



JOINT CAMPAIGNING

**JC5520 SYLLABUS
AY 26**

**JOINT PROFESSIONAL MILITARY EDUCATION
PHASE I INTERMEDIATE LEVEL COURSE**

**UNITED STATES AIR FORCE
AIR COMMAND AND STAFF COLLEGE**

21st Century Leaders for 21st Century Challenges

**AIR COMMAND AND STAFF COLLEGE
MAXWELL AFB, AL**

FOREWORD

This syllabus for the *Joint Campaigning* course for the Air Command and Staff College, Academic Year 2026 (January - April 2026), provides both an overview of the course narrative, objectives, and modules, as well as a detailed description of each lesson to assist students in their reading and preparation for lecture and seminar. Included herein is information about course methods of evaluation, schedule, and the fulfillment of joint professional military education core goals.

Joint Campaigning aims to provide an understanding of joint force employment and develop a planning and design skill set that enables students to serve as a catalyst for military action. It invites students to not just learn doctrine, but study doctrine to understand the analysis of warfare contained within it and recognize its applications, challenges, and limits.

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JOINT CAMPAIGNING COURSE OVERVIEW

COURSE DESCRIPTION

Military power, as an instrument of national power, manifests through the DoW via the three activities of Force Employment, Force Development, and Force Design.¹ For Joint Campaigning (JC), force employment is the focus. “Joint Force employment uses operational art to integrate joint capabilities and functions across all domains into global plans that enable campaigning and operations to achieve strategic objectives.”² Timely and effective military action, a core function of the DoW,³ does not occur without deliberate efforts by military professionals across all echelons. Joint Campaigning prepares future unit commanders and staff officers to affect all-domain, globally integrated operations. Through its course of study, JC will emphasize the role of command and control with a specific focus on planning to provide the tools needed to excel amidst the challenges of force employment.

Command and control (C2) provides the functional mechanism “by which a JFC synchronizes and/or integrates joint force activities,” and “ties together all operational functions and tasks.”⁴ Through the four activities of the C2 process—planning, preparing, executing, and assessing—commanders, aided by staffs, provide the direction necessary to affect military operations.⁵ “Command and control is not the business of specialists;”⁶ rather, it is the universal job of members of the profession of arms. A working knowledge of C2 is critical to overcoming barriers to action in a joint force and achieving an integration of joint capabilities and functions. Planning, particularly at the operational level, “translates strategic guidance into specific activities aimed at achieving strategic and operational objectives.”⁷ If strategy seeks favorable *continuation*, while tactics seek favorable *culmination*,⁸ the opposing nature of the two is overcome through operational-level planning. Joint Campaigning develops the skill sets to execute military planning processes to ensure military action produces the needed security outcomes of national strategy.

Joint Campaigning will explore the four planning functions: strategic guidance analysis, concept development, plan development, and plan evaluation.⁹ Students will apply both the planning process and operational design methodology. The course will explore the core methodology that underlies the various military planning processes through three modules. By providing a look into planning through the lens of three key commanders: the commander, Air Force forces (COMAFFOR), the joint force commander (JFC) of a multinational force, and the combined force

¹ Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3030.01B, *Implementing Joint Force Development and Design*, 1 July 2025, A-1

² Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3100.01F, *Joint Strategic Planning System*, 29 January 2024, A-4

³ Department of Defense Directive (DoDD) 5100.01F, *Functions of the Department of Defense and Its Major Components*, 21 December 2010 (Change 1, 17 September 2020), 1

⁴ Joint Publication (JP) 1, Volume 2, *The Joint Force*, 19 June 2020, IV-16

⁵ Air Force Doctrine Publication (AFDP) 3-0.1, *Command and Control*, 22 January 2025, 9

⁶ Marine Corps Doctrine Publication (MCDP) 6, *Command and Control*, 4 October 1996 (Change 1, 4 April 2018), 1-4

⁷ Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, I-2

⁸ Dolman, Everett Carl, *Pure Strategy: Power and Principle in the Space and Information Age*, 2011, 4

⁹ Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, IV-1

air component commander (CFACC), each module will address different topics while reinforcing overall course concepts and objectives.

During the COMAFFOR module, the course will explore force employment and the integration of airpower through campaigning. The module will utilize the COMAFFOR as an effects-producing warfighter and provide the fundamental understanding of a military planning process as the “proven process which organizes the work of the commander, staff, subordinate commanders, and other partners” with a detailed look at each step.¹⁰

The JFC module expands on the planning process and incorporates the operational design methodology as the tool that provides the “analytical framework that underpins planning” when the situation and military approach are less defined.¹¹ It establishes the means to understand a changing operational environment (OE) during a crisis and develop a joint response. It also provides the backdrop to explore the Joint Functions and their implications to planning, command and control, and force employment across the joint force.

Finally, the CFACC module will integrate both a military planning process and operational design while leveraging an understanding of airpower gained from across the ACSC curriculum to develop an air operation. This module will also consider the entire C2 process, exploring how planning connects to and grounds the whole process, and how planning concludes with the plan evaluation function.

¹⁰ Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, IV-8

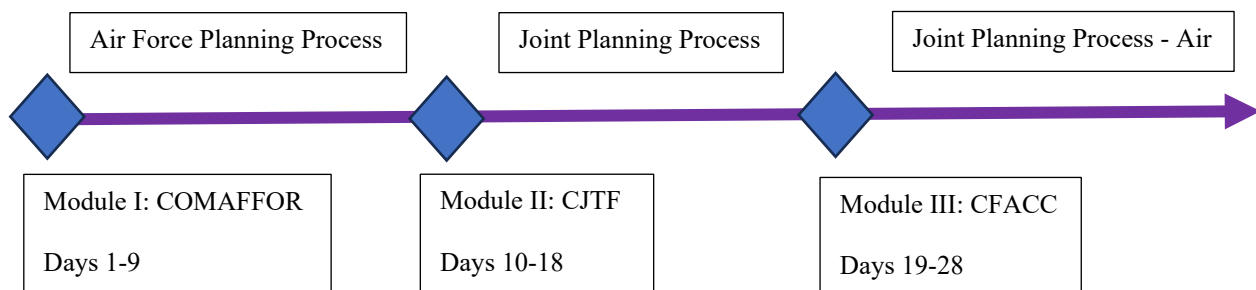
¹¹ Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, III-1

COURSE OBJECTIVES

Joint Campaigning provides an understanding of joint force employment and develops a planning and design skill set that enables students to employ timely and effective military action. It invites students to study doctrine, understand the analysis of warfare contained within it, and recognize the need for its artful application. The course objectives are to enable students to:

1. Analyze complex operational environments (OEs) and design military solutions to achieve operational and strategic objectives using operational design principles.
2. Analyze force employment constructs for joint all-domain operations.
3. Articulate concepts of force employment to effectively communicate and coordinate across all joint functions.
4. Execute doctrinal planning processes to direct timely and effective military action.

