Special Operations University-Dean's Department

JSOU-O: Joint Special Operations University-Operational Studies Department

JSOU-P: Joint Special Operations University-Professional Education Department

JSOU-S: Joint Special Operations University-Strategic Studies Department

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

NSHQ: North Atlantic Treaty Organization Special Operations Forces Headquarters

NSW: Naval Special Warfare

OEF: Operation ENDURING FREEDOM

OSD: Office of the Secretary of Defense

PME: Professional Military Education

POLAD: Political Advisor

SC: Security Cooperation

SC-OC: Security Operations-Orientation Course

SO: Special Operations

SOCNORTH: Special Operations Command North

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

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This FactBook is intended as a compilation of JSOU policies and philosophies from official regulations and directives. For any official actions, the actual directives should be used as source documents. Cleared for public release: distribution unlimited.

Welcome

Letter from the President

Once again it is my pleasure to present the annual JSOU FactBook for academic year (AY) 2013. This was the first year we collected "enhanced" academic data in our courses and on mobile education team (MET) events, specifically to better understand our student composition and the resulting learning outcomes. Our intent is to conduct the right academic program, for the right audience, at the right time in their professional development—a goal I believe we are achieving. The AY13 FactBook information is presented in sufficient detail so that you, our stakeholders, can better assess our effectiveness, assist in making improvements, and find the right academic programs for your people.

Building upon the successful trends established in recent years, JSOU maintained its expected rate of increase in total academic hours, overall number of students, and in contact hours per student. In fact, overall student attendance in JSOU programs was an all-time high of 8,240 students, a 20 percent increase from AY12, with a corresponding 25 percent increase in contact hours. Of note, while special operations forces (SOF) and SOF enabler attendance remained steady at 68 percent of overall student attendance, in formal resident courses SOF and enabler attendance was 77 percent. If Enlisted Academy data is added to this calculation, the SOF attendance numbers increase even more. It should also be noted that 28 resident courses (of 87) were conducted away from our Pinewood campus, with many conducted at theater special operations command (TSOC) and component locations.

MET attendance decreased due to a shifting focus to SOF in these programs. However, this was offset by an impressive 50 percent increase in overall contact hours and average hours per student increasing to 51 (from 26 in AY12). As promised, JSOU significantly emphasized TSOC support in AY13 with 64 METs focused on international engagement, an increase from 58 (AY12), and international students accounting for 23 percent of overall attendance with very high concentrations of SOF and SOF enablers. This focus included first time METs to Saudi Arabia, Peru, Indonesia, Laos and Cambodia. Additionally, JSOU launched its four-week TSOC Staff Preparation Course, increased frequency of its TSOC Basic Education Course and added several distance learning (DL) courses in SOF fundamentals, C2, and irregular warfare topics. This is the first year JSOU has catalogued its DL program, with a start-up of 24 course iterations and over 900 students completing courses. I expect we will see these numbers increase in

the future as our on-line capability continues to expand and more directly supports JSOU education.

Data presentation for the JSOU Enlisted Academy has evolved as this valuable program has grown from a single course (Joint SOF Senior Enlisted Academy) to a career education program of four distinct courses, tailored for SOF noncommissioned officers (NCO) across their entire career spectrum. Two pilot courses were conducted with outstanding results: the entry-level "Joint Fundamentals" course for E-6s and the JSOFSEA follow-on for nominative E-9s, or "Summit" course, the equivalent to the chairman's KEYSTONE program. Outreach to all service senior enlisted academies was spearheaded by our JSOU Enlisted Academy faculty, who are leading the way in joint NCO education throughout the Department of Defense (DoD). Although Enlisted Academy students represent only 2 percent of total JSOU attendance, their student contact hours exceed 16 percent, showing the rigor and intensity of the programs.

In response to the commander's AY13-17 education guidance, JSOU increased its efforts in professional military education (PME), both with formal DoD institutions but also for our SOF component schoolhouses. Demonstrating this trend, the SOF and SOF enabler percentage for PME students increased to 55 percent (from 42 percent), while contact hours correspondingly improved, thanks in part to JSOU's development of SOF-specific curricula for these programs. The Joint Forces Staff College remained our primary PME focus with extensive elective support provided in resident programs on their main Norfolk campus and in their non-residence satellite program hosted by JSOU at the Pinewood campus. Breakthroughs were also made with international students attending senior-level PME in the United States, as JSOU conducted its combating terrorism curriculum at the Air, Army, and National War Colleges.

As promised in last year's FactBook, JSOU is well on the way to becoming a preeminent 21st Century educational institution recognized as a center for special operations learning and research. In AY14, JSOU will re-align its organizational structure to become more like a true university, while preserving joint continuing education efforts for the United States Special Operations Command (USSOCOM) Headquarters, components, and TSOCs. We will pursue both legislative and accreditation actions that better position JSOU to meet the commander's intent for education. Already in development, we will launch a first ever SOF Graduate Certificate composed of four distinct master's level courses and complete the design of a SOF Bachelor's completion degree. And finally, the site is now being prepped and ground broken for the new JSOU academic facility, scheduled for completion in late 2015. Combined with ongoing academic initiatives, this world-class facility represents the significant commitment of the USSOCOM to educate its force. Please review our FactBook and see how JSOU supports your mission. I look forward to hearing from you and together we will continue to build an outstanding and unique SOF institution.

Dr. Brian A. Maher, SES
President

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About JSOU

JSOU Mission

The Joint Special Operations University (JSOU) serves as the United States Special Operations Command's (USSOCOM) lead component for all matters pertaining to joint special operations forces (SOF) education. The mission of JSOU is to:

- Develop SOF and SOF enablers for strategic and operational leadership
- Educate military and civilian professionals on the employment of SOF in a joint, interagency, and multinational environment
- Research and publish on national security issues critical to the SOF community

To accomplish this, JSOU provides unique SOF-specific curricula to USSOCOM Headquarters, service components, and theater special operations commands (TSOCs) that is not available through other academic programs. JSOU is the arbiter across the command for joint, combined, and interagency special operations (SO) curricula and advises the commander of USSOCOM on joint SO education. JSOU's current capabilities include resident courses and certificates, mobile education teams (METs), component school support, focused courses and seminars, the Counter Terrorism Fellowship Program (CTFP) and courses open to international students, theater engagement programs, joint/service professional military education (PME) electives, command-wide research, periodic publications, symposiums, and workshops.

JSOU Vision

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

JSOU is a joint educational institution that serves as the education "center" of USSOCOM. It is designed as an institution of the future that incorporates new and innovative curriculum, instructional programs, and teaching methods, while easily adapting to a changing global environment. Our faculty recognizes that education is a long-term commitment and that JSOU must set high academic standards to which others aspire. The strategic and operational level competency of our graduates is JSOU's measure of success.

SOF Education Network

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. Air Force Special Operations Training Center; U.S. Air Force Special Ooperations School; Hurlburt Field, FL
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 Lejuene, NC
10. Joint Forces Staff College, Joint & Combined Warfighting School, Joint Advanced Warfighting School; Norfolk, VA
11. Marine Corps Command & Staff College; Marine Corps University; Quantico, VA
12. National Defense University, National War College; Ft McNair, Washington, DC
13. U.S. Army War College; Carlisle, PA
14. U.S. Naval War College, U.S. Navy Senior Enlisted Academy; Newport, RI

Not shown: NATO School; Oberammergau, Germany and the NATO SOF Training and Education Program; Brugeletter-Chievres, Belgium

USSOCOM Education Vision

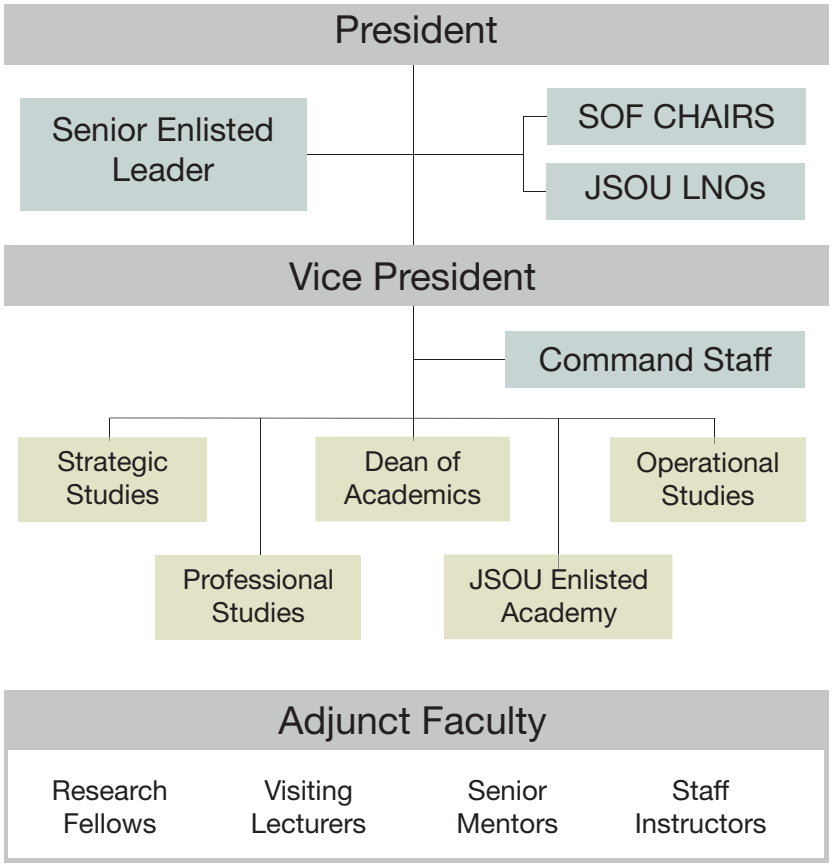
"The Operator is the 'platform' upon which all other systems must orient. The Operator is the core of USSOF. The future of USSOCOM remains the Operator – an expert in warfighting skills, executing the core activities, and understanding cultures around the world."
USSOCOM DIR 621-1, 7 January 2011

The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic, and adaptive professional education opportunities via existing joint and service PME programs or through developing and delivering SOF-unique programs.

The JSOU campus is located 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 located at or near SOF component headquarters, in the Washington D.C. area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and NATO SOF Headquarters, Belgium.

JSOU has implemented 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.

Organization



The JSOU faculty and staff
September 2013.

Leadership

Dr. Brian Maher
President

COL Jeffrey Goble
Vice President

CSM David Betz
Command Senior Enlisted Leader

SGM Steven Horsley
Commandant, JSOU-EA

Dr. Amie Lonas
Dean of Academics

Mr. George McNair
Director, Operational Studies

Dr. Kenneth Poole
Director, Strategic Studies

Mr. Boyd Ballard
Director, Professional Studies

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

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

Tom Matthews
Major 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 Spigelmire
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

Hekmat Karzai
M.S., Information Technology and Strategic Studies

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

Bill Mendel
Colonel, USA, Retired

Mark Moyar*
Ph.D., History

Hector Pagan
Brigadier General, USA, Retired

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

Jason Quirin*
Ph.D., Chemical Engineering

Chuck Ricks
M.S., English

Linda Robinson
Public Policy Scholar, Wilson Center

Richard Rubright*
Ph.D., Strategic Studies

Richard Shultz
Ph.D., Political Science

Dona Stewart
Ph.D., Geography

Jessica Turnley
Ph.D., Cultural Anthropology

Bill Wildrick
Captain, U.S. Navy (USN), Retired

Joanna Gutierrez-Winters*
M.A., International Relations and Diplomacy; M.A., Economics

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

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

** Denotes a Resident Senior Fellow*

Associate Fellows

Anneli Botha
M.A., Political Science

John Clarke
Ph.D., Political Science

Sebastian Gorka
Ph.D., Political Science

James Kiras
Ph.D., Strategic Studies

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 non-government civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct faculty and guest speakers/lecturers are hired on an as needed basis to support specific educational requirements. Active duty and reserve military personnel are typically assigned to specific education support requirements, i.e., to act as course directors or subject matter experts, but some are assigned to mission support and unit administration positions. Government civilians and civilian contractors also fill both education and support roles. Personnel funding is obtained from standard and nonstandard sources. For example, reserve personnel positions are not funded by JSOU, while some civilian staff positions are paid for by 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 methodologies. The curriculum is based on the Joint Professional Military Education Instructional Systems Design (ISD) model applied in the joint SOF environment. Instructors are categorized as: instructor, senior instructor, and master instructor. Listed below are the requirements for each of the categories:

Instructor - Complete MOIC or an acceptable substitute, certification in one lesson, semi-annual instructor evaluation, complete 12 continuing education units (CEU) each academic year, and maintain a faculty folder.

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

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, and maintain a faculty folder.

JSOU Executive Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Maher	Brian	SES	President	Senior	Doctorate
Betz	David	CSM	Senior Enlisted Leader	Instructor	Bachelors
Leonard	Kay	GS-13	Protocol	Instructor	Associates
Turbe	Janette	GS-11	Executive Assistant	*	Some College
Bennett	Michael	GS-14	SOF Chair, JFSC	Senior	Masters
Morris	Carl	LTC	SOF Chair, MCU	Instructor	Masters
Nielsen	Andrew	Col	SOF Chair, NDU	Instructor	Masters
LeMire	Guy	COL	SOF Chair, NPS	Instructor	Masters

Command Staff

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Goble	Jeffrey	COL	Vice President	Instructor	Masters
Angle	Douglas	GS-14	Director, Education Technology/CIO	Instructor	Masters
Chonsky	April	GS-11	Logistics Manager	*	Bachelors
Brixie	Richard	GS-12	Facility Manager	*	Some College
Jensen	Marylee	CTR	Budget Analyst	*	Bachelors
Larsen	Douglas	GS-11	Budget Analyst	*	Associates
Kilgore	Joe	GS-14	Future Academic Plans	Master	Doctorate
Scholten	Leonila	GS-9	Personnel Liaison	*	Associates
Tyler	Donald	GS-14	Contracting Officer Representative	Instructor	Masters

Dean of Academics

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Lonas	Amie	GS-14	Dean of Academics	Master	Doctorate
Ashford	Guy	GS-7	AV Technician	*	Some College
Carson	Kathryn	CTR	Registrar	Instructor	Bachelors
Casey	Robin	GS-13	Director, Curriculum Management	Senior	Masters
Crotts	Robert	CTR	AV Engineer	*	Bachelors
Edwards	Jeff	GS-13	Institutional Research Analyst	Instructor	Masters
Embree	Elaina	CTR	Instructional Designer	Instructor	Masters
Ford	Barbara	CTR	Director, Academic Counseling	*	Masters
Jones	Olander	GS-9	Registrar	Instructor	Masters
Mafnas	Daniel	CTR	SharePoint Developer	*	Associates
Maldonado	Michelle	CTR	Student Services	*	Bachelors
Miller	Alexander	CTR	Task Lead, SharePoint	*	Bachelors

Dean of Academics, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Mister	Jarvis	CTR	System Administrator	*	Bachelors
Norman	Kimberly	GS-9	Registrar	Instructor	Bachelors
Ortiz	Jose	GS-11	Security Manager	*	Bachelors
Rivera	Victor	CTR	Security Administrator	*	Associates
Ruhge	Charlene	CTR	Graphic Artist	*	Bachelors
Salley	Herman	CTR	Security Administrator	*	Some College
Sanicola	Robert	CTR	Learning Management System Administrator	Instructor	Bachelors
Shiver	Joseph	GS-13	Director, Faculty Development	Master	Masters
Taylor	Michael	GS-12	Director, Admissions	Senior	Masters
Tyler	Katherine	GS-13	Instructional Designer	Instructor	Doctorate
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	Instructor	Bachelors
Ammen	Tipton	GS-12	CEP-3 Distance Learning	Master	Bachelors
Armistead	Brady	CMSgt	Chief of Academics	Senior	Bachelors
Bailey	Brian	SMSgt	CEP-3 Instructor	Master	Bachelors
Barnhart	Bryce	CTR	JSOU-EA Instructional Designer	Instructor	Masters
Beyersdorf	Korey	CTR	CEP-3 Instructional Designer	*	Bachelors
Boyles	Daniel	SBCS	CEP-3 Instructor	Instructor	Bachelors
Boychuk	James	SOCM	CEP-3 Instructor	Senior	Bachelors
Brown	David	CTR	CEP-1 Instructor	Instructor	Bachelors
Caffall	Christopher	GS-13	Chief, Faculty Development	Master	Masters
Cannady	Roger	CTR	CEP-1 Instructional Systems Specialist	*	Bachelors

JSOU - Enlisted Academy, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Casey	Paul	SGM	CEP-3 Instructor	Master	Masters
Decker	Steven	CTR	CEP-1 Instructor	Instructor	Bachelors
Dolasky	Kent	CTR	CEP-2 Course Director	Senior	Masters
Gamache	Robert	CTR	CEP-3 English Professor	Instructor	Masters
Girard	Donna	CTR	CEP2 Instructional Designer	Instructor	Masters
Giger	Ronald	CTR	CEP-1 Course Director	Instructor	Associates
Hersey	Scott	CTR	JSOU-EA Blackboard Administrator	*	Masters
Horvath	James	MSgt	CEP-3 Instructor	Senior	Bachelors
Howell	William	GS-12	CEP-3 Distance Learning	Master	Bachelors
Jackson	Reginald	CTR	CEP-3 Learning Management System Administrator	Instructor	Bachelors
James	Mark	GS-12	CEP-3 Distance Learning	Master	Bachelors
Lundstrom	Michael	CTR	CEP-4 Instructor	Master	Associates
Marquis	Rene	MSG	Operations Sergeant	*	Associates
McCaffrey	Kevin	CTR	CEP-1 Development Team	Instructor	Some College
Miller	Michael	SGM	CEP-3 Distance Learning	Instructor	Associates
Mills	Edgar	MSG	Chief of Operations	Instructor	Some College
Moody	Barbara	GS-6	Administrative Assistant	Instructor	Masters
Rauschuber	Brian	SGM	CEP-3 Instructor	Instructor	Associates
Shreve	Bart	CTR	CEP-3 Instructor	Instructor	Masters
Smith	Derrick	GS-13	International Student Liasion	Instructor	Masters
Smith	Thomas	CTR	CEP-4 Course Director	Senior	Associates
Southworth	John	SGM	CEP-3 Instructor	Instructor	Bachelors
Sullivan	James	MCPO	Deputy Commandant	Instructor	Masters

JSOU - Enlisted Academy, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Thomas	Brandon	GS-12	CEP-3 Instructor	Master	Masters
Thomas	Alvin	SGM	CEP-3 Course Director	Senior	Bachelors
Ware	Oscar	CTR	CEP2 Development Team	Instructor	Doctorate
Weaver	Carey	CTR	CEP2 Instructional Designer	Instructor	Bachelors
Wilhite	Todd	SGM	CEP-3 Instructor	Senior	Bachelors
Williams	Chad	SGM	CEP-3 Instructor	Instructor	Bachelors
West	Robert	SMSgt	CEP-3 Instructor	Instructor	Associates
Wolf	Kenneth	GS-13	Strategic Analyst	Instructor	Bachelors

Operational Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
McNair	George	GS-15	Director, Operational Studies	Master	Masters
Armstrong	John	GS-13	SOPC Course Director	Senior	Bachelors
Bates	Christopher	GS-13	IWAC Course Director	Senior	Masters
Binette	Daniel	GS-6	Administrative Assistant	*	Bachelors
Boyer	Ricky	GS-13	ISOF Course Director	Senior	Masters
Brandt	Mark	GS-13	SOAIC Course Director	Master	Masters
Breland	Scott	GS-13	Deputy, International Engagement Division	Instructor	Masters
Brinser	Charles	CTR	Administrative Assistant	*	Some College
Cobb	Norman	GS-14	Director, Master Certificate Program	Master	Masters
Doan	Gilbert	GS-14	TSOC-US Division Chief	Master	Masters
Downing	Jeb	GS-13	SOF-RMC Course Director	Senior	Masters
Edwards	Blake	GS-13	Regional Coordinator for SOCEUR	Master	Bachelors
Feeley	Sean	LTC	Functional Courses Division Chief	Senior	Masters

Operational Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Findlay	Alexander	CTR	Program Manager	*	Masters
Irwin	Wyman	CTR	Master Certificate Instructor	Instructor	Masters
Jacobs	Christopher	GS-14	Chief, International Enagement Division	Master	Masters
Jordan	Douglas	GS-13	Regional Coordinator for SOCSOUTH/SOCNORTH	Master	Masters
Kaffka	Michael	CTR	Regional Coordinator for SOCAFRICA	Instructor	Masters
Melendez	William	COL	IW-AIC Course Director	Instructor	Masters
Navarro	Julio	CTR	Joint Training Facilitator, Functional Courses Division	Instructor	Bachelors
Newton	Richard	GS-13	TSPC Course Director	Master	Masters
Pereira	Eon	GS-13	Course Director, Functional Courses	Senior	Masters
Peterson	William	GS-13	SILOC & CTFC Course Director	Senior	Masters
Raney	Mark	GS-13	IW Division Chief	Master	Masters
Ross	Luz	CTR	Regional Coordinator for SOCCENT	Instructor	Masters
Shaw	Jeffrey	LTC	Deputy, Operational Studies	Master	Masters
Shera	Jeffrey	GS-12	PEOS Course Director	Senior	Associates
Smith	Francis	CTR	Regional Center Coordinator	Instructor	Masters
Vutera	Peter	LTC	Operational Studies Deputy	Instructor	Masters
Waller	Harold	GS-13	TSOC-BEC Course Director	Master	Bachelors
Waurishuk	James	CTR	Sr. Joint Training Facilitator, Functional Courses Division	Instructor	Masters

Professional Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Ballard	Boyd	GS-14	Professional Studies Director	Instructor	Masters
Bomberger	Rachel	CTR	USSOCOM Research Library Director	Instructor	Masters
Carson	Joshua	CTR	Advanced Civilian Degrees	Instructor	Bachelors

Professional Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Chelsea	David	GS-14	NSWC Liaison	Instructor	Masters
Coomes	Amanda	CTR	Research Library Technician	*	Associates
Craven	Wendy	CTR	PME School Visit Coordinator	*	Bachelors
Garland	Kyle	CTR	PME Support Director	Instructor	Masters
Dempsey	William	GS-14	JFKSWCS Liaison	Senior	Masters
Gray	Sidney	GS-14	AFSOC Liaison	Senior	Masters
Kelly	Katherine	CTR	Reference/Research Librarian	Instructor	Masters
LaVigne	Paul	Lt Col	NSHQ Liaison	Instructor	Masters
Meade	Shannon	GS-13	Assistant Dean of Academics	Instructor	Masters
Schweizer	Mario	Maj	Marine Corps Chair/ MARSOC Liaison	Instructor	Bachelors

Strategic Studies

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Poole	Kenneth	GS-14	Strategic Studies Director	Master	Doctorate
Ashing	James	CTR	CbTNIS Course Director	Instructor	Masters
Baggott	Sean	GS-14	CbTEIS Course Director/ NCR Liaison	Instructor	Doctorate
Burgos	Carlos	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Bachelors
Carroll	Douglas	GS-13	C/JFSOCC Course Director	Instructor	Masters
Coker	Ronald	CTR	USEP-E & USEP-A Course Director	Instructor	Masters
Guess	Steven	GS-13	USEP-F Course Director	Master	Bachelors
Gutierrez-Winters	Joanna	CTR	Resident Senior Fellow	Instructor	Masters
Harig	Curt	GS-13	SOFIACC Course Director	Master	Masters
Harkins	Homer	GS-13	Interagency Education Division Chief	Master	Masters
Joyce	Thomas	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Masters

Strategic Studies, continued

Last Name	First Name	Rank/Grade	Job Title	Instructor Qualification	Education
Knarr	William	CTR	Resident Senior Fellow	Senior	Doctorate
Mitchell	Robert	GS-13	Master Certificate Instructor	Master	Doctorate
Moyar	Mark	CTR	Resident Senior Fellow	Instructor	Doctorate
Nalepa	Robert	GS-13	Director of Research	Instructor	Masters
Narrow	Trip	LTC	Interagency Education	Instructor	Masters
Neal	Corrin	CTR	Administrative Assistant	*	Some College
O'Donnell	Kris	GS-13	USEP-F Course Director	Master	Masters
Pitts	Cory	GS-06	Administrative Assistant	*	Some College
Poucher	John	GS-14	Senior Education Division Chief	Instructor	Masters
Quirin	Jason	CTR	Resident Senior Fellow	Instructor	Doctorate
Reidy	Francis	GS-13	International and Staff Education Division Chief	Master	Masters
Rosser	Paul	COL USAR	Interagency Education	Instructor	Bachelors
Rubright	Richard	CTR	Resident Senior Fellow	Instructor	Doctorate
Stenger	Laura	GS-13	JSOFPCC Course Director	Instructor	Masters
Sutherland	Hugh	GS-13	Program Manager International Education	Senior	Masters
Swann	Jeffrey	COL USAR	Interagency Education	Instructor	Bachelors
Townsend	Russel	CTR	SOCbT, ASOCbT & CVE Course Director	Instructor	Bachelors
Treichel	Walter	MSG USAR	International and Senior SOF Education	Instructor	Bachelors
Wyant	Anna-Marie	CTR	JSOU Press Editor	*	Masters

* Staff: Not required to maintain instructor certification

Academic Guidance for AY 2014

Strategic Objective

Our primary emphasis in academic year 2014 (AY14) is to strengthen support to the USSOCOM commander's lines of operation (LOO) through tailored and focused academic programs. These LOO are discussed thoroughly in USSOCOM 2020 and remain the cornerstone of the command's strategic plan. They are:

1. Win the Current Fight
2. Expand the Global SOF Network
3. Preserve the Force/Families
4. Responsive Resourcing

Additionally, this year the commander published the USSOCOM Command Education and Training Guidance (CETG), which expands educational opportunities for SOF along four lines of effort, namely:

1. Postsecondary Education
2. Professional Military Education
3. Regional Studies
4. Foreign Language Education

JSOU is well situated to lead the way for postsecondary and PME education efforts, with initiatives to transform JSOU into a regionally accredited, internationally recognized institution of higher learning. To accelerate this goal, JSOU will work closely with the Force Management and Development Directorate (FMD), SOF component schoolhouses, TSOCs, joint and service PME institutions, and "SOF friendly" civilian colleges and universities to define solutions, analyze options, obtain proper authorities, and implement the resulting programs. JSOU will emphasize career long education for special operations noncommissioned officers (NCOs), TSOC staff preparation courses and the continuing education and professional development of SOF.

General Guidance:

AY14 will be a transition year that will posture JSOU for its evolving mission and expanded responsibilities. We must take advantage of the favorable command climate, the increased demand for JSOU academic support for both U.S. and international SOF, and the current positive resourcing environment for JSOU through the fiscal year (FY) 2015-2019 Adjusted Program Objective Memorandum (APOM) time frame. To maximize this advantage and establish irreversible momentum, JSOU must accomplish the following in AY14:

1. **Accreditation and Authorities**
   Receive master's level accreditation through the Accrediting Council of Independent Colleges & Schools (ACICS) that permits JSOU to apply to the Department of Education and become a federal degree-granting institution. Actively participate with the under secretary of defense for personnel led SOF Personnel Readiness and Education Steering Committee to guide and coordinate appropriate actions for USSOCOM and JSOU to receive the authority to administer post secondary degree programs. Establish a JSOU Board of Visitors.

