

AIR UNIVERSITY CATALOG

ACADEMIC YEAR 2018-2019



1 OCTOBER 2018

Contents

INTRODUCTION TO THE AIR UNIVERSITY

Key Staff	4
Advisory Bodies	5
Air University Organization Chart	6
General Information	7
Admission Requirements	13

DEGREE PROGRAMS

Master of Philosophy in Military Strategy	17
Doctorate of Philosophy in Military Strategy	19
Master of Strategic Studies	25
Master of Military Operational Art and Science (Resident)	62
Master of Military Operational Art and Science (Online)	98
Master of Science in Flight Test Engineering	109
Master of Science in Airpower Strategy and Technology Integration	116
Associate of Applied Science in Air Force Leadership and Management Studies	123
Air Force Institute of Technology	130
Community College of the Air Force	131

PROFESSIONAL MILITARY EDUCATION

Air War College Distance Learning	133
Air Command and Staff College Distance Learning	142
Squadron Officer School Resident Program	149
Squadron Officer School Distance Learning	152
Airman Leadership School Resident Program	163
Airman Leadership School Distance Learning	167
Noncommissioned Officer Academy Resident Program	170
Noncommissioned Officer Academy Distance Learning	175
Air Force Senior Noncommissioned Officer Academy Advanced Leadership Experience Resident Program	178
Senior Noncommissioned Officer Academy Distance Learning	183
Chief Master Sergeant Leadership Course	187

PROFESSIONAL CONTINUING EDUCATION

International Officer School	192
Squadron Officer College Faculty Development	197
Ira C. Eaker Center Academic Instructor Course	200
Commander's Professional Development School	202
Force Support Personnel Professional Development School	206

Defense Financial Management and Comptroller School	218
USAF Chaplain Corps College	221
Black Belt Certification Course	226
Joint Flag Officer Warfighting Course	228
Joint Force Air Component Commander Course	232
Combined Force Air Component Commander Course	235
Senior Joint Information Operations Applications Course	238
Cyberspace Operations Executive Course	243
Contingency Wartime Planning Course	245
Joint Air Operations Planning Course	247
Information Operations Fundamentals Application Course	249
Enlisted Professional Military Education Instructor Course	251
USAF First Sergeant Academy	256
Air Force Career Development Academy	259
OFFICER ACCESSIONS AND CITIZEN DEVELOPMENT	
Officer Training School	261
Officer Training School Academic Instructor Course	264
Jeanne M Holm Center Instructor Teaching Practicum	266
Jeanne M Holm Center Applied Principles of Instructional Design and Development	268
Air Force Reserve Officer Training Corps Instructor and Orientation Courses	270
Air Force Reserve Officer Training Corps	273
Air Force Junior Reserve Officer Training Corps Instructor Certification Course	275
Air Force Junior Reserve Officer Training Corps	278
ACADEMIC RESOURCES	281
ABBREVIATIONS	283

INTRODUCTION TO THE AIR UNIVERSITY

Key Staff

Lt Gen Anthony J. Cotton	Commander/President
Maj Gen Michael D. Rothstein	Vice Commander and Commander, Curtis E. LeMay Center for Doctrine Development and Education
Col Jeffrey W. Donnithorne	Chief Academic Officer
Brig Gen Jeremy T. Sloane	Commandant, Air War College
Col Evan L. Pettus	Commandant, Air Command and Staff College
Col Wayne Straw	Commander, Squadron Officer College/Squadron Officer School
Col Scott W. Rizer	Commandant, International Officer School/Director, AU International Affairs
Brig Gen Christopher J. Niemi	Commander, Jeanne M. Holm Center for Officer Accessions and Citizen Development
Dr. Todd I. Stewart	Director/Chancellor, Air Force Institute of Technology
Col James D. Dryjanski	Commander, Thomas N. Barnes Center for Enlisted Education
Col Michael A. Grogan	Commander, Ira C. Eaker Center for Professional Development
Col Timothy M. Cullen	Commandant, School of Advanced Air and Space Studies
Col Matthew W. Higer	Commandant, USAF Test Pilot School
Col Patrick J. Carley	Commander, 42nd Air Base Wing

Advisory Bodies

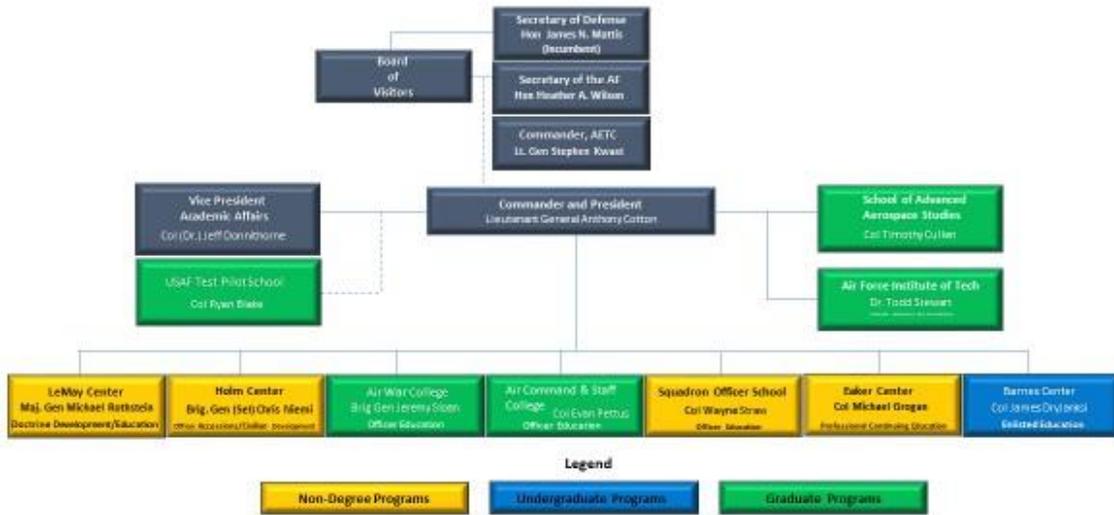
Air University (AU) Board of Visitors

The AU Board of Visitors (BoV) is a public board governed by the Federal Advisory Committee Act (FACA) of 1972 and chartered to provide independent advice and recommendations on the educational, doctrinal, and research policies and activities of Air University (AU). The BoV is comprised of individuals with significant professional expertise relevant to educational programs of the institution nominated by faculty, staff, and senior Air Force leaders.

The BoV manages two subcommittees: the Air Force Institute of Technology (AFIT) and the Community College of the Air Force (CCAF). The AFIT Subcommittee serves as the advisory board for AFIT. This satisfies the Higher Learning Commission of Colleges and Schools (HLC) requirement for BoV oversight of AFIT's separate accreditation with HLC. The CCAF Subcommittee advises the BoV on matters related to programs comprising the CCAF system.

The BoV is accountable to the Secretary of Defense to provide independent advice to the Secretary of the Air Force (SecAF) on AU policies and activities to include constructive recommendations that support institutional goals and educational programs. (See AUI 36-2307, *Air University Board of Visitors Actions*.)

AU Governance Structure – Chain of Command and Advisory Board Role



General Information

Internet Address

<http://www.airuniversity.af.mil/>

AU Mission. *Develop leaders, enrich minds, advance airpower, build relationships, and inspire service.*

AU Vision. *Be the intellectual and leadership-development center of the Air Force.*

Air University (AU), headquartered at Maxwell AFB, Alabama, is a major component of Air Education and Training Command (AETC) and is the lead agent for Air Force education. AU provides the full spectrum of Air Force education, encompassing pre-commissioning programs for new officers; graduate programs in specialized military disciplines; progressive, career-long professional military development for officer, enlisted, and civilian Airmen; and specialized programs for US cabinet appointees, senior executive service (SES) civilians, and general officers.

AU's professional military education (PME) programs educate Airmen to leverage air, space, and cyberspace power to achieve national security objectives. Specialized professional continuing educational programs provide scientific, technological, managerial, and other professional expertise to meet the needs of the Air Force. AU also conducts research on the evolving security environment; emerging threats; future uses for air, space, and cyberspace power; working in joint and coalition teams and multicultural environments; education; military leadership; management; and other topics that inform senior Air Force leaders and contribute to curriculum development. The university is engaged in community and public service, offering two citizenship programs: Junior Reserve Officer Training Corps and Civil Air Patrol–USAF.

History. The Wright brothers established the first US civilian flying school in Montgomery, Alabama, in 1910. By the 1920s, Montgomery was an important link in the growing system of aerial mail service. In the early 1930s, the Army Air Corps Tactical School (ACTS) moved to Montgomery, establishing Maxwell Field as the country's intellectual center for airpower education.

Air University, established in 1946, continues the proud tradition of educating tomorrow's planners and leaders in air and space power for the Air Force, other branches of the US armed forces, federal government civilians, and many international organizations. AU's current worldwide reach enriches the careers of every Air Force member.

Organizational Structure. The university's primary operating locations are concentrated on four main military installations. AU's officer and enlisted PME and officer accessions programs are offered in residence at Maxwell AFB and Gunter Annex in northwest Montgomery, Alabama. Our distance-learning PME programs are also developed and maintained by the Maxwell-Gunter campus faculty. The Air Force Institute of Technology (AFIT), AU's college of engineering, science, and technology, is located at Wright-Patterson AFB, Ohio; the Air Force Test Pilot School (USAF TPS) campus operates at Edwards AFB, California; and our enlisted medical associate's degree programs are offered at the joint-service Medical Education and Training Center at Sheppard AFB, Texas. AU strives for diversity, drawing students from all service components of the Department of Defense (DOD), other US government security agencies, and foreign military services from 80 plus nations each year. Air University organizations include the Carl A. Spaatz Center for Officer Education, Curtis E. LeMay Center for Doctrine Development and Education, Jeanne M. Holm Center for Officer Accessions and Citizen Development, Thomas N. Barnes Center for Enlisted Education, Ira C. Eaker Center for Professional Development, School of Advanced Air and Space Studies, USAF Center for Strategy and Technology, Air Force Research Institute (AFRI), AFIT, USAF TPS, and several support organizations. The 42nd Air Base Wing, AU's host organization, manages facility infrastructure, safety, housing, and local area network systems, as well as providing many services that contribute to the quality of student life on campus.

Accreditation and Degree-Granting Authority

As a federal organization, the US Congress has authorized AU to award degrees appropriate to its mission. AU is a Level V degree-granting institution accredited by the Southern Association of Colleges and Schools, Commission on Colleges (SACSCOC). For questions about Air University's accreditation, contact the Commission on Colleges at:

SACSCOC
866 Southern Lane
Decatur, Georgia, 30033-4097
(404) 679-4500
www.sacscoc.org

AFIT is separately accredited by the Higher Learning Commission (HLC). AFIT maintains a separate official catalog and monitors compliance with HLC requirements for accreditation. The HLC can be contacted at:

The Higher Learning Commission
230 North LaSalle Street, Suite 7-500
Chicago, IL 60604-1411
(312) 263-0456 / FAX (312) 263-7462

www.hlcommission.org

In addition to institutional accreditation, the Accreditation Board for Engineering and Technology accredits selected programs within the AFIT Graduate School of Engineering and Management. For questions about accreditation, contact this agency at:

Accreditation Board for Engineering and Technology, Inc.
 415 North Charles Street
 Baltimore, MD 21201
 (410) 347-7700/FAX (410) 625-2238
 www.abet.org

Normal inquiries about AU or AFIT, such as admission requirements, educational programs, transcript requests, and so forth, should be addressed directly to the institution and not to the SACSCOC or HLC offices. The commissions are to be contacted only if there is evidence that appears to support significant noncompliance with a requirement or standard of the accrediting body.

Air University Instructions (AUI) and Policies

AFI 34-270 AU Sup	<i>Air Force Library and Information System</i>
AFI 84-101	<i>Historical Products, Services, and Requirements</i>
AUI 14-301	<i>Security Review of Research Papers, Textbooks, and Related Documents</i>
AUI 16-102	<i>International Programs</i>
AUI 25-201	<i>Federal Prison Camp Labor and Support</i>
AUI 31-501	<i>Use and Control of AU Form 233, SCI Access Badge</i>
AUI 33-101	<i>Air University Television (AUTV)</i>
AUI 33-103	<i>Air University Public Affairs Multimedia Center</i>
AUI 33-301	<i>Air University Press Publications</i>
AUI 36-2203	<i>Air Force Institute for Advanced Distributed Learning Information Management Tools</i>
AUI 36-2307	<i>Air University Board of Visitors Actions</i>
AUI 36-2321	<i>Research and Publication</i>
AUI 36-2601	<i>Wargaming</i>
AUI 36-2602	<i>AU Operations</i>
AUI 36-2613	<i>Support of Air Force Institute of Technology, Air Force Fellows, and School of Advanced Air and Space Studies Personnel Attending Civilian Institutions by Air Force Reserve Officer Training Corps (AFROTC) Detachments</i>
AUI 36-2801	<i>Air University Annual Awards Program</i>
AUI 65-101	<i>Use of Government Travel Card</i>
AUI 65-102	<i>Commuting Area and Corporate Limits of Maxwell-Gunter AFB</i>
AUI 90-201	<i>Air University Self-Assessment Program</i>

AU Policy Letter	<i>Air University Faculty Management</i>
AU Policy Letter	<i>Air University Policy on Sexual Assault Prevention and Response</i>
AU Policy Letter	<i>Air University Civilian Overtime Policy</i>
AU Policy Letter	<i>Approval Processing for Guest Speakers and Contract Instructors</i>
AU Policy Letter	<i>International Distinguished Visitors Guidance on Event Reporting</i>
AUVA 36-2701	<i>Air University Equal Opportunity Policy</i>
AUVA 90-301	<i>Air University Inspector General</i>
AUVA 90-302	<i>Preventing Fraud, Waste, and Abuse (FWA)</i>
CL 34-1	<i>Sponsoring or Co-Sponsoring Conferences, Symposia, and Other Similar Meetings Checklist (IC 2/28/2008)</i>

Privacy Act. As a federal military education institution, AU must adhere to the guidelines of the Privacy Act of 1974 to protect the confidentiality and integrity of student records. The Department of Education, Family Policy Compliance Office, considers AU a DOD Section 6 school, solely funded by the DOD under 10 *United States Code (USC)* Section 2164, and it is therefore exempt from the Family Educational Rights and Privacy Act (FERPA). Though not required to by law, AU complies with its basic tenets whenever possible. The university is committed to protecting, to the maximum extent possible, the right to privacy of all individuals for whom it holds information and/or records.

Academic Integrity. Air University is uncompromising in its adherence to a code of ethics, morality, and conduct related to scholarship and academic activity. Values such as honesty, trust, fairness, respect and responsibility form the basis of academic integrity. These values are fundamental elements sustaining the reputation and credibility of this institution’s students and faculty, and the value of the education it delivers and the degrees it awards.

Admission and Enrollment. Developing military personnel to meet Air Force needs is AU’s primary mission. A student body with diverse cultural and professional backgrounds in national security organizations promotes new and different approaches to planning and problem solving that enrich the learning process. Therefore, AU also offers its educational programs to Air Force Reserve Command, Air National Guard, and members of US sister services, including the US Navy, US Marine Corps, and US Army. Selected civilian employees of other government agencies—such as the US Coast Guard, the Federal Bureau of Investigation, and the Central Intelligence Agency, among others—are also invited to attend. Finally, as part of the US military assistance programs, military officers from other countries may enroll in the courses and attend several AU schools.

Personnel who apply for AU degree programs, meet all eligibility criteria, and have submitted all required documentation are then considered for admission in applicable AU programs.

Civilian Airmen selected for undergraduate developmental programs must meet requirements established by the Director, Manpower, Personnel and Services (AF/A1) and specialized degree admissions criteria described in the Associate of Applied Science in Air Force Leadership and Management Studies section of this catalog.

Admission to the AU master's degree resident programs requires an individual to (1) be selected to attend in residence, (2) hold a qualifying US bachelor's degree from a regionally accredited institution or its equivalent, and (3) meet English proficiency requirements, as applicable. Provisional admission is not allowed for students attending AU resident programs.

International students approved for attendance at AU, to include non-credit-bearing, non-degree programs, must meet educational, English-communications, security assistance, and preparatory course requirements established by the Deputy Under Secretary of the Air Force, International Affairs (SAF/IA).

AFIT is AU's only campus where non-DOD US citizens may enroll in academic programs provided they meet admissions standards.

Grading Policy for Degree Programs. Course grades and quality points are based on a standard four-point system that incorporates "plus" or "minus" grades. Pass/Fail grades may be assigned based on Center or School policies. Pass grades will count only toward hours attempted/earned and will not affect the grade point average (GPA). Fail grades will count as hours attempted but will not count as hours earned, nor will they affect the GPA IAW AUI 36-2602, *AU Operations*.

Transfer Credit. Due to the specialized nature of the Air University curriculum, transfer of credits from other institutions will not be accepted.

AU Definition of a Credit Hour. A credit hour represents the amount of work represented in achieving intended learning outcomes verified by evidence of student achievement. Faculty members evaluate and verify evidence of student achievement for all program outcomes. AU graduate schools, including Air War College (AWC), Air Command and Staff College (ACSC), SAASS, AFIT, and the USAF TPS, follow best practices for determining the amount and level of credit awarded for courses. Air University guideline for computing a credit hour is on hour of classroom or self-paced instruction, plus a minimum of two hours of out-of-class student work each week, for approximately 15 weeks resulting in an average of 45 instructional contact hours. Schools may develop alternative methods to calculate a credit hour that reasonably approximate this standard when appropriate. Schools may also exceed this minimum standard.