COURSE MAP



COURSE REQUIREMENTS

1. JC-600 (E): COMAFFOR OPERATIONAL PROBLEM & MISSION STATEMENT

Each student will draft a narrative that describes the operational problem the COMAFFOR is tasked to solve and includes a mission statement aligned with the identified problem and the outcome of mission analysis. This assignment is a single document with a maximum of 500 words. This assignment is worth **10 percent** of the final JC 5520 grade. Students will have 45 minutes in seminar at the start of Day 5 (26 and 27 January 2026) to complete this assignment.

2. JC-601 (E): COMAFFOR WARNORD

Each student will draft a five-paragraph warning order (WARNORD) as part of the Air Force planning process (AFPP) step 7, plans/orders development. This document will be drafted using a pre-approved template provided to the students. This assignment is worth **10 percent** of the final JC 5520 grade. The assignment will be due at 1700L on Day 9 (9 and 10 February 2026).

3. JC-604 (E): JOINT FUNCTION SCHEME OF SUPPORT

To demonstrate effective executive writing skills and understanding of course concepts, students will compose a talking paper summarizing their assigned joint function's scheme of support to a proposed course of action (COA). Students will write as a joint function working group (WG) representative to an operational planning team (OPT). The paper will provide an executive-level

summary for their respective J-Staff director (i.e. J-3, J-4, etc.). This assignment is worth 10 percent of the final JC 5520 grade and will be due at 1700L on 11 March 2026.

4. JC-605 (E): COA DEVELOPMENT BRIEF

Students will conduct a COA development brief to present their assigned COAs to the JFC. The brief will be a coherent presentation of the seminar's staff actions during Module II and will be a complete COA development brief as described in JP 5-0. This assignment is worth **10 percent** of the final JC 5520 grade and due electronically in Canvas by 0835L on 12 and 13 March 2026. The presentations will occur during seminar on Day 18 (12 and 13 March 2026).

5. JC-608 (E): CFACC UPDATE BRIEF

Students will conduct a CFACC update brief to present their assessments on the simulation of their COA after two days of execution using OWS. The brief will include their COA, what developed over the two days of execution, and any recommended modifications to the CFACC. ~~At a minimum, each student will brief a portion of this assignment to the CFACC (the course instructor).~~ This assignment is worth **20 percent** of the final JC 5520 grade. The assignment is due electronically in Canvas by 0800L on 23 and 24 April 2026 with the presentation occurring during seminar on day 28 (23 and 24 April 2026).

6. JC-602, JC-606, JC-609 (E): DOCTRINAL TERMINOLOGY QUIZZES

Students will accomplish quizzes on doctrinal concepts and terminology at the end of each module: **JC-602** for **module I**, **JC-606** for **module II**, and **JC-607** for **module III**. This assignment is cumulatively worth **10 percent** of the final JC 5520 grade and must be completed in Canvas by 1700L on the last day of each module, day 9 (9 and 10 February), day 18 (12 and 13 March), day 28 (23 and 24 April).

7. JC-603, JC-607, JC-610 (C): CLASS CONTRIBUTION

Each student is expected to attend lectures and seminars, read the assigned texts, participate in class exercises, and contribute to seminar discussions. Students will be graded by module: **JC-603** for **module I**, **JC-607** for **module II**, and **JC-610** for **module III** with each worth **10 percent** of the final grade. Overall contribution is worth **30 percent** of the final JC 5520 grade.

COURSE MATERIALS

There are no books required for the JC Course. All readings will be provided digitally via Teams or are available via hyperlink.

Complete versions of Joint Publications and other doctrinal resources are available for access and download from the Joint Doctrine website: <http://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>.

Unclassified but restricted publications are available via CAC access to the Joint Electronic Library (JEL+) website: <https://jdeis.js.mil/jdeis/generic.jsp>.

JOINT CAMPAIGNING SCHEDULE OF MEETINGS

Module I: Commander, Air Force Forces (COMAFFOR)

MODULE OVERVIEW

This 9-day module introduces students to the foundational concepts of the Air Force planning process (AFPP). The module explores force employment and the integration of airpower through campaigning by introducing students to the COMAFFOR as an effects-producing warfighter. The module provides instructor-led step-by-step education on the AFPP, where students begin by developing an understanding of strategic guidance and end with the production of a 5-paragraph WARNORD written to the unit level of action. The module introduces and uses a dynamic notional crisis in the South China Sea as the impetus for course of action (COA) and order development.

LESSON SEQUENCE

- Day 1: Joint Campaigning Fundamentals
- Day 2: Strategic Guidance, Planning Products, & GFM
- Day 3: AFPP Step 1: Planning Initiation
- Day 4: AFPP Step 2: Mission Analysis
- Day 5: AFPP Step 2: Mission Analysis Completion
- Day 6: AFPP Step 3: COA Development
- Day 7: AFPP Step 4: COA Analysis and Wargaming
- Day 8: AFPP Step 5: COA Comparison
- Day 9: AFPP Steps 6 & 7: COA Approval and Order Development

DAY 1: Joint Campaigning Fundamentals

DATE: 8-9 January 2026

LESSON OBJECTIVES

1. Understand JC course objectives, organization, and methods of evaluation.
2. Explain how integrated campaigning shapes operational warfighting and plan development across command echelons.

LESSON OVERVIEW

JC-500 (L): Introduction to the Joint Campaigning Course

Overview: This lecture will introduce the purpose, structure, organization, calendar, and deliverables of the JC course.

CONTACT HOURS: 15-minute lecture

JC-501 (L): Historical Perspective – The Role of the COMAFFOR

Overview: This lecture examines the role of the COMAFFOR in operational warfighting through a historical case study: SOUTHCOM's use of JTF-Matthew and JTF-Bravo. Specifically, it analyzes how the COMAFFOR provided critical airlift for disaster relief, highlighting the challenges of command in operational leadership roles.

CONTACT HOURS: 45-minute lecture

JC-502 (S): The Joint Concept for Integrated Campaigning

Overview: This seminar analyzes the concept of integrated campaigning and its influence on combatant command (CCMD) and subordinate command planning processes.