2. **Bachelor's Degree Program**
   Define and validate a bachelor's completion program for development and execution in AY15. This degree will directly support the commander's Education and Training Guidance for NCO education and will provide unique special operations curriculum.

MG Sacolick speaks to a group of JSOFSEA students in January, 2013

3. **Master's Certificate Program**
   Develop and administer a unique four course post-graduate special operations academic certificate. This certificate will form the first module for a future SOF specific master's degree, administered by JSOU, when proper accreditation and authority requirements are met.

4. **Faculty and Organization Shaping**
   Form a properly qualified faculty that meets regional accreditation standards as a preliminary step to becoming a federal degree granting institution. Once approved, JSOU will implement a Title 10 civilian faculty standard for teaching, research, and direct academic support positions per DoDI 1402.06. These positions will be in accordance with requirements of planned academic degree programs and research initiatives. JSOU will re-align its organization into a true university structure that separates continuing education from matriculation programs.

5. **Studies and Research**
   Establish an internationally recognized SOF intellectual center as a dedicated organization that conducts high- level studies, analysis, research, and publication. This will directly support the JSOU education mission while providing the SOF community and its leadership with a scholarly forum to shape special operations thinking, policy formulation, and academic debate.

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 is also known in terms of its ability to effectively drive student performance and continuously monitor the improvement of the student within the educational system.

While 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 and 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 they accredit. 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.

AY13 Highlights and Accomplishments

USSOCOM's mission has evolved rapidly since September 2001, as has the need for an innovative and educated special operations forces. For over ten 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 AY13, JSOU successfully met its goals by tailoring and improving course offerings, increasing their faculty experience, implementing the use of technology, and utilizing METs for course delivery to remote locations. JSOU also increased their educational integration with joint and service PME institutions.

Dr. Reynolds, DISAM Commandant, and Dr. Maher, JSOU President, sign a memorandum of agreement.

Dean of Academics

In AY13, the Dean's Department continued to ensure national accreditation standards were met by the university. The university obtained American Council on Education (ACE) recommendations for credit in nine courses. An academic counselor was added in AY13 to provide educational guidance to students who are working toward earning college degrees. The Dean's Department consists of six divisions: Admissions, Curriculum Management, Faculty Development, Security Management, and Information Technology, and Institutional Effectiveness.

The Admissions Division focused on enhancing the learning environment for all students. Enhancements included upgraded classroom furnishings, additional information technology capabilities, and an upgraded student registration process. The electronic registration program was enhanced to streamline the registration process and permanently capture student data. In addition to making it easier for students to register for courses, the program allows the registrars to easily issue official college transcripts. 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 new Facebook page provides students with instant access to courses and current events. The Curriculum Management Division oversaw the development of curricula for over 40 courses. The curriculum staff also established new curriculum review procedures which configured JSOU courses to qualify for maximum college credit. Instructions were also established for distance learning (DL) curriculum, which began the process of developing a Blackboard presence for all resident courses. The division also coordinated a curricula review by ACE.

The Faculty Development Division provided instruction to 133 students via MOIC, Methods of Instruction Course-Abbreviated (MOIC-A) and Methods of Instruction Course-Distance Learning (MOIC-D). MOIC-D was added in AY13 for instructors and course directors who utilize the JSOU Blackboard learning management system (LMS) to deliver content to JSOU students. The division also oversaw the CPI Certificate Program. The Certified Postsecondary Instructor (CPI) 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 AY13, JSOU has 66 faculty members who are certified postsecondary instructors.

The Security Management Division was responsible for verifying approximately 6000 student/visitor clearances of individuals who attended resident courses or visited the Pinewood campus. The security staff also provided security administrative support for six conferences held at JSOU.

The Information Technology (IT) Division maintained computer systems for over 150 staff and faculty members. Additionally, the IT team provided computer and audiovisual support for 14 class, breakout, and conference rooms.

Additionally, the Institutional Effectiveness Division refined the demographic data collection process to capture course statistics via the JSOU student registration database.

The Dean's Department is also responsible for providing photography and graphics support for all courses, symposiums, conferences and events.

Enlisted Academy

In AY13 JSOU-EA made significant strides in the development of the Career Education Program (CEP) for enlisted SOF. 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 are provided through the Future Year Defense Plan (FYDP) and USSOCOM Program Objective Memorandum facilitated educational initiatives for the joint enlisted special operator.

The academy successfully piloted the Joint Fundamentals and Summit courses in AY13.

The Joint Fundamentals Course targets the SOF operators and enablers at the entry level. 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. Once final revisions are approved, the course will be taught through DL over an eight-week period, five times a year, with a planned throughput of 500 students.

JSOFSEA continued as the premier senior enlisted academy for SOF warfighters. JSOFSEA conducted four iterations, supporting the USSOCOM commander's second line of operation to expand the global SOF network. JSOFSEA continues as a two-phase course that provides an academically rigorous curriculum to the SOF warrior, preparing them for assignments at the joint level.

Following a challenging six-month online phase, students attend the nine-week resident phase at MacDill Air Force Base. In each phase, students are engaged through four primary models: joint communication, organizational management, national strategy, and force development. These modules focus on orienting and educating the student for future assignments as senior enlisted leaders at the theater, component, and combatant command levels. Students apply critical thinking in the employment of all concepts learned throughout the course.

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 levels. The course is conducted twice annually with a projected student 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.

JSOU-EA welcomed its third commandant in July 2013. SGM Steven Horsley assumed duties as the academy prepares to develop a bachelor's completion program. AY14 will be a year of continued curriculum development, instructional design, and implementation of the Enterprise Management course for the E7 SOF operator. Articulation agreements and academic advisement will play crucial roles in future education initiatives.

Adm McRaven and CSM Faris join JSOFSEA Class 12 for a group photo in August 2013.

Operational Studies

The Operational Studies Department increased support to joint SOF educational programs in the USSOCOM Headquarters and TSOCs. Efforts at building partner nation capabilities in the fight against terrorism set the stage for SOF joint/multinational interoperability at the international level. The department continues to educate individuals on joint operational concepts so they can function more effectively in the joint special operations environment.

The Operational Studies Department expanded the TSOC Education Program, which is designed to provide TSOC staff members with an introduction to the joint special operations environment and gives program graduates the ability to function effectively on a TSOC staff. The department conducted the Theater Special Operations Command-Basic Education Course (TSOC-BEC); a one-week program conducted at each TSOC location, once or twice a year, for newly-arrived personnel. The department also conducted the first three iterations of the Theater Special Operations Command Staff Preparation Course (TSPC); a four-week program conducted at JSOU for personnel selected for TSOC assignment. The department will conduct an expanded number of both courses in AY14, providing TSOC-BEC courses to Special Operations Command North (SOCNORTH) and adding a fourth iteration per year of the TSPC.

In one of its most important roles in support of USSOCOM's "Taking SOF Global" line of operation, the Operational Studies Department established the International Engagement (IE) Division, thereby significantly increasing support to all TSOC international engagement programs.

The IE Division supports joint SOF education to the NATO SOF Headquarters (NSHQ), as well as NATO and partner nation SOF, improving their ability to interoperate with and support their U.S. SOF counterparts. During AY13, the division provided operational planning, SOF air planning, and integration courses to SOF audiences from the Czech Republic, Albania, Romania, Latvia, Hungary, Poland, Slovakia, Estonia, Turkey, Peru, Belize, Mexico, and Saudi Arabia. The division also co-hosted the Southeast Asia Pacific Area Security Sector Working Group involving Southeast Asian SOF, and supported Joint Interagency Task Force-West in Cambodia with a tailored counter narcotics planning course. The division remains involved in the continuation of USSOCOM's mission of supporting both Colombia and Poland in their development of national joint special operations commands.

The Irregular Warfare (IW) Division continued to evolve and execute its course portfolio. Courses within the IW Division include: Introduction to Irregular Warfare Course (I2WC), Irregular Warfare Course (IWC), Irregular Warfare Advanced Course (IWAC), Senior Intelligence Leader's Orientation Course (SILOC), Counter Threat Finance Course (CTFC), and the Irregular Warfare Applied Intelligence Course (IW-AIC). This year ACE recommended the division receive postsecondary credit for both the IWC and IWAC. The division also led and participated in numerous outreach events; these included METs to the components (NSW, USASOC, and MARSOC), TSOC-BEC and TSPC, and SOF electives at several professional military education institutions (Joint Forces Staff College, National Defense University, Navy War College, and the Air War College).

The Operational Studies Department continued the professional development of its personnel by participating in numerous educational and training events, worldwide exercises, and academic seminars. The department seeks to maintain its currency and relevance and to improve its value to students and the SOF community at large

Students collaborate during the CTFC course in August 2013.

In April 2013, a group of military officials from the Pakistan National Defence University received a briefing on the international opportunities available through JSOU.

Professional Studies

The Professional Studies Department is the action arm for USSOCOM advanced education programs. The department manages USSOCOM's master's degree-producing fellowship programs, supports Naval Postgraduate School students as short-term interns at USSOCOM Headquarters and in the National Capital Region, manages JSOU's library, and serves as the host for multiple U.S. and international PME visits to Tampa. In the past academic year, the department was given two additional responsibilities; the task of advocating for enhanced SOF education at service and joint PME schools and overseeing executive level courses and seminars at world class universities.

The department served as the command sponsor for 10 PME group visits to the USSOCOM Headquarters and JSOU. The visits provided students with information as to how USSOCOM and SOF support our military and national security strategy. There were a total of 263 students in the 10 groups that visited and four of these PME visits were students from international PME schools. In addition to sponsoring site visits to USSOCOM, the department successfully consolidated all PME support and outreach efforts across the university into a single point of entry for coordination. The department provided subject matter expertise support to 12 separate PME institutions by using a combination of JSOU liaisons at the service components, SOF chairs, and other respected experts in their field. Over 16,000 contact hours of instruction were conducted to over 3,400 SOF and non-SOF students of all services. The department is also revising graduate-level electives specifically designed for SOF personnel attending intermediate and senior level military colleges. Once developed, the curricula will serve as a library of JSOU-approved lessons for use by all PME.

The department's Special Operations Legislative Affairs (SOLA) Scholar Program graduated two SOF members from Johns Hopkins University's master's degree program in international public policy. In December 2012, four SOF members were selected to participate in SOLA AY13/14 (1-Air Force Special Operations Command, 2-U.S. Army Special Operations Command, 1-Naval Special Warfare Command). The selection of a Navy officer for the SOLA program was a first for JSOU. Collaborative efforts between staff members from the USSOCOM Headquarters, NAVSPECWARCOM, and the Navy have now formally established a selection board for Navy SOF officers to participate in the SOLA program.

The USSOCOM Library team continued its dual mission of serving both as an academic and special library, supporting students and faculty of JSOU and USSOCOM. The library began conducting lectures in various JSOU courses on library resources and research to include sessions on information literacy, online research and databases, and copyright rules. The USSOCOM main library and JSOU satellite library house a collection of over 8,000 items consisting of SOF related books, including e-books, audio-books, periodicals, and databases. The library team implemented a new online library management system and added e-books to its repository.

The department, in conjunction with USSOCOM's Talent Development Division, began collaborating with civilian institutions in developing an executive level education platform for key leadership positions throughout the SOF community. In FY13 The department was able to fund opportunities for O6-level members to attend and judge the validity of the educational opportunities.

Strategic Studies

The Strategic Studies Department achieved its AY13 objectives through academic programs led by three divisions: International Education, Senior Education, and Interagency Education. As a whole, the courses taught by the Strategic Studies Department provided students with joint SOF experiences while fulfilling the university's educational mission. In addition to providing courses, the department also oversaw research, symposia, and publications which further advance the SOF body of knowledge through the efforts of the director of research, JSOU press editor, and the senior fellows.

The Senior Education Division continued a strong delivery of resident courses in AY13. The Combined/Joint Force Special Operations Component Commander's Course (C/JFSOCCC) designed to prepare senior leaders for theater-level leadership included five senior civilian interagency students and an Australian SOF officer. The course welcomed Ambassador (ret) Vicki Huddleston to the senior mentor table, along with LTG (ret) Frank Kearney, who provided expert knowledge for the interagency objectives of the course. Additionally, the division aligned the Joint Special Operations Forces Pre-Command Course (JSOFPCC), which provides a venue for networking and discussion of relevant topics among SOF commanders and senior enlisted leaders, with the component's pre-command cycles. JSOU added additional lessons from Franklin Covey's "Speed of Trust" to introduce Admiral McRaven's vision of innovation, communication, and trust to USSOCOM's O5 and O6 commanders and their senior enlisted leaders. The original USSOCOM Staff Education Program (USEP) basic and intermediate staff education courses were combined and re-named USEP-Foundations (USEP-F). As the title implies, the course is recognized as the key entry point for personnel assigned to USSOCOM Headquarters and was approved to admit international exchange officers. The division also developed the USEP-Advanced (USEP-A) course and piloted the USEP-Executive (USEP-E) course for select O6s and GS-15s assigned to the USSOCOM staff. These courses are designed to provide headquarters directorate/division level decision makers with advanced skills, knowledge, and abilities, to aggressively lead within the complex organization of USSOCOM. Focusing on classroom composition and curriculum, the division's courses are beneficial to not only USSOCOM, but also to non-SOF personnel and our interagency partners. Finally, the division prepared the curriculum for the USEP-National Capital Region (USEP-NCR) which follows USEP-F and is designed to help USSOCOM professionals serving in the NCR to better represent and advance USSOCOM programs.

The International Education Division's central focus was on the resident courses and mobile education teams involved in the Combating Terrorism Fellowship Program (CTFP). The division completed three iterations of the resident Special Operations Combating Terrorism (SOCbT) course, two iterations of the Advanced SOCbT-Alumni (ASOCbT-A) course, and piloted the Countering Violent Extremism (CVE) course. Additionally, the division delivered seminars in Albania, Indonesia, Mexico, Uzbekistan, and Colombia. In total, JSOU's CTFP education has reached international students from more than 85 countries.

The Interagency Education Division presented 17 courses including the SOF-Interagency Collaboration Course (SOFIACC), the Combating Terrorist Networks Interagency Seminar (CbTNIS), the Combating Terrorism Executive Interagency Seminar (CbTEIS), the Interagency Counterterrorism Seminar (IACT), and the Inter-Ministerial Collaboration Course (IC2). The division also supported 14 other courses at JSOU by providing lectures on interagency collaboration and legal issues in counterterrorism. In all, over 780 professionals from the United States and partner nations received instruction designed to enhance interagency efforts to counter violent extremism. In addition to conducting resident and mobile courses, the division presented the Political Advisor (POLAD) Seminar for USSOCOM component and TSOC POLADs. In the future, the POLAD Seminars will be conducted semi-annually or as needed.

The senior fellows, along with the research division, concluded the 2013 Research Plan, produced the research topics list for 2014, and released five monographs and four research papers, all of which can be found on the JSOU public web page. The resident senior fellows also led two command directed studies - Village Stability Operations/ Afghan Local Police and Women in SOF. Additionally, the team was central to the planning and delivery of the Canadian SOFCOM Professional Development Centre-JSOU Symposium as one of their outreach functions.

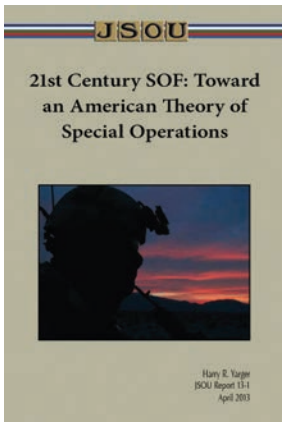
The department plans to emphasize research and outreach during AY14 to complement the resident and expert education that advances USSOCOM objectives and JSOU's education mission. The forming of a center for special operations research and studies will become a major line of effort as JSOU transforms into an institution of higher learning and occupies a new academic facility by AY16.

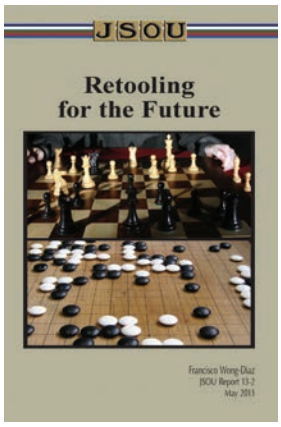
JSOU PRESS

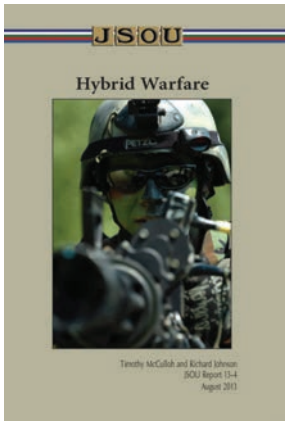
JSOU Press is the publishing arm of the Strategic Studies Department. Established in April 2005, JSOU Press publishes an average of three monographs, papers, and articles a quarter, authored by senior and associate fellows, SOF operators, PME students, and other scholars on topics relevant to Special Operations Forces. JSOU Press publications and their authors regularly find themselves in classrooms supporting JSOU's educational mission. Some publications are included as readings to support classes taught in the armed services' staff colleges and war colleges, and authors are likewise invited to speak for graduate-level seminars related to their work.

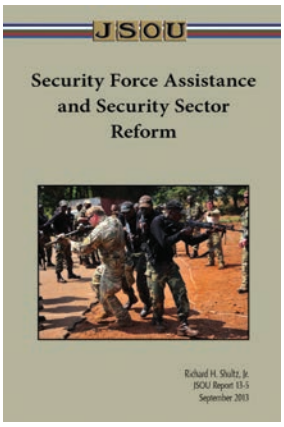
AY13 JSOU Press Publications

- JSOU Report 12-9, Irregular Warfare: The Maoist Challenge to India's Internal Security, by Prakash Singh, December 2012
- JSOU Report 13-1, 21st Century SOF: Toward an American Theory of Special Operations, by Harry R. Yarger, April 2013
- JSOU Report 13-2, Retooling for the Future, by Francisco Wong-Diaz, May 2013
- JSOU Report 13-3, Smart Power and U.S. National Strategy, by Francisco Wong-Diaz, August 2013
- JSOU Report 13-4, Hybrid Warfare, by T. McCulloh and R. Johnson, August 2013
- Special Operations Research Topics 2014, August 2013
- JSOU Report 13-5, Security Force Assistance and Security Sector Reform, by Richard H. Shultz, September 2013
- Special Operations Forces Interagency Counterterrorism Reference Manual, Third Edition. September 2013









Educational Events

In addition to the resident, MET, and PME courses, JSOU also conducts and participates in various educational events. These include symposiums, seminars, and conferences. Listed below are events in which JSOU participated during AY13.

JSOU/Canadian Special Operations Forces Command Symposium

JSOU and Canadian Special Operations Forces Command (CANSOFCOM) Professional Development Center (PDC) Symposium took place 27-28 February 2013 at the Davis Conference Center, MacDill AFB, FL. The symposium had 129 attendees to include 60 CANSOFCOM sponsored personnel and 12 international personnel representing the United Kingdom, Australia, Poland, Italy, Spain, France, the Netherlands, and Norway.

This symposium focused on Admiral William McRaven's priority, "Expanding the Global SOF Partnership." An important aspect of the symposium was the opportunity for attendees to network and interact with their counterparts from around the globe. This symposium was created as part of a collaborative effort between the JSOU president and the commander of CANSOFCOM. The intent of the symposium was to shape and influence joint SOF education curricula. The symposium facilitated an environment of academic freedom and creativity that gave experts and special operations practitioners the opportunity to expand SOF knowledge and intellectual thought. While the 2012 symposium, "SOF: Building Global Partnerships," focused on current operations and lesson learned, this symposium, "Expanding the Global SOF Partnership," focused on future integration and interoperability necessary to sustain the SOF global network within anticipated resource constraints.

NATO Joint Senior Psychological Operations Seminar

JSOU, in conjunction with Allied Communications Operations, hosted 21 attendees for the 2012 NATO Joint Senior Psychological Operations (PSYOPS) Seminar in Tampa, Florida from 4-7 December 2012. The theme for the 25th anniversary of this seminar was, "Surveying the Influence Landscape to Enhance Interoperability." During this seminar presentations were organized to elicit discussions concerning salient issues confronting the NATO PSYOPS community.

The seminar was opened by Charles Ricks, JSOU Senior Fellow. Other presenters included: John Rendon, The Rendon Group (What if they are all Black Swans?); Dr. Jonathan Matusitz, University of Central Florida (Terrorism and Communication); Dr. Thomas Henriksen, Stanford University (Winning Hearts and Minds); Tim Receveur, U.S. Department of State (Uses and Limits of Social Media); Dr. Seb Gorka, National Defense University (Ideology and Information Operations by al Qaeda); Thomas Elkjer Nissen, Royal Danish Defense College (Narrative Led Operations); Aleksandras Matonis, Lithuania (State Sponsored Propaganda); Dr. Scott Ruston, University of Arizona (Counternarrative Strategies); Dr. Normand Peladeau, Provalis Research (Canada) (Towards an Integration of Text Analysis Tools); Mr. Robert Jones, USSOCOM J56 (Strategic Understanding: Insights for Planning, Execution, and Assessment of Populace-Based Problems); James Farwell, USSOCOM Consultant (Persuasion & Power: The Art of Strategic Communication); Simon Bergman, M&C Saatchi (The Cyber Threat); Rafal Rohozinski, The SecDev Group (Canada) (Spectral Witness: Learning Lessons from Social Media Operations in the Syrian Conflict); Jim Bischoff, USSOCOM (Countering Threat Finance); COL Richard Welter (Germany) (Fusion of InfoOps and PSYOPS: Towards Better Interoperability and Effectiveness in the Information Environment); COL John Renda, USSOCOM J39 National Capital Region, (Collaboration and Integration: A National Perspective).

The seminar featured two "real-time sessions" intended for participants to engage with one another and talk about their best work. This was a means to solicit conversation without taking time for formal presentations. To guard against silence, Dr. Bill Knarr, JSOU Senior Fellow, offered a demonstration of his curriculum package, Battle of Fallujah which is a strategic communication-military IO, and PSYOPS/MISO case study. The keynote presentation was a conversation with Mr. J.Q. Roberts, ASD SO/LIC (Risk and Opportunities for Practitioners), who has career roots in the PSYOPS and NATO community. The tour-de-force presentation and question and answer session was appreciated for the candor and insight offered concerning risk and opportunity for influence practitioners.

Demographics

Course Descriptions and Demographics

This section contains detailed information about courses conducted by JSOU during AY13. The following course pages include a brief description of the course, target audience, attendance criteria, end-of-course feedback results, and student demographic data. Student data is gleaned from the information provided by the students during registration.

Course Acronyms

Acronym	Course Title
ASOCbT-A	Advanced Special Operations Combating Terrorism Alumni Course
AWC	Asymmetric Warfare Course
CEP-1	Career Education Program-1: Joint Fundamentals Career Education Program
CEP-3	Career Education Program-3: Joint Special Operations Forces Senior Enlisted Academy
CEP-4	Career Education Program-4: Summit
CMOS	Civil-Military Operations Seminar
CbTEIS	Combating Terrorism Executive Interagency Seminar
CbTNIS	Combating Terrorist Networks Interagency Seminar
C/JFSOCC	Combined/Joint Force Special Operations Component Commanders Course
CTFC	Counter Threat Finance Course
CVE	Countering Violent Extremism Seminar
IACT	Interagency Counterterrorism Seminar

Course Acronyms, continued

Acronym	Course Title
I2WC	Introduction to Irregular Warfare Course
I2WDL	Introduction to Irregular Warfare Distance Learning Course
ISOF	Introduction to Special Operations Forces (Fully Online)
IWAC	Irregular Warfare Advanced Course
IW-AIC	Irregular Warfare-Applied Intelligence Course
IWC	Irregular Warfare Course
JSOCCAC	Joint Special Operations Chaplain/Chaplain Assistant Course
JSOFPCC	Joint Special Operations Forces Pre-Command Course
JSOLAC	Joint Special Operations Legal Advisor Course
JSOMOC	Joint Special Operations Medical Orientation Course
MOIC	Methods of Instruction Course
MOIC-A	Methods of Instruction Course-Abbreviated
MOIC-D	Methods of Instruction Course-Distance Learning
OPC	Operational Planning Course
PEOS	Preparation of the Environment Orientation Seminar
SILOC	SOF Intel Leaders Orientation Course
SOAIC	Special Operations Air Integration Course
SOAPC	Special Operations Aviation Planning Course
SOCbT	Special Operations Combating Terrorism Course
SOFIACC	Special Operations Forces Interagency Collaboration Course
SOF-RMC	SOF-Resource Management Course
SOPC	Special Operations Planning Course
TSOC-BEC	Theater Special Operations Command-Basic Education Course
TSPC	Theater Special Operations Command Staff Preparation Course
USEP-E	USSOCOM Staff Education Program-Executive Course
USEP-F	USSOCOM Staff Education Program-Foundations

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 five 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 one, for strongly disagree, to five, for strongly agree. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors. The overall course feedback results are described in the following pages. The overall score reflects the mean of the responses for each of the five questions in the end-of-course evaluations.

The table below shows the end of course evaluation results for the five overall course statements for each course featured in the following sections. The Q1 to Q5 columns show the year-end mean score for each question. The column labeled "ITER" shows the number of class iterations conducted per course in AY13. "Students" shows the total number of students who completed each course. The last row in the table shows the university's total scores, class iterations, and student completion. The data for the courses that are conducted as resident courses and METs (where applicable) is displayed in the table below. This information is also included with each course description.

Course Evaluations

Resident/MET Course	Q1	Q2	Q3	Q4	Q5	ITER	Students
ASOCbT-A	4.6	4.3	4.2	4.6	4.7	2	37
AWC	4.4	4.3	4.4	4.4	4.5	2	42
CbTEIS	4.6	4.5	4.4	4.4	4.7	2	50
CbTNIS	4.7	4.6	4.4	4.6	4.8	4	96
CEP-1	4.4	4.5	4.8	4.6	4.9	1	24
CEP-3 (JSOFSEA)	4.5	4.6	4.6	4.5	4.8	4	144
CEP-4 (SUMMIT)	4.3	4.3	4.2	4.3	4.6	1	11
C/JFSOCC	4.8	4.7	4.7	4.9	4.9	1	19
CMOS	4.7	4.8	4.8	4.8	4.8	4	111
CTFC	4.8	4.8	4.7	4.7	4.9	2	43
CVE	4.7	4.6	4.4	4.8	4.7	2	50
I2WC	4.7	4.6	4.5	4.6	4.7	6	186
IACT	4.7	4.7	4.5	4.4	4.6	5	104

Course Evaluations, continued

Resident/MET Course	Q1	Q2	Q3	Q4	Q5	ITER	Students
IWAC	4.7	4.8	4.7	4.7	4.8	2	24
IW-AIC	4.2	4.1	3.85	4.2	4.2	3	97
IWC	4.5	4.6	4.3	4.6	4.6	4	121
JSOCCAC	4.5	4.5	4.6	4.7	4.8	2	78
JSOFPCC	4.3	4.4	4.1	4.5	4.4	2	90
JSOLAC	4.4	4.4	4.1	4.5	4.5	1	50
JSOMOC	4.7	4.7	4.7	4.7	4.8	1	23
MOIC	4.5	4.6	4.5	4.5	4.6	6	46
MOIC-A	4.7	4.8	4.5	4.5	4.6	5	66
MOIC-D	4.3	4.5	4.3	4.7	4.6	3	29
OPC	4.7	4.6	4.6	4.6	4.7	19	544
PEOS	4.7	4.6	4.4	4.7	4.7	4	89
SILOC	4.5	4.5	4.3	4.4	4.6	2	47
SOAIC	4.7	4.5	4.4	4.5	4.6	12	321
SOAPC	4.4	4.4	4.1	4.5	4.7	5	95
SOCbT	4.6	4.6	4.5	4.7	4.7	8	253
SOFIACC	4.7	4.7	4.6	4.6	4.7	3	88
SOF-RMC	5.0	5.0	4.7	4.7	4.9	1	28
SOPC	4.6	4.6	4.4	4.5	4.5	6	141
TSOC-BEC	4.6	4.5	4.2	4.3	4.5	7	145
TSPC	4.6	4.6	4.4	4.5	4.8	3	30
USEP-E	4.8	4.6	4.6	4.7	4.8	1	18
USEP-F	4.5	4.5	4.3	4.4	4.4	9	264
AVG/Total	**4.6**	**4.6**	**4.4**	**4.6**	**4.7**	**145**	**3604**

Demographics

In the following sections, course data has been gathered for the university's student registration database. The database stores demographic data on students who attend JSOU courses conducted on- or off-station and online. The course data is organized into five sections: Resident, JSOU-Enlisted Academy, Mobile Education Teams, Distance Learning, and Professional Military Education.

