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

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

Responding to the increased academic demands of our community, JSOU added 10 new resident courses in AY14, increasing our total course offerings to 75. Of these, four “dual level” accredited courses were introduced, forming our first postgraduate certificate in Advanced Special Operations Studies. These courses are designed to accommodate students at the undergraduate level as well. Currently, we are converting three existing continuing education courses and developing three new courses as undergraduate electives; these will be piloted in AY15 and conducted at both our main campus and at component locations. Several new course additions were developed primarily for international students, directly supporting the security cooperation initiatives of the theater special operations commands (TSOCs). They include a Special Operations Maritime Integration course and an Inter-Ministerial Collaboration course. Mobile education teams (MET) events maintained relatively constant attendance although greater emphasis was placed on TSOC requirements and partner nation support. Overall, we educated almost 2,000 international students in 79 METs and seven resident courses.

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

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

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

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

Dr. Brian A. Maher, SES
President
ABOUT JSOU

JSOU Mission

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

JSOU Vision

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

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

SOF Education Network

1. Naval Post Graduate School, Monterey, CA
2. Naval Special Warfare Center, Center for SEAL & SWCC, Coronado, CA
3. U.S. Army Sergeants Major Academy, Ft. Bliss, TX
4. Army Command & General Staff College; Ft. Leavenworth, KS
5. Air Command & Staff College; Air War College; Air Force Senior NCO Academy; Maxwell AFB, AL
6. U.S. Air Force Special Operations School; Air Force Special Operations Air Warfare Center; Hurlburt Field, FL
7. Joint Special Operations University; MacDill AFB, FL
8. John F. Kennedy Special Warfare Center & School, Ft. Bragg, NC
9. Marine Corps Special Operations School, Camp Lejeune, NC
10. Joint Forces Staff College, Joint & Combined Warfighting School, Joint Advanced Warfighting School, Norfolk, VA
11. Marine Corps Command & Staff College, Marine Corps War College; Marine Corps University; Quantico, VA
13. U.S. Army War College, Carlisle, PA
14. College of Naval Command and Staff, College of Naval Warfare, U.S. Naval War College, Newport, RI

Not shown: NATO School, Oberammergau, Germany and the NATO SOF Training and Education Program, Bruggelette-Chèvres, Belgium
The SOF professional education vision is to prepare SOF to solve ambiguous, complex problems across the spectrum of conflict by providing dynamic and adaptive professional education opportunities via existing joint and service PME programs or through developing and delivering SOF-unique programs. The JSOU campus is just north of the MacDill Air Force Base Visitor Center and the main gate entrance at 6701 South Dale Mabry Highway, Tampa, FL. JSOU liaisons are at or near SOF component headquarters in the Washington, D.C., area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and North Atlantic Treaty Organization (NATO) SOF Headquarters, Belgium. JSOU also conducts a MET program for educating units worldwide. Contact the university for more information on how JSOU can tailor a course to meet your unit’s specific educational needs.
To accomplish its mission, JSOU employs an extremely diverse workforce, all of whom are hired or assigned under a variety of staffing programs. The staff and faculty include active duty, active reserve, temporary duty reserve military personnel, government civilians, civilian contractors, private consultants, guest lecturers, and speakers. Simply put, the university could not perform as well as it does without the diverse efforts of all of these people.

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

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

All faculty members attend the Methods of Instruction Course (MOIC) or an approved substitute course. MOIC prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methods. The curriculum is based on the Joint Professional Military Education Instructional Systems Design (ISD) model applied in the joint SOF environment. Instructors are categorized as instructor, senior instructor, and master instructor. Listed below are the requirements for each of the categories:

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

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

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

### JSOU Executive Staff

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</tr>
</tbody>
</table>


**Academic Guidance for AY15**

**Strategic Objective**

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

**General Guidance**

In Academic Year 2015 (AY15), JSOU will continue the transition started in AY14, adjusting to the potential impact of revised congressional authorities and budgetary realities. JSOU will maintain its core academic and research competencies while upgrading to a nationally recognized post-secondary level accreditation. We will execute validated post-secondary level courses while continuing to develop new electives and convert existing courses to support a bachelor’s completion degree. JSOU will support all commitments to our constituents while working to integrate and transform the educational mission and academic processes to accommodate the ever-expanding changes in the world of special operations. During AY14, JSOU successfully met its goals by tailoring and improving course offerings, increasing its faculty experience, implementing the use of technology, and utilizing METs for course delivery to remote locations. JSOU also increased its educational integration with joint and service PME institutions.

**Department of Academic Affairs**

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

**Admissions Division**

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

**Curriculum Management Division**

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

**Academics**

**Faculty Development Division**

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

**Institutional Effectiveness Division**

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

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Joint Special Operations University—Enlisted Academy (JSOU-SOF) provided joint professional military education to more than 2,000 students in AY14. The Career Education Program (CEP) for enlisted Academy members was revamped to meet accrediting assessment and evaluation requirements through the Five-Year Defense Plan (FYDP), and USOCOM Program Objective Memorandum facilitated educational initiatives for the joint enlisted special operator.

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

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

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

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

Center for Continuing Education

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

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

During AY14, the institute continued to support TSOE education requirements through the TSOE-Basic Education Course and TSOE-Staff Preparation Course, which increased from three iterations in AY13 to four in AY14. In an effort to provide more senior staff educational opportunities, the institute added Advanced, Executive, and National Capital Region USOCOM Staff Education Program (USEP) courses to complement the existing USEP-Foundations course. Additionally, the department continued to reach more students with the Introduction to Special Operations Forces (ISOF) online course. The student completion rate more than doubled in AY14 and will provide instruction to approximately 1,500 students in AY15.

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

In AY13, the Institute for Planning and Operations will continue to offer SOPC and CTFC, with the same level of professionalism and added a finalized SOD and SOC to enable design team members and SOF intelligence enablers for the greater SOF enterprise. In AY14, the Institute for Senior Education transformed under new leadership while continuing to deliver resident courses and developing emerging educational efforts. The institute conducted the Combined/Joint Force Special Operations Component Commander’s Course (C/JFSOCC) for the joint staff while continuing the close association of LTG (Ret.) Frank Kearney with the course. The institute continued to conduct the USOCOM commander’s Joint Special Operations Forces Pre-Command Course (JSOFPC). The institute continued to provide a conceptual reconfiguring forum for retired SOF senior leaders (RSSE) in conjunction with the
The Institute for Global Operations continued to align its methods of instruction by offering teaching opportunities to our critical and global core partners in support of SOCOM's Line of Operation #2 (Strengthen the Global Network). The impact of these opportunities was best illustrated during two Special Operations Combating Terrorism (SOCIT) interations in Africa, in which the class participants consisted primarily of senior operational and strategic level officers. The majority of students had experience combating terrorism at home and abroad as members of various African Union (AU) or United Nations (UN) peacekeeping operations. This regionally focused event was a great opportunity to engage these key senior officers from across West Africa, including presidential and ministerial-level advisors. Additionally, senior military and ministerial personnel were invited to support future courses; hence the Inter-Ministerial Collaboration Course now resides in the Institute for Global Operations Division.