CONTACT HOURS: 2-hour seminar

REQUIRED READINGS

1. Course Syllabus and Calendar. [EL]
2. Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, J-1-J-2. [EL]
3. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3100.01F, *Joint Strategic Planning System*, 29 January 2024, D-1–D-3, <https://www.jcs.mil/Portals/36/Documents/Library/Instructions/CJCSI%203100.01F.pdf> [EL]
4. Joint Chiefs of Staff, *Joint Concept for Integrated Campaigning*, 16 March 2018, 1–48, https://www.jcs.mil/Portals/36/Documents/Doctrine/concepts/joint_concept_integrated_campaign.pdf?ver=2018-03-28-102833-257 [EL]
5. David Liapis, "JTF-Bravo Deploys for Disaster Relief in Haiti," *Joint Task Force-Bravo Public Affairs*, 8 October 2016, <https://www.af.mil/News/Article-Display/Article/969206/jtf-bravo-deploys-for-disaster-relief-in-haiti/> [EL]

DAY 2: Strategic Guidance, Planning Products & Global Force Management (GFM)

DATE: 12-13 January 2026

LESSON OBJECTIVES

1. Examine the relationship between strategic guidance and operational-level planning.
2. Distinguish between the basic types of joint plans and their level of detail and the basic types of orders.
3. Explain the format of the USAF modified five-paragraph order.
4. Understand the interactions between the COMAFFOR and GFM.

LESSON OVERVIEW

JC-503 (S): Strategic Guidance, Joint Plans, and Joint Orders

Overview: This seminar examines national strategic guidance, the process of informing its development, and the relationship between strategic guidance and operational-level planning. Nested strategic guidance is fundamental to guiding operational planning, while planners must understand how planning terminology shapes the depth and breadth of the planning product being developed. Specifics on USAF doctrinal planning products are also introduced, preparing students for duties on a COMAFFOR staff. The course instructor (CI) will introduce students to the documents for the JC scenario, via a guided seminar workshop that walks through the analysis and application of strategic guidance during operational planning.

CONTACT HOURS: 2-hour seminar

JC-504 (L): Understanding GFM: A COMAFFOR Perspective

Overview: This lecture explores global force management (GFM) through the lens of the COMAFFOR, focusing on effectively influencing GFM to optimize operational outcomes.

CONTACT HOURS: 1-hour lecture

REQUIRED READINGS

1. Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, I-1–I-15, II-1–II-6. [EL]
2. Air Force Doctrine Publication (AFDP) 5-0, *Planning*, 22 January 2025, 52-67. [EL]
3. Chad Pillai, “Developing a Combatant Command Campaign Plan: Lessons Learned at US Central Command,” *Modern War Institute*, 6 June 2021, <https://mwi.westpoint.edu/developing-a-combatant-command-campaign-plan-lessons-learned-at-us-central-command/> [EL]
4. Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, V-10–V-12 [EL]
5. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3130.06D, *Global Force Management Allocation Policy and Procedures*, 20 June 2024, B-1–B-11, <https://www.jcs.mil/Portals/36/Documents/Library/Manuals/CJCSM%203130.06D.pdf>. [EL]
6. JC scenario documents (strategic guidance) [EL]

DAY 3: AFPP Step 1 – Planning Initiation

DATE: 15-16 January 2026

LESSON OBJECTIVES

1. Determine the impact of strategic and higher headquarters (HHQ) guidance on military planning for the COMAFFOR staff.
2. Explain the doctrinal foundation behind AFPP step 1 – planning initiation.
3. Execute AFPP step 1 to the JC scenario to develop step 1 outputs.

LESSON OVERVIEW

JC-505 (S): COMAFFOR and the AFPP Step 1

Overview: This seminar guides students through the doctrinal process of planning initiation as described in AFPP step 1. Students are given a brief introduction to the role of design thinking methodology. Students are provided with the tools necessary to analyze strategic and HHQ guidance and develop the key outputs of AFPP step 1 as described in doctrine.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Air Force Five-Paragraph Order Training Tool Guide, January 2025, 1–15, <https://www.doctrine.af.mil/Portals/61/documents/NonDoctrine/Five-Paragraph%20Order%20Training%20Tool%20Guide.pdf>. [EL]
2. Air Force Doctrine Publication (AFDP) 5-0, *Planning*, 22 January 2025, 5-13. [EL]
3. *Joint Guide for Joint Intelligence Preparation of the Operational Environment*, 26 May 2022, skim xi-xxi; skim chapter I. [EL]
4. JC scenario documents (planning initiation templates) [EL]

DAY 4: AFPP Step 2 – Mission Analysis

DATE: 20-22 January 2026

LESSON OBJECTIVES

1. Explain the doctrinal foundation behind AFPP step 2 – mission analysis.
2. Apply AFPP step 2 to the JC scenario to generate elements of mission analysis.
3. Implement the AFPP methodology for defining the problem to be solved and developing a problem statement.
4. Examine the iterative, recursive, and concurrent relationship between AFPP steps 1 & 2.

LESSON OVERVIEW

JC-506 (S): COMAFFOR and the AFPP Step 2

Overview: This seminar guides students through the doctrinal process of mission analysis as described in AFPP step 2. Students are instructed on how to understand and interpret an HHQ operational approach and use additional products to develop a refined understanding of the OE, identify the operational problem, and draft a mission statement as part of AFPP step 2. The seminar culminates in a discussion on how to develop operational objectives and how to draft the mission statement.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Air Force Doctrine Publication (AFDP) 5-0, *Planning*, 22 January 2025, 14-34; 68-81. [EL]
2. Zachary Hughes, “Giving Our ‘Paper Tiger’ Real Teeth: Fixing the U.S. Military’s Plans for Contested Logistics Against China.” *Joint Force Quarterly*, no. 112 (4th Quarter 2024): 28–35. [EL]
3. Headquarters U.S. Central Command, “USCENTCOM OPLAN 1003V CHANGE 1”, 2003, read 1-16; skim 39-90. [EL]
4. Christopher Schnaubelt, Eric V. Larson, and Matthew E. Boyer. *Vulnerability Assessment Method Pocket Guide: A Tool for Center of Gravity Analysis* (Santa Monica, CA: RAND Corporation, 2014), 1-6 (skim), 7-32 (read), and 33-81 (skim). [EL]
5. JC scenario documents [EL]

DAY 5: AFPP Step 2 – Mission Analysis Completion

DATE: 26-27 January 2026

LESSON OBJECTIVES

1. Examine how the COMAFFOR staff analyzes the HHQ operational approach and commander's planning guidance to gain a refined understanding of the operational problem and the COMAFFOR's mission.
2. Apply step 2 to the JC scenario to finalize mission analysis results.
3. Develop and discuss the elements and format of a mission analysis brief.