Data Validity

Student information is gathered directly from the students or by the Admissions Department staff. Consequently, as with any database of this kind, errors may exist in spite of every effort to prevent them. However, the numbers representing the student population are as accurate as possible.

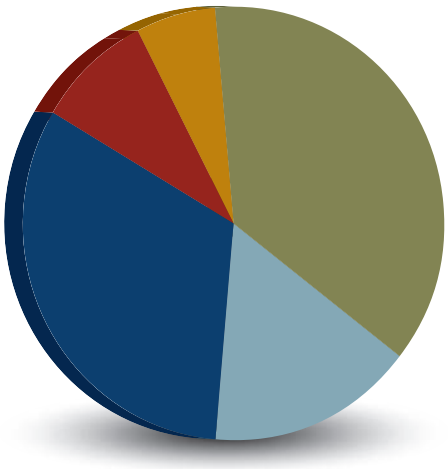
Target Populations

For individual courses, SOF and SOF enablers are given priority to attend while remaining open seats are offered to conventional units. Course capacity is determined by the size of the course's target population 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 current position using the definitions below.

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.

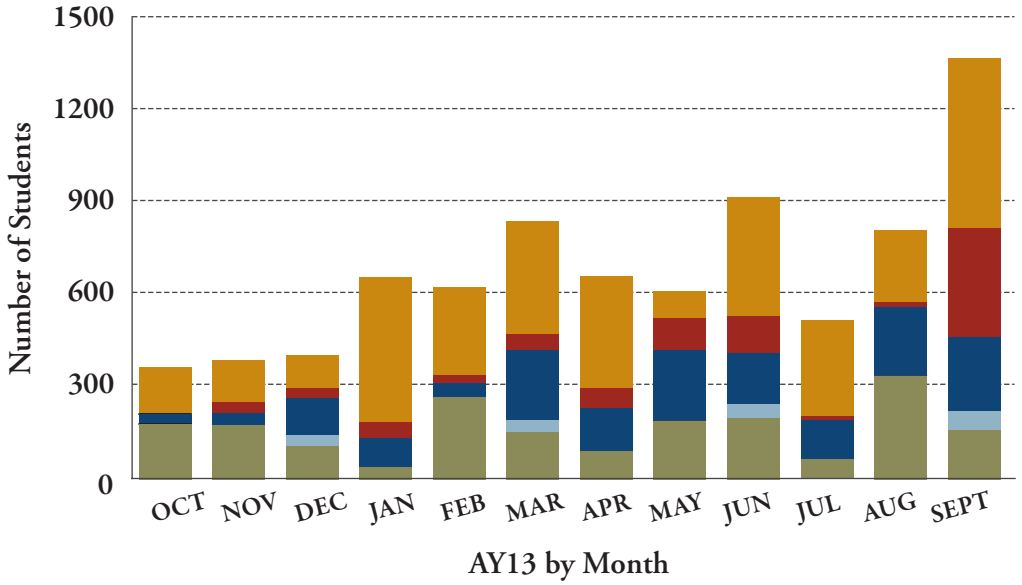
Non-SOF: A person whose skill, function, or specialty is not essential to the successful conduct of a special operations core objective.



Student Contact Hours by Course Type

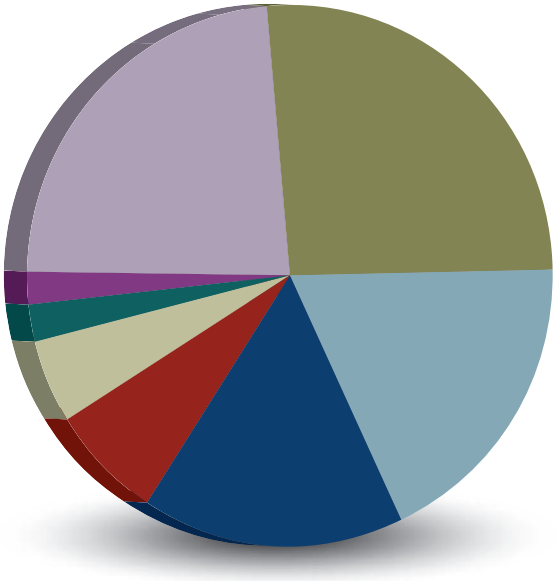
	Total Students	Student Contact Hours	Percent of Total
Resident	1,979	100,572	37%
JSOU-EA	179	44,934	16%
MET	1,693	85,952	32%
DL	911	23,624	9%
PME	3,478	16,084	6%
Total	8,240	271,166	100%

Student Course Completion by Month



Students by Course Type

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Resident	181	177	108	42	269	154	92	192	200	65	338	161
JSOU-EA	--	--	36	--	--	38	--	--	45	--	--	60
MET	32	38	122	93	43	229	141	229	168	129	225	244
DL	--	38	31	51	27	54	63	107	120	11	15	354
PME	152	134	109	474	289	368	368	88	389	315	237	555
Total	365	387	406	660	628	843	664	616	922	520	815	1374

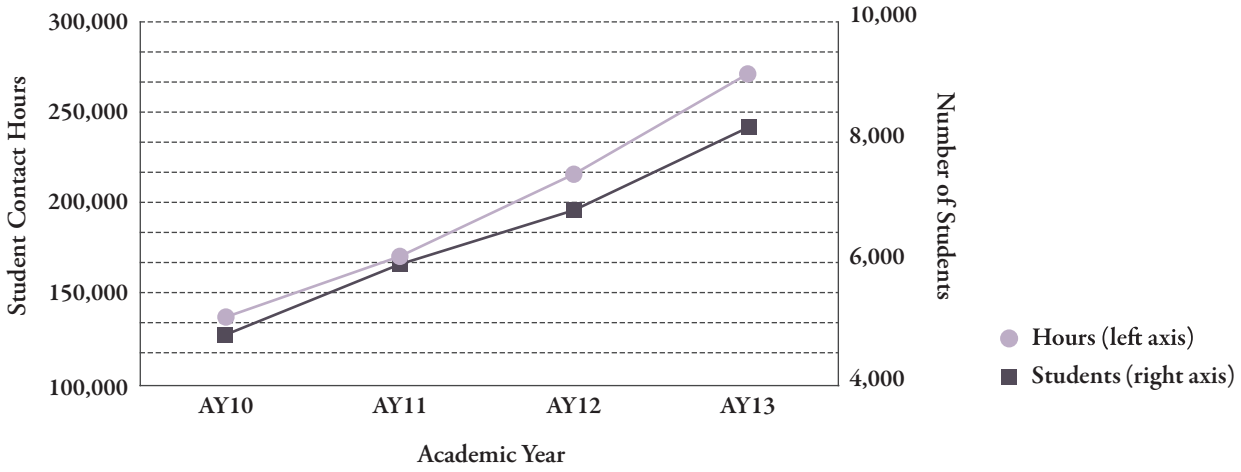


Overall Student Course Demographics

USA	2,145	26%
USAF	1,522	18%
USN	1,321	16%
USMC	599	7%
USCG	9	0%
CIV	421	5%
CTR	144	2%
IA	155	2%
INT'L	1,924	23%

	Resident	JSOU-EA	MET	DL	PME	Total
USA	706	77	113	331	918	2,145
USAF	173	40	16	177	1,116	1,522
USN	390	37	65	151	678	1,321
USMC	173	21	4	122	279	599
USCG	3	--	--	1	5	9
CIV	200	--	32	88	101	421
CTR	88	--	6	26	24	144
IA	108	--	1	13	33	155
INT'L	138	4	1,456	2	324	1924
Total	1,979	179	1,693	911	3,478	8,240

Student Attendance/Student Contact Hours



Number of Students

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

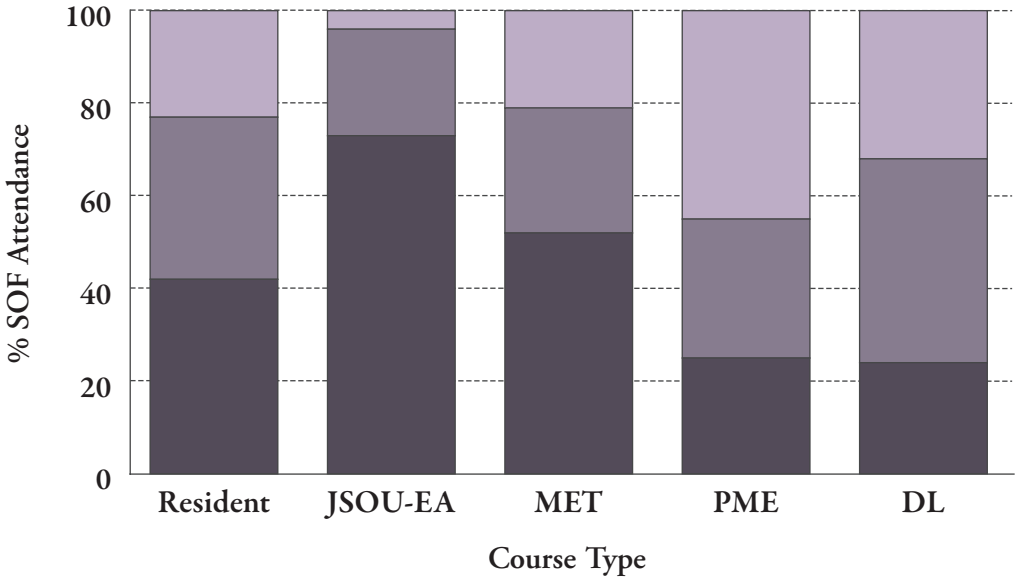
Student Contact Hours

	AY10	AY11	AY12	AY13
Resident	73,492	80,176	104,492	100,572
JSOU-EA	17,110	16,530	39,150	44,934
MET	35,340	63,731	56,986	85,952
DL	--	--	--	23,624
PME	10,504	9,629	14,951	16,084
Total	136,446	170,066	215,579	271,166

Average Hours Per Student

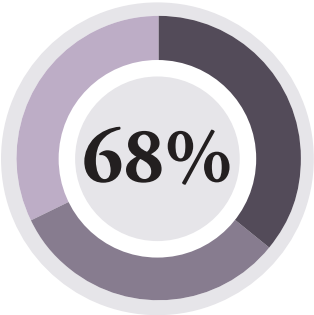
	AY10	AY11	AY12	AY13
Resident	47	50	53	51
JSOU-EA	290	290	290	251
MET	28	23	26	51
DL	--	--	--	26
PME	5	6	6	5
Total	28	28	31	33

Overall SOF Attendance by Course Type



	SOF	SOF Enablers	Non-SOF
Resident	783	655	426
JSOU-EA	128	40	8
MET	864	449	349
DL	213	381	278
PME	851	1,035	1,522
Total*	2,839	2,560	2,583

**7982 of 8240 students provided their SOF category for reporting through the registration and surveys.*



Overall SOF Attendance by Category

SOF	2,839	36%
SOF Enabler	2,560	32%
Non-SOF	2,583	32%
SOF and Enablers	5,399	68%

International Engagement

JSOU continued its commitment to international engagement by educating 1924 international students, representing more than 65 countries. Students were taught in resident and deployed venues in response to increased educational demands, supporting TSOCs and partner nation SOF education initiatives. The university established the IE Division under the Operational Studies Department to centralize planning, coordination, and direction of international engagement activities.

The division guided joint SOF education in support of the NSHQ, as well as NATO SOF, supporting OPERATION ENDURING FREEDOM/International Security Assistance Force. Additionally, the IE Division co-hosted the Southeast Asia Pacific Area Security Sector Working Group involving Southeast Asian SOF and supporting JIATF-W in Cambodia with a tailored counter narcotic planning course. The IE Division continued to support both Colombia and Poland in developing national joint special operations commands.

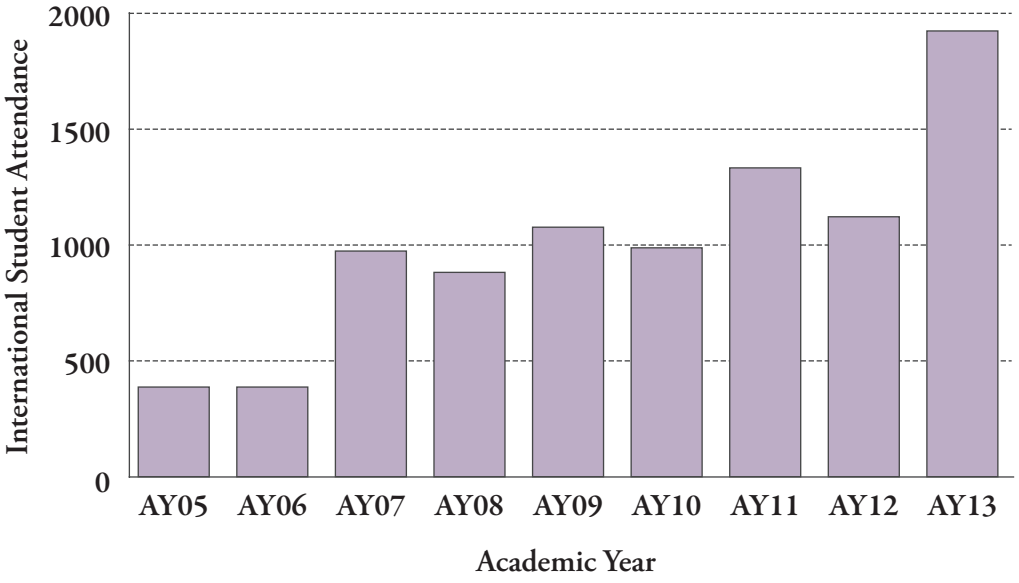
In March 2013, JSOU entered a formal memorandum of agreement with the Defense Institute of Security Assistance Management (DISAM) to deliver the DISAM Security Cooperation Orientation Course (SC-OC) Certification level II curriculum for members of the SOF community who are involved in security cooperation (SC) programs. This certification is for command members who are involved in SC engagements within the Department of Defense (DoD). This includes training, education, exercises, command visits, and joint combined education training (JCET). This course ensures that SOF personnel have a standardized understanding of policy, regulations, and programs that are utilized by USSOCOM for SC engagement. This course delivers standard DISAM curriculum for level II certification, is taught by JSOU and DISAM instructors, and focuses on case studies and examples that are of interest to USSOCOM personnel.

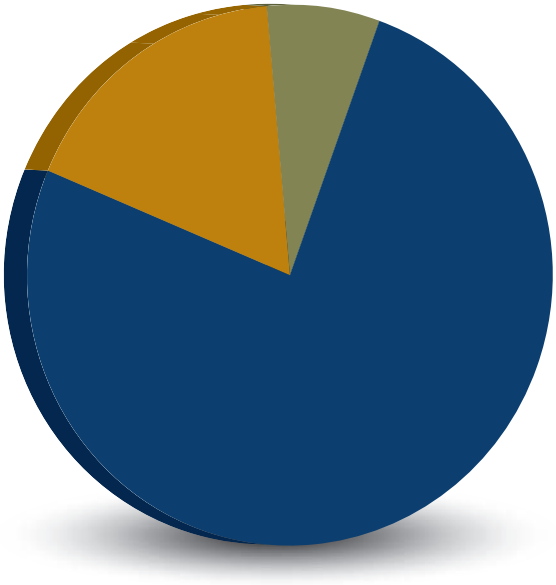
The DoD's Regional Defense Combating Terrorism Fellowship Program continued to be a principal funding source for international education delivered by the Strategic Studies Department. The two-week SOCbT course was conducted three times in AY13 and focused on the salient issues confronting security officials whose duties involve combating terrorism. The one-week ASOCbT-A course, a CTFP alumni course, was conducted twice and emphasized a narrow problem set focused on the theme "Social Media's Role in Combating Terrorism" in order to concentrate on common leadership challenges. The department also added the Countering Violent Extremism (CVE) Seminar to its resident CTFP offerings. The pilot CVE course featured an audience of international officers assigned to the U.S. Central Command's (USCENTCOM) Coalition Center. CTFP also sponsored an elective course at the USAF Air War College and a CTFP seminar for an audience of international fellows from NDU's National War College and the Eisenhower School. The approved curriculum from CTFP-based courses and other resident courses provided the foundation for MET deployments. Overall, the departent coordinated with the TSOCs to provide regional and bilateral seminars in eight countries. Additionally, the department's senior fellows and faculty led a symposium in collaboration with the Canadian Special Operations Forces Command Professional Development Centre.

Countries included for AY13: Afghanistan, Albania, Algeria, Armenia, Bahamas, Bangladesh, Belgium, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burkina Faso, Burundi, Cameroon, Canada, Central African Republic, Chad, Chile, Colombia, Croatia, Czech Republic, Democratic Republic of the Congo, Egypt, Estonia, Gabon, Georgia, Germany, Ghana, Honduras, Hungary, India, Indonesia, Iraq, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Korea, Lebanon, Lesotho, Lithuania, Macedonia, Malaysia, Mali, Mauritania, Mauritius, Mexico, Morocco, Mozambique, Nepal, Nigeria, Norway, Oman, Pakistan, Paraguay, Peru, Philippines, Poland, Romania, Senegal, Sri Lanka, South Africa, Swaziland, Thailand, Trinidad and Tobago, United Arab Emirates, Uganda, and Uruguay.

International Student Attendance by Academic Year

Academic Year	INT'L Attendance
AY05	387
AY06	387
AY07	974
AY08	882
AY09	1,077
AY10	988
AY11	1,333
AY12	1,122
AY13	1,924



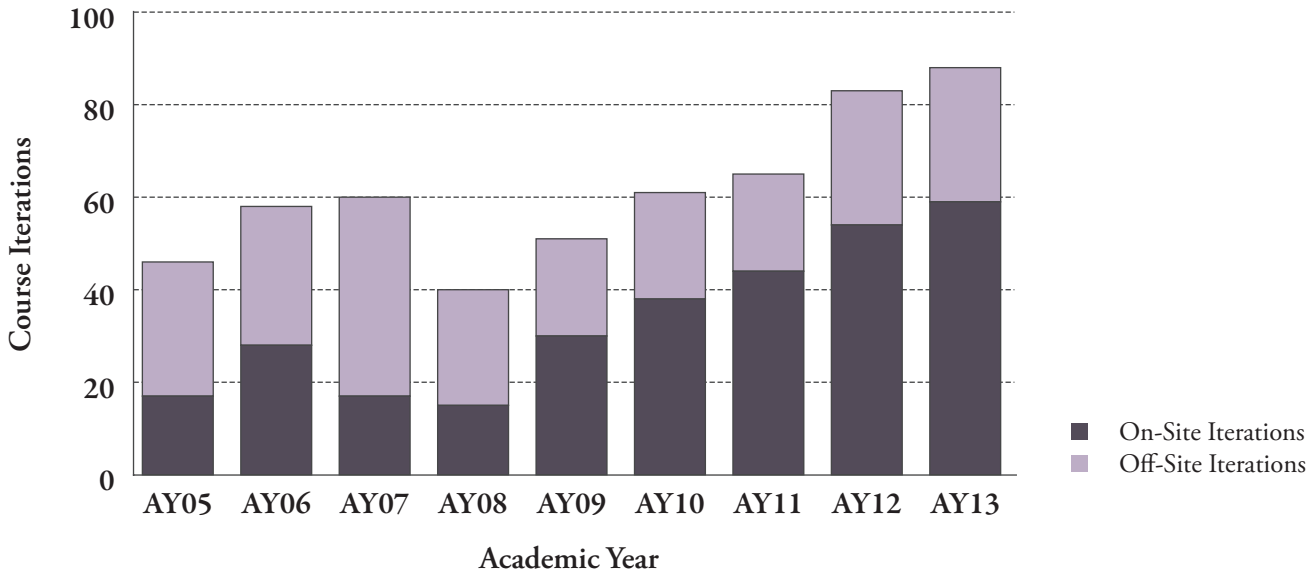


International Student Demographics by Course Type

Resident	138	7%
JSOU-EA	4	<1%
MET	1,456	76%
DL	2	<1%
PME	324	17%

Resident

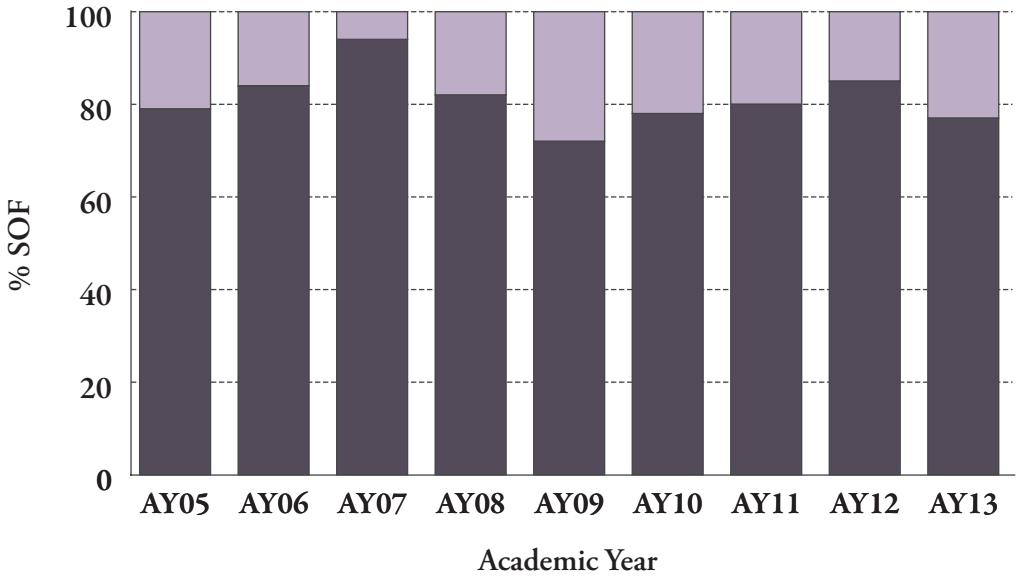
Resident Course Iterations by Academic Year



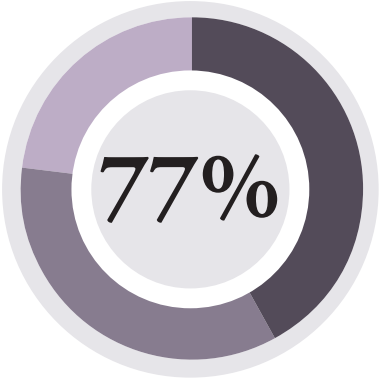
	AY05	AY06	AY07	AY08	AY09	AY10	AY11	AY12	AY13
Courses Conducted	19	20	19	17	19	21	24	26	29
Course Iterations	46	58	60	40	51	61	65	83	87
On-Station*	17	28	17	15	30	38	44	54	59
Off-Station	29	30	43	25	21	23	21	29	28
Academic Days	248	288	376	222	310	380	525	541	573
Total Students	1,210	1,680	2,277	1,053**	1,258	1,548	1,594	1,969	1,979

** Classes taught at Pinewood or on MacDill AFB*
*** Formal course attendance decreased by 54% in AY08 due to the transfer of four Joint Education Program courses to the Joint Special Operations Command (JSOC).*

SOF Attendance in Resident Courses by Academic Year

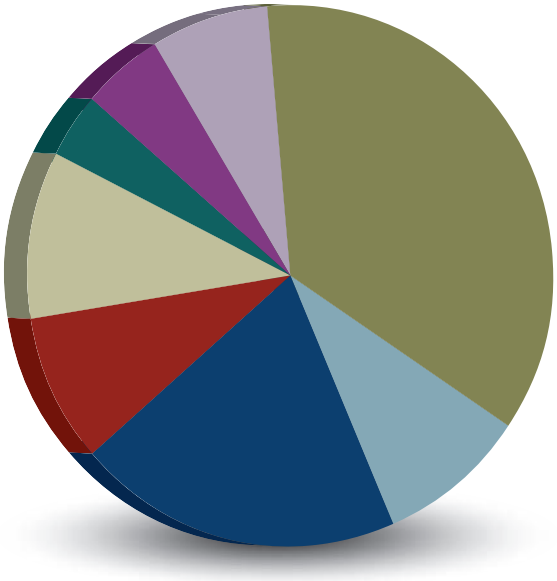


	AY05	AY06	AY07	AY08	AY09	AY10	AY11	AY12	AY13
SOF and Enablers	953	1,411	2,143	867	907	1,261	1,282	1,672	1,438
Non-SOF	257	269	134	186	351	346	312	297	426
Total	1,210	1,680	2,277	1,053	1,258	1,607	1,594	1,969	1,864
% SOF and Enablers	79%	84%	94%	82%	72%	78%	80%	85%	77%



SOF Attendance in Resident Courses

SOF	783	42%
SOF Enabler	655	35%
Non-SOF	426	23%
SOF and Enablers	1,438	77%



Resident Course Demographics

USA	706	36%
USAF	173	9%
USN	390	20%
USMC	173	9%
USCG	3	<1%
CIV	200	10%
CTR	88	4%
IA	108	5%
INT'L	138	7%
Total	1,979	100%

	Officer	Warrant	Enlisted	Civilian	International	Total
USA	367	24	315	--	--	706
USAF	139	--	34	--	--	173
USN	234	8	148	--	--	390
USMC	88	2	83	--	--	173
USCG	3	--	--	--	--	3
CIV	--	--	--	200	--	200
CTR	--	--	--	88	--	88
IA	--	--	--	108	--	108
INT'L	--	--	--	--	138	138
Total	831	34	580	396	138	1,979

Advanced Special Operations Combating Terrorism-Alumni Course

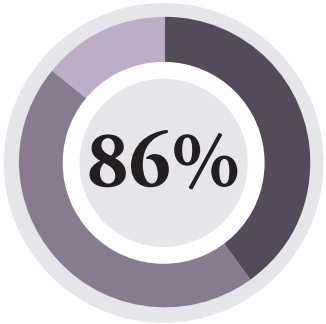
ASOCbT-A

Course Code: ASOCbT-A
Length: 5 days
Email: jsou.asocbta@socom.mil
MASL#: D126047

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	40
Students	37
Student Contact Hours	1,480

Attendance by Category



SOF	14	40%
SOF Enabler	16	46%
Non-SOF	5	14%
SOF and Enablers	30	86%

Target Audience

This course 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.