In AY14, the Institute for Global Operations partnered with the National Intelligence University (NIU), and the Center for Civil Military Relations (CCMR) at the Edelweiss Conference Center in Garmisch-Partenkirchen, Germany, for the Counter-Violent Extremism Continuing Education Symposium. The purpose was to re-engage international alumni from the NIU, CCMR, and JSOU in order to foster enduring relationships with combating terrorism professionals in the security sector. The content focused on countering violent extremism in Europe, Africa, and the Middle East. The CANSOFCOM PDC Symposium took place 3-4 December 2013 in Kingston, Canada. More than 100 participants discussed ways to shape joint SOF education curricula to advance a SOF global network. The theme, “By With and Through: Executing the SOF Global Engagement Strategy,” focused on future integration and interoperability necessary to achieve strategic aims. The partnership between American and Canadian special operators reflects a heritage rooted in the elite World War II combined commando unit, the 1st Special Service Force, also known as the Devil’s Brigade. A special highlight included honoring three veterans on the 70th anniversary of the Monte la Difesa operation. In partnership with the CSOSR, the CANSOFCOM PDC published a monograph to summarize and expand on the symposium’s line of exploration.

Center for Special Operations Studies and Research
During AY14, the Strategic Studies Department met its goals while transforming into the Center for Special Operations Studies and Research (CSOSR). Between January and April 2014, the CSOSR transferred courses and realigned faculty to the College of Special Operations and CCE in order to support the new accreditation structure. CSOSR’s main effort concentrated on developing a SOF intellectual center that conducts high-level studies, research, and publication. The objectives were advanced through cooperative relationships with the West Point Counterterrorism Center, the Joint Special Operations Command’s Counterterrorism Center, and the U.S. Army Special Operations Command’s Special Warfare Education Group. In addition, 100 international students attended seven funded resident courses for AY14. Projected attendance in AY15 includes 80 invitational seats and up to 150 additional student nominations across five resident course iterations (2 x SOCIT, 1 x ASOCbT, and 2 x CVE). The Institute for Global Operations offered 12 different international education courses that were taught in the target language, tailored, delivered in partner countries, regional or bilateral in focus and supported the TSOG’s special operational forces and security sector development plans. All resident courses were taught in English. Mobile education was delivered primarily in English, Spanish, French, and Arabic. The Institute maintained its academic rigor while offering a diverse curriculum.

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

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

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

In AY14, the Institute for Global Operations hosted a number of international visitors, including those from Japan, Colombia, Chile, the Western Hemisphere Institute for Security Cooperation (WHINSEC), Marine Corps War College International Students, U.S. Army War College International Fellows, Pakistan National Defense University, Special Operations Command Australia Special Forces Training Centre, and the Chief of Uganda Special Operations Forces. In AY14, the Institute for Global Operations offered 12 different international education courses that were taught in the target language, tailored, delivered in partner countries, regional or bilateral in focus and supported the TSOG’s special operational forces and security sector development plans. All resident courses were taught in English. Mobile education was delivered primarily in English, Spanish, French, and Arabic. The Institute maintained its academic rigor while offering a diverse curriculum.

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

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

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

ABOUT JSOU

The JSOU Campus

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

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

2015 marks the fifteenth anniversary of JSOU’s establishment. The move to this new building ensures the university is well on its way to becoming a preeminent 21st century educational institution recognized as the center for joint special operations learning and research. The university’s reach to our military, interagencies, and international partners has steadily grown throughout the years fulfilling the ever increasing needs for joint SOF education.

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

Future JSOU Campus

AY14 JSOU Press Publications:


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

Special Operations Research Topics 2015, July 2014

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

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

Strategic Culture, December 2013, Russell D. Howard

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

PME

U.S. Military Deployments to Africa: Lessons Learned from the Hunt for Joseph Kony and the Lord’s Resistance Army, August 2013, Francisco Johnson

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

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

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


Hybrid Warfare, August 2013, Timothy McCallib and Richard Johnson

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

Factors Influencing the Effectiveness of a Coalition’s Counterinsurgency, July 2014, Mark Moyar, Hector Pagan, Rick Knapp, Wil R. Griego

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

JSOU Press Publications Can be Found at jsou.socom.mil/PubsPages/Publications.aspx and In the JSOU Library at jsou.libguides.com/jsoupublishations.
COURSE DEMOGRAPHICS AND EVALUATIONS

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

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

AY14 Student Contact Hours

AY14 Student Demographics by Service and Method of Instruction

<table>
<thead>
<tr>
<th>Service</th>
<th>Resident</th>
<th>JSOU-EA</th>
<th>MET</th>
<th>DL</th>
<th>PME</th>
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<td>INT'L</td>
<td>1954</td>
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</table>

Resident 32% 11% 19% 11% 0% 12% 4% 5% 7%
JSOU-EA 31% 35% 14% 19% 0% 0% 0% 0% 1%
MET 10% 1% 1% 0% 0% 1% 0% 0% 86%
DL 49% 14% 15% 15% 0% 4% 1% 1% 0%
PME 28% 28% 15% 12% 0% 6% 1% 1% 8%

TOTAL HOURS 323239 100%
### End-of-Course Evaluations

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

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

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

<table>
<thead>
<tr>
<th>Course Evaluation</th>
<th>Organization</th>
<th>Objectives</th>
<th>Content</th>
<th>Usefulness</th>
<th>Recommendations</th>
<th>Students</th>
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<tbody>
<tr>
<td>Advanced Special Operations Combating Terrorism-Alumni Course</td>
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<td>USSOCOM Staff Education Program - National</td>
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</table>

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

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

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

### Overall SOF Attendance by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Resident</th>
<th>JSOU-EA</th>
<th>MET</th>
<th>DL</th>
<th>PME</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td>SOF</td>
<td>39%</td>
<td>62%</td>
<td>48%</td>
<td>37%</td>
<td>18%</td>
<td>32%</td>
</tr>
<tr>
<td>Enabler</td>
<td>37%</td>
<td>33%</td>
<td>25%</td>
<td>38%</td>
<td>14%</td>
<td>28%</td>
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<tr>
<td>Non-SOF</td>
<td>24%</td>
<td>5%</td>
<td>27%</td>
<td>25%</td>
<td>68%</td>
<td>41%</td>
</tr>
<tr>
<td>SOF and Enablers</td>
<td>76%</td>
<td>12%</td>
<td>97%</td>
<td>92%</td>
<td>80%</td>
<td>99%</td>
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### Overall SOF Attendance by Course Type