LESSON OVERVIEW

JC-600 (E): COMAFFOR OPERATIONAL PROBLEM & MISSION STATEMENT

Each student will draft a concise narrative describing the operational problem the COMAFFOR is tasked to solve and will draft a mission statement aligned with the identified problem and the outcome of mission analysis. This assignment is a single document with a maximum of 500 words. This assignment is worth **10 percent** of the final JC 5520 grade. The assignment will be 45 minutes in seminar.

CONTACT HOURS: 1-hour seminar

JC-507 (S): COMAFFOR and the AFPP Step 2 Completion

Overview: This seminar continues to guide students through the doctrinal process of mission analysis as described in AFPP step 2. Students are instructed on how to build upon analysis completed during JC-506, continuing to explore the doctrinal elements of mission analysis as described in the AFPP. The seminar culminates in the development of a mission analysis brief and commander's refined planning guidance.

CONTACT HOURS: 2-hour seminar

REQUIRED READINGS

1. Review day 4 readings. [EL]

DAY 6: AFPP Step 3 – COA Development

DATE: 29-30 January 2026

LESSON OBJECTIVES

1. Analyze how the COMAFFOR staff develops COAs necessary to accomplish the mission.
2. Utilize the outputs of AFPP steps 1 and 2 as a framework for the development of multiple COAs.
3. Prepare a COA narrative, sketch, and task organization.

LESSON OVERVIEW

JC-508 (S): COMAFFOR and the AFPP Step 3

Overview: This seminar guides students through the doctrinal process of COA development as described in AFPP step 3. Students are taught to use planning products to develop distinctive COAs, which achieve COMAFFOR intent and objectives. The seminar culminates in a CI-led doctrinal process for preparing a COA statement, sketch, and task organization for the proposed COAs. Students will present one valid COA to develop familiarity with communicating CONOPS, COMREL, required capabilities, deployment and sustainment concepts, and a COA narrative.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Air Force Doctrine Publication (AFDP) 5-0, *Planning*, 22 January 2025, 36-41. [EL]
2. John K. Warden, “Was Obama’s 2009 Afghanistan Surge Based on Sound Strategy?” *Infinity Journal* 3, no. 2 (Spring 2013): 29–33. <https://doi.org/10.64148/msm.v3i2.6> [EL]
3. JC scenario documents (COA development templates) [EL]

DAY 7: AFPP Step 4 – COA Analysis and Wargaming

DATE: 2-3 February 2026

LESSON OBJECTIVES

1. Illustrate the critical role AFPP step 4 plays in helping to visualize and refine previously developed COAs, ensuring their validity via acceptability, suitability, distinguishability, feasibility, and completeness in achieving the commander's objectives.
2. Implement the techniques and methodologies available for performing COA analysis and wargaming to COAs developed in step 3.

LESSON OVERVIEW

JC-509 (S): COMAFFOR and the AFPP Step 4

Overview: This seminar guides students through the Air Force Doctrine Publication (AFDP)-defined process of COA analysis and wargaming. Students will practice the four-step subprocess for conducting analysis and execute the action-reaction-counteraction wargame methodology, resulting in further refinement of COAs developed during previous seminars and the preparation of staffing products for subsequent steps of the AFPP.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Air Force Doctrine Publication (AFDP) 5-0, *Planning*, 22 January 2025, 42-46. [EL]
2. King's Wargaming Network, "The Art & Science of Wargaming to Innovate & Educate", 11:10, 29 March 2019, <https://www.youtube.com/watch?v=rxLQmPA1-4o> . [Accessed via website only. Watch entire video.] [EL]
3. JC scenario documents (COA analysis & wargaming templates) [EL]

DAY 8: AFPP Step 5 – COA Comparison

DATE: 5-6 February 2026

LESSON OBJECTIVES

1. Evaluate the student-developed COAs, using the commander's approved evaluation criteria, according to the doctrinal process in AFPP step 5 (COA comparison).
2. Integrate knowledge of how COA comparison facilitates the commander's decision-making process by considering the ends, ways, means, and risks associated with each COA.

LESSON OVERVIEW

JC-510 (S): COMAFFOR and the AFPP Step 5

Overview: This seminar guides students through the process of COA comparison, including a CI-led workshop and discussion on the use of COA evaluation criteria, as well as the COMAFFOR's staff role in preparing a COA recommendation.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Air Force Doctrine Publication (AFDP) 5-0, *Planning*, 22 January 2025, 47-48. [EL]
2. JC scenario documents (COA comparison templates) [EL]

DAY 9: AFPP Step 6 & 7– COA Approval and Order Development

DATE: 9-10 February 2026

LESSON OBJECTIVES

1. Prepare and deliver a COA Approval briefing.
2. Compose a five-paragraph order in accordance with the mission-type order technique described in AFDP 5-0.

LESSON OVERVIEW

JC-511 (S): COMAFFOR and the AFPP Step 6 & 7

Overview: This seminar allows students to walk through the presentation of a COA approval briefing and provides time for students to prepare a five-paragraph WARNORD as part of AFPP step 6 and 7.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Air Force Doctrine Publication (AFDP) 5-0, *Planning*, 22 January 2025, 49-63. [EL]

Module II: Joint Force Commander (JFC)

MODULE OVERVIEW

This 9-day module develops students into proficient contributors to a combined joint task force (CJTF) planning team, emphasizing operational art, joint functions, and the joint planning process (JPP). To reinforce course objectives, students will be paired at the beginning of the module and assigned one of six joint functions (excluding C2) by their CI. Students will develop subject matter expertise and act as functional experts for the module's scenario planning and staff actions.

Set against a dynamic notional crisis in the South China Sea, students apply joint planning doctrine and operational design methodology in both academic and scenario-based environments. The module alternates between conceptual instruction and applied planning tasks to bridge theory and execution, enabling students to synthesize strategic guidance into actionable planning products. The module begins by establishing foundational understanding of multinational operations and transitions into the JPP and operational design, with embedded exposure to joint reception, staging, onward movement, and integration (JRSOI). These elements ensure students are ready to participate as members of a joint or combined operational planning team (OPT).

LESSON SEQUENCE

Day 10: Joint Task Forces & Multinational Operations

Day 11: Planning Initiation & Operational Design Methodology

Day 12: Defining the Problem

Day 13: Mission Analysis & JRSOI

Day 14: Elements of Operational Design

Day 15: Operational Approach Workshop

Day 16: Transition to COA Development

Day 17: COA Development Workshop

Day 18: COA Development Brief

DAY 10: Joint Task Forces & Multinational Operations

DATE: 12 February 2026

LESSON OBJECTIVES

1. Examine the process for establishing a JTF, including authorities and planning considerations.
2. Explain command relationships and authorities in coalition contexts.
3. Analyze how multinational coordination affects planning timelines and processes.