Auditing Elective Courses. The primary focus of AWC and ACSC faculty is on teaching PME students formally enrolled in their programs. On a non-interference basis, however, AWC and ACSC faculty members may allow individuals who are not enrolled in their programs to audit elective courses IAW AUI 36-2602, *AU Operations*.

Degree Program Withdrawal. Withdrawal/disenrollment is the removal of any enrolled AU student from a course or school before completion IAW AUI 36-2602, *AU Operations*.

Educational Documents

Fraudulent Documents. Air University Registrar Student Services personnel authenticate transfer credit, degrees, diplomas, certificates, and certifications. They pursue appropriate action when fraud is suspected, including disenrollment and/or legal action. The offending student's AU transcript will be annotated with "student was disenrolled for submitting fraudulent documents."

Information Release. It is AU's policy that a student must authorize release of his or her educational record to a third party. An exception to this policy is when the requester is an Air Force organization authorized to collect such records for official purposes. In all other cases, students must submit a release letter (with an original signature) to the university registrar. The student must state what information to release and to whom the information may be released. Though not required to by law, AU complies with the intent of the Federal Family Educational Rights and Privacy Act of 1974, 5 *USC* 301, 10 *USC* 8013, and Executive Order 9397, which dictate the policy regarding release of student data. These directives specify that an educational record may not be released without the student's written consent specifying which records are to be released and to whom.

Transcript Request. Complete the AU Transcript Request form at https://www.airuniversity.af.mil/Portals/10/AcademicAffairs/documents/au_transcript_request.pdf, sign it, and submit the request through the Air University help desk at <http://www.aueducationsupport.com>, or mail it to the Air University Registrar, 60 W Shumacher, Maxwell AFB, AL 36112-6337. Transcripts will normally be mailed within seven duty days of receipt. AU transcripts will not be faxed or e-mailed. There is no fee for AU transcripts.

Student Affairs

Students should review the information below to become aware of their rights as students in Air University programs. This information does not replace

or supersede procedures that guide actions under the *Uniform Code of Military Justice (UCMJ)*, disciplinary or administrative actions provided for in other DOD directives, Air Force instructions, or AETC instructions.

Student Complaints. AU students have the right to formally present in writing a program-related grievance or complaint. A complaint is defined as a formal written submission by a student related to a grievance against a school, a program, or the University. Before making formal written complaints, students are encouraged to seek resolution by discussing grievances or complaints informally at the lowest appropriate level within the organizational chain of command. To pursue a formal complaint, students must notify the appropriate level in the chain of command in writing using the AU Form 6, *Student Complaint/Grievance Application*, in accordance with the guidance established by the applicable School or Center. For academic matters, this generally means working with course instructors, department chairs, and deans, as applicable. For nonacademic matters, this generally means working through supervisory channels before addressing them to higher-level command channels or the inspector general system. However, individuals have the right to file a complaint with the inspector general at any level without going through supervisory/command channels first. When elevating to a higher level authority, the student is responsible for notifying the current level authority in writing. The highest decision authority for resolving a formal complaint is the school commander or equivalent.

If a student has a grievance about a school's formal complaint-handling process after a final decision is given, he or she may appeal in writing to the center commander. Decisions made at this level are final.

Schools/Centers publish guidance for students regarding submitting academic grievances or complaints. Guidance will be published and readily available in documents such as student handbooks, course syllabi, and published instructions. Faculty and staff attempt to resolve the complaint in a timely manner at the lowest level or organizational authority.

Questions regarding this policy should be directed to HQ AU/A3A, Dr. Anthony C. Cain, associate vice president for academic affairs, DSN 493-3056, or commercial 334-953-3056.

Admission Requirements

U.S. Personnel.

- Air Force active duty, Air National Guard, and Air Force Reserve Command officers selected to attend AU degree programs will have their degree status verified by the AU registrar. No action is required by selectees.

- US Army, US Navy, US Marine Corps, US Coast Guard, and US civilian personnel must have at least a bachelor's degree from a regionally accredited institution. Students must request that an official transcript be mailed from their degree-granting school to the AU registrar. The transcript must be received no later than 1 June of the academic year in which the student is attending. Students are responsible for the costs incurred in providing academic documents. Mail transcripts to:

Air University Registrar
ATTN: Admissions
60 W Shumacher Avenue
Maxwell AFB, AL 36112

- The Air University is a master's granting institution. We are required to maintain proof of students' baccalaureate degrees. Do not send any graduate transcripts.

International Military Students. Admission to any AU degree program requires international students to meet two requirements: 1) possess a US bachelor's degree or equivalent from a regionally accredited college or university and, 2) meet the AU English language requirement. International students who do not meet the admission requirements for the AU degree programs will be allowed to attend the schools and will, upon graduation, receive a diploma from the school they attend.

Official Academic Documents. International students must possess undergraduate- or graduate-degree qualifications equivalent to those required of US students.

- International students who do not have a regionally accredited US bachelor's degree must submit academic records/documents from institutions outside the United States to an independent foreign credentials evaluation service. The credentialing agency must be a member of the National Association of Credentials Evaluation Services (NACES), the Association of International Credential Evaluators (AICE), or the American Association of College Registrar and Admission Officers (AACRAO).
 - In order for Air University to assess your academic eligibility, you must submit your academic documents to an agency for evaluation.
 - Request a document-by-document evaluation.
 - Student is responsible for obtaining this evaluation and for payment.
 - Agency must send an official result to:

Air University Registrar
ATTN: Admissions
60 W Shumacher Avenue
Maxwell AFB, AL 36112-6337

- International students who have a regionally accredited US bachelor degree must request that their degree-granting school mail an official transcript to the AU registrar. The AU registrar must receive the official transcript no later than 1 June of the academic year in which the student is attending. The university must mail transcripts to:
 - Air University Registrar
 - ATTN: Admissions
 - 60 W Shumacher Avenue
 - Maxwell AFB, AL 36112-6337
- There is no waiver option for this academic requirement.
- Student is responsible for this action and for payment.

Test of English as a Foreign Language.

- International students from countries where the official language is English are not required to take the TOEFL.
- International students who have completed a regionally accredited bachelor's or higher degree in the United States during the past four years are not required to take the TOEFL.
- International students from countries where the official language is not English must achieve an acceptable result on the TOEFL.
 - 83 or higher for the Internet-Based Test (iBT) or
 - 560 or higher for the Paper-Based Test (pBT)
- International students who have taken the TOEFL within the past two years and have met the AU minimum acceptable result or higher are not required to take the TOEFL. However, student must have the TOEFL agency send an official result to the AU registrar no later than 1 June of the year in which student is attending Air University.
- International students must select the Air University Institution Code 9069 for the official result to be sent to the AU registrar.
- International students are responsible for all costs related to this requirement.
- There is no waiver option for this language requirement.

DEGREE PROGRAMS

This section includes a description of each degree program offered by Air University (AU).

- Master of Philosophy in Military Strategy
- Doctorate of Philosophy in Military Strategy
- Master of Strategic Studies
- Master of Military Operational Art and Science
- Master of Science in Airpower Strategy and Technology Integration
- Master of Science in Flight Test Engineering
- Associate of Applied Science in Air Force Leadership and Management Studies

Other Degree-granting schools affiliated with Air University:

- Air Force Institute of Technology
- Community College of the Air Force

Master of Philosophy in Military Strategy and Doctorate of Philosophy in Military Strategy

School of Advanced Air and Space Studies

Internet Address

<http://www.au.af.mil/au/saass/>

Program Description. The School of Advanced Air and Space Studies (SAASS) curriculum is an intensive 48-week program with the purpose of creating strategists for the Air Force and the nation. The primary instructional forum is the graduate colloquium, which facilitates maximum interaction between students and the expert faculty. Class size is generally limited to no more than 38 Air Force active-duty officers; up to three joint-service officers from the Army, Navy, and Marines; up to two officers from the Air Reserve Component; and several officers from closely allied nations upon invitation from the chief of staff, US Air Force. Total enrollment should not exceed 45 students. SAASS creates warrior-scholars who have a superior ability to solve complex problems; think critically; develop strategy and policy; and develop, evaluate, and employ airpower as a component of military force in support of national objectives. Upon completion of all requirements and with faculty recommendation, graduates receive a master of philosophy in military strategy.

SAASS is the foundation for an AU doctorate of philosophy in military strategy. Successful completion of the SAASS program at the standards required for the master of philosophy in military strategy degree is necessary, but not sufficient, for the PhD program. Key components of the PhD program occur before, during, and after the year at SAASS. The faculty selects a few students who the school sponsors to pursue a doctor of philosophy in military strategy.

Program-Level Learning Outcomes. Through a series of research papers, oral arguments, comprehensive written and oral exams, and a dissertation, graduates will:

- Demonstrate the ability to think critically about the relationship of military force to statecraft.
- Articulate a thorough understanding of military history, military airpower, and political theories and their modern application to air, space, and cyberspace power.
- Articulate a thorough understanding of military history, military airpower, and political theories and their modern application as a strategic instrument of national policy.
- Articulate, using a reasoned synthesis of theory and experience, how

modern military force and its airpower component can best be applied across the spectrum of conflict.

- Argue effectively and responsibly about military strategy using evidence and logic.

The faculty designed the SAASS curriculum to accomplish the outcomes noted above. Students also gain an enhanced ability to think critically about the relationship of military force to statecraft, resulting from a thorough evaluation of military and airpower theories, and a thorough evaluation of the reality of military experience, resulting in a reasoned synthesis of theory and experience, the articulation of which informs the question of how modern military force and its airpower component can best be applied across the spectrum of conflict. Attaining these outcomes further enhance the student's ability to argue effectively and responsibly about military strategy using evidence and logic resulting from experience in introducing and defending propositions in a graduate colloquium environment, composing interpretive arguments in prose that meet accepted publication standards, and reducing complex formal arguments to comprehensible briefings.

Faculty. All SAASS faculty members hold a doctorate or equivalent in their fields of academic expertise. The breadth, depth, and diversity of their expertise are enhanced by the fact that the SAASS faculty is divided between terminally credentialed field grade and senior officers and civilian scholars.

Master of Philosophy in Military Strategy

Eligibility. A central selection board at the Air Force Personnel Center (AFPC), chaired by the AU president and commander, selects the students to attend the school. To apply for consideration, officers must have completed or be in attendance at an in-residence intermediate developmental education (IDE) program or its equivalent, or the Air Command and Staff College (ACSC) Online Master's Program (OLMP).

Admission Requirements. Admission to SAASS is highly competitive. Those wishing to attend must formally apply while or after attending an IDE program, as described above. The application process includes a requirement to write an essay on a subject selected by the commandant. Applicants must either already have a master's degree from an accredited institution (or be in the process of obtaining same) or a bachelor's degree with an overall grade point average (GPA) of 3.25 or higher on a 4.0 scale. The Air Force Institute of Technology (AFIT) verifies academic qualifications for applicants attending nondegree-granting

intermediate residence programs. A central selection board convened at AFPC makes the final admission selections among qualified active-duty Air Force applicants. International students must be native English speakers or score a 94 or above on the Test of English as a Foreign Language (TOEFL) within the three years before entering SAASS. Nonnative English speakers must have attended an English-speaking, in-residence IDE program, preferably ACSC. Those attending ACSC must attend the International Officer School (IOS) prep course. Those entering without having attended ACSC must have attended an English-speaking intermediate program in residence but will forego the prep course due to conflicts with the SAASS course schedule. International students should possess undergraduate- or graduate-degree qualifications equivalent to those required of US students.

Graduation Requirements. To graduate with a master of philosophy in military strategy degree, a student must achieve a weighted grade point average for all letter-graded courses of 3.0 or higher; achieve a “pass” grade for all courses graded “pass/fail;” prepare a thesis based on research in original source materials that meets generally accepted standards of research, analysis, and expression at the master’s degree level; and complete an oral comprehensive examination conducted by a faculty board with a grade of “B” or higher. To graduate with a “certificate” in military strategy, a student must achieve a weighted grade point average for all letter-graded courses of 2.5 or higher; achieve a “pass” grade in all courses graded “pass/fail;” prepare a thesis based on original research that meets generally accepted standards of research, analysis, and expression for Air Force staff work; and complete an oral comprehensive examination conducted by a faculty board with a grade of “B-” or higher.

Doctorate of Philosophy in Military Strategy

Admission Requirements. In addition to completing the SAASS master of philosophy in military strategy, students must (parenthetical expressions denote when during the year at SAASS these events occur):

- provide a letter of application for admission with a dissertation topic (early April);
- earn a cumulative GPA of 3.7 or higher (throughout the SAASS year);
- complete a written qualifying examination in the fields of theory, military practice, and strategic synthesis to an A- standard (early April);
- complete an oral comprehensive examination to an A- standard (early June);
- complete a thesis that meets standards expressed for the master of philosophy in military strategy and also indicates (throughout the SAASS

year) an ability to (a) research a dissertation over the next three to seven years and (b) compose the findings into a publishable manuscript;

- be recommended by the SAASS PhD Selection Committee for admission into the SAASS PhD program (late April). The SAASS faculty deliberates upon the candidates using a “whole-person” approach and makes its recommendation to the commandant, who has final approval authority for admission.

Post-SAASS PhD Activity. PhD candidates (those who have completed all but the dissertation [ABD]) will form a committee, with the chair normally being a long-term SAASS faculty member. The chairperson will aid in finding additional committee members suitable for the proposed topic. One PhD committee member normally will be from outside the Department of Defense (DOD) and from civilian academe. Candidates will have seven years from SAASS graduation to write and defend their dissertation. During that time, SAASS may fund research as candidates serve in post-SAASS duty assignments. Active-duty Air Force candidates may be awarded a Stephen R. Lorenz Fellowship, from three to five years after SAASS graduation. The fellowship is one year in duration for the research and composition of a PhD dissertation and holds equivalency for in-residence senior developmental education. The Lorenz fellowship is an aid to, but not a requirement for, completion of the dissertation.

Degree Requirements. To graduate with a doctor of philosophy in military strategy, a student must research, write, and defend a publishable dissertation on a subject related to strategy or military security studies. Normally, students must complete the dissertation within seven years of graduation from the SAASS residence program.

**SYLLABUS – Master of Philosophy (MPhil) Degree
(Not listed in order of presentation)**

Course Number and Title	Semester Hours
SAAS600 Foundations of Military Theory	4
SAAS601 Foundations of Strategy	3
SAAS627 Air Power in the Age of Total War	4
SAAS628 Air Power in the Age of Limited War	4
SAAS632 Foundations of International Politics	4

SAAS643 Strategy to Practice	4
SAAS644 Irregular Warfare	3
SAAS660 Technology and Military Innovation	3
SAAS665 Space Power	3
SAAS667 Information and Cyber Power	3
SAAS690 Thesis	7
SAAS699 Comprehensive Examination	4
Total, MPhil	46

SYLLABUS – Doctorate of Philosophy (PhD) Degree

Course Number and Title	Semester Hours
SAAS700 Dissertation	14
Total, PhD	60

**Course Descriptions
Master of Philosophy Degree**

SAAS600 Foundations of Military Theory

4 Semester Hours

This course analyzes the writings of military theorists who significantly influenced thought about the art and science of war. Through this analysis, students gain a broad understanding of the development of military thought and develop critical thinking skills as they test theoretical propositions against the criteria of logic and evidence.

SAAS601 Foundations of Strategy

3 Semester Hours

This course is an interdisciplinary examination of the theories, methods, and concepts that inform the art and science of strategy and decision-making. It draws upon some of the finest writings from a variety of sources to include the study of politics, history, economics, organizational behavior, science, culture, and morality. Students will read widely and instructors will expose them to a number of ways humans think about social phenomena.

SAAS627 Air Power in the Age of Total War**4 Semester Hours**

This course examines the historical development of airpower and strategy in the crucible of the two world wars. It also explores a number of key issues dealing with airpower development and employment during that period. The faculty organizes the course around a series of core books, selected for their impact upon airpower's theoretical development, contribution to our understanding of airpower's impact on events, or issues worthy of discussion and examination. One week of the course includes field study abroad stressing affective learning in locations where events analyzed in the classroom occurred.

SAAS628 Air Power in the Age of Limited War**4 Semester Hours**

This course bridges the historical experience of airpower's youth and adolescence (1914–45) and the maturation of the US Air Force as an independent service. It considers the period of the Cold War, a time in which the United States had to deal with deterring a superpower threat while at the same time addressing the challenges of limited war under the nuclear umbrella. The course also examines the dramatic transformation of air power in the early 1990s as the Cold War gave way to a more uncertain international environment. It examines theoretical debates, technological revolutions, the demands of the "global war on terror," and persistent peer challenges, all of which shaped, and were shaped by the air weapon in the twenty-first century. The theme of this course is a familiar one: a consideration of the interaction between airpower and strategy, writ large.

SAAS632 Foundations of International Politics**4 Semester Hours**

This course stems from the conviction that one cannot do strategy without a working knowledge of international politics and the role of force in international life. It orbits around two big theoretical questions: How does the world hang together? And what role does force play in the world? In formulating answers, students read widely from the theoretical canon that governs the contemporary study of international politics. Topics include theories of international politics, deterrence, coercion, international political economy, and international ethics.