Registration Criteria

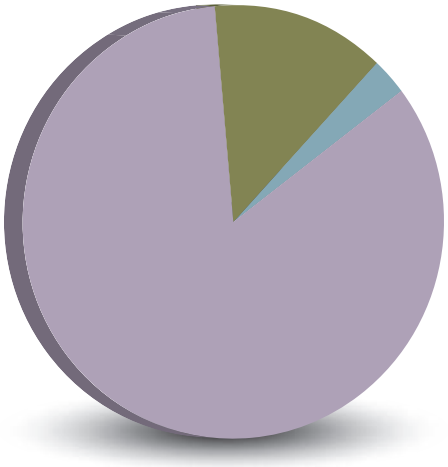
Invitation Only. Minimum English comprehension level (ECL) score of 80 is required.

Course Description

As part of the Combating Terrorism Fellowship Program, the ASOCbT-A course focuses on advancing international partnership networks established during the SOCbT course and other CTFP-sponsored events. Designed for senior military officers and civilian officials, the curriculum focuses on strategies for countering terrorist threats and leadership issues inherent in combating terrorism.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.6	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	4.2	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.5**	**4.6**



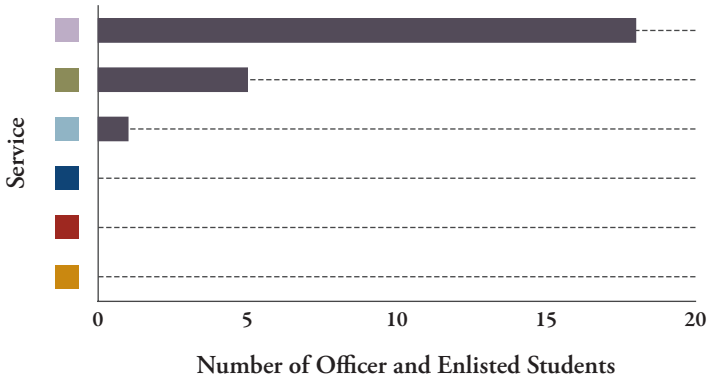
Course Demographics

USA	5	14%
USAF	1	3%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	31	84%

Demographics by Rank

75% (18 of 24) of military students were international officers.

	Officer	Enlisted
INT'L	18	0
USA	5	0
USAF	1	0



Demographics by SOF Experience

International Attendance

Armenia, Burundi, Columbia, Czech Republic, Estonia, India, Indonesia, Jordan, Lebanon, Macedonia, Maldives, Mauritania, Mauritius, Morocco, Netherlands, Niger, Nigeria, Pakistan, Philippines, Rwanda, Thailand, Trinidad & Tobago, Uganda, and Yemen

Combating Terrorism Executive Interagency Seminar

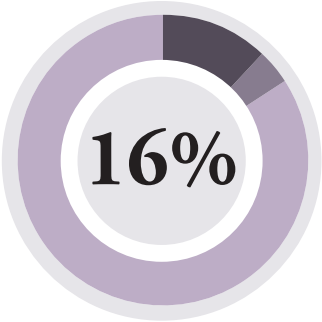
CbTEIS

Course Code: CbTEIS
Length: 2 days
Email: jsou.cbteis@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	0
Off-Station	2
Academic Hours	16
Students	50
Student Contact Hours	800

Attendance by Category



SOF	6	12%
SOF Enabler	2	4%
Non-SOF	42	84%
SOF and Enablers	8	16%

Target Audience

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.

Registration Criteria

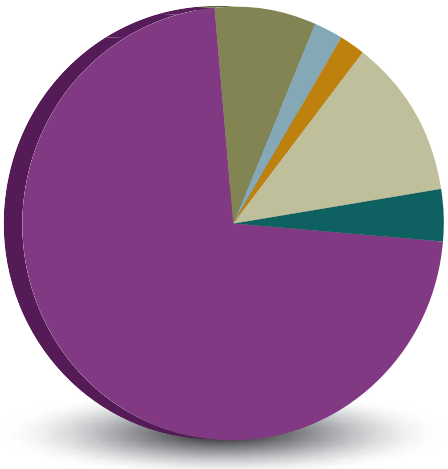
Invitation only.

Course Description

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.

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	4.4	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.5**	**4.6**



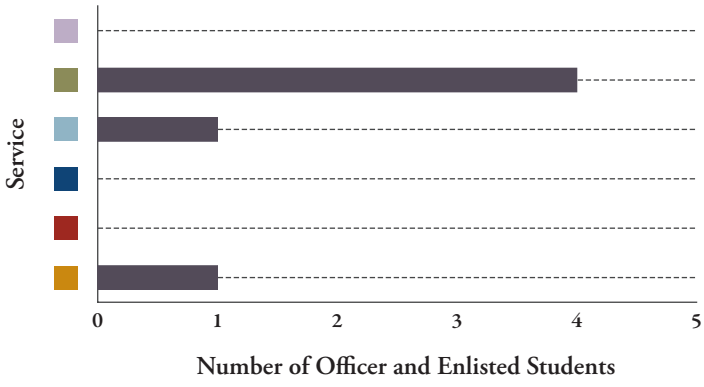
Course Demographics

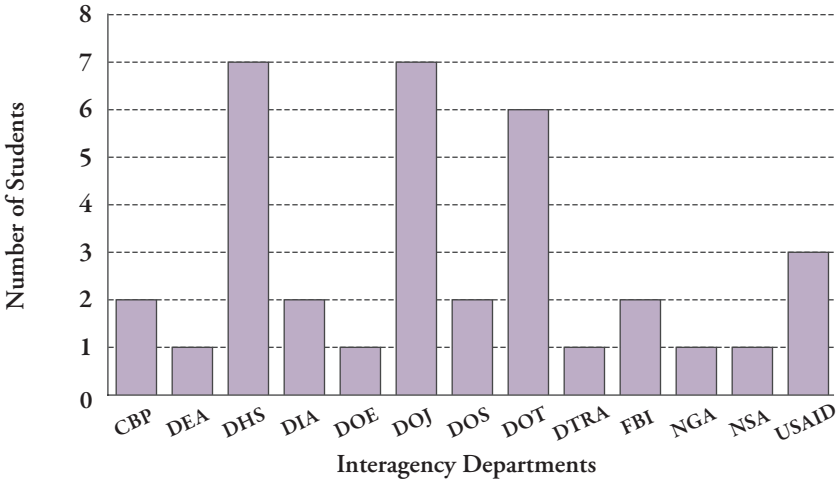
USA	4	8%
USAF	1	2%
USN	0	0%
USMC	0	0%
USCG	1	2%
CIV	6	12%
CTR	2	4%
IA	36	72%
INT'L	0	0%

Demographics by Rank

All six military students were officers.

	Officer	Enlisted
USA	4	0
USAF	1	0
USCG	1	0





Interagency Departments

CBP	2	DOT	6
DEA	1	DTRA	1
DHS	7	FBI	2
DIA	2	NGA	1
DOE	1	NSA	1
DOJ	7	USAID	3
DOS	2		

Combating Terrorist Networks Interagency Seminar

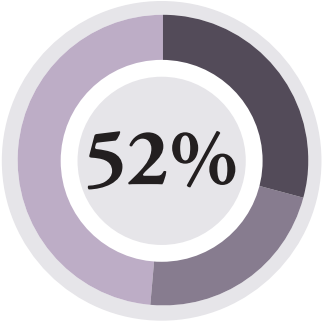
CbTNIS

Course Code: CbTNIS
Length: 4 days
Email: jsou.cbtnis@socom.mil
MASL#: N/A

Class Iterations

Total	4
On-Station	1
Off-Station	3
Academic Hours	32
Students	96
Student Contact Hours	3,072

Attendance by Category



SOF	28	29%
SOF Enabler	21	22%
Non-SOF	46	48%
SOF and Enablers	49	52%

Target Audience

This seminar is designed for U.S. senior military leadership and senior federal civil service (O4-O6, GS13-GS15 and FS2-1) having a background in U.S. security strategy, initiatives, and programs designed to counter terrorist networks.

Registration Criteria

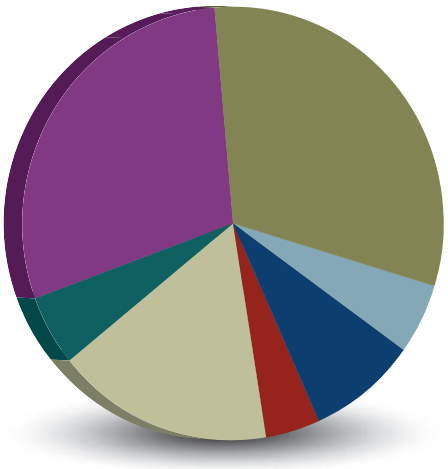
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

CbTNIS is designed for senior career personnel who have a knowledge base in U.S. strategy, initiatives, and programs geared toward combating terrorism and those who expect an assignment focused on counterterrorism. The primary course goal is to foster cooperation and collaboration among SOF, DoD, and other national and international organizations in order to disrupt, deny, and defeat terrorist networks using various approaches.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



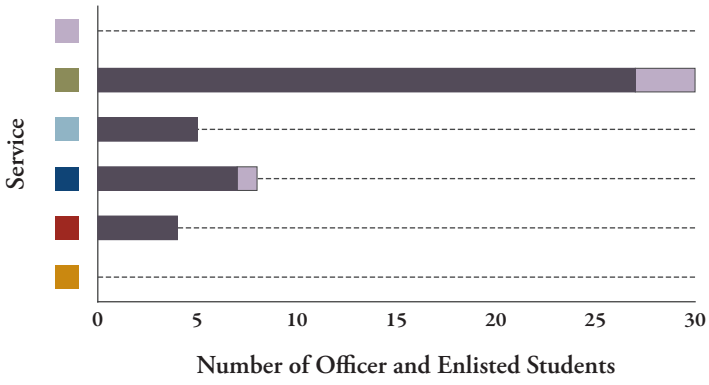
Course Demographics

USA	30	31%
USAF	5	5%
USN	8	8%
USMC	4	4%
USCG	0	0%
CIV	16	17%
CTR	5	5%
IA	28	29%
INT'L	0	0%

Demographics by Rank

All four services were represented. 57% (27 of 47) of military students were Army officers.

	Officer	Enlisted
USA	27	3
USAF	5	0
USN	7	1
USMC	4	0



Demographics by SOF Experience

Interagency Departments

DHS	19	USAID	4
DOJ	2	Other	1
DOT	2		

Combined/Joint Force Special Operations Component Commanders Course

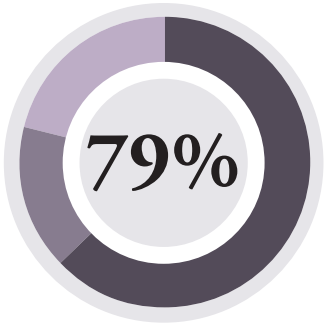
C/JFSOCC

Course Code: C/JFSOCC
Length: 4.5 days
Email: jsou.cjfsocc@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	19
Student Contact Hours	684

Attendance by Category



SOF	12	63%
SOF Enabler	3	16%
Non-SOF	4	21%
SOF and Enablers	15	79%

Target Audience

This course is designed for senior warfighting professionals continuing education. It is intended for general officers/flag officers (to include selects) with and without special operations experience, along with senior executive service levels from other government agencies. Additionally, the course encourages participation by international officers. This course is available to command senior enlisted leaders serving or designated to be serving as CSELs to O7 commanders or higher.

Registration Criteria

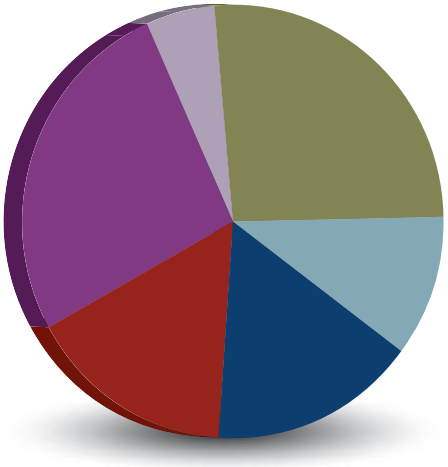
Invitation only. Course participants are identified by the USSOCOM commander, the services, or specified federal agencies.

Course Description

C/JFSOCC is designed to prepare commanders and senior leaders for theater-level leadership at the operational level. The course advances senior leaders' understanding of the complexities of major joint, combined, interagency, and multinational strategic operations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.9	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.8**	**4.6**



Course Demographics

USA	5	26%
USAF	2	11%
USN	3	16%
USMC	3	16%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	5	26%
INT'L	1	5%

Demographics by Rank

All four services were represented. 79% (11 of 14) of military students were officers.

	Officer	Enlisted
INT'L	1	0
USA	4	1
USAF	2	0
USN	2	1
USMC	2	1

Years of SOF Experience

Over 42% (8 of 19) of students had over 20 years of SOF experience.

Counter Threat Finance Course

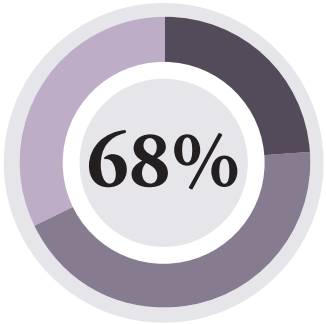
CTFC

Course Code: CTFC
Length: 5 days
Email: jsou.ctfc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	36
Students	43
Student Contact Hours	1,548

Attendance by Category



SOF	10	24%
SOF Enabler	18	44%
Non-SOF	13	32%
SOF and Enablers	28	68%

Target Audience

Officers, warrant officers, senior noncommissioned officers, government civil service personnel, and contractors assigned to counter threat finance (CTF) or CTF intelligence duties at combatant commands, SOF, general purpose forces (GPF), DoD, or other government agencies.

Registration Criteria

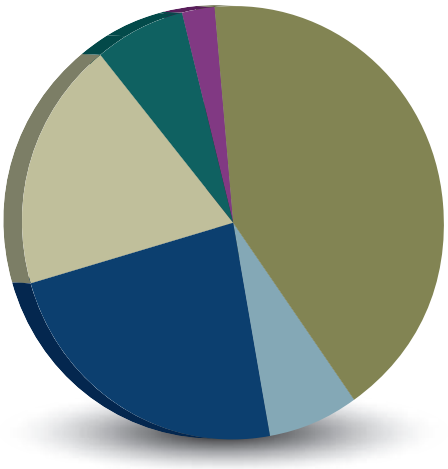
Students interested must apply online at the JSOU website and must be assigned or associated with the CTF mission.

Course Description

The course provides an introduction to CTF fundamentals and explains the CTF strategic concepts, operational considerations, and tactical capability options. Students discuss unique CTF challenges, methods, and solutions, and identify how to recognize and evaluate threat networks. Students select intelligence methods to collect and analyze information for targeting enemy financial networks. Students will identify actions to disrupt and dismantle threat financial and logistic facilitation. The course includes a case study and a practical exercise that serves as the culminating course evaluation.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.7	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.8**	**4.6**



Course Demographics

USA	18	42%
USAF	3	7%
USN	10	23%
USMC	0	0%
USCG	0	0%
CIV	8	19%
CTR	3	7%
IA	1	2%
INT'L	0	0%

Demographics by Rank

Three of the four services were represented and 52% (16 of 31) of military students were Army enlisted.

	Officer	Enlisted
USA	2	16
USAF	2	1
USN	8	2

Years of SOF Experience

Over 60% (26 of 43) students had between 0 and 5 years of SOF experience.

Countering Violent Extremism Seminar

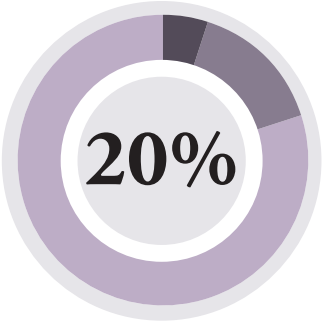
CVE

Course Code: CVE
Length: 10 days
Email: jsou.cve@socom.mil
MASL#: D126076

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	76
Students	20
Student Contact Hours	1,520

Attendance by Category



SOF	1	5%
SOF Enabler	3	15%
Non-SOF	16	80%
SOF and Enablers	4	20%

Target Audience

This course is designed for U.S. and international mid- to senior-level military officers, Ministry of Defense officials, security officials, and SOF counterparts with responsibilities concerning combating terrorism.

Registration Criteria

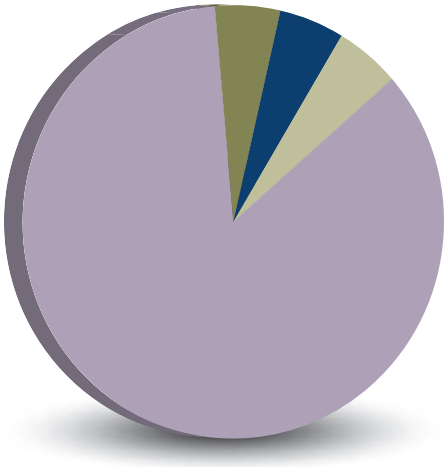
Minimum ECL score of 70 is required.

Course Description

The 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.5	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	4.6	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.4**	**4.6**



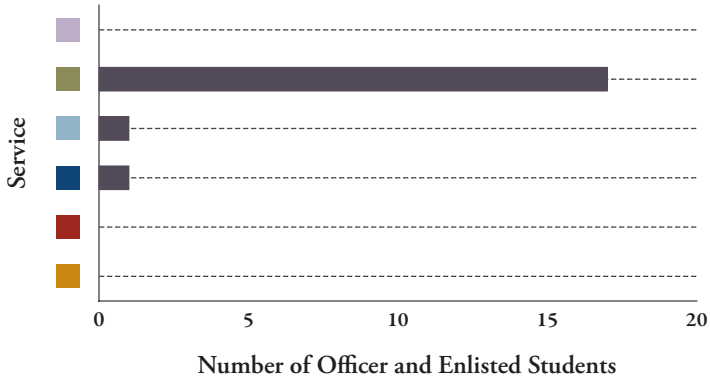
Course Demographics

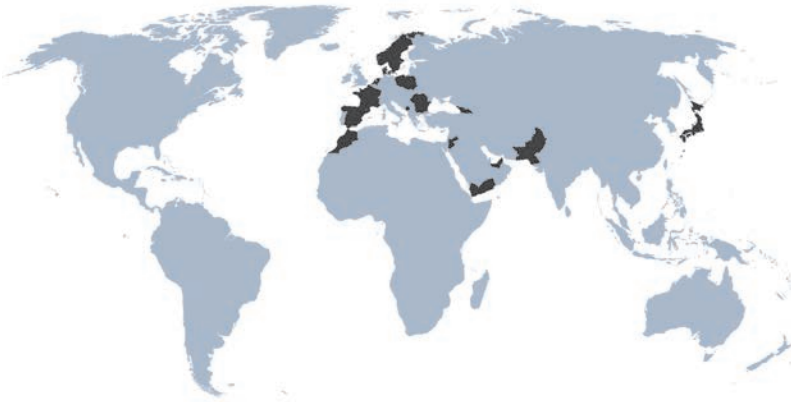
USA	1	5%
USAF	0	0%
USN	1	5%
USMC	0	0%
USCG	0	0%
CIV	1	5%
CTR	0	0%
IA	0	0%
INT'L	17	85%

Demographics by Rank

85% (17 of 19) of military students were international officers.

	Officer	Enlisted
INT'L	17	0
USA	1	0
USAF	1	0





International Students

Albania, Bulgaria, Denmark, Djibouti, France, Georgia, Japan, Jordan, Morocco, Netherlands, Norway, Pakistan, Poland, Romania, Spain, Sweden, United Arab Emirates and Yemen

Introduction to Irregular Warfare Course

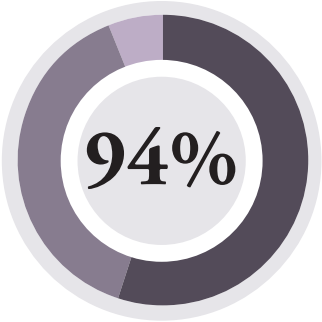
I2WC

Course Code: I2WC
Length: 3 days
Email: jsou.i2wc@socom.mil
MASL#: D126078, D126064

Class Iterations

Total	6
On-Station	0
Off-Station	6
Academic Hours	24
Students	186
Student Contact Hours	4,464

Attendance by Category



SOF	102	55%
SOF Enabler	73	39%
Non-SOF	11	6%
SOF and Enablers	175	94%

Target Audience

This course is designed for U.S. officers (O1-O4), NCOs (E5-E7), and U.S. Government civilian employees in comparable grades, serving within or supporting SOF operations.

Registration Criteria

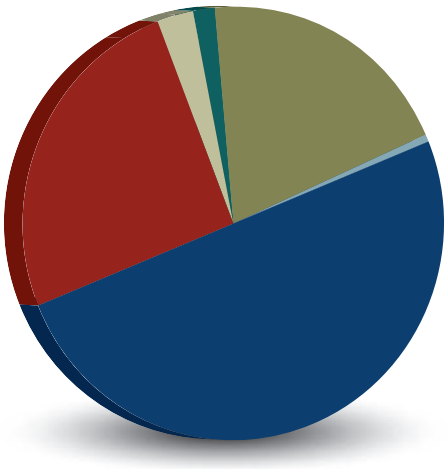
Students interested in attending must apply online at the JSOU website and be accepted by the course director. On a case-by-case basis, international military and civilians, whose job requires knowledge of IW, may also be accepted.

Course Description

I2WC is a three-day educational program that discusses the fundamental concepts of IW and its impact on the joint force. I2WC is divided into three modules. Module one identifies the fundamental concepts of IW and its impact on the joint force. Module two examines the supporting activities of IW and how they are used in modern conflicts. The module also examines the role of SOF in executing IW. Module three discusses the roles of the supporting activities within IW.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	37	20%
USAF	1	1%
USN	93	50%
USMC	47	25%
USCG	0	0%
CIV	5	3%
CTR	3	2%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 77% (137 of 178) of military students were enlisted.

	Officer	Enlisted
USA	10	27
USAF	1	0
USN	27	66
USMC	3	44

Years SOF Experience

Over 68% (125 of 183) of students had between 1 and 10 years of SOF experience.

Irregular Warfare Advanced Course

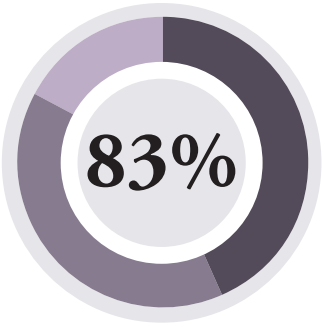
IWAC

Course Code: IWAC
Length: 10 days
Email: jsou.iwac@socom.mil
MASL#: D126048

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	80
Students	24
Student Contact Hours	1,920

Attendance by Category



SOF	10	43%
SOF Enabler	9	39%
Non-SOF	4	17%
SOF and Enablers	19	83%

Target Audience

Primarily military officers (O4-O6), warrant officers (W3-W5), noncommissioned officers (E8-E9), and equivalent civilians assigned to or in direct support of SOF. Other military, civilians, and international students may be accepted on a case-by-case basis.

Registration Criteria

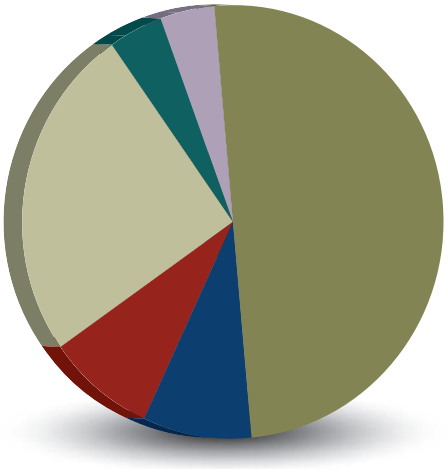
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

IWAC is an advanced seminar that discusses the historical, current, and future 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, motivations, and environment of armed groups and innovative approaches to counter them. IWAC provides an analysis of the relationships, IW concepts, plans, and international events at the operational to strategic levels of war.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.7	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



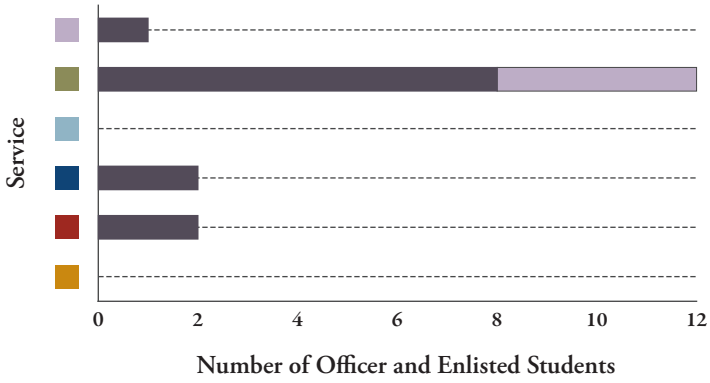
Course Demographics

USA	12	50%
USAF	0	0%
USN	2	8%
USMC	2	8%
USCG	0	0%
CIV	6	25%
CTR	1	4%
IA	0	0%
INT'L	1	4%

Demographics by Rank

Over 47% (8 of 17) of military students were U.S. Army officers.

	Officer	Enlisted
INT'L	1	0
USA	8	4
USN	2	0
USMC	2	0



Years of SOF Experience

Irregular Warfare-Applied Intelligence Course

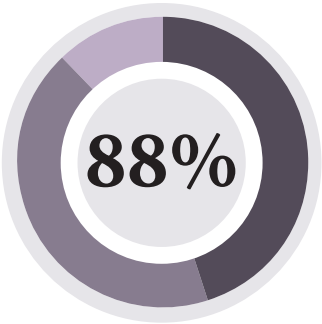
IW-AIC

Course Code: IW-AIC
Length: 10 days
Email: jsou.iw-aic@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	1
Off-Station	1
Academic Hours	80
Students	42
Student Contact Hours	3,360

Attendance by Category



SOF	19	45%
SOF Enabler	18	43%
Non-SOF	5	12%
SOF and Enablers	37	88%

Target Audience

Military officers (O3-O6), warrant officers (W3-W5), noncommissioned officers (E7-E9), and equivalent rank or grade civilians.

Registration Criteria

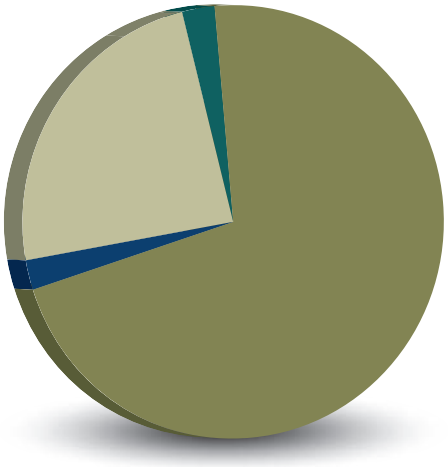
Students must complete the Irregular Warfare Course or take Introduction to Irregular Warfare Course (resident or online) to enroll.