<table>
<thead>
<tr>
<th>Course Type</th>
<th>Resident</th>
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<th>PME</th>
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</thead>
<tbody>
<tr>
<td>SOF</td>
<td>39%</td>
<td>62%</td>
<td>48%</td>
<td>37%</td>
<td>18%</td>
<td>32%</td>
</tr>
<tr>
<td>Enabler</td>
<td>37%</td>
<td>33%</td>
<td>25%</td>
<td>38%</td>
<td>14%</td>
<td>28%</td>
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<tr>
<td>Non-SOF</td>
<td>24%</td>
<td>5%</td>
<td>27%</td>
<td>25%</td>
<td>68%</td>
<td>41%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>39%</td>
<td>62%</td>
<td>48%</td>
<td>37%</td>
<td>18%</td>
<td>32%</td>
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### Students and Contact Hours

**Number of Students**

<table>
<thead>
<tr>
<th>Year</th>
<th>Resident</th>
<th>JSOU-EA</th>
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<th>DL</th>
<th>PME</th>
<th>TOTAL</th>
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<tbody>
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<td>AY10</td>
<td>1,548</td>
<td>59</td>
<td>1,261</td>
<td>813</td>
<td>3598</td>
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<td>AY11</td>
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<td>1,413</td>
<td>5,976</td>
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<tr>
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**Student Contact Hours**

<table>
<thead>
<tr>
<th>Year</th>
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<th>JSOU-EA</th>
<th>MET</th>
<th>DL</th>
<th>PME</th>
<th>TOTAL</th>
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<tr>
<td>AY10</td>
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<td>63,731</td>
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<td>9,629</td>
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<td>67,286</td>
<td>79,520</td>
<td>23,624</td>
<td>17,347</td>
<td>323,239</td>
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**Average Hours Per Student**

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<th>Year</th>
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<td>5</td>
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<td>53</td>
<td>51</td>
<td>26</td>
<td>--</td>
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<tr>
<td>AY13</td>
<td>51</td>
<td>51</td>
<td>24</td>
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<td>11</td>
<td>33</td>
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<td>AY14</td>
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<td>53</td>
<td>47</td>
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Professional Military Education

PME

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

<table>
<thead>
<tr>
<th>PME SCHOOL OR EDUCATION CENTER</th>
<th>STUDENT CONTACT HRS</th>
<th>STUDENTS</th>
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<td>Air War College</td>
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<td>Army War College</td>
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<td>USAFSOC</td>
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<td>USAJFKSWCS</td>
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Student Demographics

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

Attendance by SOF Category

- SOF: 813 (18%)
- SOF Enabler: 609 (14%)
- Non-SOF: 3016 (68%)

JSOU COURSES

Course Pages

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

Employment of Special Operations

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

Course Code: SOS 4655, 5655
Length: 3 Wks plus DL
Conducted as a Resident Course
Total Iterations: 1
On-Station (Pilot): 1
Off-Station: 0
Students: 7
Academic Hours: 46
Student Contact Hours: 315
Military Students:
 Officer: 75%
 Enlisted: 20%

Overall Course Survey Results

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

Evolution of U.S. Special Operations Forces

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

Course Code: SOS 4651, 5651
Length: 3 Wks plus DL
Conducted as a Resident Course
Total Iterations: 2
On-Station (Pilot): 1
Off-Station: 1
Students: 15
Academic Hours: 45
Student Contact Hours: 675
Military Students:
 Officer: 55%
 Enlisted: 45%

Overall Course Survey Results

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

Course Demographics

- USA 3 43%
- USAF 0 0%
- USN 6 0%
- USMC 1 14%
- USCG 0 0%
- CIV 3 43%
- CTR 0 0%
- IA 0 0%
- INT’L 0 0%

100%

SOF & Enabler Total 7 100%

Over the first 6 years of SOF experience 1960-2016, 3,723 were employed in special operations: 67% SOF, 27% SOF Enabler, 6% Non-SOF.

Course Code: SOS 4655, 5655
Length: 3 Wks plus DL
Conducted as a Resident Course
Total Iterations: 1
On-Station (Pilot): 1
Off-Station: 0
Students: 7
Academic Hours: 46
Student Contact Hours: 315
Military Students:
 Officer: 75%
 Enlisted: 20%

Over the first 6 years of SOF experience 1960-2016, 3,723 were employed in special operations: 67% SOF, 27% SOF Enabler, 6% Non-SOF.

Course Code: SOS 4651, 5651
Length: 3 Wks plus DL
Conducted as a Resident Course
Total Iterations: 2
On-Station (Pilot): 1
Off-Station: 1
Students: 15
Academic Hours: 45
Student Contact Hours: 675
Military Students:
 Officer: 55%
 Enlisted: 45%

Over the first 6 years of SOF experience 1960-2016, 3,723 were employed in special operations: 67% SOF, 27% SOF Enabler, 6% Non-SOF.
International and Interagency Special Operations

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

Irregular Warfare Advanced Course

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

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

Students by SOF Category
- SOF: 71 (71%)
- SOF Enabler: 23 (23%)
- Non-SOF: 6 (6%)

Total: 100 (100%)

Years of SOF Experience
- 0: 12 (12%)
- 1-5: 5 (5%)
- 6-10: 17 (17%)
- 11-15: 23 (23%)
- 16-20: 23 (23%)
- >20: 9 (9%)

Over 90% of the students were satisfied with the course content and delivery methods.

Overall Course Survey Results
- CRS: 4.3
- UNLV: 4.6
- The course was well organized.
- The objectives of the course were successfully achieved.
- The content of this course was what I expected or better.
- The information provided in this course will be useful to me in my job.
- I would recommend this course to others.

68% of the students were satisfied with the course content and delivery methods.
Strategic Utility Of Special Operations

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

Students by SOF Category

- SOF: 104 (62%)
- SOF Enabler: 58 (35%)
- Non-SOF: 6 (4%)

SOF & Enabler Total: 162 (96%)

Years of SOF Experience

- USA: 35 (21%)
- USAF: 71 (42%)
- USN: 14 (8%)
- USMC: 48 (29%)
- USCG: 0 (0%)
- CIV: 0 (0%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INTL: 0 (0%)

SOF & Enabler Total: 162 (96%)

Overall Course Survey Results

<table>
<thead>
<tr>
<th>CRS</th>
<th>UNIV.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The course was well organized.</td>
<td>4.3</td>
</tr>
<tr>
<td>The objectives of the course were successfully achieved.</td>
<td>4.7</td>
</tr>
<tr>
<td>The content of this course was what I expected or better.</td>
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</tr>
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<td>I would recommend this course to others.</td>
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</table>

Joint Fundamentals Course

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

Students by SOF Category

- SOF: 104 (62%)
- SOF Enabler: 58 (35%)
- Non-SOF: 6 (4%)

SOF & Enabler Total: 162 (96%)

Years of SOF Experience

- USA: 35 (21%)
- USAF: 71 (42%)
- USN: 14 (8%)
- USMC: 48 (29%)
- USCG: 0 (0%)
- CIV: 0 (0%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INTL: 0 (0%)