SAAS643 Strategy to Practice**4 Semester Hours**

This course serves as the capstone course for the SAASS year. Students evaluate the substance and processes for making strategy in the real world and the difficulty associated with solving ill-structured, complex problems. Students also analyze various strategies used to convey strategy concepts and recommendations in real-world situations, reflecting the types of activities they will find themselves in as practicing strategists within the Air Force, joint community, and national strategy and policy positions. As the final course at SAASS, this course links the education of the previous courses to the practice necessary to succeed in the professional world.

SAAS644 Irregular Warfare**3 Semester Hours**

This course develops all facets of irregular warfare, including terrorism, insurgency, revolution, and civil wars. The course pays particular attention to the role that geography, ideology (including violent extremism), technology, and grievances play in starting and sustaining irregular groups. Lessons within the course also devote significant attention to combating and defeating irregular threats and the challenges and opportunities associated with them.

SAAS660 Technology and Military Innovation**3 Semester Hours**

This course focuses on the theory and history of technological development and its impact on innovation in military affairs. The course attempts to develop habits of mind and patterns of inquiry that inform successful military innovation. Theories of technological determinism, social construction, and heterogeneous engineering form the basis of inquiry.

SAAS665 Space Power**3 Semester Hours**

This course examines the development of military space operations, organizations, strategy, and policy. It explores the contentious issues surrounding space in modern warfare and deals explicitly with weaponization and privatization as well as the organization of space forces in the DOD.

SAAS667 Information and Cyber Power**3 Semester Hours**

This course examines the fundamentals, development, and evolution of information, cyberspace, and cyber power to foster critical thinking about the underlying concepts, strategies, and issues that optimize cyber power as an instrument of national power and to advance the development of each student's personal philosophy of air, space, and cyber power.

SAAS690 Thesis**7 Semester Hours**

The students develop and present to the faculty a research proposal. Once a faculty member approves their proposal, students, with the advice and assistance of a faculty research advisor, prepare a 50- to 100-page thesis based on primary sources. In writing their theses, the students must demonstrate sound scholarship and conform generally to accepted stylistic and methodological canons.

SAAS699 Comprehensive Examination**4 Semester Hours**

The faculty employs a two-hour oral examination by a board of three faculty members to determine if the student has satisfactorily synthesized the entire SAASS curriculum. The interrelationship among courses and the embedded material are often prominent features of the examination.

Course Description
Doctorate of Philosophy Degree

SAAS700 Dissertation

14 Semester Hours

Under the direction of the chair of his/her dissertation committee, a candidate must research, write, and defend a publishable dissertation on a subject related to strategy or military security studies that presents in-depth original research based, as appropriate, on primary source materials, reflects higher-level critical thinking and analysis that demonstrates mastery of the subject matter and makes an original contribution to the fields of strategy and/or security studies.

Master of Strategic Studies

Air War College

Internet Address

<http://www.au.af.mil/au/awc/>

Program Description. The Air War College (AWC) resident program class membership includes officers from each US military service, civilian employees of federal government agencies, and officers from the international community. All US students are dually enrolled in the AWC senior-level professional military education (PME) program and the AU master of strategic studies degree program; therefore, they must meet admission requirements for the master of strategic studies degree. The AWC PME program is accredited for joint professional military education (JPME) phase II as defined for senior level colleges in the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1800.01E, *Officer Professional Military Education Policy*. International Fellows who qualify for entry in the AWC program are enrolled in the AWC senior level PME program and may choose to apply for admission to the master of strategic studies degree program. As the senior Air Force PME school, AWC annually educates about 245 resident students from all US military services, federal agencies, and 45 nations.

Learning Outcomes. Graduates are able to

- lead successfully as senior leaders in joint, coalition, and interagency environments, exhibiting the traits essential to the profession of arms and understand the proper role and employment of airpower capabilities;
- critically analyze complex political-military issues and clearly articulate through written and oral methods solutions to influence senior level decisions;
- develop and shape military strategies, which, in concert with other instruments of national power, achieve national security strategic objectives; and
- capitalize upon diverse personal and professional relationships forged from the broader AWC educational experience.

Faculty. The AWC's unique mission requires a distinctive mix of faculty qualifications and credentials. Traditional civilian academics provide the depth and breadth of subject-matter expertise to guarantee the academic rigor of the college's offerings while simultaneously ensuring adherence to valid educational theory and practice. Military officers also contribute depth and

breadth of expertise as well as relevant, unparalleled currency in military affairs critical to the college's success.

Duration. The resident program consists of 10 months of graduate-level study.

Eligibility. Lieutenant colonels, colonels, equivalent sister-service, civil service personnel, and for academic year (AY) 17 select chief master sergeants are eligible to attend AWC. The Central Senior Service School Selection Board, Headquarters USAF, selects Air Force active duty officers who have demonstrated an outstanding potential for senior command and staff positions to attend AWC. Additionally, US Air Force Reserve (AFRES) officers, Air National Guard (ANG) officers, officers from other US military services, officers from other nations, and US federal government civilians are selected to attend by their respective personnel systems. Reference Air Force instruction (AFI) 36-2656, *Developmental Education* and the Education and Training Course Announcements (ETCA) website at <https://etca.randolph.af.mil> for additional information.

Degree Admission Requirements. To be admitted to the master of strategic studies degree program, individuals must (1) present proof of academic capability with a qualifying undergraduate degree from a regionally accredited college/university (US bachelor's degree or its equivalent) or by meeting academic credentials requirements through a foreign credential evaluation result equivalent to a U.S. bachelor degree or higher and (2) provide an acceptable score on the TOEFL, unless they are from an English-speaking country.

International Fellows not meeting the admissions requirements for the master's degree program will be allowed to attend AWC and will, upon completion of the resident program, receive the AWC resident diploma but will not be awarded a master's degree. Students may not opt out of the master's degree program after admission. Students in resident non-degree status cannot be considered for the degree program once admission is complete.

Graduation Requirements. Students fully admitted to the degree program must complete the AWC resident program consisting of a minimum of 34 semester hours, although the program currently consists of 36 semester hours for the core program and the Grand Strategy Concentration. Students must achieve a grade of "C" or higher on each academic course with an overall GPA of at least 3.00 on a 4.00 scale, achieve a "pass" in the Academic Prep course and Global Challenge Wargame, and fully participate in the National Security Forum and Commandant's Lecture Series. International Fellows receiving the diploma participate in core (6200-6800 series) and elective courses (6000

series), the Academic Prep course, the Global Challenge Wargame, the National Security Forum, and the Commandant’s Lecture Series. Students earning the diploma may enroll in the research course. Core courses completed for the diploma are graded on a pass/fail basis; elective courses are taken in an audit status.

SYLLABUS

MAWC001 Course Number and Title	Semester Hours
PC1100 Academic Prep (P/F)	Non-credit
EL6000 Elective Term I	2
EL6000 Elective Term II	2
RE6100 Research	5
LD6200 Strategic Leadership and the Profession of Arms	3
NS6300 National Security and Decision Making	3
FS6400 Foundations of Strategy	6
WF6501 Future Conflict and Air Warfare	2
WF6502 Theater Strategy and Campaigning	4
RS6600 Regional and Cultural Studies	4
GS6700 Global Security	3
WG6800 Global Challenge Wargame (P/F)	2
Total	36

Note: All courses must be taken in residence at AWC. Courses taken in the distance-learning program may not be used to satisfy course requirements of the resident master’s degree or diploma.

Grand Strategy Concentration. Students selected to the Grand Strategy Concentration (GSC) seek a deeper understanding of the development and implementation of grand strategy than is attained through the regular curriculum. The concentration examines the historical practice of strategic art, the challenges of leadership and innovation at the strategic level, the relationship between the military instrument of power and national political objectives, and the interplay of global and regional security trends. Those selected for this concentration are degree-eligible students and complete all courses required for the master of strategic studies. The GSC is a volunteer concentration of approximately 12 students forming a separate seminar at the beginning of the academic year. As such, the GSC curriculum is more rigorous than the core. However, the GSC course of study offers unique engagement

opportunities with current and former military and civilian senior leaders and GSC-only field studies and combatant command interface. Interested officers are encouraged to speak with faculty members associated with the program, but those officers with prior experience at strategic-level assignments, who have completed an Advanced Studies Group school and/or who have well-developed writing and critical-thinking skills are encouraged to apply. The AWC commandant will approve all selections for GSC enrollment. Course descriptions for the GSC follow the regular concentration course descriptions.

SYLLABUS

Course Number and Title	Semester Hours
PC1150 Academic Prep (P/F)	Non-credit
RE6100 Research	5
LD6250 GSS Strategic Leadership and the Profession of Arms	4
FS6450 Grand Strategy	8
FS6455 Grand Strategy Field Studies	3
WF6550 Design and Execution	6
RS6600 Regional and Cultural Studies	4
GS6750 Global Security	3
WG6850 Global Challenge Wargame (P/F)	2
EX6950 Comprehensive Oral Exam (letter grade)	1
Total	36

Note: All courses must be taken in residence at AWC. Courses taken in the distance-learning program may not be used to satisfy course requirements of the resident master's degree or diploma.

AWC Resident Curriculum Course Descriptions

The AWC resident curriculum includes core and elective courses. The core courses consist of four major areas: leadership and ethics, international security studies, national and military strategy, and joint war fighting. The curriculum consists of the following course offerings by the Departments of Strategy, Leadership and Warfighting, and International Security Studies.

PC1100 Academic Prep

Non-credit

The Academic Prep course is designed to frame the students' academic mind-set by preparing a foundation in the skills essential to succeed in the AWC program. It provides an opportunity to understand and apply complex

concepts to written and oral communication, using the broad topic of civil-military relations (CMR), which informs all aspects of the AWC curriculum. By the end of the course, students should be able to evaluate their own ability to think, speak, and write critically in preparation for the rigors of the AWC curriculum.

RE6100 Research

5 Semester Hours

The research requirement is designed to allow students to perform in- depth critical analysis on a relevant topic of interest primarily from an approved sponsoring organization. The research process provides the opportunity to improve student argumentation and expression skills while creating products that address strategic and operational issues and topics vital to the national security community and its senior leadership. For successful completion of the research requirement, students must produce a professional studies paper (PSP) in accordance with college standards. Research papers will be completed as an individual effort.

LD6200 Strategic Leadership and the Profession of Arms

3 Semester Hours

The Strategic Leadership and the Professions of Arms (SLPOA) course introduces and reinforces concepts and skills required to lead large, complex organizations in a rapidly changing strategic environment with emphasis on strategic communication and influence, organizational change and transitional leadership, strategic thinking, and ethical reasoning. The SLPOA course of study facilitates these objectives through thoughtful professional reflection, critical assessment, critical and strategic thinking, and moral reasoning. At the conclusion of the SLPOA course, students will be able to lead successfully as senior leaders in joint, interagency, intergovernmental, and multicultural (JIIM) environments, exhibiting the traits essential to the profession of arms.

NS6300 National Security and Decision Making

3 Semester Hours

The National Security and Decision Making (NS-DM) course analyzes and synthesizes the context and processes for developing US security strategy and the application of the national instruments of power in order to evaluate various security strategies and policy options. The course assesses the influence of a variety of factors on the national security decision-making process, including individual psychology, bureaucratic politics, organizational culture, Congress and the presidency, interest groups, and the interagency process. The course also analyzes the politics of planning, developing, and acquiring military forces, airpower in particular, as well as other case studies in national security decision making. To enhance the practical elements of the curriculum, the course includes instructional periods that incorporate Department of State

(DOS) members in the seminar and guest lectures from current or former policy makers.

FS6400 Foundations of Strategy

6 Semester Hours

Foundations of Strategy (FS) is designed to provide students with a toolkit of key strategic concepts and analytical frameworks, so they can critically evaluate how strategies have been developed, implemented, and adjusted at the national and theater level. After completing the course, students should demonstrate that they can evaluate various perspectives on the nature of war and strategy; identify the essential elements of strategy, explain how they relate to each other, and analyze the most important factors shaping strategy in a particular context; and appraise the difficulty of translating military power in general and airpower in particular into desired political outcomes. The course serves as the foundation for further study of strategy in other resident courses that examine the national security decision-making process and the application of military power as a means to attain national objectives.

WF6501 Future Conflict and Air Warfare

2 Semester Hours

The Future Conflict and Air Warfare course focuses on assessing issues associated with the future employment of joint air power. The rapid pace of change occurring throughout the world compounds the uncertainty and complexity of the future operating environment. If the Air Force is to continue to succeed, we must consider both the challenges and opportunities we will face in air, space, and cyberspace. Once students have developed an appreciation of the anticipated challenges to future Air Force core missions, the course focuses on the integration that air power into future joint operating concepts.

WF6502 Theater Strategy and Campaigning

4 Semester Hours

The Theater Strategy and Campaigning course focuses on developing and shaping military strategies, which in concert with other instruments of national power, achieve national security objectives. To achieve this goal, students will learn to assess contemporary national strategic direction provided to combatant commanders and the services and its implementation through joint operations planning. Students are also expected to be conversant with issues associated with the application of military forces in a joint, interagency, and multinational environment across the range of military operations. Finally, students will demonstrate the ability to synthesize theater strategies, campaign plans, and contingency plans using operational design. The intent is to present students with an opportunity to apply the knowledge and skills derived from the strategy, leadership, and NS-DM courses in realistic planning exercises.

They will use critical, creative, and systems thinking, viewed through the lens of operational design, to enhance their knowledge and develop new skills essential to functioning as a senior leader.

RS6600 Regional and Cultural Studies

4 Semester Hours

The Regional and Cultural Studies (RCS) course is an integral part of the curriculum, preparing senior leaders to evaluate the economic, political, cultural, and security issues within a particular region. The RCS course provides the opportunity for students to gain unique perspectives by studying and visiting one of approximately 13 international regions and, for International Fellows and a few select US students, three US locations. The students complete 30 classroom hours of focused academic preparation, followed by regional field study that allows students to discuss security policy issues with senior political, military, cultural, and economic officials.

GS6700 Global Security

3 Semester Hours

The Global Security (GS) course is designed to give students the ability to evaluate today's complex, interdependent, and dynamic international system and how it affects global, regional, and national security. The course uses a comparative approach to identify growing and emerging security concerns; analyze state capacity, nationalism, globalization, and power politics from a region-to-region perspective; examine the roles state and nonstate actors play in addressing key issues that shape the global environment; assess potential challenges to US security; and evaluate the relationship between economic factors and international security. The GS course follows and is symbiotic with the RCS program. It capitalizes upon students' experience from their RCS academics and field study.

WG6800 Global Challenge Wargame

2 Semester Hours

Global Challenge is AWC's capstone exercise conducted during the last week of classes. The five-day exercise requires students to demonstrate mastery of concepts taught during the academic year. Students must critically analyze complex political-military situations and articulate recommendations at the national-strategic and theater-strategic levels of war. The aim is to present students with a complex and evolving global crisis, and require seminars to make sound, reasoned recommendations, and to defend those recommendations during rigorous questioning by a faculty panel. Senior faculty panels, assisted by seminar teaching teams, evaluate specific learning outcomes derived from each core curriculum course.

Grand Strategy Concentration Course Descriptions

PC1100 Academic Prep

Non-credit

The Academic Prep course is designed to frame the students' academic mind-set by preparing a foundation in the skills essential to succeed in the AWC program. It provides an opportunity to understand and apply complex concepts to written and oral communication using the broad topic of CMR, which informs all aspects of the AWC curriculum. GSC academic prep will focus more on critical analysis, problem framing and research methods to provide a better understanding of tenets of academic research, theories, and writing. By the end of the course, students should be able to evaluate their own ability to think, speak, and write critically in preparation for the rigors of the AWC curriculum.

RE6100 Research

5 Semester Hours

The research requirement is designed to allow students to perform in- depth critical analysis on a relevant topic of interest primarily from an approved sponsoring organization. The research process provides the opportunity to improve student argumentation and expression skills while creating products that address strategic and operational issues and topics vital to the national security community and its senior leadership. For successful completion of the research requirement, students must produce a PSP in accordance with college standards. Research papers will be completed as an individual effort. Students in the Grand Strategy Concentration need get approval of their PSP topic from a member of the Grand Strategy seminar teaching team to ensure it is in keeping with the intent of the concentration. Ideally, GSC research will focus on a current, real-world issue of importance to one of the combatant commands. Their research should be sponsored by and presented to the combatant command following completion.

LD6250 GSS Strategic Leadership and the Profession of Arms

4 Semester Hours

The GSS SLPOA course introduces and reinforces concepts and skills required to lead large, complex organizations in a rapidly changing strategic environment with emphasis on strategic communication and influence, organizational change and transitional leadership, strategic thinking, and ethical reasoning. The GSS SLPOA course of study facilitates these objectives through thoughtful professional reflection, critical assessment, critical and strategic thinking, and moral reasoning. At the conclusion of the GSS SLPOA course, students will be able to lead successfully as senior leaders in JIIM environments, exhibiting the traits essential to the profession of arms. The Grand Strategy execution of this course may include additional readings and

other requirements as determined by the course instructor.