LESSON OVERVIEW

JC-512 (S): JTF Review

Overview: This seminar reviews how JTFs are created, including relevant authorities, headquarters design, and command relationships (COMREL) (e.g., OPCON, TACON, COCOM) and examines these constructs in relation to a scenario.

CONTACT HOURS: 1-hour seminar

JC-513 (S): Multinational Operations

Overview: This seminar introduces students to the organizational and political foundations of multinational operations by exploring multinational coordination considerations discussed in JP 3-16. Students will examine the doctrinal basis for alliance and coalition operations, including legal caveats, interoperability, and planning synchronization. Students conclude by evaluating implications for their upcoming planning scenario.

CONTACT HOURS: 2-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 3-16, *Multinational Operations*, 01 Mar 2019 (inc. ch1 17 June 2024), I-1–II-20. [EL]
2. Joint Publication (JP) 3-33, *Joint Force Headquarters*, 09 Jun 2022 (inc. ch1, 12 July 2024), Executive Summary, i-xxxvi. [EL]
3. Dwight D. Eisenhower, *Crusade in Europe* (New York: Vintage Books, 2021), 265-303.

DAY 11: Planning Initiation & Operational Design Methodology

DATE: 17 February 2026

LESSON OBJECTIVES

1. Execute planning initiation (JPP step 1) to begin staff planning within the module scenario.
2. Examine the core components of operational design methodology.
3. Explain how design links strategic guidance to planning products.

LESSON OVERVIEW

JC-514 (S): Planning Initiation

Overview: This seminar introduces the formal start of joint planning with an iteration of planning initiation and a conceptual introduction to operational design. Students examine how HHQ guidance triggers planning and necessitates OPT formation and explore additional considerations at a joint echelon.

CONTACT HOURS: 2-hour seminar

JC-515 (L): Operational Design Methodology

Overview: This seminar will explore operational design as a cognitive framework that enables planners to link strategic intent to tactical tasks. It prepares students to adopt a designer's mindset and introduces them to the iterative and non-linear nature of the operational design methodology.

CONTACT HOURS: 1-hour lecture

REQUIRED READINGS

1. Joint Publication (JP) 5-0 *Joint Planning*, 01 July 2025, III-1–III-20, IV-1–IV-10. [EL]
2. Jeffrey M. Reilly, *Operational Design: Distilling Clarity from Complexity for Decisive Action*, (Maxwell AFB: Air University Press, 2012), 21-29. [EL]
3. Joint Publication (JP) 3-33 *Joint Force Headquarters*, 09 Jun 2022 (inc. ch1 12 July 2024), IV-XIV. (*Joint Function Dependent*). [EL]

SUGGESTED ADDITIONAL MATERIAL

1. Air Force Doctrine Podcast: Lessons Learned in Doctrine - Ep 7 - General Kenney: *Leadership (Mission Command), C2, Air Task Forces, Relationships, and Logistics in Pacific WWII*, Audio podcast, <https://www.dvidshub.net/audio/78641/air-force-doctrine-podcast-lessons-learned-doctrine-ep-7-general-kenney-leadership-mission-command-c2-air-task-forces-relationships> [EL]

DAY 12: Defining the Problem

DATE: 19-20 February 2026

LESSON OBJECTIVES

1. Utilize the tools and processes used to analyze the current and desired operational environment (OE).
2. Explain how understanding the OE drives doctrinal concepts such as assumptions, commander's critical information requirements (CCIRs), and risk analysis.
3. Assess the importance and integrate the elements of a carefully crafted problem statement.

LESSON OVERVIEW

JC-516 (S): Defining the Problem

Overview: Building on design principles, in this seminar students learn to diagnose complex operational challenges through the lens of problem framing. This lesson emphasizes structured approaches such as PMESII-PT, DIME, and COG analysis as tools that help planners visualize the OE and articulate doctrinal concepts when the environment and approach are less defined by HHQ guidance and documents as in the previous module. Students are expected to collaboratively develop a problem statement that captures the central tension between the current and desired end states. This sets the conditions for effective mission analysis and planning in the days ahead.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 5-0, *Define the Problem*, 01 July 2025, III-11– III-13. [EL]
2. Marine Corps Warfighting Publication 5-10, *Problem Framing*, 10 August 2020, 9-18. [EL]
3. Chad Machiela, Duc DuClos, Anthony Bacus, "The Second Front, Part IIa: PRC Micro-Occupation in The Philippines," *Small Wars Journal Online*, 10 October 2025. <https://smallwarsjournal.com/2025/10/10/micro-occupation-of-the-philippines/>. [EL]
4. Duc DuClos, "Resilience and Resistance: Augmenting Philippine Territorial Defense through the Lens of The Resistance Operating Concept" *Strategy Central*, 22 November 2024, <https://www.strategycentral.io/post/resilience-and-resistance-augmenting-philippine-territorial-defense-through-the-lens-of-the-resista>. [EL]

SUGGESTED ADDITIONAL MATERIAL

1. U.S.-China Strategic Competition in South and East China Seas: Background and Issues for Congress. (2025, October 14). <https://www.congress.gov/crs-product/R42784> [EL]

DAY 13: Mission Analysis & JRSOI

DATE: 23-24 February 2026

LESSON OBJECTIVES

1. Implement staff responsibilities during JPP step 2 and prepare doctrinal outputs of mission analysis.
2. Integrate operational design considerations into mission analysis processes.
3. Summarize JRSOI concepts and impacts to joint force planning and execution.

LESSON OVERVIEW

JC-517 (S): Mission Analysis

Overview: This seminar bridges operational design and doctrinal planning by guiding students through JPP step 2: mission analysis. Students identify specified, implied, and essential tasks, analyze assumptions and constraints, and assess operational risk.

CONTACT HOURS: 2-hour seminar

JC-518 (L): JRSOI

Overview: In this lecture, students will receive an introduction to JRSOI processes and consider how deployment timelines, staging, and integration of forces influence planning. This introduces students to part of the mission that is required at the JTF echelon within the scenario.

CONTACT HOURS: 1-hour lecture

REQUIRED READINGS

1. Joint Publication (JP) 5-0, *Joint Planning*, 01 Jul 2025, IV-10–IV-27. [EL]
2. Joint Publication (JP) 3-35, *Joint Deployment and Redeployment Operations*, 31 March 2022, vii-xviii. [EL]

DAY 14: Elements of Operational Design

DATE: 26-27 February 2026

LESSON OBJECTIVES

1. Analyze key elements of operational design.
2. Appraise the role these elements play in developing an operational approach.
3. Integrate doctrinal guidance and design elements with a planning scenario.