Course Description

This course enables learners to analyze strategic and operational environments using IW concepts with an emphasis on unconventional warfare (UW). The course discusses relationships between intelligence frameworks, examines population-centric and socio-cultural analysis, as well as the characteristics of armed groups and irregular movements, incorporating social sciences with emerging analytical methods to influence operations. The course segues into the character and role of UW, emphasizing strategic and operational intelligence support, demonstrating the developments affecting UW in the 21st Century, and elaborating on UW campaign planning factors, resources, and authorities. The course culminates with an intelligence analysis of IW case studies and student presentations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.2	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	3.9	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.2	4.7
OVERALL SCORE	**4.2**	**4.6**



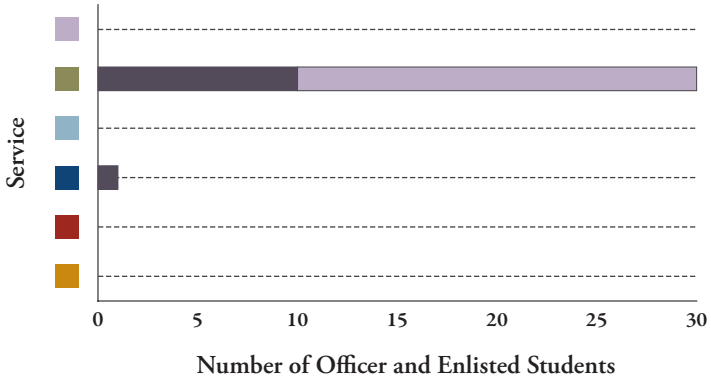
Course Demographics

USA	30	71%
USAF	0	0%
USN	1	2%
USMC	0	0%
USCG	0	0%
CIV	10	24%
CTR	1	2%
IA	0	0%
INT'L	0	0%

Demographics by Rank

65% (20 of 31) of military students were U.S. Army enlisted.

	Officer	Enlisted
USA	10	20
USN	1	0



Years of SOF Experience

67% (28 of 42) of students had between 1 and 10 years of SOF experience.

Irregular Warfare Course

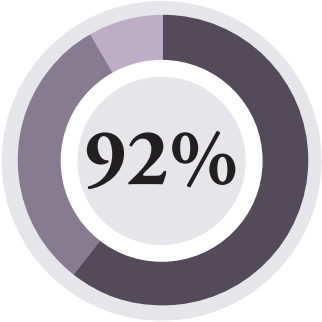
IWC

Course Code: IWC
Length: 8 days
Email: jsou.iwc@socom.mil
MASL#: D126077, D126057

Class Iterations

Total	4
On-Station	1
Off-Station	3
Academic Hours	64
Students	121
Student Contact Hours	7,744

Attendance by Category



SOF	50	60%
SOF Enabler	26	31%
Non-SOF	7	8%
SOF and Enablers	76	92%

Target Audience

Primarily military officers (O2-O4), warrant officers (W1-W4), noncommissioned officers (E6-E9), and equivalent government civilians assigned to, or in direct support of, joint special operations. Other military, civilian, and international students may be accepted on a case-by-case basis.

Registration Criteria

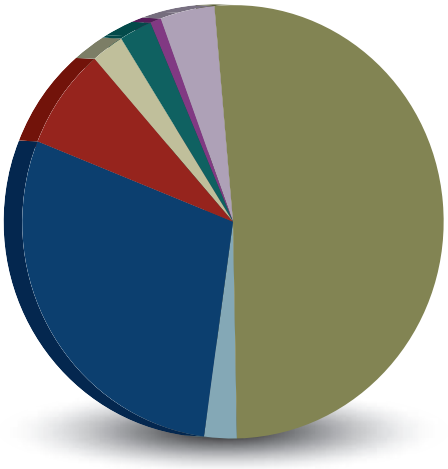
Students interested in attending must apply online at the JSOU website and be accepted by the course director. There are assigned reading prerequisites that must be completed prior to the course start date.

Course Description

IWC is an eight-day course addressing IW concepts, complex environments, armed groups, and the IW primary and supporting activities. With reading, informal lecture, and case study as the primary instructional techniques, the course provides critical thinking, IW policies, strategic philosophies, operational approaches, and insurgency theory, incorporating the nuances of culture, emerging SOF paradigms, concepts and theory, and the nexus with illicit criminal activity.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.3	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



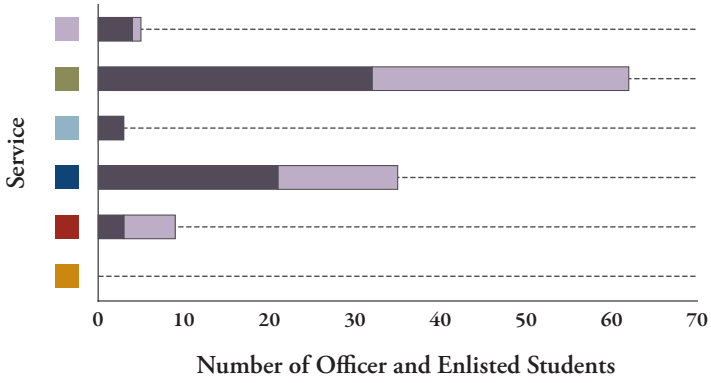
Course Demographics

USA	62	51%
USAF	3	2%
USN	35	29%
USMC	9	7%
USCG	0	0%
CIV	3	2%
CTR	3	2%
IA	1	1%
INT'L	5	4%

Demographics by Rank

Army and Navy comprised over 85% (97 of 114) of the military students.

	Officer	Enlisted
INT'L	4	1
USA	32	30
USAF	3	0
USN	21	14
USMC	3	6



Years of SOF Experience

68% (81 of 119) of students had between 1 and 10 years of SOF experience.

Joint Special Operations Chaplain/Chaplain Assistant Course

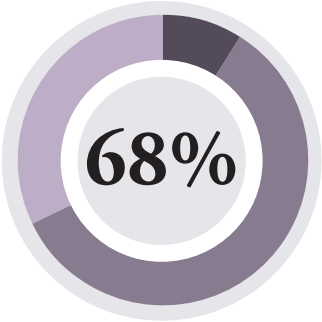
JSOCCAC

Course Code: JSOCCAC
Length: 4.5 days
Email: jsou.jsoccac@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	40
Students	78
Student Contact Hours	3,120

Attendance by Category



SOF	6	9%
SOF Enabler	41	59%
Non-SOF	22	32%
SOF and Enablers	47	68%

Target Audience

All newly assigned military officers, warrant officers, noncommissioned officers, and U.S. Government civilian/contractor employees serving the SOF community in direct support of chaplain/chaplain assistant and religious programs. International military and civilians whose job requires knowledge of SOF chaplain/chaplain assistant and religious programs, may be accepted on a case-by-case basis.

Registration Criteria

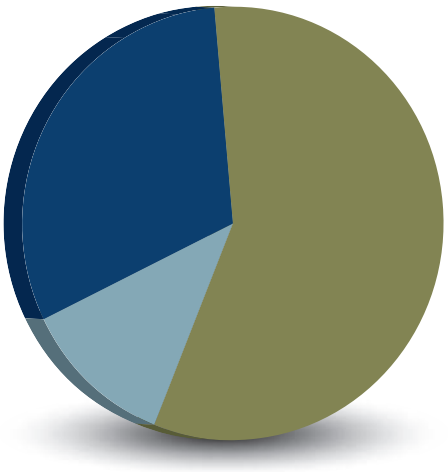
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course educates Army, Navy, and Air Force active duty, reserve, and National Guard chaplains and chaplains assistants/religious program specialists about the chaplain programs and religious ministry aspects of SOF and SOF operations.

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	4.6	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	45	58%
USAF	9	12%
USN	24	31%
USMC	0	0%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course was comprised of 53% (41) officers and 47% (37) enlisted.

	Officer	Enlisted
USA	23	22
USAF	5	4
USN	13	11

Years of SOF Experience

72% (54 of 75) of students had between 0 and 5 years of SOF experience.

Joint Special Operations Forces Pre-Command Course

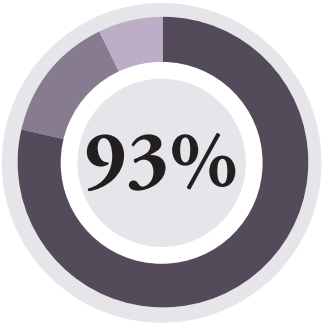
JSOFPCC

Course Code: JSOFPCC
Length: 4.5 days
Email: jsou.jsofpcc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	36
Students	90
Student Contact Hours	3,240

Attendance by Category



SOF	69	79%
SOF Enabler	12	14%
Non-SOF	6	7%
SOF and Enablers	83	93%

Target Audience

New SOF commanders (O5-O6), chief warrant officers (W4-W5), and command senior enlisted leaders (E9) in core SOF primary/duty occupation codes.

Registration Criteria

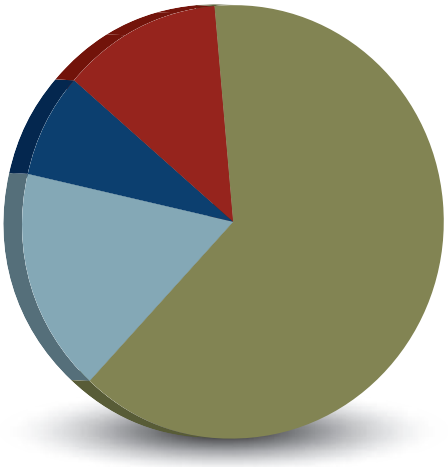
Invitation only. Students are selected to attend by their component personnel office. Attendance prior to taking command or assuming a command team position is mandatory and directed by the USSOCOM commander.

Course Description

Distinct from component courses, the USSOCOM commander directed this pre-command course to be a venue for networking and discussion of relevant joint SOF topics among the incoming leadership across USSOCOM components. The purpose is to provide education that informs the command team on key USSOCOM issues. The course informs and discusses ASD SO/LIC initiatives, components' perspectives and USSOCOM's role in the national campaign against terror, and enables participants to collaborate and learn from each other's experiences.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.3	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	4.5	4.6
I would recommend this course to others	4.4	4.7
OVERALL SCORE	**4.3**	**4.6**



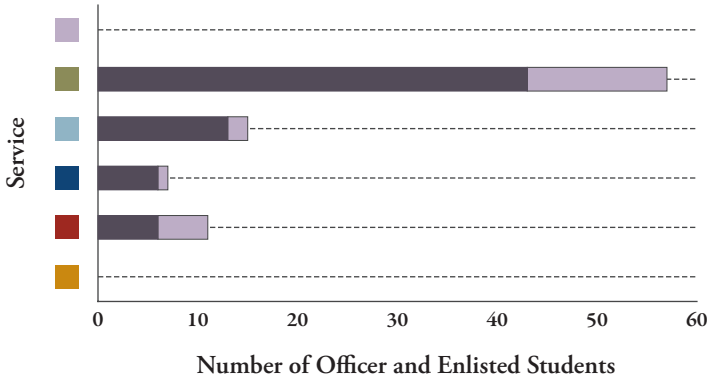
Course Demographics

USA	57	63%
USAF	15	17%
USN	7	8%
USMC	11	12%
US CG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 76% (68 of 90) were officers.

	Officer	Enlisted
USA	43	14
USAF	13	2
USN	6	1
USMC	6	5



Years of SOF Experience

Over 71% (63 of 88) of students had 11 or more years of SOF experience.

Joint Special Operations Legal Advisor Course

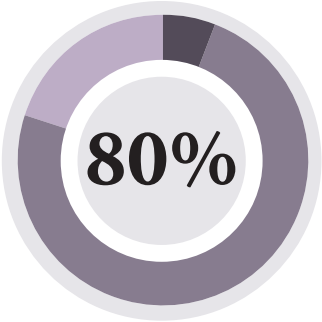
JSOLAC

Course Code: JSOLAC
Length: 4.5 days
Email: jsou.jsolac@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	50
Student Contact Hours	1,800

Attendance by Category



SOF	3	6%
SOF Enabler	37	74%
Non-SOF	10	20%
SOF and Enablers	40	80%

Target Audience

This course is for military judge advocates and paralegals, civilian attorneys, and civilian paralegals employed by the U.S. Government and work with, are currently assigned to, or are pending assignment to a special operations unit, command, or TSOC.

Registration Criteria

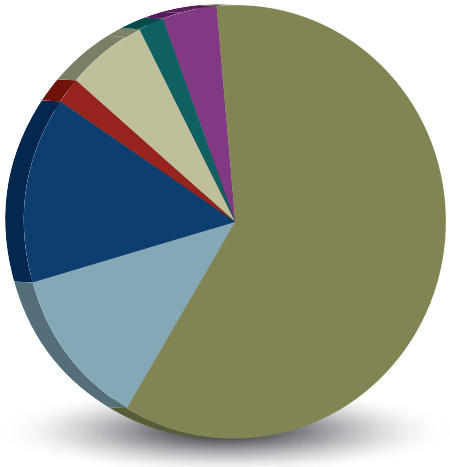
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This is an introductory course in SOF legal operations for personnel assigned to a SOF legal adviser or paralegal position. Students will comprehend USSOCOM history, responsibilities, capabilities, and function and understand the role of the SOF legal advisor in the joint and coalition special operations task force. It is not designed to replace the annual USSOCOM SOF Legal Conference. Student may seek continuing legal education (CLE) credit, including ethics, for this course from their state bar. Students are responsible for meeting all requirements for obtaining CLE from their respective jurisdictions.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.5	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**4.6**



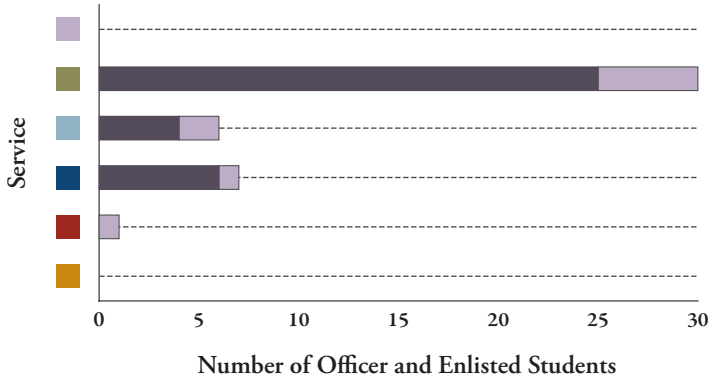
Course Demographics

USA	30	60%
USAF	6	12%
USN	7	14%
USMC	1	2%
USCG	0	0%
CIV	3	6%
CTR	1	2%
IA	2	4%
INT'L	0	0%

Demographics by Rank

57% (25 of 44) of all military students were U.S. Army officers.

	Officer	Enlisted
USA	25	5
USAF	4	2
USN	6	1
USMC	0	1



Years of SOF Experience

The majority of the students were SOF enablers with 1-5 years of SOF experience.

Joint Special Operations Medical Orientation Course

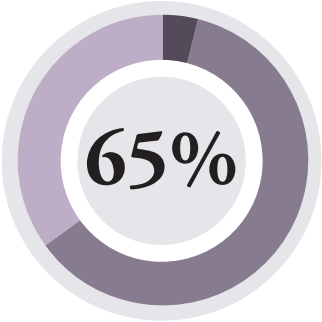
JSOMOC

Course Code: JSOMOC
Length: 5 days
Email: jsou.jsomoc@socom.mil
MASL#: D175461

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	40
Students	23
Student Contact Hours	920

Attendance by Category



SOF	1	4%
SOF Enabler	14	61%
Non-SOF	8	35%
SOF and Enablers	15	65%

Target Audience

This is an orientation course for medical military officers, warrant officers, noncommissioned officers, and U.S. Government civilian employees in comparable grades, serving the SOF community or in direct support of the SOF medical community. International military and civilians, whose job requires knowledge of SOF medical operations, may be accepted on a case-by-case basis.

Registration Criteria

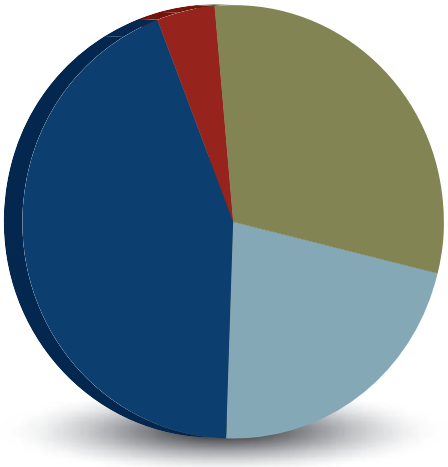
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course explains the fundamentals of the USSOCOM mission, roles, and capabilities, focusing 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



Course Demographics

USA	7	30%
USAF	5	22%
USN	10	43%
USMC	1	4%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 78% (18 of 23) were officers.

	Officer	Enlisted
USA	5	2
USAF	4	1
USN	8	2
USMC	1	0

Years of SOF Experience

83% (19 of 23) of students had between 0 and 5 years of SOF experience.

Methods of Instruction Course

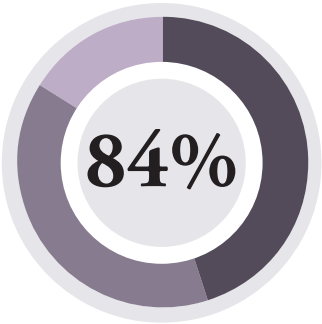
MOIC

Course Code: MOIC
Length: 9.5 days
Email: jsou.moic@socom.mil
MASL#: N/A

Class Iterations

Total	6
On-Station	6
Off-Station	0
Academic Hours	76
Students	46
Student Contact Hours	3,496

Attendance by Category



SOF	20	45%
SOF Enabler	17	39%
Non-SOF	7	16%
SOF and Enablers	37	84%

Target Audience

Newly assigned/hired JSOU faculty members are the top priority. SOF personnel teaching in any service or joint education environment are the second priority. MOIC is a joint SOF academic instructor course.

Registration Criteria

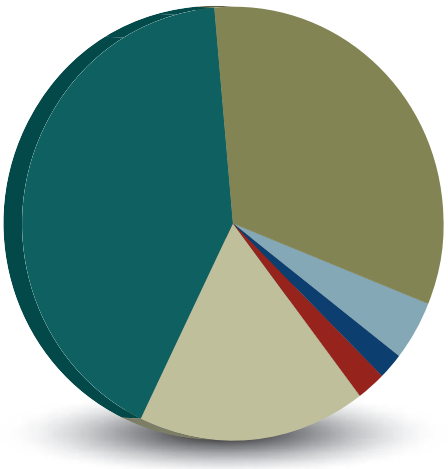
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course prepares JSOU faculty members and selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning. This course provides a brief overview of learning theory, the ISD process, and the development of lesson plans to allow immediate application of the strategies that are discussed and practiced within the course. The course also introduces learning evaluation and addresses basic principles of testing. Students teach graded lessons using different methodologies. The methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions, and demonstration performance.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.5	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



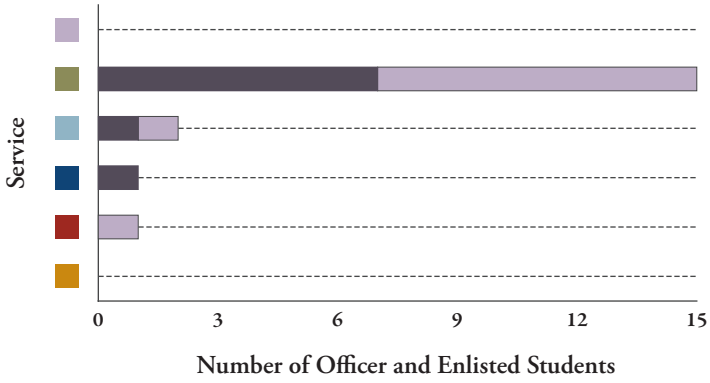
Course Demographics

USA	15	33%
USAF	2	4%
USN	1	2%
USMC	1	2%
USCG	0	0%
CIV	8	17%
CTR	19	41%
IA	0	0%
INT'L	0	0%

Demographics by Rank

79% (15 of 19) of military students were U.S. Army personnel, officer and enlisted.

	Officer	Enlisted
USA	7	8
USAF	1	1
USN	1	0
USMC	0	1



Years of SOF Experience

All levels of SOF experience were represented.

Methods of Instruction Course-Abbreviated

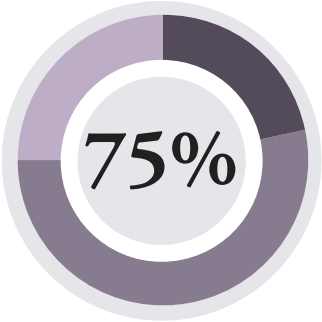
MOIC-A

Course Code: MOIC-A
Length: 1 day
Email: jsou.moica@socom.mil
MASL#: N/A

Class Iterations

Total	5
On-Station	5
Off-Station	0
Academic Hours	8
Students	66
Student Contact Hours	528

Attendance by Category



SOF	14	22%
SOF Enabler	35	54%
Non-SOF	16	25%
SOF and Enablers	49	75%

Target Audience

The MOIC-A course is designed for adjunct faculty members who will be teaching at JSOU or within a joint education environment.

Registration Criteria

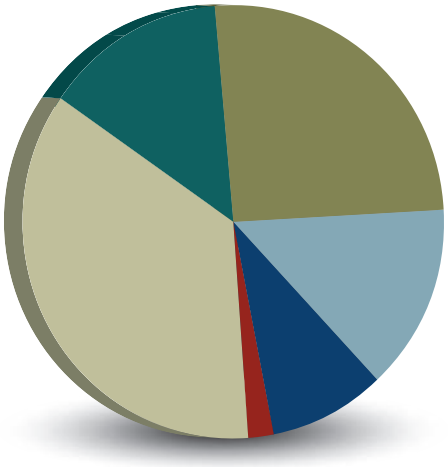
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

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 the development of level of learning lesson plans is provided. The course also 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.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.5	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.6**	**4.6**



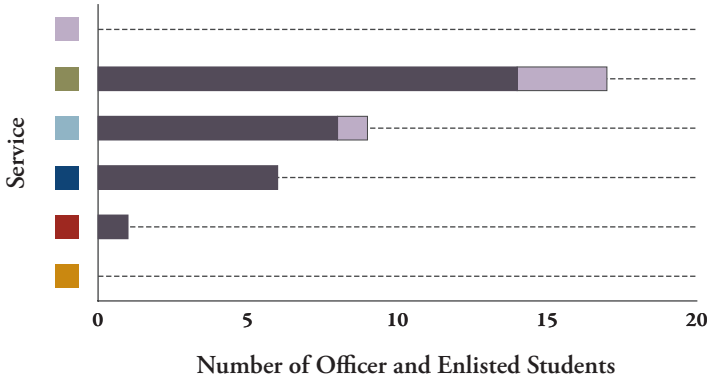
Course Demographics

USA	17	26%
USAF	9	14%
USN	6	9%
USMC	1	2%
USCG	0	0%
CIV	24	36%
CTR	9	14%
IA	0	0%
INT'L	0	0%

Demographics by Rank

88% (29 of 33) of military students were officers.

	Officer	Enlisted
USA	14	3
USAF	8	1
USN	6	0
USMC	1	0



Years of SOF Experience

MOIC-A was taught to all SOF categories and levels of SOF experience.

Methods of Instruction Course-Distance Learning

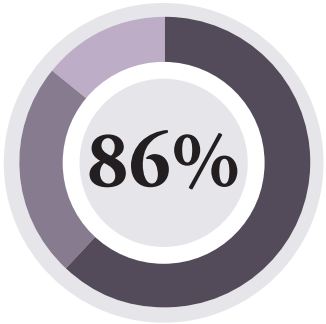
MOIC-D

Course Code: MOIC-D
Length: 2 days
Email: jsou.moicd@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	16
Students	29
Student Contact Hours	464

Attendance by Category



SOF	18	62%
SOF Enabler	7	24%
Non-SOF	4	14%
SOF and Enablers	25	86%

Target Audience

JSOU faculty and staff members who administer and/or facilitate online courses.

Registration Criteria

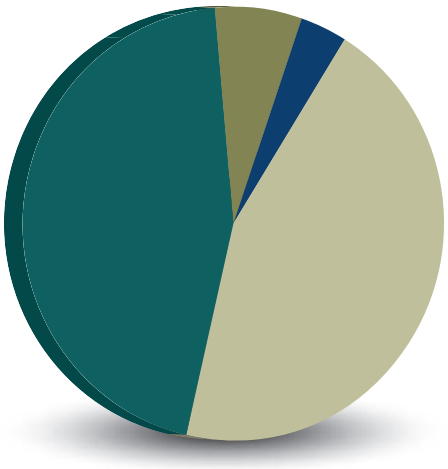
Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

This course is designed for instructors and course directors who utilize the JSOU Blackboard LMS to deliver content to students. The course focuses on the planning, tools, and techniques that should be utilized to provide an engaging learning experience for students in an online learning environment.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.3	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



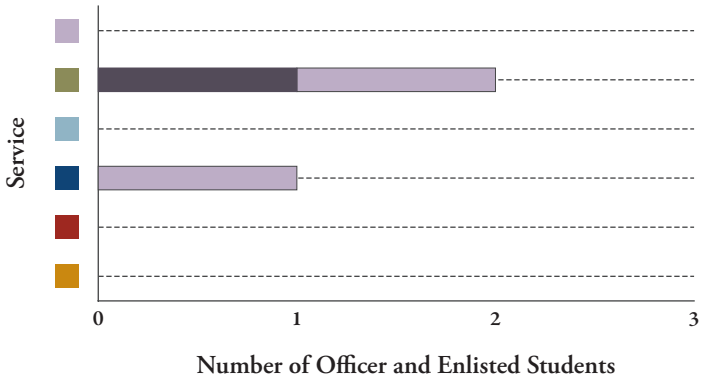
Course Demographics

USA	2	7%
USAF	0	0%
USN	1	3%
USMC	0	0%
USCG	0	0%
CIV	13	45%
CTR	13	45%
IA	0	0%
INT'L	0	0%

Demographics by Rank

Three military students participated. 90% (26 of 29) of overall students were civilian or contractors.

	Officer	Enlisted
USA	1	1
USN	0	1



Years of SOF Experience

Over 68% (15 of 22) of students had over 20 years of SOF experience.

Preparation of the Environment Orientation Seminar

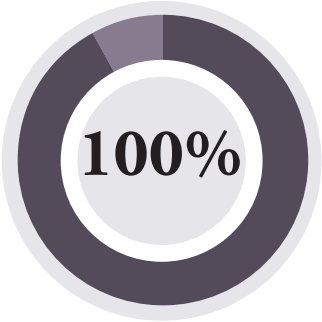
PEOS

Course Code: PEOS
Length: 8 days
Email: N/A
MASL#: N/A

Class Iterations

Total	4
On-Station	4
Off-Station	0
Academic Hours	64
Students	89
Student Contact Hours	5,696

Attendance by Category



SOF	82	92%
SOF Enabler	7	8%
Non-SOF	0	0%
SOF and Enablers	89	100%

Target Audience

This course is designed for NCOs (E7-E8), warrant officers, officers (O1-O4), and government civilians serving within the SOF community or supporting SOF operations.