FS6450 Grand Strategy

8 Semester Hours

This semester-long course consists of 40 instructional periods and immerses students in an intensive and wide-ranging study of grand strategy. In the first block of the course, students examine a series of case studies of the formulation and execution of grand strategy by rising powers, declining powers and hegemonic powers seeking to maintain their status in a variety of historical and regional contexts. The intent is to expose students to examples of the strategic art as practiced by decision makers in other states and other periods of history. This will provide students with valuable comparative context for the study of American grand strategy. It will also encourage them to consider the role of culture and historical context in shaping the strategic priorities and decisions of states and leaders. In the second block, the focus turns to American grand strategy and US governmental decision making. This block will cover topics of importance to American grand strategy in more depth than is possible in the core curriculum. Topics include offshore balancing, liberalism, unipolarity, retrenchment, nuclear statecraft, credibility, and leaders and domestic politics. This course is only available to students in the Grand Strategy Seminar.

FS6455 Grand Strategy Field Studies

3 Semester Hours

During the course of the academic year, GSC students conduct four field studies that draw upon material from all of their courses. The first field study is conducted in the city of Atlanta, Georgia where students meet with government and business leaders to discuss senior leadership and strategy in complex environments. The second field study is an historical leadership and strategy field study to Gettysburg, Pennsylvania, focused on evaluating operational and strategic decision making. During the third field study, students travel to Washington, DC, to discuss senior leadership and national security strategy topics with senior military and civilian governmental leaders. Planned stops during this field study include the Pentagon, DOS, National Security Council, Congress, and various Washington-centered think tanks. The final field study is a staff ride to Normandy, France. This staff ride is a capstone event designed to draw upon lessons learned across the curriculum including, senior leadership, strategy, and campaign design and execution.

WF6550 Design and Execution

6 Semester Hours

The GSC Design and execution course covers three main areas: future conflict, design theory, and theater strategy and campaigning. The future conflict course focuses on where adversaries contest and challenge our actions in all

domains. In this block, students will evaluate concepts for the employment of joint airpower in the future, understand the unique characteristics and roles of Airpower (air, space, cyber), and explores how technological developments influence the character of air warfare in the future. The design theory block introduces design thinking as a foundation to operational design by enabling trans-disciplinary, systemic perspectives on organizations and complexity in war. The theater strategy and campaigning block puts the knowledge and thinking of the anticipated future environment and design thinking into practice to create theater strategies, campaigns, and major operations that achieve national strategic goals across the range of military operations.

RS6600 Regional and Cultural Studies

4 Semester Hours

The RCS course is an integral part of the curriculum, preparing senior leaders to evaluate the economic, political, cultural, and security issues within a particular region. The RCS course provides the opportunity for students to gain unique perspectives by studying and visiting one of approximately 13 international regions and, for International Fellows and a few select US students, three US locations. The students complete 30 classroom hours of focused academic preparation, followed by regional field study that allows students to discuss security policy issues with senior political, military, cultural, and economic officials.

GS6750 Global Security

3 Semester Hours

The purpose of this course is to enable senior officers to master the complexity of security issues in selected regions of the world through the application of specific themes to facilitate both international relations and comparative analysis. The selected themes are: (1) Power Politics and Threats to Global Security from Strong States; (2) Weak States and Non-State Threats to Global Security; and (3) Enhancing Global Security: Globalization, Democratization and Global Governance. The course focuses on Asia and the security dilemma produced by power politics and strong states and on the Middle East, Africa, and Central America and the impact of weak states and nonstate threats. The contribution of Europe through the North Atlantic Treaty Organization (NATO) to global security is considered under the theme of enhancing global security.

The three themes form the basis for grand strategy decision making and help pave the way for choices on options, costs, risks, and acceptability of particular strategic choices in different contexts. The course is designed thematically with applications, where the thematic readings are reinforced by regional or national applications of the pertinent themes. The Global Security course follows and complements the RCS program, capitalizing upon students' experience from their field of study. The course allows students to develop an analytical framework incorporating the role that factors such as region, society,

culture, and religion play in shaping the desired outcomes of policies, strategies, and campaigns.

WG6850 Global Challenge Wargame

2 Semester Hours

Global Challenge is AWC's capstone exercise conducted during the last week of classes. The five-day exercise requires students to demonstrate mastery of concepts taught during the academic year. Students must critically analyze complex political-military situations and articulate recommendations at the national-strategic and theater-strategic levels of war. The aim is to present students with a complex and evolving global crisis, and require seminars to make sound, reasoned recommendations, and to defend those recommendations during rigorous questioning by a faculty panel. Senior faculty panels, assisted by seminar teaching teams, evaluate specific learning outcomes derived from each core curriculum course. GSC students will conduct this exercise in conjunction with Air Command and Staff College (ACSC) multidomain operational strategists (MDOS) acting as senior military HQs while MDOS students focus on operational level planning and execution. GSC students may also conduct a real-world strategy evaluation exercise in support of combatant command ongoing operations.

EX6950 Comprehensive Oral Exam

1 Semester Hour

Comprehensive oral exams are designed to assess a student's ability to synthesize and evaluate the major bodies of evidence and theoretical propositions examined in the course of studies and across the entire GSC curriculum of instruction. A panel of three faculty members conducts an intense question-and-answer session of approximately two hours with a single GSC student. The student must demonstrate a high level of synthesis for all GSC courses and experiences and lucidly present a comprehensive vision of the development of grand strategy from a historical perspective, in contemporary America, and into the future. Comprehensive oral exams will be assessed on either a standard letter grade or similar scale. Failure results in students graduating without the GSC designation in their personnel records.

Air War College Resident Curriculum Electives

All students within the regular curriculum must complete four semester hours in the electives program. Electives enhance and complement the core curriculum by providing students with opportunities to achieve greater depth and breadth of understanding in issues of special interest and provide the AWC curriculum with the flexibility to adapt quickly to changes in international and domestic security environments. Some of these electives, along with some of the electives offered by ACSC, will be opened up to allow for participation from

students both from AWC and ACSC. Elective course options follow.

EL6122 Directed Study

2 Semester Hours

Students interested in intensive work on a particular topic can develop, with a faculty member, a resource proposal and reading list designed to give them in-depth understanding of the subject. Enrollment is limited and requires approval of the assistant dean of resident programs. Not available as an audit status course.

EL6211 Resurgence of the Far Right in Europe

2 Semester Hours

Recent electoral successes of far right candidates throughout Europe mark a significant shift in post-World War II European politics, bringing into question the future of existing economic and strategic partnerships. How does this New Right resemble or differ from the old right and from the radical left? In order to better understand the forces currently at play, this elective will survey the landscape of far right politics in Europe and its evolution since the defeat of fascism. The course will pay particular attention to the resurgence of right-wing movements in the 1980s and 1990s and the rise of populist parties since 2008, examining their appeal within the context of broader European developments.

EL6213 Life Under the Mushroom Cloud

2 Semester Hours

This elective focuses on the relationship between war and society in the United States since 1945, with a particular focus on two core themes: (1) the relationship between the military and society in a post-war environment and (2) the relationship of the military to social change. Both of these are of immediate concern to the US military as it disengages from wars in Iraq and Afghanistan and confronts serious choices about personnel policies around issues of gender and sexual orientation among other things. Students will engage in seminar discussions and will conduct supplementary research on topics related to the class. Collectively, students will compile an annotated reading list on these broad and important topics.

EL6232 Right, Wrong, and In-Between: Philosophy and Ethics for Senior Leaders

2 Semester Hours

This is a professionally and personally rewarding survey of macroethics and introductory philosophy. Classics from Western philosophy, literature, and film provide the basis for the course material. The course examines what is publicly advertised or socially accepted as “good and right.” We will also explore “core values” which have, over the centuries, been the answers to the questions: What is the best way to live? and What is the best way to lead? The course surveys the “permanent things”—the ostensibly eternal concepts of righteousness,

classical notions of virtue, and eminent ideas of value—with particular emphasis upon moral reasoning and analysis. But all this assumes that there are permanent things. Suppose there aren't. Maybe everything depends upon time or place or who actually has the power to define core values or what is good.

EL6234 Expeditionary Leadership in World War II 2 Semester Hours

Eric Larrabee's *Commander in Chief* is as good a case study file of biographies of World War II leaders as appears anywhere. This course dissects Larrabee's biographies and looks at James Stokesbury's short history of the war to provide reference points and target sets.

**EL6235 Legally Leading the Fight: Military Law Operations and the Law
2 Semester Hours**

This seminar will address key legal issues facing today's military commander, including military justice, freedom of speech, freedom of religion, the commander-staff judge advocate relationship, combatting sexual assault, and ethical requirements and pitfalls. Students will read selected articles prior to each session and will be ready to discuss and evaluate how legal issues affect a commander's ability to exercise command over his or her unit.

EL6236 Legal Issues in National Security 2 Semester Hours

This seminar will address select topics in the National Security Law arena. We will explore the national security law framework and process at the strategic level, focusing on selected topics including: the use of military force, law of armed conflict and the use of RPAs on the battlefield, economics and national security, cyber law, intelligence oversight, and domestic operations. Students will read selected texts and articles prior to each session and will be ready to discuss and evaluate the strategic impact of these areas within the national security framework. This is not a legal survey course; it is targeted at the highest visibility, highest risk legal issues facing senior commanders.

EL6238 Adaptive Conflict Management 2 Semester Hours

This interactive course develops a critical understanding of and ability to apply a set of essential conflict management tools. This course not only develops negotiation and mediation skills but also improves one's ability to critically think about the processes that people, groups, and even nation-states go through to successfully resolve conflict. Consideration is given to cross-cultural factors, time constraints, negotiation styles and strategies, and assessment of involved parties. Topics include logical analysis, group problem solving, conflict management, and methods of persuasion. This course is built around faculty and guest presentations, mini lectures, research, application

and assessment exercises, and seminar discussion.

EL6239 Cross-Cultural Perspectives in Negotiations 2 Semester Hours

This course develops the understanding and skills needed to better negotiate conflict resolution between parties with cultural and/or organizational differences in their approach to negotiations and/or conflict management. Emphasis is placed on cross-cultural factors and their impact on the negotiating styles and strategies of the involved parties. Topics in the course include how different cultures view and use the concepts, processes, and intended results of a negotiation. This course is built around faculty and guest presentations, mini-lectures, application and assessment exercises, and seminar discussion.

**EL6240 Overcoming the Fog of Culture: Tools for the Senior Warfighter
2 Semester Hours**

From Bagram, Iraq, to the Horn of Africa and from Incirlik, Turkey, to Yokota, Japan, today's senior military leaders operate in culturally complex environments, working daily with host nation counterparts, nongovernmental organizations (NGO), international organizations, and civil society. A slew of recent guidance documents make it clear that culture is now a core war-fighting competency in the DOD. This places enormous expectations on senior officers to adapt their leadership and strategic skills. However, most force development efforts to date have focused on junior personnel and tactical/operational requirements. This elective helps fill this void, providing a concrete set of tools and perspectives to help senior officers provide the nation with effective global vigilance, reach, and power. Specific topics include the cultural observe, orient, decide, and act (OODA) loop; culture and strategic communication; working through interpreters; protecting cultural property; and more.

**EL6241 Great Captains: Timeless Leadership Lessons from Military
Commanders 2 Semester Hours**

This course is designed to examine the lessons offered by the greatest military commanders in history. We will analyze their experiences for common elements and discuss how their extremely effective leadership demonstrations can be applied to modern military command experiences.

**EL6242 Civil-Military Relations and Senior Leadership
2 Semester Hours**

This course examines the concept of civil-military relations as expressed in the relations between senior civilian and military leaders. Is there a clear distinction between the roles & responsibilities of senior civilian and military leaders? Are officers professionals in whose realm civilians are ill-equipped and

ill-advised to meddle? Does military professionalism extend to the strategic realm of policy? These questions are theoretically examined, through case studies and historical examination.

EL6243 Leaders by Design

2 Semester Hours

The concept of Leaders by Design is simply to be intentional and deliberate in how we develop ourselves as leaders. The military has many leadership programs—but until we take responsibility to develop ourselves—we will fail to meet the leadership challenges of the future.

EL6244 Leading Change—Continuous Process Improvement for Strategic Leaders

2 Semester Hours

This course is designed for highly motivated students who see the need for change in military organizations but question the direct applicability of business practices to the military context. In a leadership environment characterized by decreasing budgets, personnel shortages, and aging equipment, pressure to find efficiencies while improving effectiveness will only grow. Through the study of books and articles written by some of the most respected authors in the field, visual media, site visits, case studies, and classroom discussion, students will gain a practical understanding of techniques for successfully leading change. The course introduces the concepts of continuous process improvement while avoiding a litany of Japanese terms (*gemba*, *andon*, *kaizen*, *heijunka*, *kanban*, and so forth) or hours spent perfecting Balanced Scorecard PowerPoint briefings. International Fellow resident diploma students receive audit status for this course.

EL6261 Commanders and the Law

2 Semester Hours

The increasing deployment operational tempo and the issues arising during Operations Enduring Freedom, Iraqi Freedom/New Dawn, and Noble Eagle have caused the US armed forces to carefully examine the legal framework within which military forces operate, whether domestically or during international operations. The military's role in homeland security and defense, resulting in closer cooperation with and support of civilian law enforcement and disaster relief authorities, has intensified the complex role of commanders and senior military leaders. At the same time, US forces deployed throughout the world are encountering a host of novel or unanticipated operational/legal considerations. This seminar will analyze the evolving responsibilities of commanders as the US military continues to conduct its worldwide missions. It will focus on the interface of commanders with operations law, international law, and expeditionary legal issues.

EL6262 North Star Leadership**2 Semester Hours**

This course begins with an introduction of full range leadership development (FRLD) and describes the importance of relating this model to our everyday challenges (demographics, technology, geopolitical changes, generational differences, organizational, and environmental forces). Next, a short review of salient leadership theories will provide you with a background before you begin an introspective examination of your leadership tendencies. The components of FRLD (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, and management by exception) will be the main focus of this course. The final sections will examine how FRLD affects team performance and the relevance to strategic, social, and environmental initiatives. Short case studies will be assigned throughout the course to augment FRLD concepts.

EL6310 Cyber Economics, Acquisition, Sociology and Ethics**2 Semester Hours**

This elective is designed to examine the phenomena we see in the cyber environment today through the lens of human behavior. The course will take an interdisciplinary approach with psychology/sociology forming the initial basis for action or inaction and then with economics providing explanations for market phenomena. The purpose of this course will be to explain the role sociology and economics plays on the human side of securing modern networks and systems with particular emphasis on defense applications. Students will leave this course with a clearer understanding of various core topics of modern psychology, sociology, and economics to include common market failures, behavioral economics, and the development and evaluation of cybersecurity metrics.

EL6321 Military Power, Military Effectiveness and Elusive Victories**2 Semester Hours**

In international relations theory, military power is often argued to be the primary determinant of international outcomes. But what is military power? Traditional realist theory treats it as an aggregation of material resources and population size. Other realist theories add factors such as the offense-defense balance, determined by variables like military technology and geography. Military history is replete, however, with examples of materially weaker combatants defeating stronger adversaries on the battlefield. To this point, the victor in insurgency wars has reversed over time—from the stronger side winning approximately 90 percent of the time in the mid-nineteenth century, to the stronger combatant failing to prevail 75 percent of the time since 1975. To challenge Napoleon, victory does *not* always go to the side with bigger battalions.

EL6323 Peace and Stability Operations**2 Semester Hours**

This course focuses on the problems of planning, deploying, sustaining, and reconstituting forces in peace and stability operations, including stabilization/reconstruction/phase IV operations. In doing so, it examines the most important peace and stability operations of the past 15 years and the roles played by the military. The course addresses the strategic and operational decision-making and planning processes of the United Nations, the US DOD, regional organizations (including NATO), and coalition partners. The course also analyzes the force structure requirements, capabilities, and limitations of multinational, coalition, and joint forces in meeting security objectives, especially in the execution of peace and stability operations and postwar reconstruction.

EL6324 Power, Identity and Security in the African Post-Colony**2 Semester Hours**

The US Africa Command promotes a “by, with, and through” approach to security, enabling “African solutions to African problems.” Military personnel operating under this strategy require deeper understanding of the sociocultural dynamics and diverse political configurations on the continent—and how they came into being—in order to engage African partners more effectively. This course then provides an intensive introduction to the study of Africa. The overall aim of the course is to introduce students to the major themes and debates that have dominated interdisciplinary scholarship on the region; to complicate any simple assumptions made about Africa; and to develop a more comprehensive perspective on the provision of human security in this region.

EL6325 Military History of Post-Colonial Africa**2 Semester Hours**

The history of Africa is not a widely studied subject and the military history of the continent even less so. However, given the increasing global profile of the continent and its conflicts in the 21st century, it is increasingly vital that students and scholars understand the wars that have shaped the continent and its history. This course, while by no means exhaustive, will cover the conflicts that raged across the continent from the first currents of decolonization following the Second World War to the conclusion of the Second Congo War. The course will take the form of in-depth case studies that will examine a particular example of violent conflict and the political, social, and cultural context which shaped it. The ultimate goal will be to expand the relevant body of knowledge on the topic of warfare in Africa and to produce scholars and officers that have a deeper understanding of the dynamics of conflict on the continent.