LESSON OVERVIEW

JC-519 (L): Elements of Operational Design

Overview: This lecture deepens student understanding of operational design by examining its component elements. Topics include centers of gravity, lines of operation and effort, decisive points, and effects—all critical to bridging the gap between problem framing and COA development. The instruction emphasizes how these concepts are used to visualize a campaign plan and articulate the logic of an operation.

CONTACT HOURS: 1-hour lecture

JC-520 (S): Elements of Operational Design Applied

Overview: In this seminar students apply the elements to the South China Sea scenario in preparation for the next day's operational approach workshop.

CONTACT HOURS: 2-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 5-0, *Joint Planning*, 01 Jul 2025, III-20–III-30. [EL]
2. Jeffrey M. Reilly, *Operational Design: Distilling Clarity from Complexity for Decisive Action* (Maxwell AFB: Air University Press, 2012), 31-58. [EL]
3. Marine Corps Warfighting Publication 5-10, *Problem Framing*, 10 August 2020, 11-17 (*Review*). [EL]

DAY 15: Operational Approach Workshop

DATE: 2-3 March 2026

LESSON OBJECTIVES

1. Synthesize insights from operational design and mission analysis into an operational approach.
2. Create an original operational approach using scenario materials
3. Experiment with elements of operational design to create a single operational approach from which multiple distinguishable COAs can be developed.

LESSON OVERVIEW

JC-521 (S): Operational Approach Workshop

Overview: In this seminar students apply design thinking to construct an operational approach for the scenario. Through structured small group work, they integrate problem framing, strategic guidance, and environmental analysis to build logic models, LOOs/LOEs, and effects-based conditions. Instructors facilitate throughout, guiding students toward doctrinal coherence. The day concludes with a presentation of an initial operational approach to ensure readiness for detailed planning. After this lesson, students will be able to prepare for the mission analysis brief at the beginning of the next lesson.

CONTACT HOURS: 3-hour seminar.

REQUIRED READINGS

1. Joint Publication (JP) 5-0, *Joint Planning*, 01 Jul 2025, III-30– III-45. [EL]

DAY 16: Transition to COA Development

DATE: 6 March 2026

LESSON OBJECTIVES

1. Present a mission analysis brief in doctrinal format.
2. Integrate staff processes which support JPP step 3 inputs and outputs.

LESSON OVERVIEW

JC-522 (S): Transition to COA Development

Overview: The seminar begins with a student-led presentation of their complete mission analysis brief. This sets the foundation for the day's academic seminar, during which instructors facilitate students' COA development process from JP 5-0. Students explore how to construct multiple COAs that align with the operational approach and commander's guidance. This integrated structure emphasizes both deliverable production and doctrinal understanding.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 5-0, *Joint Planning*, 01 Jul 2025, IV-27–IV-40. [EL]
2. Marine Corps Warfighting Publication 5-10, *Problem Framing*, 10 August 2020, 17-18 (*Review*). [EL]
3. Defense Visual Information Distribution Service, 10 June 2024, *The Act of Planning is Everything*, Video, 2:08, 10 June 2024, <https://www.dvidshub.net/video/927098/act-planning-everything>. [EL]

DAY 17: COA Development Workshop

DATE: 9-10 March 2026

LESSON OBJECTIVES

1. Translate an operational approach into valid CJTF COAs.
2. Prepare and rehearse COA development brief.

LESSON OVERVIEW

JC-523 (S): COA Development Workshop

Overview: In this seminar students are divided into two planning teams and tasked with developing distinct courses of action to implement the operational approach. Each team applies doctrinal templates to frame objectives, phases, forces, and tasks, with instructor coaching available throughout. Products include graphics, synchronization matrices, and preliminary decision support tools. The workshop culminates in preparation and rehearsal for the formal COA development brief on Day 18.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 5-0, *Joint Planning*, 01 Jul 2025, IV-27–IV-40 (*Review*). [EL]

DAY 18: COA Development Brief

DATE: 12-13 March 2026

LESSON OBJECTIVES

1. Present a doctrinally sound COA brief using joint planning terminology.
2. Defend the logic of operational design underpinning the COA.
3. Assess impact of notional leaders' feedback and direction on development of further products.

LESSON OVERVIEW

JC-605 (E): COA Development Brief

Overview: In this seminar, the module capstone event, student teams present their COAs to instructors and peers in a formal setting. Presentations must demonstrate internal logic, doctrinal soundness, and relevance to strategic guidance. Each student presents part of the brief for individual assessment. The brief tests their ability to synthesize design, mission analysis, and COA development into a coherent operational solution for the scenario.

CONTACT HOURS: 2-hour seminar

JC-524 (L): Commander's Perspective

Overview: This lecture will draw upon firsthand experience from the Marine Expeditionary Force (MEF) to provide insights into the practical application of joint planning principles and the linkages between the JFC and CFACC. This lecture will serve as a bridge between module II and module III, providing valuable context for the upcoming focus on air component operations.

CONTACT HOURS: 1-hour lecture

REQUIRED READINGS

1. Marine Corps Doctrine Publication 6, *Command and Control*, 4 April 2018, Operation VERBAL IMAGE. [EL]

Module III: Combined Forces Air Component Commander (CFACC)

MODULE OVERVIEW

This 10-day module develops students into proficient contributors of an operational planning team at the joint, combined, air component level. Students will apply material from the COMAFFOR and JFC modules and scope it to the air component level. The module includes instruction about the CFACC and their specific role in the C2 process, the combined air operations plan (CAOP), joint air tasking cycle, and combined air operations center (CAOC) execution and assessment activities. Students will receive updated JFC planning guidance and apply the joint planning process for air (JPPA) to create a combined air component COA. Students will then assess the strengths and weaknesses of two air tasking order (ATO) days via an execution simulation. This simulated execution and assessment will follow the same escalating scenario presented in the previous modules and use the Operational Wargame System (OWS).

LESSON SEQUENCE

- Day 19: CFACC and the Commander's Decision Cycle
- Day 20: C2 Process and the Joint Functions
- Day 21: Mission Analysis
- Day 22: COA Development
- Day 23: COA Analysis and Wargaming & COA Comparison/Approval
- Day 24: Combined Air Operations Plan
- Day 25: Joint Air Tasking Cycle in Execution
- Day 26: Execution and Assessment
- Day 27: Execution and Assessment, continued
- Day 28: CFACC Update Brief

DAY 19: CFACC and the Commander's Decision Cycle

DATE: 23-24 March 2026

LESSON OBJECTIVES

1. Distinguish the options available to the JFC for commanding joint air operations and how each achieves unity of command and unity of effort.
2. Explain the authorities and responsibilities delegated by the JFC to the CFACC along with key responsibilities and considerations.
3. Assess CFACC organizations and methods for tasking joint air operations and joint component forces.
4. Examine the commander's decision cycle and how the CFACC integrates with other commanders' decision cycles through battle rhythms.