SOF & Enabler Total: 162 (96%)

Overall Course Survey Results

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</tr>
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</tr>
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<td>The information provided in this course will be useful to me in my job.</td>
<td>4.5</td>
</tr>
<tr>
<td>I would recommend this course to others.</td>
<td>4.7</td>
</tr>
</tbody>
</table>
Enterprise Management Course

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

Joint Special Operations Forces Senior Enlisted Academy

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

Course demographics:
- USA: 22 (21%)
- USAF: 50 (47%)
- USN: 19 (18%)
- USMC: 15 (14%)
- USCG: 0 (0%)
- CIV: 0 (0%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INT'L: 0 (0%)

Students by SOF Category:
- SOF: 91 (64%)
- SOF Enabler: 38 (27%)
- Non-SOF: 13 (9%)

SOF & Enabler Total: 129 (91%)

OVERALL COURSE SURVEY RESULTS

<table>
<thead>
<tr>
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<tbody>
<tr>
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<td>4.6</td>
</tr>
<tr>
<td>I would recommend this course to others.</td>
<td>4.8</td>
</tr>
</tbody>
</table>

Years of SOF Experience

- Number of Students: 103
- Years of SOF Experience: 0-5: 20, 6-10: 30, 11-15: 25, 16-20: 20, >20: 30

Students by SOF Category:
- USA: 68 (46%)
- USAF: 31 (21%)
- USN: 25 (17%)
- USMC: 20 (14%)
- USCG: 0 (0%)
- CIV: 0 (0%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INT'L: 3 (2%)

SOF & Enabler Total: 129 (91%)

OVERALL COURSE SURVEY RESULTS

<table>
<thead>
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</tr>
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<tr>
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</tr>
<tr>
<td>I would recommend this course to others.</td>
<td>4.8</td>
</tr>
</tbody>
</table>
Summit Course

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

Advanced Special Operations Combating Terrorism – Alumni Course

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

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

Civil-Military Operations Seminar

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

OVERALL COURSE SURVEY RESULTS

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

Overall Course Survey Results

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. 4.8 4.5
I would recommend this course to others. 4.7 4.6
Combatting Terrorism Executive Interagency Seminar

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

Combating Terrorism Networks Interagency Seminar

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

Course Code: SOC 5355
Length: 2 Days
Conducted as a Resident Course
Total Iterations: 1
On-Station: 0
Off-Station: 1
Students: 20
Academic Hours: 18
Student Contact Hours: 320
Military Students: 50%
Enlisted: 50%
Participating Interagencies: 6

Course Demographics
- USA: 3 (15%)
- USAF: 0 (0%)
- USN: 0 (0%)
- USMC: 0 (0%)
- USCG: 1 (5%)
- CIV: 6 (30%)
- INTL: 0 (0%)

Students by SOF Category
- SOF: 2 (10%)
- SOF Enabler: 6 (30%)
- Non-SOF: 12 (60%)

OVERALL COURSE SURVEY RESULTS
- The course was well organized: 4.9 (CRS), 4.6 (UNV)
- The objectives of the course were successfully achieved: 4.8 (CRS), 4.6 (UNV)
- The content of this course was what I expected or better: 4.8 (CRS), 4.4 (UNV)
- Information provided in this course will be useful to me in my job: 4.8 (CRS), 4.5 (UNV)
- I would recommend this course to others: 4.9 (CRS), 4.6 (UNV)

Course Code: SOC 3345
Length: 4 Days
Conducted as a Resident Course
Total Iterations: 4
On-Station: 2
Off-Station: 2
Students: 93
Academic Hours: 32
Student Contact Hours: 2976
Military Students: 78%
Enlisted: 22%
Participating Interagencies: 8

Course Demographics
- USA: 24 (26%)
- USAF: 3 (3%)
- USN: 6 (6%)
- USMC: 3 (3%)
- USCG: 0 (0%)
- CIV: 16 (17%)
- INTL: 5 (5%)

Students by SOF Category
- SOF: 21 (23%)
- SOF Enabler: 23 (25%)
- Non-SOF: 48 (52%)

OVERALL COURSE SURVEY RESULTS
- The course was well organized: 4.6 (CRS), 4.6 (UNV)
- The objectives of the course were successfully achieved: 4.6 (CRS), 4.6 (UNV)
- The content of this course was what I expected or better: 4.5 (CRS), 4.4 (UNV)
- Information provided in this course will be useful to me in my job: 4.6 (CRS), 4.5 (UNV)
- I would recommend this course to others: 4.7 (CRS), 4.6 (UNV)
CenTeR fOR COnTInUIng edUCATIOn

Combined/Joint Force Special Operations Component Commanders Course

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

COURSE CODE: SOC 5450
LENGTH: 4.5 Days

Conducted as a Resident Course

Total Iterations 1
On-Station 1
Off-Station 0
Students 17
Academic Hours 36
Student Contact Hours 612
Military Students Officer 79%
Enlisted 21%
Participating INTL Countries 2

Counter Threat Finance Course

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

COURSE CODE: SOC 2615
LENGTH: 5 Days

Conducted as a Resident Course

Total Iterations 2
On-Station 2
Off-Station 0
Students 65
Academic Hours 2340
Military Students Officer 42%
Enlisted 58%
Participating Interagencies 2

Course Demographics

<table>
<thead>
<tr>
<th>Years of SOF Experience</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1</td>
<td>1</td>
</tr>
<tr>
<td>1-5</td>
<td>2</td>
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<tr>
<td>6-10</td>
<td>4</td>
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<td>11-15</td>
<td>6</td>
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<tr>
<td>16-20</td>
<td>7</td>
</tr>
<tr>
<td>&gt;20</td>
<td>6</td>
</tr>
</tbody>
</table>

Students by SOF Category

| SOF                        | 9 (53%) |
| SOF Enabler                | 0 (0%)  |
| Non-SOF                    | 8 (47%) |

OVERALL COURSE SURVEY RESULTS

| The course was well organized. | 4.8 4.6 |
| The objectives of the course were successfully achieved. | 4.4 4.6 |
| The content of this course was what I expected or better. | 4.1 4.4 |
| The information provided in this course will be useful to me in my job. | 4.6 4.5 |
| I would recommend this course to others. | 4.6 4.6 |

Course Demographics

| USA         | 26 (40%) |
| USAF        | 8 (12%)  |
| USN         | 3 (5%)   |
| USMC        | 1 (2%)   |
| USCG        | 0 (0%)   |
| CIV         | 15 (25%) |
| CTR         | 10 (15%) |
| IA          | 2 (3%)   |
| INTL        | 0 (0%)   |

Students by SOF Category

| SOF                        | 9 (14%) |
| SOF Enabler                | 31 (48%) |
| Non-SOF                    | 24 (38%) |

OVERALL COURSE SURVEY RESULTS

| The course was well organized. | 4.2 4.6 |
| The objectives of the course were successfully achieved. | 4.3 4.6 |
| The content of this course was what I expected or better. | 3.9 4.4 |
| The information provided in this course will be useful to me in my job. | 4.3 4.5 |
| I would recommend this course to others. | 4.3 4.6 |
COURSE CODE: SOC 3446
LENGTH: Varies
Conducted as Resident and MET Courses
Total Iterations: 6
On-Station: 2
Off-Station: 4
Students: 125
Academic Hours: 36-76
Student Contact Hours: 6032
Military Students: Officer: 99%
Enlisted: 1%
Participating INT'L Countries: 20

OVERALL COURSE SURVEY RESULTS
The course was well organized.
The objectives of the course were successfully achieved.
The content of this course was what I expected or better.
The information provided in this course will be useful to me in my job.
I would recommend this course to others.