EL6331 Central Intelligence Agency (CIA) Roles, Missions, and Military Support (Classified, US Personnel) 2 Semester Hours

To successfully craft national security policy, the US government requires intelligence—accurate, timely, relevant information and analysis— about current or projected threats to US national interests. The CIA’s primary mission is to support the White House by collecting, processing, analyzing, and disseminating strategic intelligence to support the policy process. The CIA supports other agencies and departments, including the DOD, across the spectrum of conflict. As the United States seeks to better integrate all elements of its national power, successful military leaders will need to understand the capabilities and limitations of intelligence to effectively use it in the planning and execution of joint, interagency, and coalition operations.

EL6332 Vigilance Horizons—IST Research Task Force 4 Semester Hours

Air Force Intelligence, Surveillance and Reconnaissance (ISR) and the Department of Defense are at a strategic turning point where we’ve begun the transition from today’s wars and are preparing for future conflicts. As one of the Air Force’s five enduring core missions, the challenge is to maintain AF ISR’s current tactical and operational competencies, while rebuilding the capability and capacity to conduct full-spectrum multi-domain operations in complex and ambiguous environments around the globe. It is imperative senior leaders fully leverage the vast array of national capabilities along with those of the Total Force, our Sister Services, the Intelligence Community (IC), and our international partners. The Vigilance Horizon – ISR RTF elective is a two-part, 20 Instructional Period (IP) seminar sponsored by the Air War College (AWC), Air Command and Staff College (ACSC), and the LeMay Center Directorate of Intelligence (LeMay/IN). The elective provides focused study and development of research projects that supports student Professional Studies Papers (PSP) for AWC, supports research paper requirements for ACSC, and assists larger USAF requirements. AWC PSPs and ACSC research papers will be scoped to deliver proposals and recommendations to HAF/A2D that can improve ISR for the AF, IC, and joint warfighter.

EL6333 Essentials of Cyber Power 2 Semester Hours

This joint AWC/ACSC elective is one of the courses offered by the Air University Cyber College and will investigate the utility of cyberspace as an instrument of national power. Its focus is at the policy and strategy levels and the course is designed to be as non-technical as possible. The emphasis of the inquiry is on the policy questions that senior leaders and policy-makers need to address in order to make strategic sense of the emerging field of cyber. To the extent that it is possible to investigate cyber operations at the UNCLASSIFIED level, the

elective will question the value derived from cyber activity and place its utility and the challenges of exploiting these technologies in a national power context.

EL6341 Diplomacy and Breakthrough Negotiations 2 Semester Hours

This course will provide students in-depth and first-hand insights into the role of diplomacy in international relations, with emphasis on breakthrough negotiations. Cases covered will be mostly those in which negotiations were either a consequence of war or were connected to significant military deployments. The interplay between military and civilian roles and objectives will be a recurring theme—especially in these in-depth studies: (1) the Dayton Accords, (2) the Panama Canal Treaties, and (3) the US/Egypt/Israel Camp David Accords.

EL6351 Challenges to the Global Order 2 Semester Hours

Strategists and policymakers often refer to global order without giving much thought to its historical origins or the broader shifts that occurred since its nominal foundation following the end of the Second World War. This course looks at the creation of an American-led global order and myriad challenges that the United States faced in maintaining that order since 1945.

EL6416 Great Power Rivalries, Faulty Assumptions, and Strategic Dilemmas: Reexamining the First World War at Its Centenary

2 Semester Hours

The First World War offer a fascinating tableau of great power rivalries, alliance dynamics, and the drive toward escalation, coupled with a desperate search for new strategic and operational concepts once initial war plans failed disastrously. Focusing on strategic decision making, this elective will examine great power rivalries and the causes of war; the perils of inflexible war plans based on faulty assumptions; the expansion, intensification, and escalation of war; the search for strategic alternatives (Gallipoli, unrestricted submarine warfare); frontline morale, mutiny, and the home front; the final offensives; and war termination. Drawing upon core concepts from the FS course, the elective will analyze the difficulties of devising and implementing strategic concepts, the challenges of alliance and coalition warfare, and the difficulty of building a lasting peace once the fighting ends.

EL6425 The Modern Middle East: Transitions and Conflicts

2 Semester Hours

The upheavals in the Middle East and North Africa in 2011 have led to civil wars in Syria and Yemen, as well as the high levels of violence and a de facto division of Libya between East and West. The horrendous human costs, and the severe disruption of US security relations and alliances in the region,

deserve intensive analysis. This class provides a strong foundation of regional knowledge as a basis for policy-oriented research—to guide future strategies affecting specific countries and the region as a whole. This course will examine the domestic conditions in individual Middle East and North African (MENA) countries in light of the popular protests and uprisings that began in 2011. Students will conduct research to evaluate the prospects for changes in regime type, governance, stability, and alliances. Student research will empower examination of a broad range of issues relevant to United States security policy; US defense cooperation; and US Air Force activity in the region. Students will use this knowledge to write a research paper and then summarize their findings in a fifteen minute presentation.

EL6426 Group Research: Airpower Studies (Classified, US Personnel)

4 Semester Hours

This is a two-part seminar consisting of 20 instructional periods and will include students from AWC and ACSC. The first phase focuses broadly on readings, doctrine and discussions of airpower, national security, and military operations. The second phase continues with a more focused study and the development of research projects that meet the requirements of this research seminar, support the student's PSP for AWC, and assist larger USAF requirements.

EL6427 The Evolution of Airpower

2 Semester Hours

World War I was the first use of airpower, en masse, in war. This course will outline the significance of the birth of airpower to modern war, and the importance of the technological revolution. Over the course of this elective, we will discuss the technological revolution that airpower brought to war, the changing dynamic of fighting (warfare), and the leadership conundrum of dealing with a revolutionary technology as military minds attempted to find ways to use the new domain for strategic, operational, and tactical advantage. This class will consider the technology as a main focus, but delve into the leadership and doctrine challenges presented by the new weapon.

EL6430 The Thucydides Trap: Great Power Rivalries, Power Transitions and War

2 Semester Hours

Since the 1980s, there has been an outpouring of literature predicting the emergence of a new global distribution of power where the United States' international dominance is challenged by other emerging great powers. Robert Gilpin, a Princeton scholar of international political economy, drew upon history, sociology, and economics to analyze hegemonic shifts in his influential *War and Change in World Politics* (1983), with Paul Kennedy, a Yale historian, reaching an even wider audience with his widely read study *The Rise and Fall*

of the Great Powers (1989). More recently, dozens of books have appeared questioning whether the United States is in decline, whether and when China will overtake the United States economically, and whether the combination of a great power in relative decline and an new power in relative ascendancy inevitably leads to conflict. This course will examine the dynamics and implications of power redistribution from both a theoretical and an historical perspective, providing students with the tools to assess ongoing trends and analyze power transitions from antiquity to the present. The course will commence with an examination of Gilpin's influential monograph (lessons 1 & 2), and then focus on three case studies frequently referenced in "Rise and Fall" realism: Athens & Sparta in antiquity (lessons 3 & 4); the Habsburgs and their opponents in the Early Modern era (lesson 5), and the British Empire in the 19th and 20th centuries (lessons 6-7). The final portion of the course (lessons 8-10) will turn to contemporary debates about power transitions, with particular emphasis on debates related to American power, the rise of China, and Great Power competition in the 21st Century.

EL6443 Putin's Russia & the Airman

2 Semester Hours

This class surveys the contemporary state of Russia politics and the processes, forces, and actors that created it. Elements of the class include the origins of the Russian Revolution, the rise, functionality, and demise of the Soviet System, the current characteristics of Russian politics, and the security challenges associated with Russia today.

EL6444 Russia, Its Military, and the Use of Armed Force

2 Semester Hours

The course will analyze and assess patterns of change and continuity in the organization, leadership, doctrine, and capabilities of the Russian military establishment; the dynamics of civil-military relations; and the evolution of Russian national security objectives, grand strategies, and national military strategies, both in war and in times of peace. In doing so, the course will frame its analysis and assessment within the broader context of the politico-economic-societal transformation of Russia, as well as Russia's role as a great power within the international arena.

EL6462 Thinking Irregular War

2 Semester Hours

Called by many names – partisan war, insurgency, low-intensity conflict, terrorism, counter-terrorism, revolutionary war, subversive war, dirty war, et al. – this notion of some genre (or collected genres) of "irregular" conflict has proven a remarkably persistent and nettlesome problem for Western militaries, the U.S. being no exception. The word conjures the specter of civil war, of colonial war, of intimate violence and the profound inability to separate the

military from the political, the usual haven of the professional soldier. Though the arc of history seemed for a time to bend toward industrial-scale, mechanized state-on-state confrontation of ever-increasing intensity, since the crescendo of World War II it has been “irregular war” that has carried the tune of human conflict in minor, but unyielding key. The French military theorist Jacques Hogard argued once that “we generally refuse to recognize the fact that revolutionary war dominates our entire epoch, because we recoil from its inevitable consequences.”

EL6463 The Korean War as Coalition Conflict

2 Semester Hours

The Korean War as a Coalition Conflict. The North Korean invasion of South Korea in June 1950 expanded a simmering civil war between the two Koreas into a limited regional war fought between two coalitions. The United Nations (UN) Command primarily consisted of South Korean and United States forces though over a dozen nations contributed combat formations to the Command. The North Korean military secured direct support from the Chinese People’s Liberation Army (PLA) and both armies relied on weapons provided by the Soviet Union. Many observers at the time recognized that the Korean War represented a new way of warfare, specifically marked by large coalitions fighting in support of international objectives. This seminar will explore and analyze the formation and operation of coalitions during the Korean War, examining both the Communist and UN coalitions.

EL6469 Ethics and the Legitimate Use of Military Force

2 Semester Hours

Values and perspectives help determine normative standards of human behavior, and these, in part, serve to influence individual and collective behavior. The course will examine a variety of ideological and philosophical perspectives and certain non-Western perspectives, including Islamic, Hindu, and classical Chinese perspectives concerning the legitimate use of armed force. Finally, these various perspectives concerning the legitimate use of armed force will be used as a basis for formulating individual beliefs and approaches about the decision to use armed force and the degree to which force should be limited in its application.

EL6471 Strategy and Multi-Domain Operations in World War II

2 Semester Hours

Evaluate the various methods used to coordinate operations across multiple domains in specific theaters in World War II. Analyze the relative effectiveness of various command and control structures in achieving national objectives. Analyze the impact of national history, culture, and previous wartime experience on the administration of military forces. By the end of the course

students should be able to explain how World War II nations organized their forces in specific theaters and the link between these organizational structures and national strategy.

EL6472 Communicating for Effect: Global Media Engagement Battlespace
2 Semester Hours

Senior military leaders must understand the information environment; how it can be exploited for military gain; the statutory and policy limitations our government places on the exploitation of information and the mass communication mediums it passes through; what effects various public affairs actions, integrated into information operations, can generate on US citizens, allies, and adversaries; what measures must be taken to safeguard information and communication mediums; and how the evolving opportunities and challenges in the information environment affect military decision making. This elective provides a broad-brush approach to how military public communication—in particular, global media engagement—contributes to the exploitation of the information environment. This approach explains how the unique capabilities of joint public affairs operations contribute to achieving effects to ensure successful joint force employment.

EL6475 The Cuban Missile Crisis: A Decision Making Simulation

2 Semester Hours

The course will analyze and assess a series of case studies focusing on difficult strategic dilemmas that have confronted a variety of policy makers and military strategists as they attempted to formulate grand strategy, national military strategy, and theater strategy in pursuit of their respective national objectives. As such, the course will explore a series of historical examples in which there are arguably several viable courses of action, each of which carries with it both the potential for success, but also significant problems, drawbacks, costs, and risks that must be taken into account. It will review the impact of the personalities involved in the decision making processes, consider context in which decisions were made, analyze the intelligence that was available to decision makers at the time that the decision was taken, assess the options available, analyze the considerations that led to the adoption of the particular course of action, and evaluate the outcome based upon the option selected. Not only will students gain a deeper familiarity with the complexity involved in the strategy formulation process, they will also expand their appreciation for the importance of strategic leadership and the role of ethics in the formulation of grand strategy, national military strategy, and theater military strategy.

EL6476 “How to Rule the World”: The British Imperial Experience and Lessons in Global Power **2 Semester Hours**

Prior to the Second World War the British Government in London had either direct or indirect control over at least one quarter of the earth’s surface and one quarter of the earth’s population. British economic and cultural influence extended this dominance even further; through language, ideas about governance and law, its industrial and financial might and even its games, Britain maintained sway over an informal empire which in many ways is still with us today. Through the power of the Royal Navy and later the Royal Air Force, Britain similarly exercised a dominion over the global commons which had been unmatched and unchallenged by any nation since the battle of Trafalgar in 1805. Simply put, never before in modern human history has such a small nation had this kind of enormous and lasting influence on such a vast number of people and places. This Empire and the global power Britain exercised through its institutions holds a great number of lessons for us today, as the United States is not only the inheritor of many of Britain’s traditions and institutions, but also its security roles and commitments.

EL6477 The Arab-Israeli Conflict **2 Semester Hours**

The Arab-Israeli conflict is one of the most well-known and longest running conflicts in the world. It is at once a political, religious, nationalist, regional, and global conflict whose roots can be traced back at least a hundred years. Events connected to the end of the Cold War and the first Gulf War rejuvenated an Arab-Israeli peace process which sputtered along in fits and starts for a decade. The Oslo Peace Process died in 2000 and since then half-hearted negotiations have been replaced by sporadic but oftentimes intense violence between Israel and Lebanon, Israel and the Palestinians, and amongst Palestinians themselves. While Uncle Sam is by no means the all-powerful puppet master of the Middle East, US interests in the region run wide and deep and there is no denying America’s central role in this ongoing saga.

EL6487 Strategy, Technology, and War **2 Semester Hours**

War is both a profoundly human and technological phenomenon. Innovations in weapon technology and employment can change the conduct and outcome of battle, with tremendous consequences for societies. At the same time, cultural, industrial, and bureaucratic factors in society shape the form and function of military technology. Consequently, the course is a focused study of the drivers of military innovation and change. The course analyzes the process of innovation and change at multiple levels: conceptual, societal, resource driven, organizational, and individual. While following a loosely chronological organization, the course will not cover military innovation and change during all periods and places. Instead, it incorporates 10 key books providing

different perspectives and approaches to understanding military innovation as well as its intersection with national power and strategy.

EL6489 Contending with Cultures of Corruption 2 Semester Hours

In this course, we will analyze the phenomenon of corruption from three primary perspectives: corruption as an economic problem, a political problem, and a sociocultural problem. Through this approach, we will highlight multiple academic and policy perspectives in order to offer students a multidisciplinary analytical toolkit to take into their future work. We will also apply these perspectives to obstacles faced during military planning and operations.

EL6492 Traditional and Tribal Cultures in the Twenty-First Century 2 Semester Hours

In this class, we will use historical and contemporary examples to come to an understanding of the core nature of tribal and traditional communities. We will use multiple examples from the United States and around the world, to not just ask “why failure and conflict” but also “what have we learned?” and “what could have been done differently?” Students will be able to recognize the nature of traditional societies, the challenges these societies face in adapting to the modern context, and the ways these cultures change through the forces of globalization.

EL6493 The American Civil War: Campaign Analysis 2 Semester Hours

Generations of military officers have used campaign analysis as one of their primary methods for professional growth. This course follows this time-honored practice in examining, understanding, critiquing, and deriving applicable lessons from Civil War campaigns. The intent is to help students become thoughtful critics of military operations, past and present—“wise forever” rather than merely “clever for the next time.” The method employed blends classical military theory, traditional campaign analysis concepts, and current service and joint doctrine. By “reverse engineering” Civil War campaigns, midcareer professionals will have a deeper appreciation of the subtleties and difficulties of planning and executing twenty-first century military operations.

EL6494 The History and Theory of Sea Power Since 1815

2 Semester Hours

The primary purpose of the course is to provide a basis for further study of naval affairs. For most of recorded human history, sea power allowed nation-states to project power beyond their borders, often granting them increased wealth through the development of imperial possessions and also conferring strategic advantages over their enemies in times of war. Unlike traditional

warfare on land, sea power has traditionally been under-examined by theorists and strategists. The course will examine sea power theory and examine the peacetime and wartime development of sea powers since 1815. Of particular interest to the course are conflicts pitting a traditional land power against a sea power.

EL6515 Defense Acquisition: Providing Military Capability to the Warfighter **2 Semester Hours**

Defense acquisition is a political and administrative process by which the department converts material resources into military capabilities. This course will examine the basics of acquisition, including research, development, test, and evaluation; procurement; and life-cycle support. It also will examine the intersection with the user community, as well as with industry and foreign states. As the acquisition system evolves continually, the course will study some of the internally and externally driven changes affecting the current process.

EL6516 Politics of Nuclear Weapons **2 Semester Hours**

This course investigates a series of key questions dealing with nuclear weapons. For instance, why do countries pursue the bomb? What are the consequences of nuclear proliferation? What is ethical and unethical in regard to the bomb? What should the United States and other actors do to discourage and to prevent proliferation? How worried should we be about nuclear terrorism? How healthy is the nuclear nonproliferation regime, and how can it be strengthened? How “safe” is the US stockpile, and what should be done to prevent nuclear accidents? And, how should the US nuclear force posture change? Even the most casual observer of international politics recognizes the importance of such questions.