LESSON OVERVIEW

JC-525 (S): CFACC, Combined Air Operations Center, the JFC, and the Commander's Decision Cycle

Overview: This seminar transitions students from the JFC module to the CFACC module. The lesson begins by examining the options available to the JFC for establishing a CFACC and reviews joint air operations with the scenario backdrop to provide for application. This seminar also serves as a transition from solely a planning focus to the study and application of C2 structures and processes presented in AFDP 3-0.1 and AFDP 5. Discussions include the CFACC's organizational roles, the tasking of component forces, and the coordination of operations, activities, and investments across the continuum. Finally, this seminar examines how the CFACC informs the JFC's decision cycle through AOC and staff battle rhythms. This serves as the foundation for designing battle rhythms that support the C2 process and CFACC to JFC integration.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 3-30, *Joint Air Operations*, 28 April 2025, I-I-I-4, II-1-II-13, II-14-II-22. [EL]
2. Air Force Doctrine Publication (AFDP) 3-0, *Operations*, 22 January 2025, 27-29. [EL]
3. Air Force Doctrine Publication (AFDP) 3-52, *Airspace Control*, 26 September 2025, i, 1-5, 6-11. [EL]
4. Air Force Doctrine Publication 3-01, *Counterair Operations*, 15 June 2023, 4-10. [EL]
5. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.03F, *Joint Training Manual for the Armed Forces of the United States*, 8 August 2025, A1-A-2, B1-B4. [EL]
6. Joint Publication (JP) 3-0, *Joint Campaigns and Operations*, 18 June 2022, III-12-III-13. [EL]
7. Air Force Doctrine Publication (AFDP) 3-0.1, *Command and Control*, 22 January 2025, 1-4, 2-4, 22-31. [EL]
8. Air Component Commander (COMAFFOR / C/JFACC / AADC / ACA) Handbook, April 2023, 118-124. [EL]

DAY 20: C2 Process and the Joint Functions

DATE: 26-27 March 2026

LESSON OBJECTIVES

1. Assess the integration of C2 principles via the C2 process at the functional air component echelon.
2. Analyze how the CFACC supports and is supported by the joint functions during execution.
3. Distinguish how the C2 process manifests during crisis, competition, and cooperation for the AOC and CFACC staff.
4. Explain how CCIRs, assessments, and the CFACC inform the Commanders Decision Cycle.

LESSON OVERVIEW

JC-526 (S): C2 of the Joint Air Component

Overview: This seminar examines the integration of planning into the broader C2 process and reinforces C2 principles that will be applied in the module's final block as the seminar executes and assesses its plan.

CONTACT HOURS: 30-minute seminar

JC-527 (S): The C2 Process and the Air Tasking Cycle

Overview: This seminar examines how the functional component commander, the staff, and organizations conduct the C2 process, illustrating principles throughout the competition continuum, such as OPLAN preparation and readiness assessment through the CJCS exercise program. Further, this seminar appraises C2 processes across the services by analyzing the AFDPs in relation to the Army Doctrine Publication 5-0, *The Operations Process*. Finally, this seminar connects the C2 process to decision cycles to prepare students to apply this process during the module's final block.

CONTACT HOURS: 1.5-hour seminar

JC-528 (S): Joint Functions, Capabilities in Execution, and the CC's Decision Cycle

Overview: This seminar examines the joint functions during execution of combined/joint air operations in terms of mission types, joint mission essential tasks (JMETs), and capabilities that produce effects to achieve objectives. Additionally, this seminar analyzes how the joint functions integrate into the CC's decision cycle through commander's critical information requirements (CCIRs) and CFACC battle rhythm events.

CONTACT HOURS: 1-hour seminar

REQUIRED READINGS

1. Air Force Doctrine Publication (AFDP) 1, *The Air Force*, 10 March 2021, 1-16. [EL]
2. Air Force Doctrine Publication (AFDP) 3-0.1, *Command and Control*, 22 January 2025, 1-2, 8-17, 58-60. [EL]
3. Insights and Best Practices Focus Paper, *Mission Command*, January 2020, 6. [EL]
4. Army Doctrine Publication (AFD) 5-0, *The Operations Process*, July 2019, 3-1 - 3-9. [EL]
5. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3105.01B, *Joint Risk Analysis Methodology*, C1, C9-C10. [EL]
6. Air Force Doctrine Publication (AFDP) 3-52, *Airspace Control*, 26 September 2025, 56. [EL]
7. Joint Publication (JP) 1, Vol 1, *Joint Warfighting*, 27 August 2023, III-24-III-26. [EL]
8. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.03F, *Joint Training Manual for the Armed Forces of the United States*, 8 August 2025, B-1-B4. [EL]

9. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.04G, *Universal Joint Task List Manual*, 14 April 2023, 1, A-1-A5. [EL]
10. Universal Joint Task List Report 18 August 2025, Tasks (Skim): Conduct Mission Analysis, Effects Assessment, Develop Priority Intelligence Requirements and Intelligence Requirements, Establish Air Superiority, Counter Air and Missile Threats, Conduct Defensive Counterair, Air Interdiction, Close Air Support, Coordinate Target Engagement, Dynamic Targeting, Reconstitute Forces. [EL]
11. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3162.02A, *Methodology for Combat Assessment* 3162.02A, 16 July 2021, B-1-B-9. [EL]
12. Joseph F. Dunford, Jr., *Selected Works of General Joseph F. Dunford, Jr., USMC*. (Washington, DC: Joint History and Research Office, 2023), 201-207. [EL]
13. Air Force Doctrine Note (AFDN) 1-21, *Agile Combat Employment*, 23 August 2022. [EL]

DAY 21: Mission Analysis

DATE: 30-31 March 2026

LESSON OBJECTIVES

1. Analyze similarities and differences between the JPPA and other planning processes.
2. Integrate design of joint air operations with the JFC's operational approach.
3. Conduct JPPA steps 1 and 2 (plan initiation and mission analysis).