4.7 4.6
4.8 4.6
4.6 4.4
4.8 4.5
4.8 4.6

Students by SOF Category
SOF: 29 24%
SOF Enabler: 20 16%
Non-SOF: 75 60%
SOF & Enabler Total: 49 40%

Students by SOF Category
USA: 7 6%
USAF: 1 1%
USN: 0 0%
USMC: 0 0%
USCG: 0 0%
CIV: 0 0%
CTR: 0 0%
IA: 0 0%
INT'L: 117 94%

Number of Students
Years of SOF Experience
0 1-5 6-10 11-15 16-20 >20

Students by SOF Category
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: 117 94%

Number of Students
Years of SOF Experience
0 1-5 6-10 11-15 16-20 >20

OVERALL COURSE SURVEY RESULTS
The course was well organized.
The objectives of the course were successfully achieved.
The content of this course was what I expected or better.
The information provided in this course will be useful to me in my job.
I would recommend this course to others.

4.3 4.6
4.1 4.6
3.9 4.4
4.0 4.5
4.2 4.6

Students by SOF Category
SOF: 19 16%
SOF Enabler: 35 29%
Non-SOF: 68 56%
SOF & Enabler Total: 54 44%

Students by SOF Category
USA: 0 0%
USAF: 0 0%
USN: 0 0%
USMC: 0 0%
USCG: 0 0%
CIV: 0 0%
CTR: 0 0%
IA: 0 0%
INT'L: 125 100%

Number of Students
Years of SOF Experience
0 1-5 6-10 11-15 16-20 >20

OVERALL COURSE SURVEY RESULTS
The course was well organized.
The objectives of the course were successfully achieved.
The content of this course was what I expected or better.
The information provided in this course will be useful to me in my job.
I would recommend this course to others.

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4.1 4.6
3.9 4.4
4.0 4.5
4.2 4.6

Students by SOF Category
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SOF Enabler: 35 29%
Non-SOF: 68 56%
SOF & Enabler Total: 54 44%

Students by SOF Category
USA: 0 0%
USAF: 0 0%
USN: 0 0%
USMC: 0 0%
USCG: 0 0%
CIV: 0 0%
CTR: 0 0%
IA: 0 0%
INT'L: 125 100%

Number of Students
Years of SOF Experience
0 1-5 6-10 11-15 16-20 >20

OVERALL COURSE SURVEY RESULTS
The course was well organized.
The objectives of the course were successfully achieved.
The content of this course was what I expected or better.
The information provided in this course will be useful to me in my job.
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4.3 4.6
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4.2 4.6

Students by SOF Category
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USA: 0 0%
USAF: 0 0%
USN: 0 0%
USMC: 0 0%
USCG: 0 0%
CIV: 0 0%
CTR: 0 0%
IA: 0 0%
INT'L: 125 100%

Number of Students
Years of SOF Experience
0 1-5 6-10 11-15 16-20 >20

OVERALL COURSE SURVEY RESULTS
The course was well organized.
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4.2 4.6

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

Number of Students
Years of SOF Experience
0 1-5 6-10 11-15 16-20 >20

OVERALL COURSE SURVEY RESULTS
The course was well organized.
The objectives of the course were successfully achieved.
The content of this course was what I expected or better.
The information provided in this course will be useful to me in my job.
I would recommend this course to others.

4.3 4.6
4.1 4.6
3.9 4.4
4.0 4.5
4.2 4.6

Students by SOF Category
SOF: 19 16%
SOF Enabler: 35 29%
Non-SOF: 68 56%
SOF & Enabler Total: 54 44%

Students by SOF Category
USA: 0 0%
USAF: 0 0%
USN: 0 0%
USMC: 0 0%
USCG: 0 0%
CIV: 0 0%
CTR: 0 0%
IA: 0 0%
INT'L: 125 100%
Introduction to Irregular Warfare Course

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

Course Code: SOC 2610
Length: Varies

Conducted as Resident and MET Courses
- Total Iterations: 5
- On-Station: 0
- Off-Station: 5
- Students: 106
- Academic Hours: 22-40
- Student Contact Hours: 2914
- Military Students: Officer: 34%, Enlisted: 66%
- Participating INTL Countries: 2

Overall Course Survey Results
- The course was well organized: 4.5, 4.6
- The objectives of the course were successfully achieved: 4.5, 4.6
- The content of this course was what I expected or better: 4.2, 4.4
- The information provided in this course will be useful to me in my job: 4.5, 4.5
- I would recommend this course to others: 4.5, 4.6

Students by SOF Category
- SOF: 88, 84%
- SOF Enabler: 14, 13%
- Non-SOF: 3, 3%

SOF & Enabler Total: 102, 97%

Course Demographics
- USA: 2, 2%
- USAF: 0, 0%
- USN: 58, 56%
- USMC: 3, 3%
- USCG: 0, 0%
- CIV: 3, 3%
- CTR: 0, 0%
- IA: 0, 0%
- INTL: 60, 57%

Years of SOF Experience

Students by SOF Category

OVERALL COURSE SURVEY RESULTS
- The course was well organized: 4.5, 4.6
- The objectives of the course were successfully achieved: 4.5, 4.6
- The content of this course was what I expected or better: 4.2, 4.4
- The information provided in this course will be useful to me in my job: 4.5, 4.5
- I would recommend this course to others: 4.5, 4.6

Students by SOF Category
- USA: 227, 60%
- USAF: 19, 5%
- USN: 33, 9%
- USMC: 64, 16%
- USCG: 0, 0%
- CIV: 26, 7%
- CTR: 9, 2%
- IA: 2, 1%
- INTL: 0, 0%

SOF & Enabler Total: 332, 88%

Years of SOF Experience

Students by SOF Category

OVERALL COURSE SURVEY RESULTS
- The course was well organized: NA, 4.6
- The objectives of the course were successfully achieved: NA, 4.6
- The content of this course was what I expected or better: NA, 4.4
- The information provided in this course will be useful to me in my job: NA, 4.5
- I would recommend this course to others: NA, 4.6