Registration Criteria

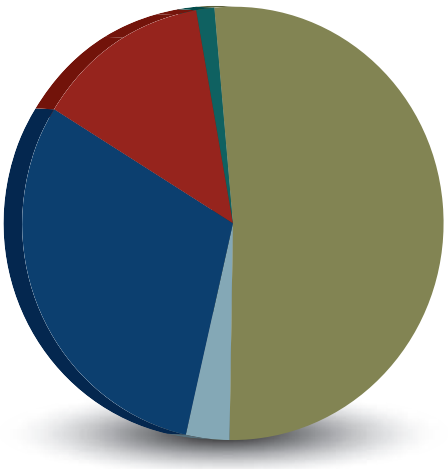
Invitation only. Students are identified to attend by their component personnel office and approved by theater special operations command.

Course Description

This course is a classified, eight-day introduction to the unique challenges, methods, and solutions associated with preparation of the environment. It orients the SOF and SOF enablers to SOF activities, functions, and processes and focuses attention on USSOCOM's preparation of the environment mission.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	46	52%
USAF	3	3%
USN	27	30%
USMC	12	13%
USCG	0	0%
CIV	0	0%
CTR	1	1%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented and 56% (49 of 88) were enlisted.

	Officer	Enlisted
USA	13	33
USAF	3	0
USN	16	11
USMC	7	5

SOF Intel Leaders Orientation Course

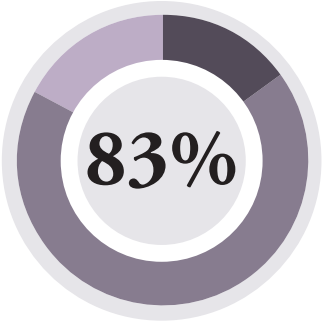
SILOC

Course Code: SILOC
Length: 5 days
Email: jsou.siloc@socom.mil
MASL#: N/A

Class Iterations

Total	2
On-Station	2
Off-Station	0
Academic Hours	32
Students	47
Student Contact Hours	1,504

Attendance by Category



SOF	6	15%
SOF Enabler	28	68%
Non-SOF	7	17%
SOF and Enablers	34	83%

Target Audience

This course is designed for officers, warrant officers, noncommissioned officers, civilian equivalents, and contractors assigned to intelligence organizations.

Registration Criteria

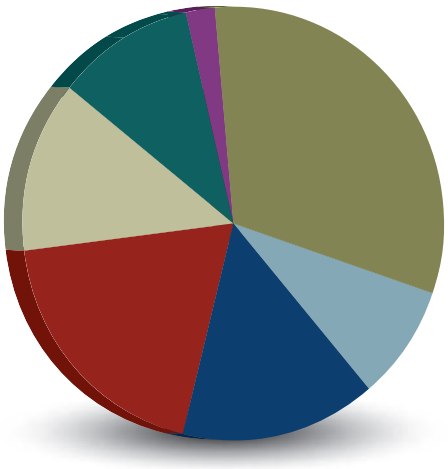
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course is an introduction to the unique challenges, methods, and solutions associated with joint special operations intelligence. It orients intelligence professionals to SOF activities, functions, and processes and focuses attention on USSOCOM's mission and core tasks. The course provides an overview of intelligence community (IC) support to SOF, USSOCOM J-2 staff elements, components, intelligence systems acquisition capability, TSOCs, and specified emerging areas of interest. The goal of the course is SOF intelligence workforce professionalization.

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	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.4**	**4.6**



Course Demographics

USA	15	32%
USAF	4	9%
USN	7	15%
USMC	9	19%
USCG	0	0%
CIV	6	13%
CTR	5	11%
IA	1	2%
INT'L	0	0%

Demographics by Rank

All four services were represented and 83% (29 of 35) of military students were officers.

	Officer	Enlisted
USA	12	3
USAF	3	1
USN	6	1
USMC	8	1

Years of SOF Experience

Over 44% (20 of 45) of students had between 1 and 5 years of SOF experience.

Special Operations Combating Terrorism Course

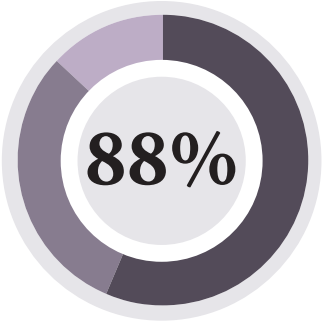
SOCbT

Course Code: SOCbT
Length: 10 days
Email: jsou.socbt@socom.mil
MASL#: D126019

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	76
Students	92
Student Contact Hours	6,992

Attendance by Category



SOF	50	57%
SOF Enabler	27	31%
Non-SOF	11	13%
SOF and Enablers	77	88%

Target Audience

This course is designed for U.S. and international military officers, Ministry of Defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

Registration Criteria

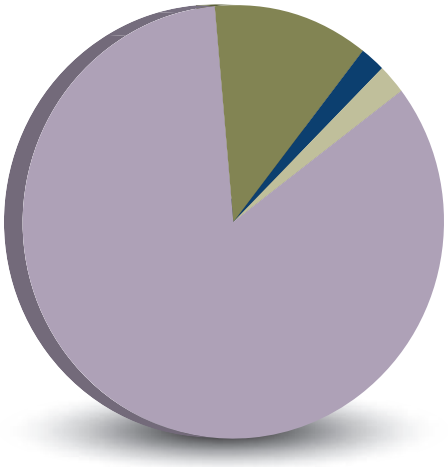
Invitation only. A minimum ECL score of 70 is required.

Course Description

Part of the Regional Defense Counterterrorism Fellowship Program, SOCbT is designed to build individual, country, and regional combating terrorism capabilities through education. The curriculum presents a comprehensive perspective on how governments combat terrorist threats, as well as the salient issues confronting security officials involved in combating terrorism. Interaction among guest speakers, faculty, and international students also serves to cultivate a network of professionals that will strengthen efforts toward combating terrorism.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



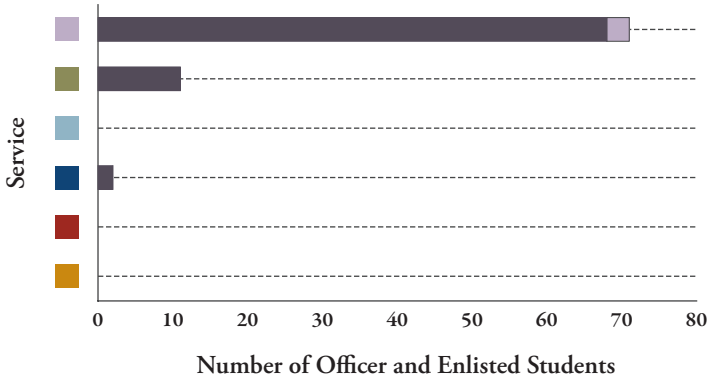
Course Demographics

USA	11	12%
USAF	0	0%
USN	2	2%
USMC	0	0%
USCG	0	0%
CIV	2	2%
CTR	0	0%
IA	0	0%
INT'L	77	84%

Demographics by Rank

81% (68 of 84) of military students were international officers.

	Officer	Enlisted
INT'L	68	3
USA	11	0
USN	2	0



Demographics by SOF Experience

International Students

Afghanistan, Algeria, Bangladesh, Belize, Burkina Faso, Burundi, Cameroon, Columbia, Czech Republic, Croatia, Dominican Republic, El Salvador, Estonia, Finland, Gambia, Germany, Guatemala, Hungary, India, Indonesia, Italy, Jordan, Kazakhstan, Kenya, Kyrgystan, Lebanon, Malaysia, Maldives, Mauritania, Morocco, Nepal, Niger, Nigeria, Pakistan, Panama, Paraquay, Philippines, Poland, Romania, Rwanda, Saudi Arabia, Spain, Sri Lanka, Thailand, Trinidad, Tunisia, Uganda, and Yemen

Special Operations Forces Interagency Collaboration Course

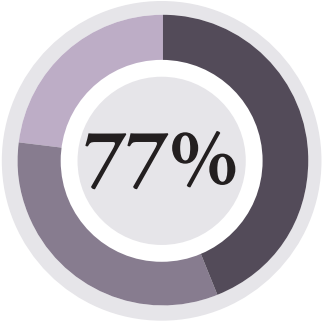
SOFIACC

Course Code: SOFIACC
Length: 4.5 days
Email: jsou.sofiacc@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	2
Off-Station	1
Academic Hours	36
Students	88
Student Contact Hours	3,168

Attendance by Category



SOF	36	44%
SOF Enabler	27	33%
Non-SOF	19	23%
SOF and Enablers	63	77%

Target Audience

This course is designed for military field grade officers, warrant officers, senior noncommissioned officers and mid-career civil service personnel from relevant government agencies who will participate in or support special operations.

Registration Criteria

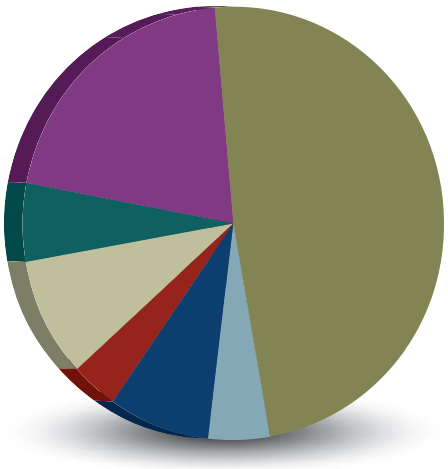
Students interested in attending must apply online and be accepted by the course director.

Course Description

This course prepares personnel to collaborate successfully in the complex array of actors and operational environments involved in interagency (IA) efforts in the exterior. This course prepares personnel to collaborate with individuals and to understand operational environments involved in interagency efforts to support national security. Collaboration, Lecture presentations and discussions are used to provide an overview of the doctrine, coordination, integration, and implementation of effective SOF-IA collaboration in activities at the operational level of conflict. The course culminates with an interactive problem solving exercise.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.7**	**4.6**



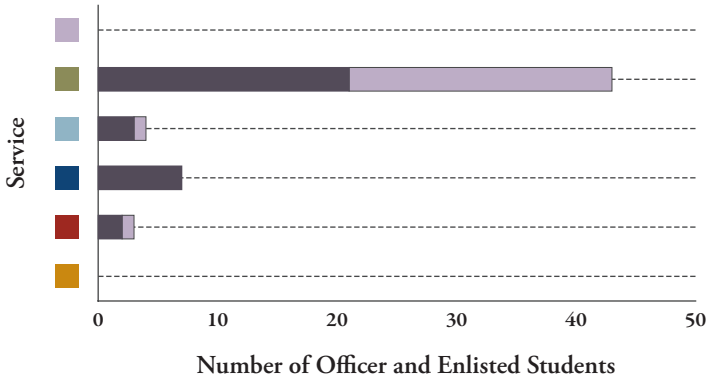
Course Demographics

USA	43	49%
USAF	4	5%
USN	7	8%
USMC	3	3%
USCG	0	0%
CIV	8	9%
CTR	5	6%
IA	18	20%
INT'L	0	0%

Demographics by Rank

Over 75% (43 of 57) of military students were U.S. Army enlisted and officers.

	Officer	Enlisted
USA	21	22
USAF	3	1
USN	7	0
USMC	2	1



Demographics by SOF Experience

Interagency Attendance

DHS	5	DOT	2
DoD	1	OSD	1
DOJ	2	USAID	1
DOS	5	USPIS	1

SOF-Resource Management Course

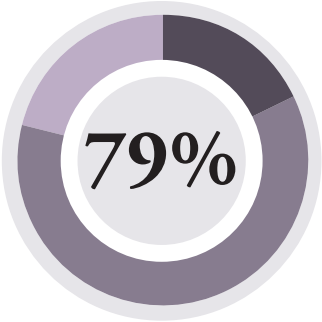
SOF-RMC

Course Code: SOF-RMC
Length: 5 days
Email: jsou.sofrm@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	36
Students	28
Student Contact Hours	1,008

Attendance by Category



SOF	5	18%
SOF Enabler	17	61%
Non-SOF	6	21%
SOF and Enablers	22	79%

Target Audience

All newly assigned military officers (O3-O6), warrant officers (W3-W5), noncommissioned officers (E7-E9), and civilians (GS11-GS15) who are currently managing resources, in a direct or indirect capacity, for USSOCOM or a TSOC.

Registration Criteria

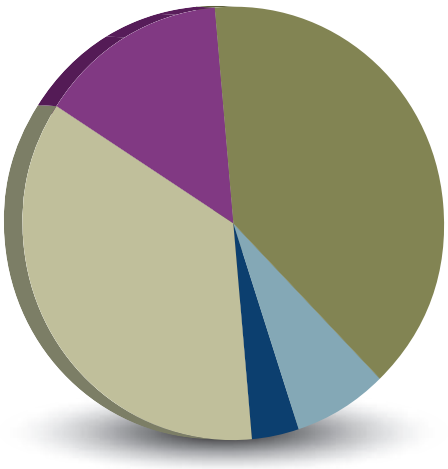
Students interested in attending must apply online and be accepted by the course director.

Course Description

The principal objective of SOF-RMC is to educate all personnel involved in managing resources. Students will receive instructions on administrative, logistical, service common, and base operating support for use at home station and deployed locations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	5.0	4.6
The objectives of the course were successfully achieved	5.0	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	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.9**	**4.6**



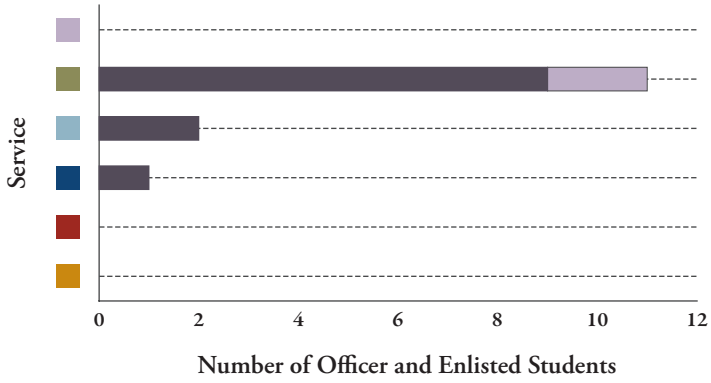
Course Demographics

USA	11	39%
USAF	2	7%
USN	1	4%
USMC	0	0%
USCG	0	0%
CIV	10	36%
CTR	0	0%
IA	4	14%
INT'L	0	0%

Demographics by Rank

64% (9 of 14) of military students were U.S. Army officers.

	Officer	Enlisted
USA	9	2
USAF	2	0
USN	1	0



Years of SOF Experience

All levels of SOF experience were represented. 50% (14 of 28) of all students had between 1 and 5 years of SOF experience.

Special Operations Planning Course

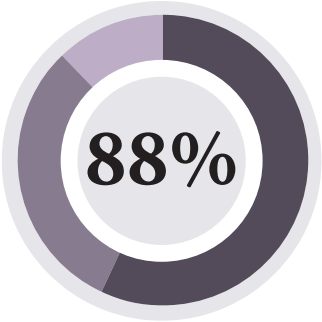
SOPC

Course Code: SOPC
Length: 10 days
Email: jsou.jsowc.sopc@socom.mil
MASL#: D126061

Class Iterations

Total	6
On-Station	1
Off-Station	5
Academic Hours	80
Students	141
Student Contact Hours	11,280

Attendance by Category



SOF	75	57%
SOF Enabler	41	31%
Non-SOF	16	12%
SOF and Enablers	116	88%

Target Audience

This course is designed for special operations military officers (O2-O4), warrant officers (W1-W4), senior noncommissioned officers (E7-E9), and civilians who are preparing for, en route to, or serving in a joint special operations assignment (TSOC, JSOC, JTF, JSOTF, or USSOCOM).

Registration Criteria

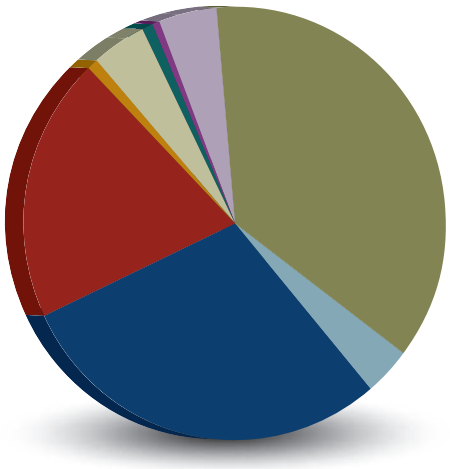
Students must apply online. International student attendance is considered on a case-by-case basis. Students should familiarize themselves with the *SOF Reference Manual* prior to arriving at the course. Specific prerequisites and online learning requirements will be provided by the course director upon acceptance.

Course Description

The first week focuses on center of gravity and critical factors analysis. During week one, students are introduced to the links between national security guidance and strategy with operational planning in the joint environment, as well as joint operational planning principles and processes. Week two culminates with a scenario-driven practical exercise and allows application of the elements of the joint operational planning process.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.5**	**4.6**



Course Demographics

USA	52	37%
USAF	5	4%
USN	41	29%
USMC	28	20%
USCG	1	1%
CIV	6	4%
CTR	1	1%
IA	1	1%
INT'L	6	4%

Demographics by Rank

59% (78) of military students were officers and 41% (55) were enlisted.

	Officer	Enlisted
INT'L	6	0
USA	20	32
USAF	4	1
USN	27	14
USMC	20	8
USCG	1	0

Years of SOF Experience

All levels of SOF experience were represented. 35% (49 of 141) of all students had between 1 and 5 years of experience.

Theater Special Operations Command-Basic Education Course

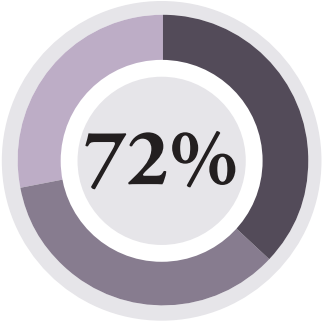
TSOC-BEC

Course Code: TSOC-BEC
Length: 5 days
Email: jsou.tsoc-bec@socom.mil
MASL#: N/A

Class Iterations

Total	7
On-Station	1
Off-Station	6
Academic Hours	40
Students	145
Student Contact Hours	5,800

Attendance by Category



SOF	53	37%
SOF Enabler	50	35%
Non-SOF	41	28%
SOF and Enablers	103	72%

Target Audience

TSOC personnel with limited special operations experience or any U.S. personnel designated to attend.

Registration Criteria

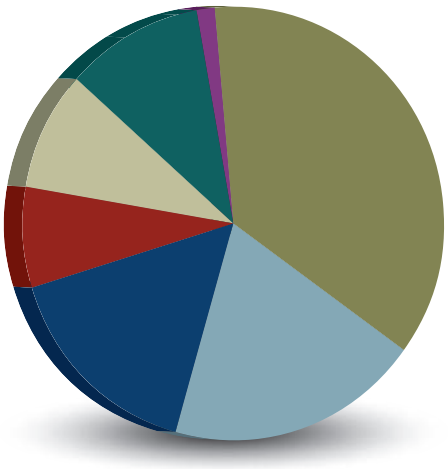
Invitation only. Students interested in attending must be approved by their TSOC. Students are required to complete ISOF prior to attending.

Course Description

TSOC-BEC is an unclassified course which focuses on IW, interagency/U.S. embassy considerations, national/military strategy, special operations, and special operations forces. The course is taught at the TSOC headquarters. TSOC-BEC focuses on IW, special operations, and national and military strategy concepts.

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	4.2	4.4
The information provided in this course will be useful to me in my job	4.3	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**4.6**



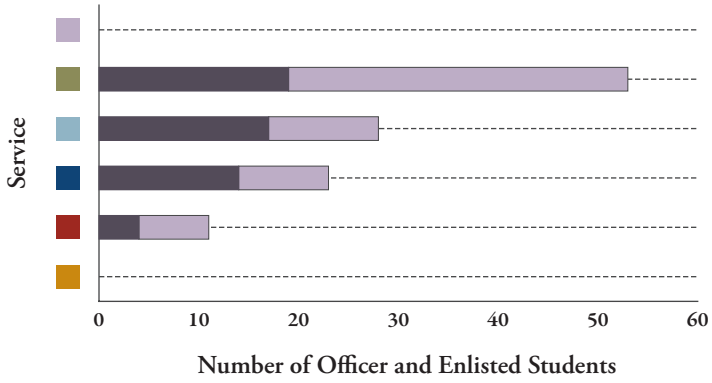
Course Demographics

USA	53	37%
USAF	28	19%
USN	23	16%
USMC	11	8%
USCG	0	0%
CIV	13	9%
CTR	15	10%
IA	2	1%
INT'L	0	0%

Demographics by Rank

Over 46% (53 of 115) of military students were U.S. Army personnel.

	Officer	Enlisted
USA	19	34
USAF	17	11
USN	14	9
USMC	4	7



Years of SOF Experience

75% (90 of 120) of all students had between 0 and 5 years of SOF experience.

Theater Special Operations Command Staff Preparation Course

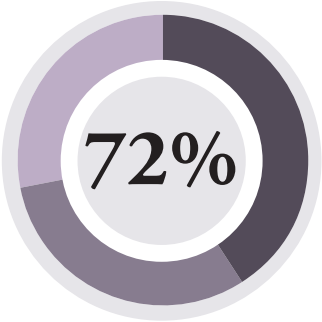
TSPC

Course Code: TSPC
Length: 21 days
Email: tspc@socom.mil
MASL#: N/A

Class Iterations

Total	3
On-Station	3
Off-Station	0
Academic Hours	160
Students	30
Student Contact Hours	4,800

Attendance by Category



SOF	12	41%
SOF Enabler	9	31%
Non-SOF	8	28%
SOF and Enablers	21	72%

Target Audience

The TSPC is primarily for officers (O3-O5, W2-W4), NCOs (E7-E9), and civilians en-route to staff positions at the TSOCs.

Registration Criteria

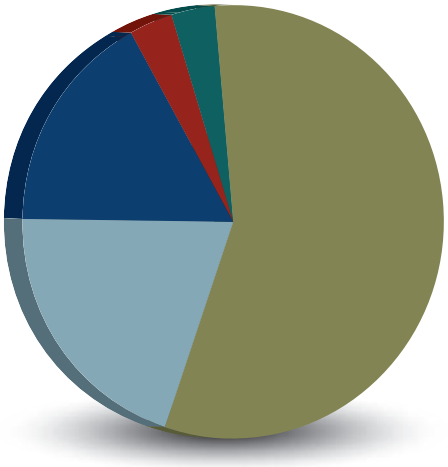
Invitation only. Students interested in attending must be approved by their TSOC. Students are required to complete ISOF and joint special operations task force level I courses prior to attending TSPC.

Course Description

TSPC is a blend of online and residency curriculum to prepare officers, NCOs, and civilians for staff duties at the TSOCs. Students will travel to MacDill AFB, prior to arriving at their assigned TSOC, and attend the course to become familiar with the roles and functions of the USSOCOM staff and their relationship with the TSOCs. The course culminates with a module that explores how USSOCOM and the TSOCs synchronize their security cooperation programs, strategic priorities, and theater plans.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



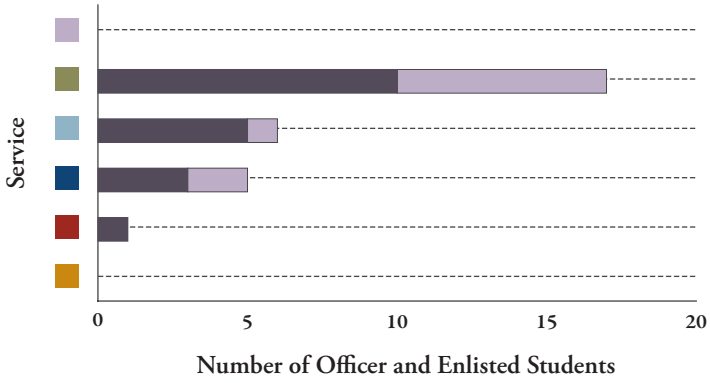
Course Demographics

USA	17	57%
USAF	6	20%
USN	5	17%
USMC	1	3%
USCG	0	0%
CIV	0	0%
CTR	1	3%
IA	0	0%
INT'L	0	0%

Demographics by Rank

66% (19 of 29) of military students were officers.

	Officer	Enlisted
USA	10	7
USAF	5	1
USN	3	2
USMC	1	0



Years of SOF Experience

All SOF categories were represented. 78% (14 of 18) had between 0 and 5 years of SOF experience.

USSOCOM Staff Education Program-Executive Course

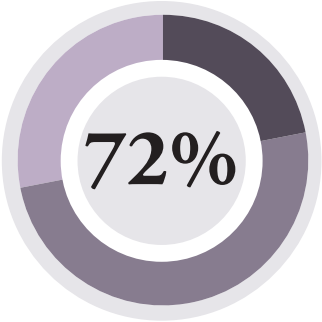
USEP-E

Course Code: USEP-E
Length: 5 days
Email: jsou.usep-e@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	40
Students	18
Student Contact Hours	720

Attendance by Category



SOF	4	22%
SOF Enabler	9	50%
Non-SOF	5	28%
SOF and Enablers	13	72%

Target Audience

Primarily military officers (O6) and DoD GS15-equivalent civilians assigned to USSOCOM. Additionally, attendees should hold a key decision making position at the directorate or division level.

Registration Criteria

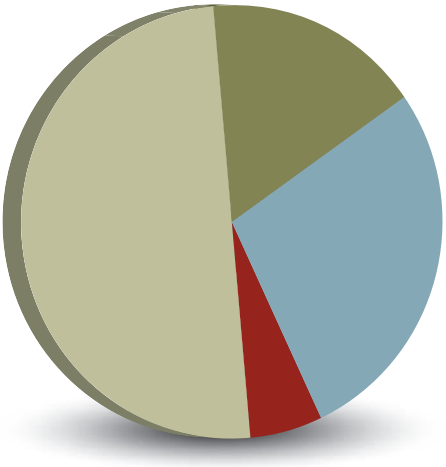
Students interested in attending must apply online and be accepted by the course director. Because this is an advanced course, it is recommended that students complete USEP-F prior to attending.

Course Description

USEP-E is an intensive one-week executive course that applies best practices for leadership success. The course is designed to provide directorate/division level decision makers with advanced skills, knowledge, and abilities to aggressively lead within the complex organization of USSOCOM.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.8	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	4.7	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.7**	**4.6**



Course Demographics

USA	3	17%
USAF	5	28%
USN	0	0%
USMC	1	6%
USCG	0	0%
CIV	9	50%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course included nine senior officers from the Army, Air Force, and Marines.

	Officer	Enlisted
USA	3	0
USAF	5	0
USMC	1	0

Years of SOF Experience

Over 44% (8 of 18) of students had more than 20 years of SOF experience.

USSOCOM Staff Education Program-Foundations

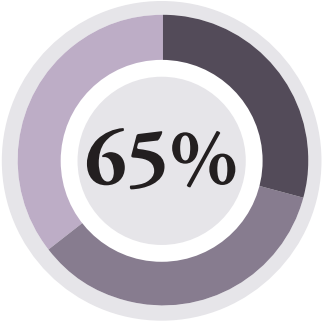
USEP-F

Course Code: USEP-F
Length: 10 days
Email: jsou.usep@socom.mil
MASL#: N/A

Class Iterations

Total	9
On-Station	9
Off-Station	0
Academic Hours	72
Students	264
Student Contact Hours	19,008

Attendance by Category



SOF	69	29%
SOF Enabler	84	35%
Non-SOF	84	35%
SOF and Enablers	30	86%

Target Audience

This is a mandatory course for all newly assigned USSOCOM government employees at MacDill AFB and Washington D.C.