LESSON OVERVIEW

JC-529 (S): JPPA: Plan Initiation and Mission Analysis

Overview: Seminars will manage application of JPPA planning skills to design and plan a combined air operation.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 3-30, *Joint Air Operations*, 28 April 2025, ix-xvi, III-1–III-8, Appendix B. [EL]
2. Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, IV-8–IV27. [EL]
3. Air Force Doctrine Planning (AFDP) 5-0, *Planning*, 10-34. [EL]

DAY 22: COA Development

DATE: 2-3 April 2026

LESSON OBJECTIVES

1. Execute steps of JPPA to develop one COA for the air component.

LESSON OVERVIEW

JC-530 (S): JPPA: COA Development

Overview: Seminars will apply the JPPA to develop one COA for the combined air component to accomplish the JFC objectives.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 3-30, *Joint Air Operations*, 28 April 2025, III-8 – III-13. [EL]
2. Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, IV-27-IV-39. [EL]
3. Air Force Doctrine Planning (AFDP) 5-0, *Planning*, 35-41. [EL]

DAY 23: COA Analysis and Wargaming & COA Comparison/Approval

DATE: 6-7 April 2026

LESSON OBJECTIVES

1. Experiment with methods for COA analysis and wargaming.
2. Conduct COA analysis and wargaming and COA comparison to evaluate the COAs.

LESSON OVERVIEW

JC-531 (S): COA Analysis, Wargaming, Comparison, and Approval

Overview: This seminar provides time for students to analyze and wargame the developed COAs using a manual wargame (OWS) to facilitate the process and execute in a different manner than previous iterations of this step. Students will continue to process the results through COA comparison as they prepare to proceed to production of a combined air operations plan.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 3-30, *Joint Air Operations*, 28 April 2025, III-13 – III-14. [EL]
2. Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, IV-39- IV-54. [EL]
3. Air Force Doctrine Planning (AFDP) 5-0, *Planning*, 42-46. [EL]
4. Jeffrey M. Reilly, *Operational Design: Distilling Clarity from Complexity* (Maxwell AFB, AL: Air University Press, 2012), 65-77. [EL]

DAY 24: Combined Air Operations Plan (CAOP)

DATE: 9-10 April 2026

LESSON OBJECTIVES

1. Analyze the purpose and components necessary for producing a CAOP.
2. Integrate understanding of key events of the CFACC's and COMAFFOR's battle rhythms that feed the JFC's decision cycle into operational plans.
3. Examine the important elements of a CFACC's decision brief.

LESSON OVERVIEW

JC-532 (S): CAOP Components

Overview: This seminar presents the purpose and components of a CAOP to integrate and direct the C2 process. Seminars will begin drafting a CAOP and continue that development during preparation for the final block.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 3-30, *Joint Air Operations*, 28 April 2025, III-14, Appendix C. [EL]

DAY 25: Joint Air Tasking Cycle in Execution

DATE: 13-14 April 2026

LESSON OBJECTIVES

1. Link steps of the joint air tasking cycle to the commander's decision cycle.

LESSON OVERVIEW

JC-533 (S): The Joint Air Tasking Cycle

Overview: This seminar analyzes the processes and deliverables from each AOC Division as the AOC's 72 to 96-hour planning cycle supports the joint air tasking cycle. Students will link the products and methods to a typical AOC battle rhythm including CFACC authorities, responsibilities, and key considerations to the JFC's decision cycle. This seminar includes intelligence, targeting and assessments, as well as force protection. Other important functions like movement, maneuver, and sustainment are also included from the perspective of the DIRMOBFOR and battle staff (A-staff).

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 3-30, *Joint Air Operations*, 28 April 2025, III-17 – III-25, Appendix D. [EL]
2. Joint Publication (JP) 3-09, *Joint Fires*, 24 July 2025, Chapter I. [EL]
3. Air Force Doctrine Publication (AFDP) 2-0, *Intelligence*, 17 March 2025, 17-25. [EL]
4. Joint Publication (JP) 5-0, *Joint Planning*, 1 July 2025, H-1–H-27. [EL]
5. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3162.02A, *Methodology for Combat Assessment*, 16 July 2021, Enclosure B. [EL]

DAY 26: Execution and Assessment

DATE: 16-17 April 2026

LESSON OBJECTIVES

1. Simulate execution activities of the C2 process for the planned operation and assess outcomes.
2. Integrate assessments and feedback into the joint air tasking cycle in support of JFC objectives to further explore the commander's decision cycle.

LESSON OVERVIEW

JC-534 (S): Execution and Assessment Day 1

Overview: Seminars will use OWS for scenario simulation of the operation. The seminar executes in accordance with (IAW) their written CAOP, HHQ guidance, and scenario planning documents. Using the joint functions and C2 process as a framework, the seminars will execute and then assess air operations and the adversary response. Seminars will use assessments to drive minor changes to the following operations. Further, seminars will begin using their assessments to make recommendations for future operations and the development of the commander's update brief for day 28.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. Joint Publication (JP) 3-30, *Joint Air Operations*, 28 April 2025, III-25 – III-35. [EL]
2. Joint Publication (JP) 5-0, *Joint Planning*, 01 Jul 2025, VI-1–VI-10; Appendix H. [EL]
3. JC scenario documents. [EL]

DAY 27: Execution and Assessment, continued

DATE: 20-21 April 2026

LESSON OBJECTIVES

1. Simulate execution activities of the C2 process for the planned operation and assess outcomes.
2. Integrate assessments and feedback into the joint air tasking cycle in support of JFC objectives.

LESSON OVERVIEW

JC-534 (S): Execution and Assessment, continued

Overview: Seminars will continue the scenario simulation execution and assessment where they left off after day 1. The seminar will execute the operation IAW their written CAOP and recommendations from the previous ATO day. Using the joint functions and the C2 process as a framework, the seminars will execute and then assess air operations and the adversary response. Seminars will discuss how they would gather data to make assessments and how they would input recommendations to the joint air tasking cycle from the AOC.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. None. Time is allocated for execution, assessment, and data gathering.

DAY 28: CFACC Update Brief

DATE: 23-24 April 2026

LESSON OBJECTIVES

1. Correlate assessments and recommendations from the previous two days of execution to prepare and brief the CFACC.
2. Integrate understanding of the prepare, execute, and assess phases of the C2 process and mission command to adapt the combined air operations plan given assessment results.

LESSON OVERVIEW

JC-608 (E): CFACC Update Brief

Overview: This seminar builds on the entire CFACC module and students' understanding of the air tasking cycle, joint air operations, joint functions, and the C2 process to recommend ways to execute contingency operations in a distributed control environment. The seminar will develop assessments and recommendations from the previous two days of execution and brief the instructor. The instructor will roleplay as the CFACC. The seminar's brief should cover the progress of the operation and make recommendations for future progress of the operation.

CONTACT HOURS: 3-hour seminar

REQUIRED READINGS

1. None. Time is allocated for work on the commander's update brief (CUB).