Students by SOF Category
- USA: 227, 60%
- USAF: 19, 5%
- USN: 33, 9%
- USMC: 64, 16%
- USCG: 0, 0%
- CIV: 26, 7%
- CTR: 9, 2%
- IA: 2, 1%
- INTL: 0, 0%

SOF & Enabler Total: 332, 88%
Introduction to Special Operations Forces (Fully Online)

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

Course Code: SOC 1210
Length: 4 Wks DL
Conducted Online
Total Iterations .................. Continuous
On-Station .................. NA
Off-Station .................. NA
Students .................. 1596
Academic Hours ............... 24
Student Contact Hours ......... 38304
Military Students
Officer .................. 49%
Enlisted .................. 51%
Participating INTL Countries: 4

Students by SOF Category
- SOF: 448 (29%)
- SOF Enabler: 672 (43%)
- Non-SOF: 456 (29%)
SOF & Enabler Total: 1120 (71%)

Years of SOF Experience

Course Demographics
- USA: 668 (42%)
- USAF: 253 (16%)
- USN: 250 (16%)
- USMC: 500 (31%)
- USCG: 2 (0%)
- CIV: 85 (5%)
- CTR: 21 (1%)
- IA: 12 (1%)
- INTL: 5 (0%)

Years of SOF Experience

OVERALL COURSE SURVEY RESULTS

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

Joint Special Operations Chaplain/Chaplain Assistant Course

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

Course Code: SOC 3628
Length: 4.5 Days
Conducted as a Resident Course
Total Iterations .................. 2
On-Station .................. 2
Off-Station .................. 0
Students .................. 67
Academic Hours ............... 40
Student Contact Hours ......... 2680
Military Students
Officer .................. 64%
Enlisted .................. 36%
Participating INTL Countries: 3

Students by SOF Category
- SOF: 9 (13%)
- SOF Enabler: 33 (49%)
- Non-SOF: 25 (37%)
SOF & Enabler Total: 42 (63%)

Years of SOF Experience

OVERALL COURSE SURVEY RESULTS

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. 4.8 4.5
I would recommend this course to others. 4.8 4.6
Joint Special Operations Forces Pre-Command Course

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

Joint Special Operations Medical Orientation Course

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

Students by SOF Category

- SOF: 70 (75%)
- SOF Enabler: 20 (21%)
- Non-SOF: 6 (6%)

SOF & Enabler Total: 90 (94%)

Years of SOF Experience

Years of SOF Experience

OVERALL COURSE SURVEY RESULTS

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

CRS: 4.1
UNIV: 4.6

CRS: 4.3
UNIV: 4.6

CRS: 4.1
UNIV: 4.4

CRS: 4.3
UNIV: 4.5

CRS: 4.4
UNIV: 4.6

Students by SOF Category

- USA: 21 (40%)
- USAF: 13 (25%)
- USN: 14 (27%)
- USMC: 0 (0%)
- USCG: 0 (0%)
- CIV: 0 (0%)
- CTR: 1 (2%)
- IA: 3 (6%)
- INTL: 0 (0%)

SOF & Enabler Total: 37 (71%)

Years of SOF Experience

OVERALL COURSE SURVEY RESULTS

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

CRS: 4.7
UNIV: 4.6

CRS: 4.7
UNIV: 4.6

CRS: 4.6
UNIV: 4.4

CRS: 4.6
UNIV: 4.5

CRS: 4.7
UNIV: 4.6

Students by SOF Category

- USA: 61 (64%)
- USAF: 19 (20%)
- USN: 7 (7%)
- USMC: 9 (9%)
- USCG: 0 (0%)
- CIV: 0 (0%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INTL: 0 (0%)

SOF & Enabler Total: 61 (64%)

Years of SOF Experience

Years of SOF Experience

Course Demographics

- USA: 61 (64%)
- USAF: 19 (20%)
- USN: 7 (7%)
- USMC: 9 (9%)
- USCG: 0 (0%)
- CIV: 0 (0%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INTL: 0 (0%)

SOF & Enabler Total: 61 (64%)
Joint Special Operations Task Force Course

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

Maritime Operational Planning Course

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

Overall Course Survey Results

<table>
<thead>
<tr>
<th>CRS</th>
<th>UNAV</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOF</td>
<td>4.3</td>
</tr>
<tr>
<td>SOF Enabler</td>
<td>4.2</td>
</tr>
<tr>
<td>Non-SOF</td>
<td>4.1</td>
</tr>
</tbody>
</table>

Students by SOF Category

- SOF: 419 (45%)
- SOF Enabler: 305 (33%)
- Non-SOF: 212 (23%)

Course Demographics

- USA: 544 (58%)
- USAF: 148 (16%)
- USN: 150 (16%)
- USMC: 75 (8%)
- USCG: 1 (0%)
- CIV: 16 (2%)
- CTR: 10 (1%)
- IA: 2 (0%)
- INTL: 1 (0%)

Overall Course Survey Results

<table>
<thead>
<tr>
<th>CRS</th>
<th>UNAV</th>
</tr>
</thead>
<tbody>
<tr>
<td>The course was well organized.</td>
<td>4.9</td>
</tr>
<tr>
<td>The objectives of the course were successfully achieved.</td>
<td>4.6</td>
</tr>
<tr>
<td>I would recommend this course to others.</td>
<td>4.6</td>
</tr>
</tbody>
</table>
Operational Planning Course

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

Preparation of the Environment Orientation Course

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

Overall Course Survey Results

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

Students by SOF Category

- SOF: 202 (62%)
- SOF Enabler: 77 (24%)
- Non-SOF: 47 (14%)

Students by Category

- USA: 28 (47%)
- USAF: 2 (3%)
- USN: 18 (31%)
- USMC: 9 (15%)
- USCG: 6 (10%)
- CIV: 2 (3%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INT'L: 124 (96%)

Course Demographics

86%
**SOF Intelligence Leaders Orientation Course**

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

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

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**Course Demographics**

- **USA**: 17 (41%)
- **USAF**: 2 (5%)
- **USN**: 4 (10%)
- **USMC**: 8 (20%)
- **USCG**: 0 (0%)
- **CIV**: 9 (22%)
- **CTR**: 0 (0%)
- **IA**: 1 (2%)
- **INTL**: 0 (0%)

**Students by SOF Category**

- **SOF**: 1 (2%)
- **SOF Enabler**: 20 (51%)
- **Non-SOF**: 19 (48%)

**SOF & Enabler Total**: 30 (73%)

---

**OVERALL COURSE SURVEY RESULTS**

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

Special Operations Air Integration Course

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

CenTeR fOR COnTInUIng edUCATIOn

Special Operations Aviation Planning Course

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

Students by SOF Category

- SOF: 25 (34%)
- SOF Enabler: 35 (46%)
- Non-SOF: 47 (36%)

SOF & Enabler Total: 66 (73%)