EL6517 The Air Force in Fact, Fiction, and Film **2 Semester Hours**

Throughout the century of manned flight in the United States, a rich body of notable and critically acclaimed literature and film regarding the US Air Force has accumulated. In many cases, these literary and cinematic portrayals reflect the strong efforts by the Air Force as an institution to get its strategic message out to the wider public. In other cases, these works accurately reflect the challenges of leadership, command, technical competence, and the pressure of combat upon airmen and leaders. And in still other films and books, the Air Force and its culture are either reflective of the Air Force experience or presage the stereotypes of behavior and attitudes of Airmen.

EL6518 Military and Society in Latin America **2 Semester Hours**

The seminar works from three assumptions: First, Latin American armed forces will persist, and as one of the most effective institutions will be called on to help confront (and define) security threats. Second, future military-to-military collaboration will benefit from the US understanding the regions' armed forces in their own context. Finally, to understand Latin America's armed forces, we must also comprehend the societies from which they are drawn and whom they serve.

EL6538 The US Marine Corps and the Development of Expeditionary Maneuver Warfare **2 Semester Hours**

This course is designed for non-Marine students desiring a greater understanding of expeditionary operations of the Marine Corps. The course will explore the historic (maritime) roots of the Marine Corps doctrine and its evolution into the modern concepts of expeditionary maneuver warfare, seabasing, operational maneuver from the sea, ship to objective maneuver, and sustained operations ashore. The course will cover current service organization, structure, and Marine Air-Ground Task Force operations and conclude with future operating concepts, focusing on the emerging antiaccess/area denial (A2/AD) threat.

EL6540 Air Mobility and the Defense Transportation System **2 Semester Hours**

This elective provides students a better understanding of the current and evolving capabilities of mobility and the critical role it plays and will continue to play during peace, war, and operations other than war. During the course, class members will draw from historical references, student case study presentations, classroom discussion, and guest speakers to gain a better understanding of the evolution of mobility resources and capabilities, future directions in air mobility, and the impact on our current and future national security and military strategies.

EL6541 Sea Power til 1815 **2 Semester Hours**

By using naval wars from Antiquity and the Age of Sail as case studies, this course will examine core concepts of war and sea power. In addition to Clausewitz's *On War*, the works of naval theorists Alfred Thayer Mahan and Sir Julian Corbett will serve as the foundation of this analysis.

EL6542 The Revolutions of 1989 **2 Semester Hours**

This course is an investigation of the fall of Communism, the transition to democracy and market economies, and war in the Balkans. It is principally a discussion of politics, both domestic and international. The course is organized

as a graduate colloquium revolving around discussion of common readings. The objective is to familiarize military professionals and government servants with the main patterns of politics and foreign relations as well as economics and society in this important region. Readings and discussion cover the period from 1989 to the present. The course addresses events in East Germany, Poland, Hungary, Czechoslovakia, Yugoslavia, Bulgaria, Albania, Romania and Ukraine. Course themes include: the overthrow of Communist rule, re-unification of Germany, nationalist politics, and regional conflict. This course will better prepare USAF and sister service officers to respond to developments in the European and Eurasian world regions as well as international security and statecraft issues in general.

EL6543 America's Army

2 Semester Hours

This course is specifically designed for non-Army students who want to gain greater understanding about the Army. The Army as an institution is explored with emphasis on organization, training, operations, and future challenges. Students will gain an awareness of Army culture and an appreciation for what the Army can provide to a regional combatant or joint task force commander. Lessons will cover Army force structure, capabilities, limitations, training, doctrine, operations, and future challenges. The course will have a field studies trip to Fort Benning, Georgia, where students will observe the Army's training organizations and discuss the effects as the Army transitions. The course culminates with a guest lecturer that will offer his or her perspective on organizational issues confronting today's Army and provide a distinctive view of leadership and training challenges.

EL6544 Intelligence, Surveillance, and Reconnaissance Operations (Classified, US Personnel)

2 Semester Hours

The national intelligence community and the DOD have embraced a transformation strategy that rests on a foundation of modern high-performance intelligence, surveillance, and reconnaissance (ISR) capabilities. With the continuing challenges of worldwide operations, it is imperative that senior leaders have a clear understanding of how to effectively leverage national and DOD intelligence capabilities. The course focuses on ISR capabilities at the operational and strategic levels by critically examining what to expect and what not to expect from intelligence. Against the backdrop of ISR transformation, this course enhances senior-level leaders' decision-making abilities to critically analyze and integrate ISR capabilities for maximum impact.

EL6545 Special Operations 101 (Classified, US Personnel)

2 Semester Hours

This course provides an understanding of the organization, capabilities, and

missions of US special operations forces (SOF) with particular focus on their support to the combatant commanders. It provides an awareness of the roles of the assistant secretary of defense for special operations and low-intensity conflict and the Joint Staff J-3 Special Operations Division. The course analyzes the integration of joint SOF capabilities with conventional forces; looks at SOF equipment, training, and support; and considers mission employment, civil affairs, and psychological operations.

EL6546 Total Force

2 Semester Hours

From the initial vantage point of a historical review of the ANG and AFRES, students engage in discussions surrounding the compelling issues affecting the total force today and through the next decade. Some suggest we will transition to a militia nation once again. What is the right force mix for the active and reserve components? The course will include a sprinkling of outside speakers, field visits, and teleconferences with the top leaders of the Air Reserve components. It will give students the opportunity to establish multidimensional views on the issues at hand.

EL6547 Using Airpower to Counter WMD

2 Semester Hours

Given the threatened adversarial use of nuclear, biological, and chemical (NBC) weapons and chemical, biological, and radiological (CBR) hazards against U.S. national security interests, the Air Force must be prepared to prevent, protect against, and respond to this use of unconventional weapons in the context of contemporary military operations. To be successful, the Department of Defense and the Air Force must deliberately develop strategies that will enable the successful alignment of resources, personnel, and priorities to achieve U.S. policy goals to counter both nation-state and sub-state use of these unconventional weapons. This course will review and critique the process by which the DoD and Air Force develops, implements, and evaluates counter-WMD policy and strategy to meet national guidance. It will be particularly useful for personnel going to the Air Staff, Defense Threat Reduction Agency, or U.S. Strategic Command.

EL6548 Intelligence, Surveillance, and Reconnaissance and Cyberspace (Classified, US Personnel)

2 Semester Hours

Access to cyberspace is increasingly critical to meet joint and allied requirements for freedom of maneuver in all domains. Evolving information systems technology has turned the cyber arena into a multidimensional attack space that extends the conventional landscape to a virtual domain where key economic and national security assets are exposed to significant threats. This course examines the role of ISR in cyberspace. It begins with an overview of ISR at the strategic level of war and an examination of the cyber threat dynamic—

the environment, the threat, and the convergence of the effects of the cyberspace environment and the threat. It then discusses the legal issues associated with the cyber domain and concludes with an in-depth examination of the three pillars of cyber operations: exploitation, defense, and attack.

EL6549 Introduction to the US Intelligence Community

2 Semester Hours

Intelligence reporting from the US intelligence community (IC) informs and often drives US policy. The information provided by the IC provides the factual context for the US National Security Strategy and heavily influences government strategies, policies and decisions across the full spectrums of diplomacy, information, defense and economics. This course first establishes the global threat environment, integrating and synthesizing the instruction received during core curriculum. Students will then be exposed to the structure and functions of the IC components an intelligence cycle, the Office of the Director of National Intelligence’s strategy for mission integration, intelligence enablers and oversight, ethical consideration in intelligence, and intelligence collaboration.

EL6550 Developing Counter-WMD Policy and Strategy (SECRET—US Only)

2 Semester Hours

This elective is a companion-piece to the Arms Control and Non- Proliferation course. Given the threatened use of nuclear, biological, and chemical (NBC) weapons and chemical, biological, and radiological (CBR) hazards, the US government must articulate its policies to allow the deliberate development of strategies that will enable the successful alignment of resources, personnel, and priorities to achieve its policy goals. The DOD, and as a result, the Air Force, must understand the “whole of government” approach to countering the adversarial efforts by nation-states that have offensive weapons of mass destruction (WMD) programs and substate groups that seek out CBR hazards for use against unprotected civilians. This course will outline the general process by which the DOD and Air Force develop, implement, and evaluate counter-WMD policy and strategy to meet national guidance. It will be particularly useful for personnel going to the Air Staff, Defense Threat Reduction Agency, or US Strategic Command.

EL6551 Advanced Deterrence Concepts (Classified, US Personnel)

4 Semester Hours

This course examines the strategic, technical, and policy dynamics of nuclear weapons. Over two terms, we will explore four core issues: first, nuclear deterrence in concept and in application during the Cold War, post-Cold War, and post-9/11 periods; second, the US nuclear enterprise (i.e., the

components, organizations, and rules related to maintaining the competence and reliability of the US arsenal); third, the global nuclear landscape (i.e., competing explanations of proliferation, how proliferation affects international stability, and the threat posed by nuclear terrorism); fourth, the arms control and counterproliferation tools available to the United States. Students will engage these topics through classroom discussions of relevant academic material, a field study trip in which they directly interact with national experts and policy makers, and numerous roundtable reviews of individual PSP research on nuclear-related topics.

EL6554 Space Operations (Classified, US Personnel) 2 Semester Hours

This course is for students with a minimal knowledge of space operations. It will address space issues from the perspective of all services as well as an international view. We will discuss the capabilities, limitations, vulnerabilities, and dependencies of all space systems and then analyze the command and control of space forces. We will assess how space systems affect US freedom of action in joint war fighting, including the integration of space in the domains of land, sea, air, and cyber. Students will assess current and future space systems.

EL6560 Homeland Security and Defense (Secret) 2 Semester Hours

We are now in an era when mass casualty weapons make it possible for individuals or small groups to inflict the kind of damage on societies that was once only within the capabilities of nation states. Natural and technological disasters have become more devastating both in human casualties and property costs. This elective examines how the evolving global environment with its complexities and interconnected critical infrastructures has become susceptible to the perturbing forces such as Black Swans and unprecedented events--Disasters (Natural/Tech), WMD, Terrorism, and Cyber Threats—and how this has led to the rise of U.S. Homeland Security Enterprise, National Preparedness, and Homeland Defense activities. It also highlights the need for strategic leaders to understand Crisis/Meta-Leadership skills to better address response and recovery operations after perturbing events.

EL6561 Wargaming Classical Strategy 2 Semester Hours

This elective introduces the concept of wargaming from the perspective of design. This course will explore the unique capability of wargames to function as a research methodology by using player participation to generate data for subsequent analysis. This course will examine wargaming from its historical roots through current uses. It will cover game design including not only developing the issue to be wargamed, but also issues in scenario drivers, methodology selection, as well as in capturing and analyzing data. The course

will also cover after action reporting. Finally, the course will require the students (working in groups) to develop and defend a wargame design

EL6562 Nuclear Wargaming

2 Semester Hours

This elective will examine the employment of nuclear weapons in both strategic and operational military operations. Using three case studies, students will examine nuclear weapons employment concepts and identify relevancy of nuclear weapons to contemporary strategy discussions. This elective will use three commercial wargames to illustrate these concepts – a strategic Cold War nuclear exchange between the United States and Soviet Union, an operational nuclear scenario between Pakistan and India, and a conventional military scenario against a nuclear-armed Iran.

EL6563 Arms Control and Non-Proliferation

2 Semester Hours

With the continuous threat from the proliferation of WMD technologies and weapons this course is designed to educate civilian and military members on Arms Control and Nonproliferation (NP) activities. The lessons are intended to enhance each participant's knowledge of the development, production, stockpiling, proliferation, and usage of Nuclear, Chemical, and Biological weapons, and Arms control and NP programs and treaties designed to stop proliferation.

EL6564 Modern Global Terrorism

2 Semester Hours

Easier access to and the use of more lethal forms of terrorism threaten the ability of nations to maintain the secure, stable environment essential to ensuring the well-being of their citizens. This course, sponsored by the Combating Terrorism Fellowship Program and the Joint Special Operations University, uses visiting faculty who are leading global experts in the field of combating terrorism and is primarily targeted to the international officers attending AWC. The course examines the causes and contributing factors of terrorism by individuals and groups and the impact governmental structure and methods of governance within a country have on the use of terrorism. It also provides a framework within which a whole-of-government approach can be developed to improve a country's capability to combat terrorism.

EL6582 Nonlethal Weapons: Support to Twenty-First Century Warfare and Homeland Defense

2 Semester Hours

This course is a combination of integrated lectures, in-class exercises, and a range period that provides field commanders, staff planners, and those who support the war fighter with information on the utility and limitations of nonlethal weapons (NLW). It covers all NLW technologies being assessed, developed, and fielded by the DOD. Additionally, the medical, legal, ethical,

political, and public perception issues are analyzed to provide students an appreciation for the planning factors that must be considered prior to employing NLWs.

EL6590 Joint Land, Aerospace, and Sea Simulation (Classified, US Personnel) 4 Semester Hours

Joint Land, Aerospace, and Sea Simulation (JLASS) focuses on the strategic and operational levels and is played by students from all senior-level colleges (SLC). JLASS follows the latest planning procedures using the full range of military operations set in the western Pacific, northern Africa, Southwest Asia, and the US homeland in the year 2021. In the distributed planning phase, students play from their own schools and develop options in response to multiple regional crises. They prepare campaign plans in coordination with other SLCs to support combatant commander objectives in the event of a major operation/campaign. JLASS culminates with a war-fighting exercise that brings SLC teams together at Maxwell AFB, Alabama.

EL6596 Group Research: Cyberspace (Classified, US Personnel) 4 Semester Hours

Information-Age Warfare, Cyberspace and operations in, through and by means of the cyber domain are relatively new concepts and thinking, whether in doctrine or actual field operations, is in continuous evolution. The mutual influence of strategic, operational and tactical effects of operations in the cyber domain creates a continuing requirement for focused, future oriented and innovative thinking. This research seminar takes on that challenge by evaluating what the USAF must be able to do in, through and by means of the cyber domain to support US National Security, Joint Force or Functional Component Commanders.

EL 6619 Napoleonic Warfare 2 Semester Hours

Revered for his military genius, Napoléon Bonaparte ushered in the birth of modern operational art. Using Clausewitz's model for historical analysis, this class will examine in detail his campaigns to understand the keys to his success and well as his eventual downfall. By using his campaigns as case studies, this course will examine a variety of relevant topics such as joint ops, the connection between policy and military strategy, civil-military relations, just war theory, counterinsurgency, stability operations, the Western way of war, and so forth. No prior knowledge of Napoleonic history is required as the course is designed for non-historians.

EL6621 Understanding Clausewitz 2 Semester Hours

The subject of this course is Clausewitz's *On War*, often identified as the most important book written about military conflict. But despite its reputation, *On*

War is seldom read in its entirety, is more often than not quoted out of context, and is generally not very well understood. It can be difficult to read and has been characterized as poorly organized, elusive, incomplete, and obsolete. The overall objective of this course is to make *On War* understandable as a whole work and to equip you to analyze and evaluate the efficacy of Clausewitz's thought. The course combines a number of different approaches to understanding *On War* pioneered by scholars to include Hew Strachan, Peter Paret, Jon Sumida, and others. Such approaches will include examining the purpose and nature of the work, Clausewitz's ideas on strategy and victory, the dialectic in *On War* and several others. But first and foremost the course is about reading and engaging with *On War* itself. Note: Though the reading load each week in this course is not excessive, the course will require significant intellectual effort to get the most out of the course readings and class discussions.

EL6740 Chinese Aerospace Power and Regional Security

2 Semester Hours

China's leaders and strategists believe aerospace development should proceed in keeping with their nation's growing comprehensive national power. China's aerospace development, while still uneven, has been comprehensive in nature since the end of the Cold War. It is proceeding at a scale matched by no other developing country and at a pace matched by no other great power. Aerospace capabilities already undergird China's antiaccess strategy, which would challenge US presence and allies' security in the region. At the same time, Washington and Beijing share many common interests, including the desire to avoid war and promote domestic economic growth. For all these reasons, it is critical to US national security interests to understand the goals and trajectory of Chinese aerospace development. This elective will enable students to better understand the development of Chinese aerospace power in order to make the best policies toward constructive relations with China, if possible, and to safeguard US interests.

EL6743 Globalization

2 Semester Hours

This course will familiarize the student with the different trends that are under way in the globalization process and the ways they impact US grand strategy and national security interests. It examines globalization in several parts. First, it attempts to identify the scope of globalization. Second, it looks at specific trends in the globalization process—how the world is getting economically, technologically, and demographically integrated. Third, it examines the cultural impact of globalization. Lastly, it discusses the security implications of globalization for state actors.

EL6747 Cultures of Violence**2 Semester Hours**

This course examines areas and activities around the world where chronic violence has created ungoverned spaces and anarchic behavior. The course examines weak states and the violence that can erupt in poorly governed spaces—for example, militia warfare, organized criminal groups, and traditional armed groups such as the pastoral warrior societies of East Africa. The seminar will also consider activities that flow from and to the cultures of violence, such as arms trafficking, resource theft, conduct of refugee communities, child soldiers, and trafficking in humans and drugs. The course will cover, among other topics, urban gangs in Latin America and Papua New Guinea; militias in Africa; tribal and ethnic groups in Yemen, Somalia, and Pakistan; violence in Colombia; and organized crime in the Caribbean and Europe. This course is concerned with behavior, activities, and other areas that fall through the cracks when studying more formal state-on-state conflict. This seminar will investigate the messy and dangerous world where violence is endemic and has created its own environment of power politics, control structures, and aberrant economic activity.