Registration Criteria

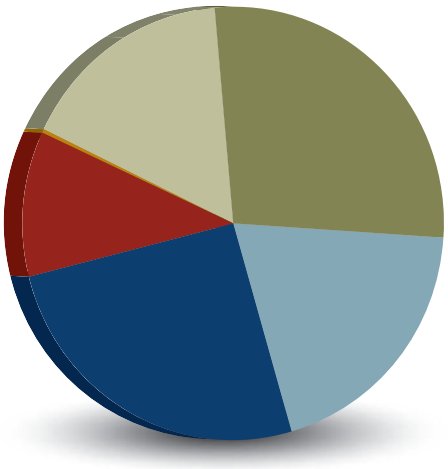
Government employees assigned to USSOCOM with duties at MacDill AFB or Washington D.C.

Course Description

USEP-F focuses on USSOCOM's Title 10 and combatant command responsibilities, as well as its unique service-like and major force program functions. The two-week course focuses on special operations, SOF, USSOCOM, and the processes employed to fulfill Title 10 and combatant command roles and functions.

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	4.6
I would recommend this course to others	4.4	4.7
OVERALL SCORE	**4.4**	**4.6**



Course Demographics

USA	73	28%
USAF	51	19%
USN	68	26%
USMC	28	11%
USCG	1	0%
CIV	43	16%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All services were represented. Over 78% (173 of 221) of military students were officers.

	Officer	Enlisted
USA	46	27
USAF	44	7
USN	57	11
USMC	25	3
USCG	1	0

Years of SOF Experience

All SOF experience levels and categories were represented.

JSOU-EA

In August 2007, the USSOCOM commander directed JSOU to develop a senior enlisted academy. JSOU established the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA). It achieved operational capabilities in FY10 and currently provides an exemplary educational program for senior enlisted leaders at the E8 and E9 levels. Students may be selected to attend these courses and will be able to receive service PME credits.

In November 2011, the commander directed JSOFSEA to develop a "comprehensive leadership development program designed to train, educate, and manage the career paths of future SOF leaders". The intent of this program is to address gaps between SOF NCOs educational needs and the education they receive through traditional service PME systems for grades E6 through E9.

The Joint Special Operations University-Enlisted Academy (JSOU-EA) conducts four courses in the USSOCOM Career Education Program. These courses cover the full continuum of SOF enlisted education from the tactical to the strategic level.

Joint Fundamentals

This course provides E6 leaders, from all four services, the opportunity to come together in a joint learning environment. The Joint Fundamental Course prepares mid-grade enlisted personnel to assume leadership roles at the tactical level.

Enterprise Management

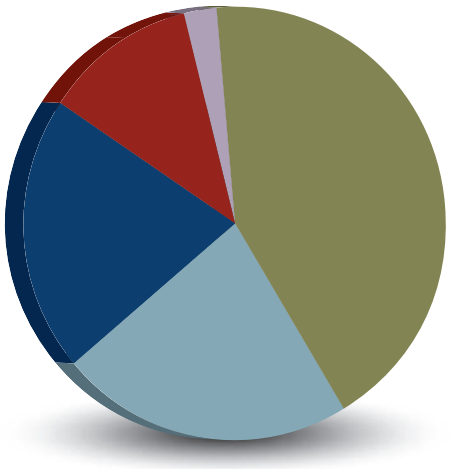
This course provides SOF leaders with a broad understanding of traditional and SOF-specific organizational leadership, and management concepts not normally addressed at this stage of their career in service PME courses. It prepares senior enlisted leaders to assume higher level leadership roles in larger organizations with complex functions.

Senior Enlisted Academy

This course teaches E8 and E9 leaders in a joint learning environment. For most senior SOF NCOs, this will be their capstone PME. JSOFSEA emphasizes the operational and strategic levels of leadership, and provides the knowledge to think analytically and critically.

Summit Course

This course is designed to prepare O6 command level E9 SOF senior enlisted leader (SEL) for service at a nominative level command leadership position. The focus is to introduce the SEL to concepts of strategic thinking and how to apply it to national policy and strategy at the local, regional, and global level. Course activities are designed to shift thinking from the tactical and operational realms to the strategic.

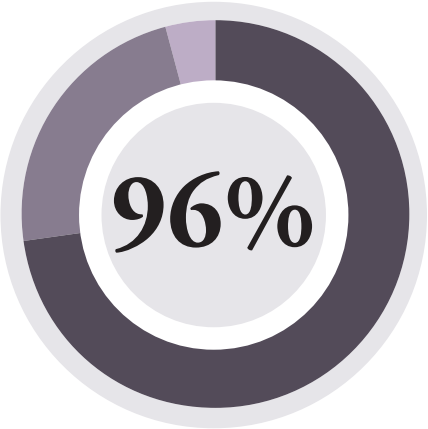


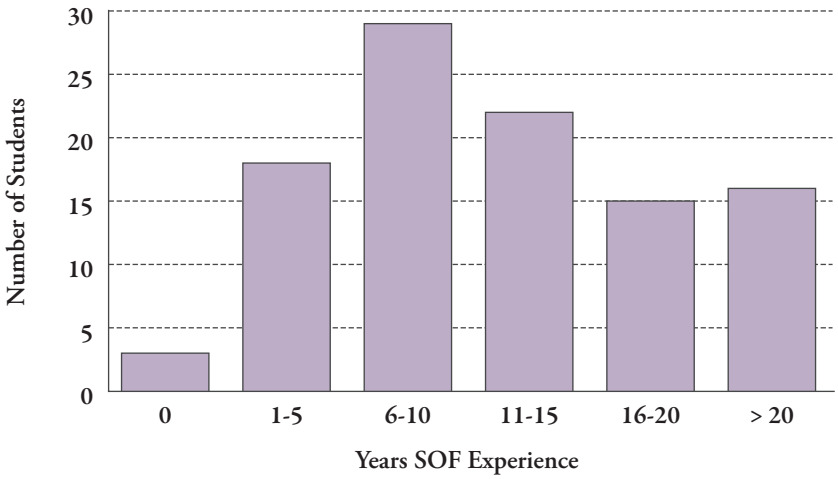
Course Demographics

USA	77	43%
USAF	40	22%
USN	37	21%
USMC	21	12%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	4	2%

Attendance by Category

SOF	128	73%
SOF Enabler	40	23%
Non-SOF	8	4%
SOF and Enablers	168	96%





Years of SOF Experience

JSOU-EA courses are set to specific periods in an enlisted students career progression. Therefore, all levels of SOF experience were represented.

Joint Fundamentals

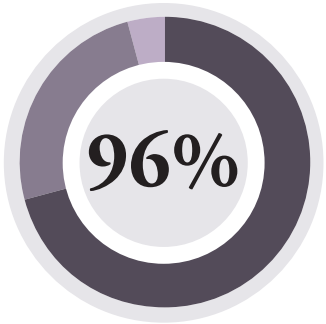
JOINT FUNDAMENTALS

Course Code: CEP-1
Length: 8 weeks, online
Email: jsou.ea.jfcep1@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	80
Students	24
Student Contact Hours	1,920

Attendance by Category



SOF	17	71%
SOF Enabler	6	25%
Non-SOF	1	4%
SOF and Enablers	23	96%

Target Audience

This course is intended for SOF operators in the grade of E6.

Registration Criteria

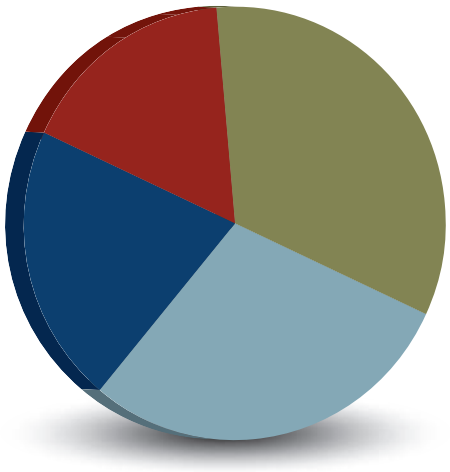
Students must be SOF operators in the grade of E6.

Course Description

The Joint Fundamentals 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 assess ethical decision making. Students will analyze the history, unique function, and organization of the USSOCOM enterprise from the headquarters to the subcomponent command.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.8	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.9	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	8	33%
USAF	7	29%
USN	5	21%
USMC	4	17%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

The course consisted of E6 enlisted students from all four services.

	Officer	Enlisted
USA	0	8
USAF	0	7
USN	0	5
USMC	0	4

Years of SOF Experience

92% (22 of 24) of students had between 1 and 10 years of SOF experience.

Joint Special Operations Forces Senior Enlisted Academy

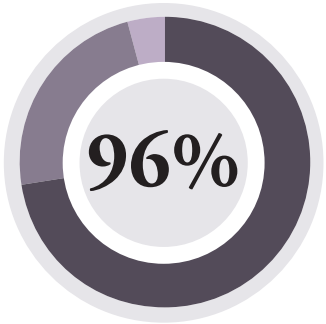
JSOFSEA

Course Code: CEP-3
Length: 6 months, online and 8-weeks, resident
Email: jsou.jsofsea@socom.mil
MASL#: D479001, D171047

Class Iterations

Total	4
On-Station	4
Off-Station	0
Academic Hours	290
Students	144
Student Contact Hours	41,760

Attendance by Category



SOF	102	72%
SOF Enabler	33	23%
Non-SOF	6	4%
SOF and Enablers	135	96%

Target Audience

JSOFSEA is designed for nominated SOF operators, select SOF enabling specialties, and noncommissioned officers (E8-E9) from active and reserve component SOF, general purpose forces, and interagency partners.

Registration Criteria

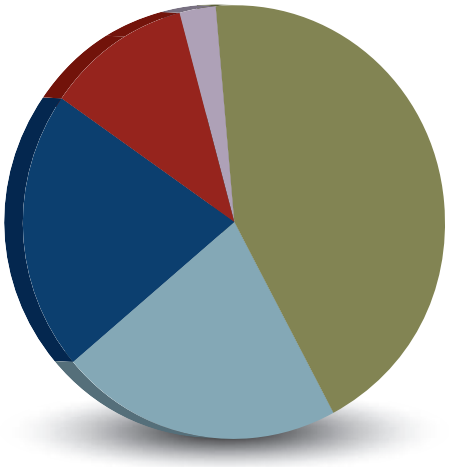
This is a nominative course. Students are selected by their component senior enlisted advisors. Civilians and international students may also be accepted.

Course Description

JSOFSEA's curriculum prepares the JSOFSEA leader to be an effective and strategic leader in the joint special operations forces environment. The main theme for this course is to provide students with the joint senior enlisted leadership perspective through each of the key lessons.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	63	44%
USAF	31	22%
USN	30	21%
USMC	16	11%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	4	3%

Demographics by Rank

The course consisted of enlisted personnel from all four services and included four international students.

	Officer	Enlisted
INT'L	0	4
USA	0	63
USAF	0	31
USN	0	30
USMC	0	16

Years of SOF Experience

All SOF experience levels were represented with the highest concentration at the mid-level.

Summit

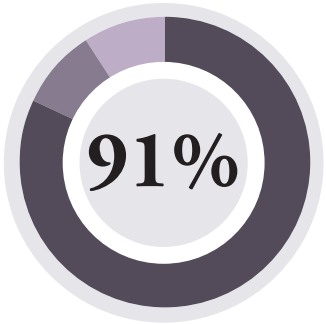
SUMMIT

Course Code: CEP-4
Length: 2 Months DL,
3 Weeks Resident
Email: jsou.ea.summit@socom.mil
MASL#: N/A

Class Iterations

Total	1
On-Station	1
Off-Station	0
Academic Hours	114
Students	11
Student Contact Hours	1,254

Attendance by Category



SOF	9	82%
SOF Enabler	1	9%
Non-SOF	1	9%
SOF and Enablers	10	91%

Target Audience

The primary target audience for the Summit course is SOF operators in the grade of E9 serving as, or having successfully served as senior enlisted leaders (SEL) at the O6 command level.

Registration Criteria

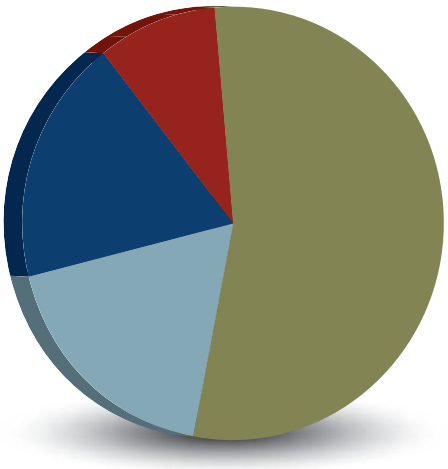
SOF operators in the grade of E9 and serving in, or having successfully served in an O6 command SEL billet. This is a nominative course. Students are nominated by their SOF service component SELs and approved by the USSOCOM SEL.

Course Description

This course produces graduates who enhance the leadership team by synthesizing macro dynamics and addressing strategic challenges related to stability. Students learn mission-oriented leadership and strategic thinking skills to prepare them to effectively advise, lead, and mentor at the strategic and operational levels. Studies include analysis of national policy and strategy at the local, regional and global level. The culminating project is a strategic level research paper and presentation requiring students to analyze US Policy and strategy in a country and region, and formulate recommendations.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.2	4.4
The information provided in this course will be useful to me in my job	4.3	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.3**	**4.6**



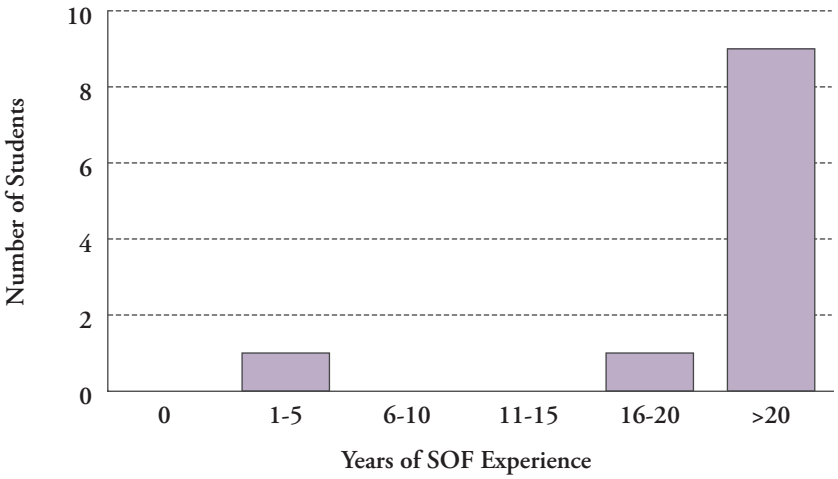
Course Demographics

USA	6	55%
USAF	2	18%
USN	2	18%
USMC	1	1%
USCG	0	0%
CIV	0	0%
CTR	0	0%
IA	0	0%
INT'L	0	0%

Demographics by Rank

All four services were represented with senior enlisted leaders. 55% (6 of 11) were Army.

	Officer	Enlisted
USA	0	6
USAF	0	2
USN	0	2
USMC	0	1



Years of SOF Experience

82% (9 of 11) of the students who attended the Summit course had over 20 years of SOF experience.

MET

Class Iterations

Total Iterations	64
Countries Hosting METs	25
International Students	1,456
INT'L Officer	1,098
INT'L Enlisted	176
INT'L Other/Civilian	182
Countries Represented	>65

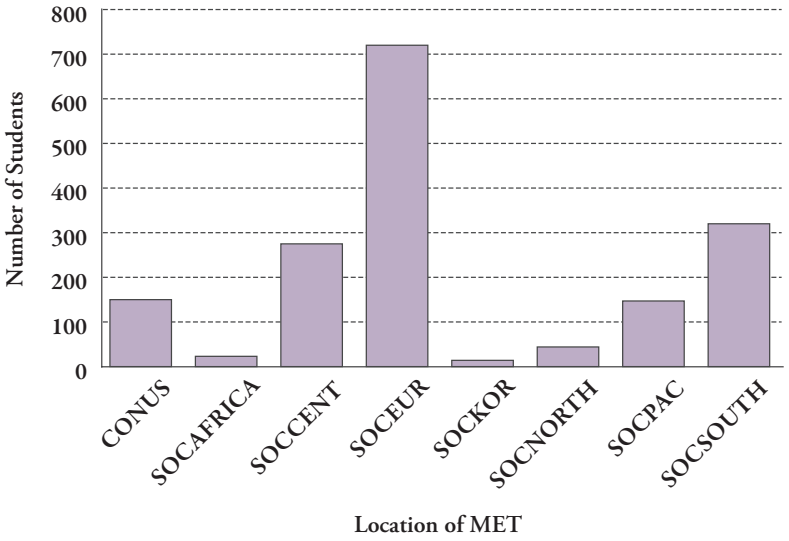
Mobile Education Team Courses

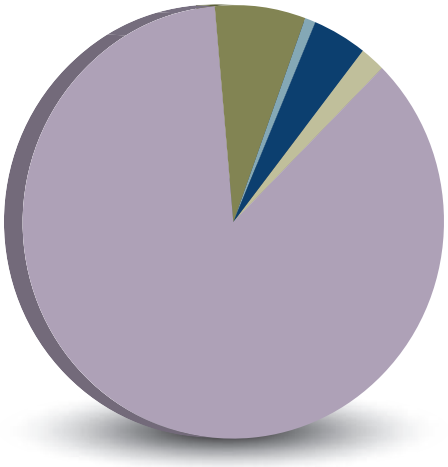
JSOU globally deploys tailored METs to provide specific instruction in support of joint SOF educational objectives. The primary customers that JSOU supports are the joint operational-level SOF headquarters and international SOF partners. METs are normally comprised of two to five SOF subject matter experts and normally last from three days to two weeks. International METs can be tailored to address country specific security objectives and translation may be coordinated. Over the course of AY13, JSOU provided a total of 61 MET courses and 3 events across the world for specific organizations and missions.

MET Students by Location AY13

A total of 1693 students attended METs during AY13. The majority of these students were from SOCEUR, totaling 720 students.

Location	Students	Contact Hours
CONUS	150	3,944
SOCAFRICA	23	552
SOCCENT	275	14,264
SOCEUR	720	38,736
SOCKOR	14	336
SOCNORTH	44	3,520
SOCPAC	147	5,040
SOCSOUTH	320	19,560
Total	1,693	85,952





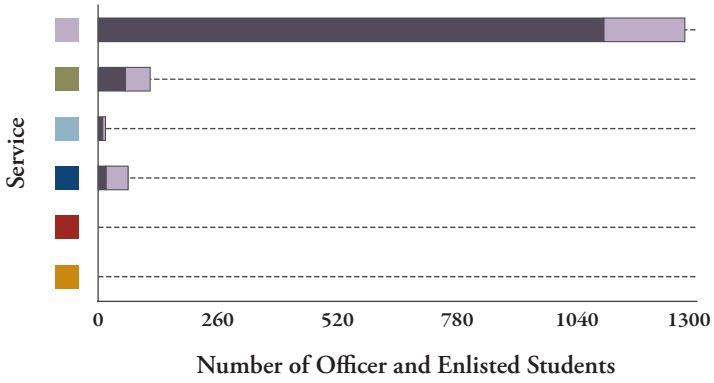
Course Demographics

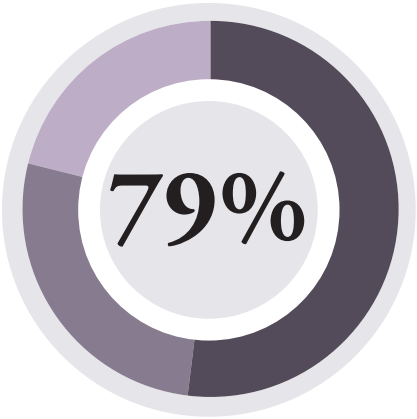
USA	113	7%
USAF	16	1%
USN	65	4%
USMC	4	0%
USCG	0	0%
CIV	32	2%
CTR	6	0%
IA	1	0%
INT'L	1456	86%

Demographics by Rank

The majority of military students who attended METs were international officers.

	Officer	Enlisted
INT'L	1098	176
USA	59	54
USAF	10	6
USN	17	48
USMC	2	2





Attendance by Category

SOF	864	52%
SOF Enabler	449	27%
Non-SOF	349	21%
SOF and Enablers	1313	79%

Asymmetric Warfare Course

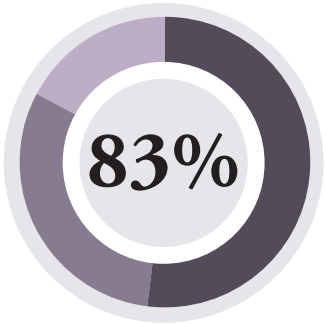
AWC

Course Code: AWC
Length: 4 or 5 days
Email: N/A
MASL#: D309072

Class Iterations

Total	2
On-Station	0
Off-Station	2
Academic Hours	32-40
Students	42
Student Contact Hours	1,504

Attendance by Category



SOF	22	52%
SOF Enabler	13	31%
Non-SOF	7	17%
SOF and Enablers	30	83%

Target Audience

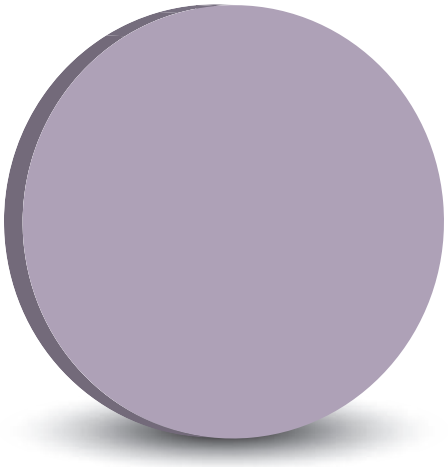
This course is designed for international special operations military officers (O2-O5), warrant officers (W1-W4), and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that may involve joint staff planning. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

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 vignettes, case studies, and varied faculty discussion topics that range from critical thinking, culture, and insurgency theory, to intelligence and operational approaches, to transnational criminal activities and law enforcement.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.4	4.4
The information provided in this course will be useful to me in my job	4.4	4.6
I would recommend this course to others	4.5	4.7
OVERALL SCORE	**4.4**	**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	42	100%

Demographics by Rank

85% (34) of military students were international officers.

	Officer	Enlisted
INT'L	34	6

Years of SOF Experience

55% (23 of 42) of students had between 1 and 5 years of SOF experience.

Civil-Military Operations Seminar

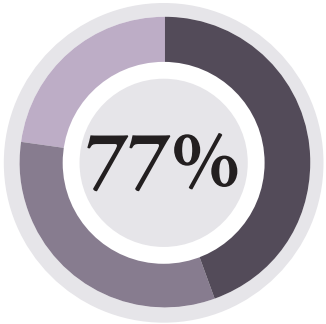
CMOS

Course Code: CMOS
Length: 5 days
Email: N/A
MASL#: D309073

Class Iterations

Total	4
On-Station	0
Off-Station	4
Academic Hours	40
Students	111
Student Contact Hours	4,440

Attendance by Category



SOF	49	45%
SOF Enabler	36	33%
Non-SOF	25	23%
SOF and Enablers	85	77%

Target Audience

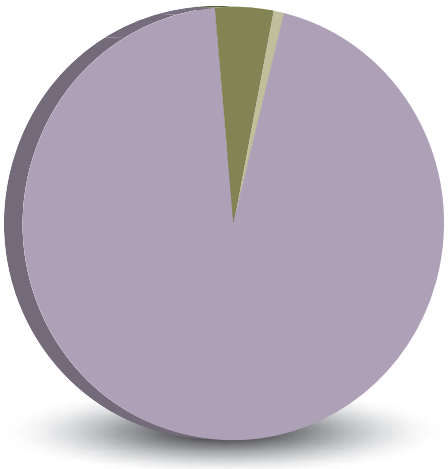
CMOS is designed for International civil-military operations (CMO) planners, civil affairs officers, special operations military officers (O2-O5), warrant officers and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international CMO assignment. Personnel with deployment experience and/or planning experience at JTF/corps/division level are also desired course candidates. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

Seminar participants will discuss, examine, and exchange ideas concerning the best practices in civil-military operations (CMO) and stability operations. The MET curriculum can be tailored to meet specific national requirements.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.8	4.4
The information provided in this course will be useful to me in my job	4.8	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.8**	**4.6**



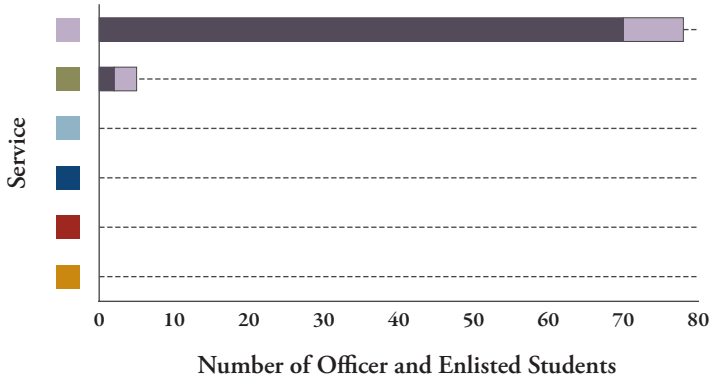
Course Demographics

USA	5	5%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	1%
CTR	0	0%
IA	0	0%
INT'L	105	95%

Demographics by Rank

90% (70 of 78) of the international military students were officers.

	Officer	Enlisted
INT'L	70	8
USA	2	3



Years of SOF Experience

All levels of SOF experience were represented.

Interagency Counterterrorism Seminar

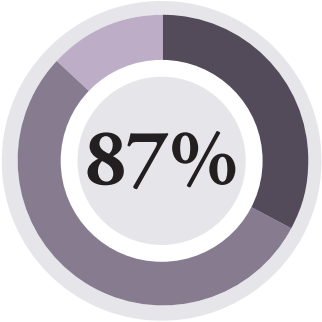
IACT

Course Code: IACT
Length: 3 days
Email: N/A
MASL#: N/A

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	24
Students	104
Student Contact Hours	2,496

Attendance by Category



SOF	34	33%
SOF Enabler	56	54%
Non-SOF	14	13%
SOF and Enablers	80	87%

Target Audience

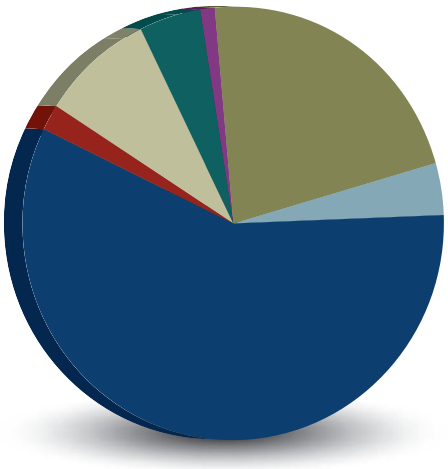
Mid-career national security professionals (GS12-GS13, O4-O5, E7-E8) involved in, supporting, or interested in efforts to plan and synchronize operations against terrorist networks.