Students by SOF Category

- USA: 2 (2%)
- USAF: 1 (1%)
- USN: 0 (0%)
- USMC: 0 (0%)
- USAF: 0 (0%)
- CIV: 0 (0%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INTL: 13 (16%)

SOF & Enabler Total: 30 (38%)

OVERALL COURSE SURVEY RESULTS

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

MILITARY students

- Officer: 97%
- Enlisted: 3%

Participating INT'L Countries: 12

Years of SOF Experience

- Number of Students
- Years of SOF Experience

Course Demographics

- USA: 0 (0%)
- USAF: 0 (0%)
- USN: 0 (0%)
- USMC: 0 (0%)
- USAF: 0 (0%)
- CIV: 0 (0%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INTL: 131 (100%)

SOF & Enabler Total: 66 (73%)

Years of SOF Experience

- Number of Students
- Years of SOF Experience

Course Demographics

- USA: 2 (2%)
- USAF: 1 (1%)
- USN: 0 (0%)
- USMC: 0 (0%)
- CIV: 0 (0%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INTL: 89 (97%)

SOF & Enabler Total: 66 (75%)

OVERALL COURSE SURVEY RESULTS

- The course was well organized: 4.7
- The objectives of the course were successfully achieved: 4.6
- The content of this course was what I expected or better: 4.4
- The information provided in this course will be useful to me in my job: 4.6
- I would recommend this course to others: 4.7
**CenTeR fOR COnTInUIng edUCATIOn**

### Special Operations Combating Terrorism Course

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

### Special Operations Forces Integration Course

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

---

### Course Code: SOC 2415

**LENGTH:** Varies

Conducted as Resident and MET Courses

- Total Iterations: 8
- On-Station: 3
- Off-Station: 5
- Students: 182
- Academic Hours: 28-80
- Student Contact Hours: 9736
- Military Students: Officer: 91%
- Enlisted: 9%
- Participating INTL Countries: 49

### Course Code: SOC 3607

**LENGTH:** Varies

Conducted as a MET Course

- Total Iterations: 5
- On-Station: 0
- Off-Station: 5
- Students: 118
- Academic Hours: 28-81
- Student Contact Hours: 5433
- Military Students: Officer: 94%
- Enlisted: 6%
- Participating INTL Countries: 7

---

### Overall Course Survey Results

**CRS**

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

**UNAV**

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

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### Course Demographics

**SOF & Enabler Total:** 154 (85%)

- **SOF:** 88 (49%)
- **SOF Enabler:** 66 (36%)
- **Non-SOF:** 27 (15%)

**USA:** 10 (5%)
- **USAF:** 1 (1%)
- **USN:** 1 (1%)
- **USMC:** 0 (0%)
- **USCG:** 0 (0%)
- **CIV:** 5 (3%)
- **CTR:** 0 (0%)
- **IA:** 1 (1%)
- **INTL:** 164 (90%)

**OVERALL COURSE SURVEY RESULTS**

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

**Participating INTL Countries:** 49

---

### Students by SOF Category

- **SOF:** 22 (23%)
- **SOF Enabler:** 12 (13%)
- **Non-SOF:** 62 (65%)

**OVERALL COURSE SURVEY RESULTS**

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

**Participating INTL Countries:** 7

---

### Years of SOF Experience

#### Students by SOF Category

<table>
<thead>
<tr>
<th>Years of SOF Experience</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>10</td>
</tr>
<tr>
<td>6-10</td>
<td>18</td>
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<tr>
<td>11-15</td>
<td>7</td>
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<tr>
<td>16-20</td>
<td>17</td>
</tr>
<tr>
<td>&gt;20</td>
<td>1</td>
</tr>
</tbody>
</table>

#### Courses Demographics

- **USA:** 10 (5%)
- **USAF:** 1 (1%)
- **USN:** 1 (1%)
- **USMC:** 0 (0%)
- **USCG:** 0 (0%)
- **CIV:** 5 (3%)
- **CTR:** 0 (0%)
- **IA:** 1 (1%)
- **INTL:** 164 (90%)

**OVERALL COURSE SURVEY RESULTS**

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

**Participating INTL Countries:** 49

---

### Students by SOF Category

- **SOF:** 22 (23%)
- **SOF Enabler:** 12 (13%)
- **Non-SOF:** 62 (65%)

**OVERALL COURSE SURVEY RESULTS**

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

**Participating INTL Countries:** 7
Special Operations Planning Course

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

SOF Resource Management Course

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

Course Demographics

- USA: 31 (27%)
- USAF: 4 (4%)
- USN: 33 (29%)
- USMC: 30 (26%)
- USCG: 0 (0%)
- CIV: 5 (4%)
- CTR: 3 (3%)
- IA: 0 (0%)
- INTL: 8 (7%)

Overall Course Survey Results

<table>
<thead>
<tr>
<th>CRS</th>
<th>UNAV</th>
</tr>
</thead>
<tbody>
<tr>
<td>The course was well organized.</td>
<td>4.6</td>
</tr>
<tr>
<td>The objectives of the course were successfully achieved.</td>
<td>4.6</td>
</tr>
<tr>
<td>The content of this course was what I expected or better.</td>
<td>4.5</td>
</tr>
<tr>
<td>The information provided in this course will be useful to me in my job.</td>
<td>4.5</td>
</tr>
<tr>
<td>I would recommend this course to others.</td>
<td>4.6</td>
</tr>
</tbody>
</table>

Course Demographics

- USA: 12 (40%)
- USAF: 2 (7%)
- USN: 1 (3%)
- USMC: 4 (13%)
- USCG: 0 (0%)
- CIV: 11 (37%)
- CTR: 0 (0%)
- IA: 0 (0%)
- INTL: 0 (0%)

Overall Course Survey Results

<table>
<thead>
<tr>
<th>CRS</th>
<th>UNAV</th>
</tr>
</thead>
<tbody>
<tr>
<td>The course was well organized.</td>
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</tr>
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<td>The objectives of the course were successfully achieved.</td>
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</tr>
<tr>
<td>The content of this course was what I expected or better.</td>
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</tr>
<tr>
<td>The information provided in this course will be useful to me in my job.</td>
<td>4.4</td>
</tr>
<tr>
<td>I would recommend this course to others.</td>
<td>4.4</td>
</tr>
</tbody>
</table>
Systemic Operational Design

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

Theater Special Operations Command Basic Education Course

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

OVERALL COURSE SURVEY RESULTS

<table>
<thead>
<tr>
<th>CRS</th>
<th>UNAV.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.6</td>
<td>4.6</td>
</tr>
</tbody>
</table>

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

Participating Interagency: 1

Japan

Students by SOF Category

| SOF | 6 | 33% |
| SOF Enabler | 5 | 28% |
| Non-SOF | 7 | 39% |

SOF & Enabler Total 11 61%

Years of SOF Experience

<table>
<thead>
<tr>
<th>Number of Students</th>
<th>Years of SOF Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>0-15</td>
</tr>
<tr>
<td>4</td>
<td>16-20</td>
</tr>
<tr>
<td>6</td>
<td>&gt;20</td>
</tr>
</tbody>
</table>