EL6748 Genocide, Ethnic Cleansing, and Mass Killings**2 Semester Hours**

Genocide has been a part of human experience since the early moments of recorded history. The concept is overused, misunderstood, ignored, or even worse, denied. Since the experience of the Holocaust, the West has struggled with how to address the morally reprehensible physical acts of states and their leaders, as well as societal beliefs and political policies that precipitate and accompany genocide. This elective introduces students to the concept of genocide. We will examine the reoccurring phenomenon of genocide and investigate whether and how the United States, its allies, and international organizations might have better responded before, during, and after outbreaks of mass killings. Because US military and civilian agencies participate in the protection of human security based on stated and implied US foreign policy objectives, it is imperative that members of the government tasked with ensuring human security learn how to identify early signs of societal pathology that indicate the potential threat to populations. It is also necessary to consider alternative responses to situations in which genocide or atrocities are unfolding or ongoing.

EL6749 China's Use of Force: Past, Present, and Future**2 Semester Hours**

This course examines the ways China might use force to advance or protect its interests. It analyzes the logic of Chinese threat perception in the light of calculation or miscalculation of consequences, with particular attention given

to the Taiwan situation.

EL6750 Chinese Domestic Politics

2 Semester Hours

This course provides students with an in-depth understanding of China's domestic politics and political economy and the current and potential future impact of domestic factors on China's foreign policy and international relations. Although the course primarily examines Chinese domestic politics since reform and opening in 1978, some historical content from 1949 to 1978 is explored. Topics analyzed in the course include domestic political institutions, political history, ideology, elite politics, political economy, society, politics of the periphery, and politics of reform.

Additional Events and Programs

National Security Forum. The National Security Forum (NSF) is an event sponsored by the secretary of the Air Force and hosted by AWC during the week before graduation. It is the capstone event of AWC's academic year. The NSF brings together approximately 125 civilian leaders with diverse backgrounds from locations around the United States to join with the AWC class. The primary objective of the NSF is a frank and candid exchange of views on national security matters among our invited guests, AWC students, and senior military and civilian leaders. The week is devoted to exploring the many issues that affect the current and future security of our country, focusing heavily on the role of air and space power as an instrument of national security. The forum's distinguished speakers, seminars, and social functions serve to broaden and solidify the participants' understanding of air and space power and national security issues.

Commandant's Lecture Series. The Commandant's Lecture Series generally includes two types of invited speakers: (1) senior governmental civilians (DOD, DOS, Department of Homeland Security, and so forth) and general/flag officers from the US government and allied countries; and (2) respected and recognized individuals from across society including such professions as industry, media, politics, entertainment, and sports. Senior governmental civilians and general/flag officers will engage students on some of the most challenging topics they will face as senior leaders, generally relating to their own current and previous governmental positions and leadership experiences. These senior officers will also often include specific discussions about their expectations of new senior leaders. This second category of speakers is designed to broaden students' experiences, exposing them to diversity of thought and providing additional tools for tackling the complex challenges of their future leadership roles. Speakers may engage the students on topics ranging from motivational

stories of inspiration and perseverance to civilian organizational leadership, business success/failure, and stories of innovation.

Executive Leadership Feedback Program. The Executive Leadership Feedback Program (ELFP) offers a unique state-of-the-art program that uses a 360-degree multi-rater assessment (self-ratings compared to ratings by superiors, subordinates, and peers) and allows a comparison of how individual ratings measure up to those of other senior service college students. The ELFP also combines a detailed assessment of personality attributes arrayed with relevance toward strategic leader competencies (e.g., personality attributes related to negotiation, interpersonal leadership), as well as an assessment of team roles, and offers raters the opportunity to provide text comments for developmental purposes. An individualized, 104-page leadership assessment portfolio report is generated for each student, and one-on-one feedback is provided by a member of the ELFP who is certified to provide the feedback. The results are presented with the intent of enhancing self-awareness to focus and accelerate leader development in our students.

Language Programs. English as a second language (ESL) is taught by the IOS for selected international officers only and provides intensive work in the English language. US and international students may participate in language courses taught by the Defense Language Institute. These noncredit, nongraded courses are optional and not at the graduate level and therefore do not count toward the master's degree or AWC graduation requirements.

Master of Military Operational Art and Science Resident Program

Air Command and Staff College

Internet Address

<http://www.au.af.mil/au/acsc/>

Program Description. The Air Command and Staff College curriculum is designed to develop higher-order thinking within the context of the war-fighting profession by challenging students to think critically and exercise a combination of analytical and practical tools required of field grade officers serving in operational-level command headquarters staff positions. ACSC courses emphasize applying airpower in joint campaign planning and the operational art of war.

The primary form of instruction in the resident program is through seminars held in specially designed rooms featuring closed-circuit television, an array of multimedia equipment, and student access to a college-wide computer network and the Internet. Students receive more than 80 books to expand their professional knowledge and a personal laptop computer to keep track of the academic schedules, online reading assignments, examinations, research, and other writing requirements throughout the academic year.

Learning Outcomes. Graduates are able to

- lead and command in complex, dynamic, and ambiguous operational environments;
- apply military theory in general and airpower theory in particular to the development of operational-level strategies;
- plan for the integration and employment of joint forces at the operational level in whole-of-government operations across the spectrum of war and conflict;
- articulate capabilities and limitations of service and joint organizations in the conduct of war at the operational level;
- apply research methodologies and critical-thinking skills to analyze issues of concern to the war fighter and/or broader defense community; and
- forge professional relationships which facilitate efficient, effective, and collaborative accomplishment of assigned tasks.

Faculty. ACSC employs a blend of expert faculty members exceptionally qualified to accomplish its mission and goals. The college's unique mission requires a

distinctive mix of faculty qualifications and credentials. Traditional civilian academics provide the depth and breadth of subject-matter expertise to guarantee the academic rigor of the college's offerings while simultaneously ensuring adherence to validated pedagogical theory and practice. Military officers contribute critical military and operational perspectives, as well as unparalleled currency and expertise, to the subject matters addressed.

Duration. The resident program consists of 10 months of graduate-level study. As the center for US Air Force IDE and as a joint-accredited institution for providing the first phase of joint PME, ACSC annually educates approximately 500 students from all US military services, selected federal agencies, and international officers from over 60 different nations.

Eligibility. Air Force candidates who attend ACSC's resident program are selected in conjunction with their O-4 promotion boards. A central PME selection board, with major command input, selects the actual college class from these candidates based on their demonstrated potential for assignment to key field-grade command and staff positions. Sister-service O-4, O-4 select (or equivalent rank), and GS-12 and GS-13 government civilians are eligible to attend ACSC and are selected by their respective personnel systems.

Reference AFI 36-2656, *Developmental Education*, and the ETCA website at <https://etca.randolph.af.mil> for additional information (ETCA course number: MACSC001).

Admission Requirements. To be admitted to the master of military operational art and science degree program, individuals must (1) present proof of academic capability with a qualifying undergraduate degree from a regionally accredited college/university (US bachelor's degree or its equivalent) or by meeting academic credentials requirements through a foreign credential evaluation result equivalent to a U.S. bachelor degree or higher and (2) provide an acceptable score on the TOEFL, unless they are from an English-speaking country.

International Fellows not meeting the admissions requirements for the master's degree program will be allowed to attend ACSC and will, upon completion of the resident program, receive the ACSC resident diploma but will not be awarded a master's degree. Students may not opt out of the master's degree program after admission. Students in resident non-degree status cannot be considered for the degree program once admission is complete.

Graduation Requirements. Students fully admitted must complete the following 30-semester-hour ACSC resident program. Students must achieve a grade of "C" or higher on each academic course with an overall GPA of 3.00 on a 4.00 scale

and demonstrate fully satisfactory participation in other scheduled ACSC programs and activities to earn the master's degree.

SYLLABUS

Course Number and Title	Semester Hours
IS5510 International Security 1	3
IS5511 International Security 2	3
AP5510 Airpower 1	3
AP5511 Airpower 2	3
LD5510 Leadership	3
JW5510 Joint Warfighting	6
WT5510 War Theory	3
REResearch/Electives 1	2
REResearch/Electives 2	2
PP5510 Airpower Professional Paper Or RE Research/Electives 3	2
Total	30

Note: Courses in the non-master's distance-learning program may not be used to satisfy course requirements of the resident master's degree program except in rare extenuating circumstances approved by the Academic Dean. AP5510 can be substituted with DT5510 or SP5510. AP5511 can be substituted with DT5511 or SP5511.

Course Descriptions

IS5510 International Security 1

3 Semester Hours

International Security 1 provides a comprehensive overview of the context in which the development of US grand strategy occurs. The course introduces three traditions of International Relations (IR) to provide a foundation for considering the current opportunities and challenges to US policy in the emerging strategic environment. These course concepts are then applied to the 2-Plus-3 (Russia, China, North Korea, Iran, and Violent Extremist Organizations), enabling students to develop interpretations and responses to International Security issues systematically.

IS5511 International Security 2

3 Semester Hours

International Security 2 explores the conduct of national security through the lens of military strategy: the employment of military means for the achievement of political ends. The course highlights the challenges of integrating military

means to political ends and innovating strategy to account for changing circumstances. Specifically, it examines factors that complicate the formulation, execution, assessment, and adaptation of military strategy. It then applies these concepts to strategies employed across the Geographic Combatant Commands (GCCs). The course affords students the opportunity to cultivate and refine skills for advising senior leaders on meeting future security threats.

AP5510 Airpower 1

3 Semester Hours

Airpower I examines the emergence and development of airpower from World War I through the Vietnam War. This course analyzes the development of key ideas, capabilities, organizations, practices, and limitations that framed the conduct of air warfare in the first three quarters of the twentieth century. These events continue to inform debates about airpower's purpose, utility, and effectiveness. Course readings, lectures, and seminar discussions will cultivate adaptive leaders and critical airpower thinkers by challenging officers to examine the evolution of airpower and how it serves national strategic objectives.

DT5510 Deterrence Theory and Practice I

3 Semester Hours

This is the first of a two-course sequence designed to introduce students to the origins and evolution of modern deterrence theory, strategy, and policy. This course traces the evolution of deterrence theory and practice from its classical origins to the end of the Cold War. It provides a foundational basis in both classical and conventional deterrence theory and practice before moving to a detailed examination of modern rational deterrence theory and its various extensions and implications, including the logic of mutually assured destruction and the stability-instability paradox. Alternatives to rational deterrence theory, including those based in psychology and behavioral economics, will also be discussed.

SP5510 Spacepower 1

3 Semester Hours

Spacepower 1 examines the history, theory, and technological underpinnings of space power and the American space profession. This course comprises an overview of the key ideas, capabilities, organizations, practices, and limitations that framed the American space effort in its first 50 years—ideas and events that continue to inform debates about space power's purpose, utility, and effectiveness. Course readings, lectures, and seminar discussions will cultivate adaptive leaders and critical space power thinkers by challenging officers to examine the evolution of space power and how it serves national strategic objectives.

AP5511 Airpower 2**3 Semester Hours**

Airpower 2 analyzes the historical, current and potential future utilization of air, space and cyber assets in military conflicts, with emphasis on the history and development of American airpower since 1947. Students will study and think creatively about how leaders and organizations have leveraged war in the third dimension to create a more effective joint operating environment, while considering the relationships between strategy, doctrine, and technology. The historical period of the course material takes the airpower narrative from the foundation of the US Air Force through modern conflicts, concluding with specific roles and missions and a look at the future of airpower, including challenges and opportunities. Course themes include narrating the Air Force story and examining how air forces have historically responded and adapted during periods of significant change.

DT5511 Deterrence Theory and Practice II**3 Semester Hours**

This is the second of a two-course sequence designed to introduce students to the origins and evolution of modern deterrence theory, strategy, and policy. This course provides a detailed examination of modern rational deterrence theory and its various extensions and implications, including the logic of mutually assured destruction and the stability-instability paradox. Alternatives to rational deterrence theory, including those based in psychology and behavioral economics, will also be discussed.

SP5511 Spacepower 2**3 Semester Hours**

Spacepower 2 examines the history of military space operations since the end of the Cold War, after which Air Force space operations shifted its focus and culture from strategic missions to theater support to the joint warfighter. The course will cover lessons learned in combat, organizational debates in Congress, how space operations integrate with other terrestrial military operations, and what might be expected in the future regarding space operations.

LD5510 Leadership**3 Semester Hours**

This course examines current leadership theory as it relates to problems and possibilities inherent complex, dynamic, and ambiguous operational environments. The practical aspects of leadership—decision making, communication, negotiation, resource management, and force development—are emphasized throughout the course. Students are encouraged to reflect upon essential aspects of ethical leadership.

JW5510 Joint Warfighting**6 Semester Hours**

The Joint Warfighting (JW) course is designed to demonstrate, at the operational level, how the U.S. joint force organizes, deploys, employs, sustains, and

redeploys military capabilities in support of national interests. The course will equip military and interagency professionals with skills to articulate and influence the application of the military instrument of power to provide commanders with options for the use of military force in support of national interests. Understanding operational art and design is essential for the military professional, no matter their specialty. Understanding operational context and strategic goals is necessary to properly plan and execute military operations in the modern operational environment. It is also imperative to understand how the U.S. military operates as part of a joint force in a multinational, interagency, and intergovernmental environment.

WT5510 War Theory

3 Semester Hours

War Theory introduces military theory, addressing both the nature and character of war. It examines the theoretical writings of classical military theorists, as well as the evolution of warfare and military thought over the last two centuries. The course explores a number of the most outstanding historical cases of military innovation, assessing the utility of military theories across the military domains. The course also considers the future evolution of warfare, analyzing both change and continuity in armed conflict. In applying military theory to contemporary security challenges, students will be able to better anticipate and respond to operational problems across the range of military operations.

Resident Curriculum Electives

(2 Semester Hours each unless otherwise noted)

AIRPOWER

RE5101 Space Operations

This elective is for students with a minimal knowledge of space operations. It will address space issues from multiservice and multinational perspectives, assessing space capabilities, limitations, vulnerabilities, dependencies, and command and control. Students will assess how space systems affect freedom of action in joint war fighting, including the integration of space in the land, sea, air, and cyber domains. Students will assess space-focused ideas that may enhance national security, while evaluating current and future space capabilities.

RE5103 Essentials of Cyber Strategy I

RE5104 Essentials of Cyber Strategy II

This seminar will investigate the utility of cyberspace as an instrument of national power. Its focus is at the policy and strategy levels and the course is designed to be as non-technical as possible.

RE5106 The Air Force in Fact, Fiction, and Film

The course will proceed chronologically from World War I through the present. Readings from fictional literary accounts will form the bulk of the course and these will be interspersed with film. Students are expected to draw upon their knowledge of Air Force history and current practice to address literary accounts based on specific time periods. The relevant history and actual accounts that significant components of books and films are derived from will be explored as part of the course. By combining history, novels, and movies, a fuller picture of the meaning of airpower and the cultural impact of the Air Force will be assessed.

RE5108 Command and Control of the “Air” Environment (C2AE)

The course examines the past, current, and future strategic issues concerning the command and control (C2) of air, space and cyberspace power.

RE5110 Space Horizons

The class examines current and proposed law, policy, organization, and theories of space power, including a number of topics such as asteroid mining, asteroid/comet defense, space-solar power, active debris removal, lunar mining, propellant depots, space settlement, the search for extraterrestrial intelligence, and advanced propulsion.

RE5112 Close Air Support: Past, Present, and Future

This course examines the history and evolution of close air support (CAS) from a joint perspective through the major conflicts of the twentieth and twenty-first centuries as well as during each interwar period, illustrating the cyclical nature of CAS development and deterioration.

RE5114 The Evolution of Air Power

This elective will be the evolution of airpower from the beginning of powered flight to the near future. It is a tech heavy course, with an emphasis on the development, procurement, and deeper understanding of the evolution of airpower. In this class we will discuss not only the evolution of the technology, but also the evolution of the way that the technology is conceived and used.

RE5116 Cyber National Crisis Leadership

This course addresses the frameworks, patterns, and practices of American and Allied responses to a realistic, evolving cyberattack scenario.

RE5118 Cultures of Flight: The Wright Brothers to the Space Age

This course examines the influence of ideas about flight, as conveyed in popular culture, political dialogue, and public debate, on practical approaches to civil aviation and airpower from the Wright brothers to the present.

WEAPONS OF MASS DESTRUCTION

RE5141 Biological and Nuclear Weapons: Challenge and Response

The Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction observed that the threat of “biological and nuclear weapons proliferation has transformed over the past two decades. The technical expertise required to produce these weapons has become increasingly widespread, while many of the materials needed to make them are widely available on the open market. Meanwhile, terrorists have expressed a growing demand for these weapons and demonstrated their willingness to use them.” This course focuses on understanding these threats and responses to them in order to grasp these problems and to reduce their impact on American security.