Course Description

The IACT seminar is a three-day program of instruction that educates students on how the U.S. Government plans and synchronizes operations against violent extremist networks. The subject material is discussed from the perspective of special operations forces, focusing on their important and salient role in the counterterrorism (CT) effort. Lessons will enable students to understand the factors contributing to international terrorism, the U.S. national security process related to CT, the U.S. CT strategy, how the U.S. CT effort is organized, key U.S. CT capabilities, and how to apply course objectives to relevant CT case studies.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.7	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	4.4	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.6**	**4.6**



Course Demographics

USA	23	22%
USAF	4	4%
USN	60	58%
USMC	2	2%
USCG	0	0%
CIV	9	9%
CTR	5	5%
IA	1	1%
INT'L	0	0%

Demographics by Rank

Students from all four services attended the course. Of the military students, 64% (57 of 89) were enlisted.

	Officer	Enlisted
USA	14	9
USAF	2	2
USN	15	45
USMC	1	1

Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Operational Planning Course

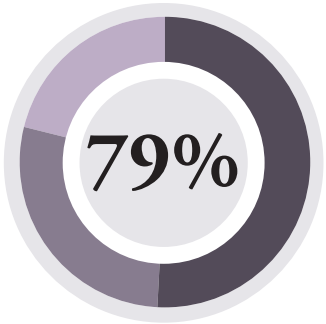
OPC

Course Code: OPC
Length: 5 or 10 days
Email: N/A
MASL#: D309074

Class Iterations

Total	19
On-Station	0
Off-Station	19
Academic Hours	40-80
Students	544
Student Contact Hours	41,120

Attendance by Category



SOF	273	51%
SOF Enabler	148	28%
Non-SOF	115	21%
SOF and Enablers	421	79%

Target Audience

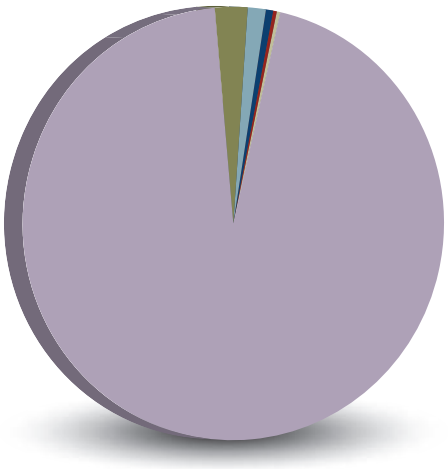
OPC is designed for international special operations military officers (O2-O5), warrant officers, and senior noncommissioned officers who are preparing for, en route to, or serving in a national or international joint special operations assignment that involves joint staff planning. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course focuses on linkages 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 CTFP.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6	4.4
The information provided in this course will be useful to me in my job	4.6	4.6
I would recommend this course to others	4.8	4.7
OVERALL SCORE	**4.6**	**4.6**



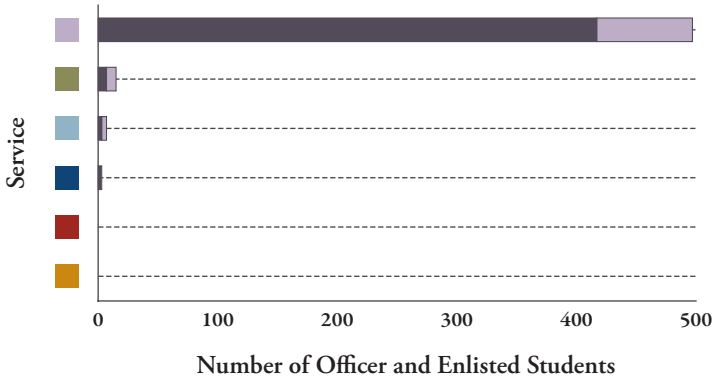
Course Demographics

USA	15	3%
USAF	7	1%
USN	3	1%
USMC	1	0%
USCG	0	0%
CIV	2	0%
CTR	0	0%
IA	0	0%
INT'L	516	95%

Demographics by Rank

International students comprised over 95% (497 of 523) of the military students who attended the course.

	Officer	Enlisted
INT'L	417	80
USA	7	8
USAF	3	4
USN	2	1
USMC	0	1



Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Special Operations Air Integration Course

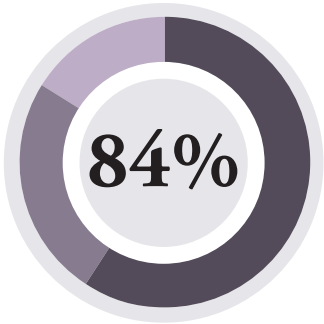
SOAIC

Course Code: SOAIC
Length: 5 days
Email: N/A
MASL#: D309078

Class Iterations

Total	12
On-Station	0
Off-Station	12
Academic Hours	40
Students	321
Student Contact Hours	12,840

Attendance by Category



SOF	189	60%
SOF Enabler	78	25%
Non-SOF	49	16%
SOF and Enablers	267	84%

Target Audience

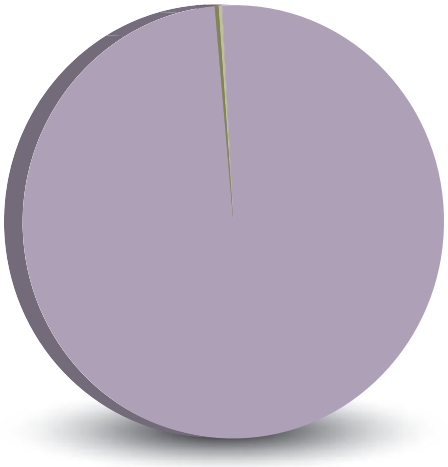
This seminar is for U.S. and international officers (O1-O4), warrant officers, senior noncommissioned officers (E6-E9), and civilians selected for assignment to an international or national organization performing duties directly associated with the planning of special air operations. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course provides students from national, joint, or combined organizations the knowledge to integrate theater-level special operations air/aviation forces as part of a combined special operations component to support coalition operations. The MET curriculum can be tailored to meet specific national requirements.

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	4.4	4.4
The information provided in this course will be useful to me in my job	4.5	4.6
I would recommend this course to others	4.6	4.7
OVERALL SCORE	**4.5**	**4.6**



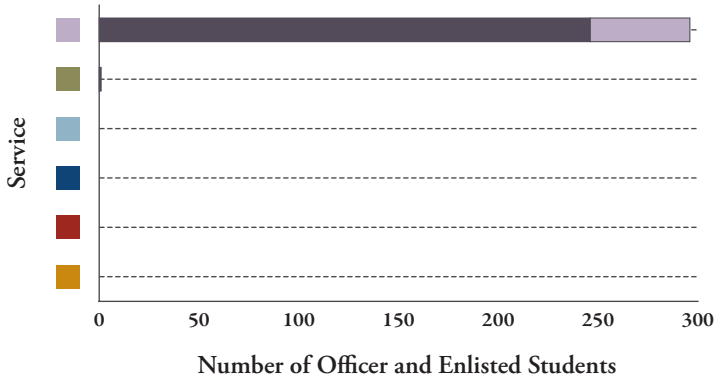
Course Demographics

USA	1	0%
USAF	0	0%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	0%
CTR	0	0%
IA	0	0%
INT'L	319	99%

Demographics by Rank

82% (246 of 297) of military students were international officers.

	Officer	Enlisted
INT'L	246	50
USA	1	0



Years of SOF Experience

All SOF experience levels were represented. The largest group of students had between 1 and 5 years of experience.

Special Operations Aviation Planning Course

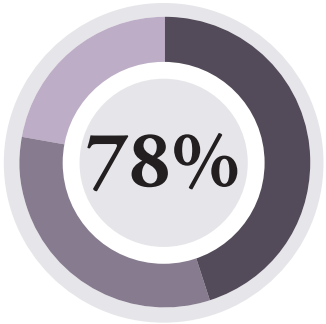
SOAPC

Course Code: SOAPC
Length: 5 or 10 days
Email: N/A
MASL#: D309076

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	40-80
Students	95
Student Contact Hours	5,496

Attendance by Category



SOF	41	45%
SOF Enabler	30	33%
Non-SOF	20	22%
SOF and Enablers	71	78%

Target Audience

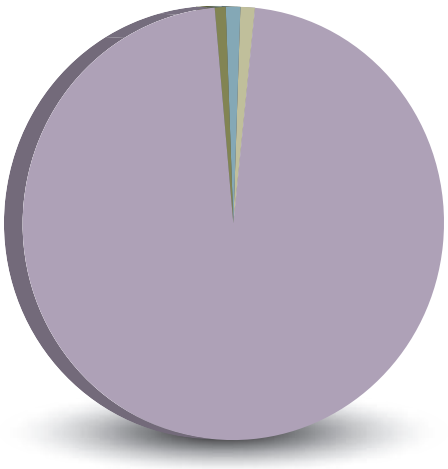
The seminar is for U.S. and international unit-level air mission planners (normally warrant officers through junior major) who coordinate fixed and/or rotary wing aviation in support of ground and/or maritime operations. A minimum ECL score of 70 is required for courses taught exclusively in English. Translation may be coordinated.

Course Description

The course educates students to plan and brief all phases of special operations aviation missions. Unit-level planners will be prepared to plan and synchronize objectives and resources while accounting for environmental factors in order to support special operations ground or maritime operations. The MET curriculum can be tailored to meet specific national requirements.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	4.4	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	4.5	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.4**	**4.6**



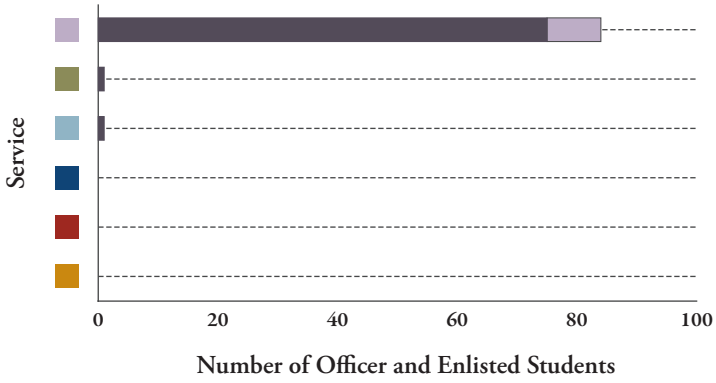
Course Demographics

USA	1	1%
USAF	1	1%
USN	0	0%
USMC	0	0%
USCG	0	0%
CIV	1	1%
CTR	0	0%
IA	0	0%
INT'L	92	97%

Demographics by Rank

87% (75 of 86) of military students were international officers.

	Officer	Enlisted
INT'L	75	9
USA	1	0
USAF	1	0



Years of SOF Experience

Over 65% (57 of 87) of students had between 0 and 5 years of SOF experience.

Special Operations Combating Terrorism Course

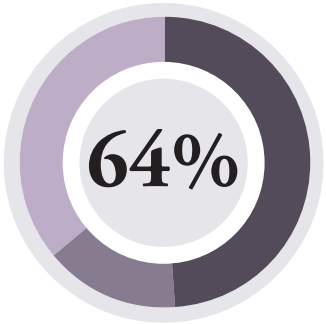
SOCbT

Course Code: SOCbT
Length: 6 and 10 days
Email: N/A
MASL#: D309048

Class Iterations

Total	5
On-Station	0
Off-Station	5
Academic Hours	48-80
Students	161
Student Contact Hours	9,440

Attendance by Category



SOF	74	49%
SOF Enabler	22	15%
Non-SOF	54	36%
SOF and Enablers	96	64%

Target Audience

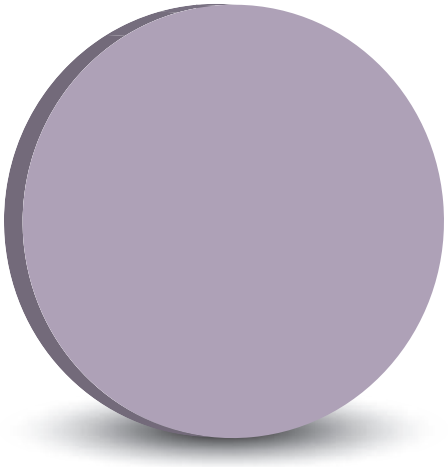
SOCbT is designed for U.S. and international mid- to senior-level military officers, Ministry of Defense officials, and other security officials with actual or projected responsibilities for combating terrorism. A minimum ECL score of 70 is required for courses taught exclusively in English.

Course Description

The SOCbT course is designed to foster an appreciation of the strategic goals for combating terrorism across the world, to understand the potential for international contributions to transnational strategic concepts, and how to best apply national and regional capabilities in conjunction with international warfighting partners.

Overall Course Survey Results

	Crs.	Univ.
The course was well organized	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	4.6
I would recommend this course to others	4.7	4.7
OVERALL SCORE	**4.6**	**4.6**



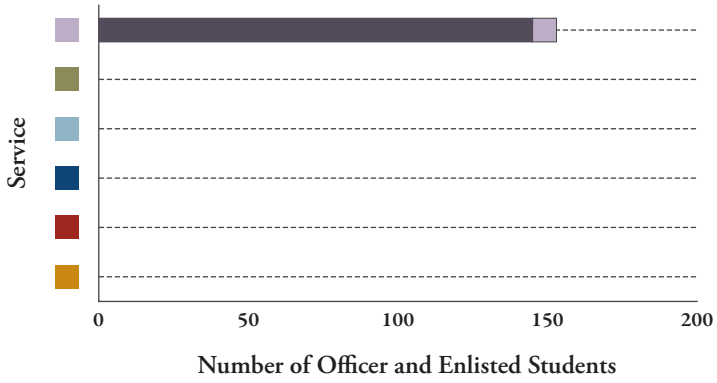
Course Demographics

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	161	100%

Demographics by Rank

95% (145 of 153) of military students were international officers.

	Officer	Enlisted
INT'L	145	8



Years of SOF Experience

75% (83 of 111) of students had between 0 and 5 years of SOF experience. All levels of experience were represented.

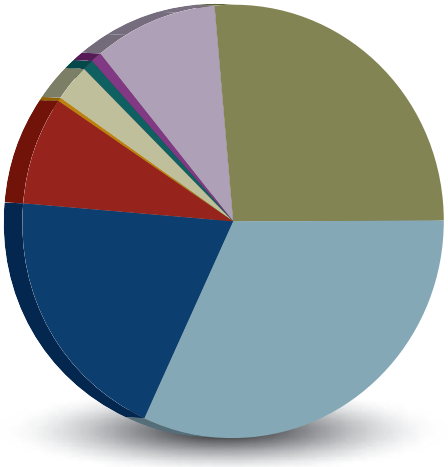
PME

Professional Military Education Programs

JSOU provides academic support to formal 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 our operational capabilities. In AY13, JSOU increased its PME support and taught 35 percent more students. PME support also increased contact to SOF and SOF enablers from 42 percent in AY12 to 55 percent in AY13.

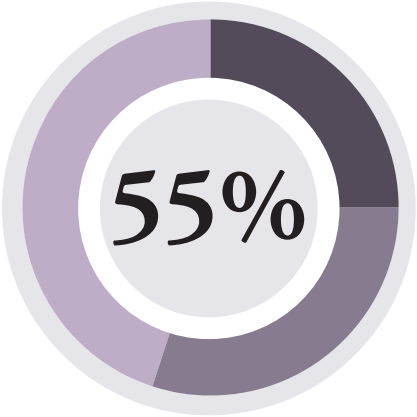
PME Courses Taught During AY13

PME School or Education Center	Number of Students	Student Contact Hours
Air Command and Staff College	24	276
Air War College	61	1,413
Army War College	36	720
Command and General Staff College	64	128
Joint Forces Staff College	1,317	4,261
Marine Corps University	78	128
National Defense University	26	572
Naval Special Warfare Center	270	833
Naval War College	31	522
Navy Marine Corps Intelligence Training Center	32	96
School of Advanced Military Studies	58	232
USAF Special Operations School	747	1,044
USA John Fitzgerald Kennedy Special Warfare Center and School	417	2,989
USMC Security Cooperation Group	70	210
Other	247	2,660
Total	**3,478**	**16,084**



Course Demographics

USA	918	26%
USAF	1,116	32%
USN	678	19%
USMC	279	8%
USCG	5	0%
CIV	101	3%
CTR	24	1%
IA	33	1%
INT'L	324	9%



Attendance by Category

SOF	851	25%
SOF Enabler	1,035	30%
Non-SOF	1,522	45%
SOF and Enablers	1,886	55%

DL

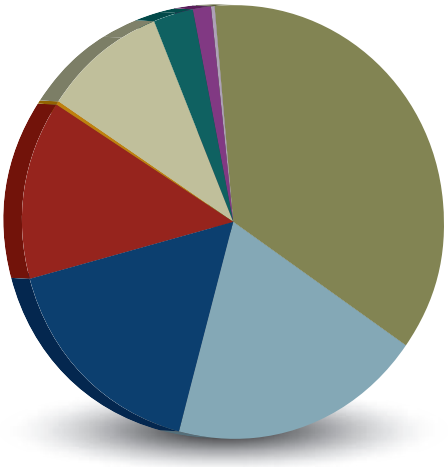
Distance Learning

JSOU offers two online educational courses, Introduction to Special Operations Forces (ISOF) and Introduction to Irregular Warfare Distance Learning Course (I2WDL). These courses offer flexible learning opportunities to accommodate students' demanding schedules. Courses are delivered through online learning platforms, allowing students to work at their own pace, with the added advantage of resident JSOU faculty who provide oversight and interaction.

ISOF offers a baseline overview of the special operations community and is highly recommended for those new to USSOCOM. ISOF is also a prerequisite for many JSOU resident courses and is offered on a continuing enrollment schedule. Students have 28 days to complete all modules and assessments.

I2WDL presents an overview of the five pillars of irregular warfare and includes a module on their integration with interagency partners. Students have 30 days to complete the course and spend an average of 36 hours reviewing the content and taking exams. I2WDL is often suggested as a prerequisite for advanced irregular warfare courses and is available through ongoing registration.

Through AY13, JSOU conducted a total of 24 DL course iterations with 911 individual course completions for a total of 23,624 contact hours.



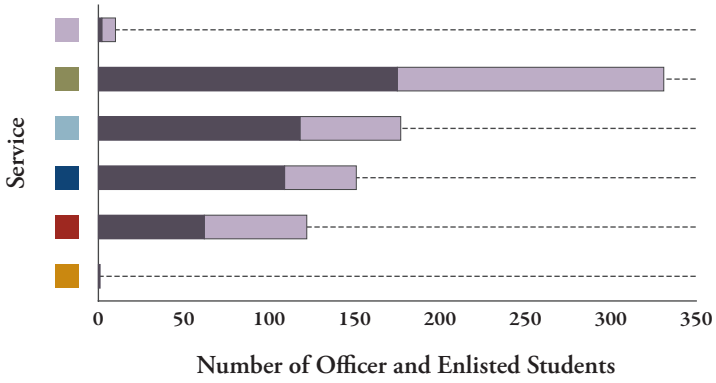
Course Demographics

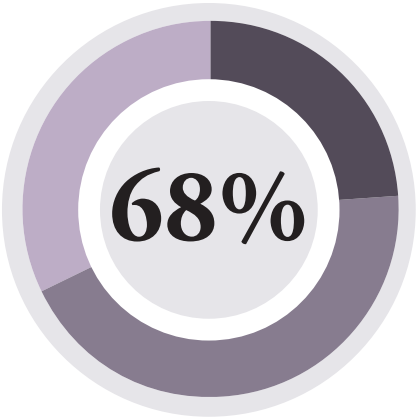
USA	331	36%
USAF	177	19%
USN	151	17%
USMC	122	13%
USCG	1	0%
CIV	88	10%
CTR	26	3%
IA	13	1%
INT'L	2	0%

Demographics by Rank

Over 86% (784 of 911) of the DL students were active military. 59% (467) of them were officers and 41% (317) were enlisted

	Officer	Enlisted
INT'L	2	0
USA	175	156
USAF	118	59
USN	109	42
USMC	62	60
USCG	1	0





Attendance by Category

SOF	213	24%
SOF Enabler	381	44%
Non-SOF	278	32%
SOF and Enablers	594	68%

Introduction to Irregular Warfare Distance Learning Course

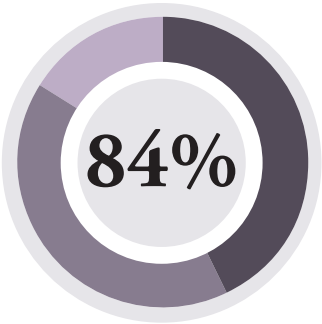
I2WDL

Course Code: I2WDL
Length: 30 days
Email: jsou.i2wc@socom.mil
MASL#: N/A

Class Iterations

Total	9
On-Station	0
Off-Station	9
Academic Hours	34
Students	176
Student Contact Hours	5,984

Attendance by Category



SOF	74	43%
SOF Enabler	71	41%
Non-SOF	28	16%
SOF and Enablers	145	84%

Target Audience

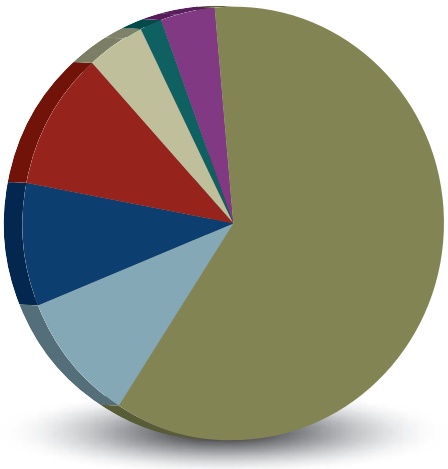
This curriculum is designed for officers (O1-O4), warrant officers (W1-W3), NCOs (E5-E7), civilian, and contractors equivalents in the SOF community or supporting SOF operations.

Registration Criteria

Students interested in attending must apply online at the JSOU website and be accepted by the course director.

Course Description

I2WDL is a 30-day distant learning course 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.



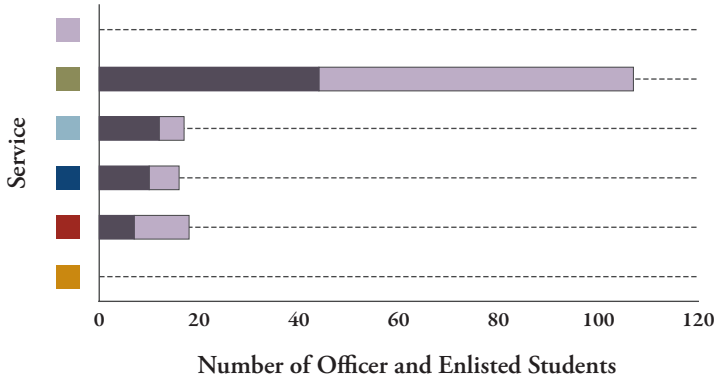
Course Demographics

USA	107	61%
USAF	17	10%
USN	16	9%
USMC	18	10%
USCG	0	0%
CIV	8	5%
CTR	3	2%
IA	7	4%
INT'L	0	0%

Demographics by Rank

54% (85 of 158) of military students were enlisted. All four services were represented.

	Officer	Enlisted
USA	44	63
USAF	12	5
USN	10	6
USMC	7	11



Years of SOF Experience

Interagency Attendance

DHS	1	DOS	1
DOD	2	JIATF-S	1
DOJ	2		

Introduction to Special Operations Forces

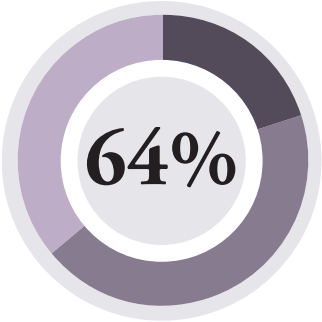
ISOF

Course Code: ISOF
Length: 28 days
Email: jsou.isof@socom.mil
MASL#: D126075

Class Iterations

Total	15
On-Station	0
Off-Station	15
Academic Hours	24
Students	735
Student Contact Hours	17,640

Attendance by Category



SOF	139	20%
SOF Enabler	310	44%
Non-SOF	250	36%
SOF and Enablers	449	64%

Target Audience

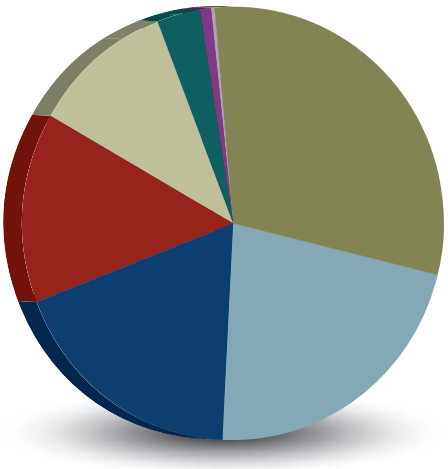
The primary audience is individuals with minimal special operations experience and knowledge who have been identified to serve as staff members at USSOCOM, its subordinate commands, and TSOCs. The course is suitable for individuals with an enabling or partner relationship to special operations commands, or others requiring a fundamental understanding of special operations.

Registration Criteria

Students must possess and provide either a .mil or .gov email address to register for the course. This address is used to provide students with their Blackboard login information. Once the student receives his/her login information they may take the course on any unclassified computer with internet access.

Course Description

The course is arranged and delivered in ten online lessons designed to provide the student with a basic understanding of special operations. This includes special operations functions, organizations, capabilities, and doctrinal employment, along with key concepts and terms.



Course Demographics

USA	224	30%
USAF	160	22%
USN	135	18%
USMC	104	14%
USCG	1	0%
CIV	80	11%
CTR	23	3%
IA	6	1%
INT'L	2	0%

Demographics by Rank

All four services were represented. 63% (392 of 624) were officers.

	Officer	Enlisted
USA	131	93
USAF	106	54
USN	99	36
USMC	55	49
USCG	1	0

Years of SOF Experience

Interagency Attendance

CIA	1	DOS	2
DOJ	1	Senate	1
DHS	1		

Glossary of Terms

Glossary

ACICS: Accrediting Council of Independent Colleges & Schools

ACCET: Accrediting Council for Continuing Education and Training

ACE: American Council on Education

AFB: Air Force Base

AFSOC: Air Force Special Operations Command

APOM: Adjusted Program Objective Memorandum

CEP: Career Education Program

CETG: Command Education and Training Guidance

CEU: Continuing Education Unit

CSEL: Command Senior Enlisted Leader

CTFP: Counter Threat Finance Program

DISAM: Defense Institute of Security Assistance Management

DoD: Department of Defense

ECL: English Comprehension Level

FY: Fiscal Year

FYDP: Five Year Defense Plan

GPF: General Purpose Forces

ISAF: International Security Assistance Force

IT: Information Technology

IW: Irregular Warfare

JIATF-W: Joint Interagency Task Force-West

JSOFSEA: Joint Special Operations Senior Enlisted Academy

JSOU: Joint Special Operations University

JSOU-D: Joint Special Operations University-Dean's Department

JSOU-O: Joint Special Operations University-Operational Studies Department

JSOU-P: Joint Special Operations University-Professional Education Department

JSOU-S: Joint Special Operations University-Strategic Studies Department

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

NSHQ: North Atlantic Treaty Organization Special Operations Forces Headquarters

NSW: Naval Special Warfare

OEF: Operation ENDURING FREEDOM

OSD: Office of the Secretary of Defense

PME: Professional Military Education

POLAD: Political Advisor

SC: Security Cooperation

SC-OC: Security Operations-Orientation Course

SO: Special Operations

SOCNORTH: Special Operations Command North

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

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