Course Demographics

- USA 0 0%
- USAF 3 17%
- USN 1 6%
- USMC 4 22%
- USAF 0 0%
- CIV 7 39%
- CTR 3 17%
- IA 0 0%
- INTL 0 0%

Students by Service

<table>
<thead>
<tr>
<th>Service</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>62 42%</td>
</tr>
<tr>
<td>USAF</td>
<td>25 16%</td>
</tr>
<tr>
<td>USN</td>
<td>25 17%</td>
</tr>
<tr>
<td>USMC</td>
<td>29 20%</td>
</tr>
<tr>
<td>USAF</td>
<td>0 0%</td>
</tr>
<tr>
<td>CIV</td>
<td>4 3%</td>
</tr>
<tr>
<td>CTR</td>
<td>3 2%</td>
</tr>
<tr>
<td>IA</td>
<td>1 1%</td>
</tr>
<tr>
<td>INTL</td>
<td>0 0%</td>
</tr>
</tbody>
</table>

SOF & Enabler Total 112 77%

OVERALL COURSE SURVEY RESULTS

<table>
<thead>
<tr>
<th>CRS</th>
<th>UNAV.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.6</td>
<td>4.6</td>
</tr>
</tbody>
</table>

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

Participating Interagency: 1

Students by Service

<table>
<thead>
<tr>
<th>Service</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>62 42%</td>
</tr>
<tr>
<td>USAF</td>
<td>25 16%</td>
</tr>
<tr>
<td>USN</td>
<td>25 17%</td>
</tr>
<tr>
<td>USMC</td>
<td>29 20%</td>
</tr>
<tr>
<td>USAF</td>
<td>0 0%</td>
</tr>
<tr>
<td>CIV</td>
<td>4 3%</td>
</tr>
<tr>
<td>CTR</td>
<td>3 2%</td>
</tr>
<tr>
<td>IA</td>
<td>1 1%</td>
</tr>
<tr>
<td>INTL</td>
<td>0 0%</td>
</tr>
</tbody>
</table>

SOF & Enabler Total 112 77%

Years of SOF Experience

<table>
<thead>
<tr>
<th>Number of Students</th>
<th>Years of SOF Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>0-15</td>
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<tr>
<td>4</td>
<td>16-20</td>
</tr>
<tr>
<td>6</td>
<td>&gt;20</td>
</tr>
</tbody>
</table>

Course Demographics

- USA 62 42%
- USAF 25 16%
- USN 25 17%
- USMC 29 20%
- USAF 0 0%
- CIV 4 3%
- CTR 3 2%
- IA 1 1%
- INTL 0 0%

Students by Service

<table>
<thead>
<tr>
<th>Service</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>62 42%</td>
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<td>IA</td>
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</tr>
<tr>
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</tr>
</tbody>
</table>

SOF & Enabler Total 112 77%
Theater Special Operations Command Staff Preparation Course

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

USSOCOM Staff Education Program – Advanced

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

OVERALL COURSE SURVEY RESULTS

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

Course Demographics

- USA 35 56%
- USAF 19 30%
- USN 5 8%
- USMC 2 3%
- USCG 0 0%
- CIV 2 3%
- CTR 0 0%
- IA 0 0%
- INTL 0 0%
- USA 5 11%
- USAF 4 9%
- USN 2 5%
- USMC 0 0%
- USCG 0 0%
- CIV 33 75%
- CTR 0 0%
- IA 0 0%
- INTL 0 0%
CenTeR fOR COnTInUIng edUCATIOn

USSOCOM Staff Education Program – Executive

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

CenTeR fOR COnTInUIng edUCATIOn

USSOCOM Staff Education Program – Foundations

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

Students by SOF Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOF</td>
<td>25</td>
</tr>
<tr>
<td>SOF Enabler</td>
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</tr>
<tr>
<td>Non-SOF</td>
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<td><strong>Total</strong></td>
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</table>

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</table>

OVERALL COURSE SURVEY RESULTS

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

OVERALL COURSE SURVEY RESULTS

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 was useful to me in my job. 4.4 4.5
I would recommend this course to others. 4.4 4.6

Course Demographics

- USA 2 25%
- USAF 0 0%
- USN 2 25%
- USMC 0 0%
- USCG 0 0%
- CIV 5 38%
- CTR 0 0%
- IA 1 13%
- INTL 0 0%

SOF & Enabler Total 5 63%

Course Demographics

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

SOF & Enabler Total 117 64%

COURSE CODE: SOC 5455
LENGTH: 5 Days
Conducted as a Resident Course
Total Iterations 1
On-Station 1
Off-Station 0
Students 8
Academic Hours 40
Student Contact Hours 320
Military Students 100%
Enlisted 0%
Participating Intangency: 1

COURSE CODE: SOC 1215
LENGTH: 10 Days
Conducted as a Resident Course
Total Iterations 6
On-Station 6
Off-Station 0
Students 183
Academic Hours 72
Student Contact Hours 13176
Military Students 77%
Enlisted 23%

Students by SOF Category

<table>
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</table>
USSOCOM Staff Education Program – National

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

DEPARTMENT OF ACADEMIC AFFAIRS

Methods Of Instruction Course

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

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

Methods Of Instruction Course — Distance Learning

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

Course Demographics
- USA: 2 (7%)
- USAF: 5 (17%)
- USN: 3 (10%)
- USMC: 1 (3%)
- CCAG: 0 (0%)
- CTR: 7 (25%)
- IA: 0 (0%)
- INTL: 0 (0%)

Students by SOF Category
- SOF: 6 (21%)
- SOF Enabler: 13 (45%)
- Non-SOF: 10 (34%)
- SOF & Enabler Total: 19 (66%)

Overall Course Survey Results
- CRS: 4.7
- UNAV: 4.6
- The course was well organized.
- The objectives of the course were successfully achieved.
- The content of this course was what I expected or better.
- The information provided in this course was useful to me in my job.
- I would recommend this course to others.

Course Demographics
- USA: 5 (11%)
- USAF: 11 (25%)
- USN: 0 (0%)
- USMC: 0 (0%)
- CCAG: 0 (0%)
- CTR: 17 (39%)
- IA: 0 (0%)
- INTL: 0 (0%)

Students by SOF Category
- SOF: 15 (34%)
- SOF Enabler: 11 (25%)
- Non-SOF: 18 (41%)
- SOF & Enabler Total: 26 (59%)

Overall Course Survey Results
- CRS: 4.5
- UNAV: 4.6
- The course was well organized.
- The objectives of the course were successfully achieved.
- The content of this course was what I expected or better.
- The information provided in this course was useful to me in my job.
- I would recommend this course to others.
GLOSSARY

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

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