RE5143 Life under the Mushroom Cloud: Strategy, Operations, and Culture in the Nuclear Era

Using Clausewitz’s paradoxical trinity as its framework, this course examines how nuclear weapons and technology have affected American strategy, military operations, and the American population. The course begins with a look at how nuclear weapons took warfare from “total war” to limited warfare. The second block of the course examines how the Air Force operationalized deterrence and the accidents that resulted from handling nuclear weapons on a daily basis. The course ends with an insightful examination of how nuclear weapons affected American culture through movies, print, style, and even song.

RE5145 Arms Control and Nonproliferation

With the continuous threat from the proliferation of WMD technologies and weapons this course is designed to educate civilian and military members on arms control and nonproliferation activities. The lessons are intended to enhance each participant’s knowledge of the development, production, stockpiling, proliferation, and usage of NBC weapons, and arms control programs and treaties designed to stop proliferation.

RE5147 Homeland Security and Defense

This elective examines how the evolving global environment with its complexities and interconnected critical infrastructures has become susceptible to the perturbing forces such as Black Swans and unprecedented events—disasters (natural/tech), WMD, terrorism, and cyber threats—and how this has led to the rise of US homeland-security enterprise, national preparedness, and homeland-defense activities. It also highlights the need for strategic leaders to understand Crisis/Meta-Leadership skills to better address response and recovery operations after perturbing events.

RE5149 Using Airpower to Counter WMD

This course will review and critique the process by which the DoD and Air Force develops, implements, and evaluates counter-WMD policy and strategy to meet national guidance. It will be particularly useful for personnel going to the Air Staff, Defense Threat Reduction Agency, or U.S. Strategic Command.

RE5151 Dimensions of U.S. Nuclear Strategy

This course will examine the nuclear postures of key nations and their effect on international security. It will include analyses of the organizational challenges of maintaining safe, secure, and reliable nuclear arsenals. Students will study the many perspectives regarding the proliferation of nuclear weapons.

RE5153 Global Thermonuclear War: Shall We Play a Game?

This course examines the employment of nuclear weapons in both strategic and operational military operations and identify relevancy of nuclear weapons to contemporary strategy discussions.

RE5155 The Politics of Nuclear Weapons

This course investigates a series of key questions dealing with the politics of nuclear weapons to introduce a broad range of evidence, ideas, and approaches relevant to major policy debates about the bomb.

RE5157 The Manhattan Project: Leadership at the Tip of the Nuclear Age

This course investigates the US nuclear bomb program, the Manhattan Project, and those who led and turned theory into practical nuclear weapons leading to the end of World War Two.

RE5159 Comparative Contemporary Nuclear Strategy

This course introduces students to the contemporary nuclear strategies of the nine nuclear-weapons possessing states to help them understanding of both how states make decisions about their nuclear strategies and why they do so.

CIVILIAN-MILITARY**RE5201 Conflict Economics**

The study of conflict economics trains students to use economic methods to understand the causes and consequences of conflicts between states, within states, and between states and nonstate groups. Foundational models will be developed to serve as the basis for the application of the empirical models to follow. The course then explores empirical research on the explanations for war and its consequences. Particular attention will be paid to historical trends in

warfare, the risk factors for conflict, game theoretic models, and the effects of third-party engagement.

RE5203 US Civil-Military Relations

This course explores the history, theories, and issues involved in a continuing dialogue about the proper relationship between military leaders and civilian political leaders in the United States. The US Constitution and tradition provide the foundational concept of civilian primacy over military leadership. Notwithstanding these principles, there are occasions wherein the lines of distinction are blurred resulting in controversy that may be seen as detrimental to national security; controversy possibly exacerbated by a concerned polity.

RE5205 Cross-Cultural Challenges of Civil-Military Interactions

This course analyzes operational aspects of military—nonmilitary interactions through the compatible lenses of culture and systems thinking. The elective is designed to complement the Joint Planning class through a focus on examples of military—nonmilitary partnerships in terms of cultural, organizational, and operational differences and similarities. The emphasis on systems thinking will help students analyze patterns of behavior across a spectrum of activities, while the attention to culture will highlight military and North American patterns of behavior that we consider “natural” or “normal,” which can seem incomprehensible to others.

RE5207 Civil-Military Relations in the Developing World

This course provides an introduction to the theory and practice of civil-military relations in the developing world. It begins by studying how the subject has developed as a field of inquiry within comparative politics and security studies. It will look at the main theories and concepts within the study of civil-military relations. This course will also present both the theoretical and practical function of the military and security forces in the developing world using a variety of cases from Latin America, Africa, the Middle East, and Asia.

US MILITARY

RE5221 American Military Culture

The purpose of this course is to deepen your understanding of the profession of arms by studying the culture of the American military from colonial times to the present. The readings are drawn from history, but this is not a history course. Because American military culture is embedded in the larger American culture, we will also deal with civil-military relations, but only as one aspect of a complicated and vital military culture. Our study will be sharply focused on the development of the military profession and its culture.

RE5223 Sex and Guns: Women in the US Military

The role of women in the military is important and controversial not only to the uniformed services, but also to society at large. The place of women in war, and specifically in the US military, has changed dramatically in our lifetime. This period of change has not yet run its course. The purpose of this course is to examine the relationship between women and the US military in the twentieth century.

RE5225 Vice, Consumption, and Facebook: Special Topics in US Military Culture

Using the core tenants of the war and society approach to military history, this elective will explore American military culture using the lens of vice, consumption, and social media. The elective will argue that the military in general, and American military culture specifically, had profound effects on America's economy, society, and culture during the twentieth century.

RE5227 The Military Commander and the Law

Students who enter into command or supervisory and support positions within command will be provided an overview of various areas of law they are likely to encounter in future assignments. Military operations, from day-to-day activities to large scale combat maneuvers, must function in an increasingly legalistic world. Commanders at all levels need to follow the law while working toward their mission objectives, whether the goal is a zero defect aircraft, a disciplined squadron, or a defeated enemy. The course emphasis is on the practical application of law in the military justice, administrative, and civil law arenas, and the role of the judge advocate general as supporting staff to the commander.

RE5229 The Total Force

The course will explore the historical basis, capabilities, accessibility, and implications of using the active duty, the Reserve Component (National Guard and Reserve forces), civilians, and contractors in meeting US objectives worldwide. The elective provides students a better understanding of how the unique and historic composition of the total force supports the US national security and military strategies.

RE5231 Understanding and Working with the US Military

International officers (IO) at Air University are ideally positioned to help address this shortcoming, while also assisting their own armed forces in partnering with the US military. To do so, this course leverages IOs' experiences operating and studying side-by-side with US counterparts, together with scholarly publications, in a seminar format.

OPERATIONS

RE5251 Joint Special Operations

This elective is designed for a mix of students from the special operations community, those looking toward their first assignment in that community, and others who merely want to know more about special operations. Specifically, it aims to expand student understanding of US special operations forces (SOF) organizations, missions, and capabilities at the operational level of war. Thus, it focuses on joint SOF integration into theater campaigns and major operations, while exploring some of today's hot issues in the special operations community.

RE5253 Peace and Stability Operations

This course focuses on the problems of peace and stability operations, including stabilization and reconstruction and Phase IV operations. In doing so, it examines the most important operations of the recent past and the roles played by the military and civilians.

RE5255 Nonlethal Weapons (NLW): Supporting the Operational Art across the Range of Military Operations

The course provides the opportunity for students to analyze nonlethal (NL) technologies and their medical, legal, ethical, political, and public perception issues. The analysis facilitates an appreciation for the planning factors that must be considered prior to employing NLWs. Subject matter experts who are NL program managers or recognized experts in their fields will support the course and provide first-hand information on NL technologies. Their expertise and experiences will stimulate student curiosity and help dispel the belief that NLWs are only tactical tools that have no impact on operational and strategic operations.

RE5257 Homeland Security: The Enemy, the Threat, and What to Do

In the midst of shifting policies, strategies, actions, and dollars in 9/11's aftermath, what do we know of the enemy? How do we know it? Is the "enemy" identifiable? Can we find him or her and affect behaviors? Can we determine (and agree) on what threat this enemy is to our national security and what we need to do about it? This course will examine how we know who the enemy is; what the threat of today consists of; and where we, as a nation, stand with regard to a response.

RE5259 Intelligence, Surveillance and Reconnaissance (ISR)—Operational Perspectives for the Warfighter

The course focuses on USAF and joint ISR capabilities at the operational-strategic level by critically examining "what to expect," and "what not to expect," from

intelligence. Against this backdrop, the course enhances future leader abilities to critically analyze and synthesize ISR capabilities to improve decision making.

RE5261 Operations Law for Commanders

This seminar will introduce ACSC students to the legal principles applicable to the conduct of military operations both at home and abroad, focusing on the role of operational commanders in utilizing the law to support national security objectives. At the conclusion of the course, students will be able to identify and explain how the law both enhances and limits the operational commander's authority to act across the range of military operations.

RE5263 When Systems Fail: Complexity, Critical Infrastructures and Homeland Security

This course investigates how complexity, complex systems, and their associated behavior creates critical infrastructures, such as energy, communication, cyber, transportation, and supply chains, which are critical to the American way of life. Because complex infrastructures are interdependent, tightly coupled, and concentrated they also become highly vulnerable to perturbing forces, ranging from Weapons of Mass Destruction (Nuclear and Biological), natural and technological disasters, and "Black Swan" events. Protecting critical infrastructures from these threats require cogent and effective Homeland Security strategies and policies.

RE5265 Cyber Economics, Acquisition, Sociology, and Ethics (CEASE)

This elective is designed to examine the phenomena we see in the cyber environment today through the lens of human behavior. The course will take an interdisciplinary approach with psychology/sociology forming the initial basis for action or inaction and then with economics providing explanations for market phenomena. The purpose of this course will be to explain the role sociology and economics plays on the human side of securing modern networks and systems with particular emphasis on defense applications.

LEADERSHIP

RE5301 North Star Leadership

This course begins with an introduction of full range leadership development (FRLD) and describes the importance of relating this model to our everyday challenges (demographics, technology, geopolitical changes, generational differences, organizational, and environmental forces). This elective will help students not only gain an appreciation of the FRLD model in their daily leadership activities, but throughout their military careers.

RE5303 Leading Change—Continuous Process Improvement for Strategic Leaders

This course is designed for highly-motivated students who see the need to improve military processes but question the direct applicability of business practices to the military environment. In a leadership environment characterized by decreasing budgets, personnel shortages, and aging equipment, pressure to find efficiencies while improving effectiveness will only grow. Students will gain a practical understanding of continuous process improvement through the study of books written by some of the most respected authors in the field, visual media, case studies, site visits, and challenging classroom discussion.

RE5305 Leaders by Design

The concept of Leaders by Design is simply to be intentional and deliberate in how we develop ourselves as leaders. The military has many leadership programs, but until we take responsibility to develop ourselves, we will fail to meet the leadership challenges of the future.

RE5307 Adaptive Conflict Management

This highly interactive course develops a critical understanding of and ability to apply a set of essential conflict management tools. This course develops not only your negotiation and mediation skills but also improves your ability to critically think about the processes that individuals, groups, and even nation-states go through to successfully resolve conflict.

RE5309 Cross-Cultural Perspectives in Adaptive Negotiations

This course develops the understanding and skills needed to better negotiate conflict resolution between parties with cultural and/or organizational differences in their approach to negotiations and/or conflict management. Emphasis is placed on cross-cultural factors and their impact on the negotiating styles and strategies of the involved parties. Topics in the course include how different cultures view and use the concepts, processes, and intended results of a negotiation.

RE5311 Enduring Leadership: Moving from Good to Great

This elective will explore what it takes to move from “good” to “great” by studying key leadership competencies, identified by John Zenger and Joe Folkman in their book, *The Extraordinary Leader: Turning Good Managers into Great Leaders*. We will also review various readings in AU-24, *Concepts for Air Force Leadership*, and Gen Steve Lorenz’s, USAF, retired, book, *Lorenz on Leadership*, as well as reading/discussing recent leadership events in the news. *Air Force Core Doctrine, Volume II, Leadership*, will serve as the foundation for our leader development lessons and leadership development plan.

RE5313 Right, Wrong, and in Between: Philosophy, Literature, and Ethics for Senior Leaders

This is a professionally and personally rewarding survey of macro ethics and introductory philosophy. The course surveys the "permanent things"—the ostensibly eternal concepts of righteousness, classical notions of virtue, and eminent ideas of value—with particular emphasis upon moral reasoning and analysis.

RE5315 Developing Joint Leaders

This course explores the development of leaders for service in the joint environment through two lines of effort. The first line of effort examines service and joint requirements for leadership development as published in service doctrine, joint doctrine, and academic studies. Second, we examine one model for how adults learn. The desired end state is for students to synthesize the requirements for professional development with the application of how adults learn to build a plan they can use to develop themselves and those they lead.

RE5317 Overcoming the Fog of Culture: Tools and Concepts for FGOs

This elective helps bridge the gap between military officers, host nation personnel, NGOs, international officers, and civilians, by providing a diverse set of concepts and a concrete suite of tools to help ACSC graduates provide the nation with more effective global vigilance, reach and power. Specific topics include the “cultural OODA loop,” culture and communication, working through interpreters, and protecting cultural property.

RE5319 The Great Captains: Timeless Leadership Lessons from Military Commanders

This course examines the lessons offered by the greatest military commanders in history by analyzing their experiences and how their extremely effective leadership can be applied to modern military command experiences

RE5321 Transforming Toxic Leadership

This elective will help students not only examine the negative side of toxic leadership, but will discuss methods of transforming such leaders into positive energy for their organizations. Members within most organizational environments will inevitably experience positive and negative forces in leadership. A deeper understanding of toxic leadership prepares future leaders and followers for a more complete leadership enlightenment.

RE5323 The Psychology of Leadership

This course provides an overview of key themes and issues pertaining to the psychology of leadership. We will examine a spectrum of topics related to some of the most significant challenges that leaders will encounter in the course of their military careers, regardless of their branch of service, professional background, or place within the military hierarchy. In particular, students will examine these issues through the prism of their personal experiences.

RE5325 Experiential Leadership and Live Simulation

This course will provide students the opportunity to practice and apply leadership behaviors in a variety of contextual simulated settings, such as virtual labs and live simulation.

RE5327 Innovation by Design

This course examines a framework to explain how different kinds of thinkers and leaders can create constructive conflict, channel it and develop something completely new.

RE5329 Creative Leadership

This course will examine the art and science of creativity within the Profession of Arms. Students will evaluate the psychology of creativity, the theory of 'flow', and the concept of innovative creativity. Students will also explore the art of non-conformity, and will recognize the difference between adaptors and innovators in light of personality typology.

RE5331 Leadership through Mentoring, Coaching, and Apprenticeship

This course explores leadership through mentoring and the origins of mentoring. Students will examine how to apply these ideas in the military and beyond.

RE5333 Leading Difficult Change: Lessons of the Civil Rights Movement

This course will assess the tactical, operational, and strategic level challenges the leaders and followers of the Civil Rights movement grappled with to achieve short, mid, and long term objectives.

RE5335 Strategy of Engagement

This course will analyze the critical role of communication in facilitating sustained leadership success. Participants will explore today's best practices of full spectrum communication, including developing a culture of engagement and leveraging hybrid communication essential in managing Air Force and Department of Defense challenges.

MILITARY HISTORY

RE5401 This Is Sparta!

This course will examine the Peloponnesian War, a 30-year-long internecine struggle between two coalitions of states, led by Athens and Sparta.

RE5403 The Peloponnesian War I

RE5404 The Peloponnesian War II

RE5405 The Peloponnesian War III

The course examine war causation, formulation of grand strategy involving the use of force, and high command as an expression of national leadership as well as decision-making through the Peloponnesian War.

RE5407 Roman Warfare & 21st Century Officers

This class will explore and discuss the timelessness of the principles of war by exploring military actions undertaken more than 2,000 years ago by the Roman Republic. Can we learn lessons from the breadth of history and apply them to a world of flight, thermonuclear weapons, and computers?

RE5409 Early American Security Issues and the Twenty-First-Century Military Officer

This course examines the methods our early military and political leaders used to protect our security interests. Many of our first leaders established precedents that still influence our behavior and policies today. Historical analysis of these precedents can provide timely insights into contemporary issues as well as potential solutions likely to be of acute importance to current and future military leaders.

RE5411 Napoleonic Warfare: The Birth of Operational Art

Revered for his military genius, Napoléon Bonaparte ushered in the birth of modern operational art. Using Clausewitz's model for historical analysis, this class will examine in detail his campaigns to understand the keys to his success and well as his eventual downfall. By using his campaigns as case studies, this course will examine a variety of relevant topics such as joint operations, the connection between policy and military strategy, civil-military relations, just war theory, counterinsurgency, stability operations, and the Western way of war.

RE5413 The American Civil War: Campaign Analysis

Generations of military officers have used campaign analysis as one of their primary methods for professional growth. This course follows this time-honored practice in examining, understanding, critiquing, and deriving applicable lessons from Civil War campaigns. The intent is to help students become thoughtful

critics of military operations, past and present—“wise forever” rather than merely “clever for the next time.” The method employed blends classical military theory, traditional campaign analysis concepts, and current service and joint doctrine. By “reverse engineering” Civil War campaigns, midcareer professionals will have a deeper appreciation of the subtleties and difficulties of planning and executing twenty-first-century military operations.

RE5415 Irregular Warfare in the American Civil War

This course explores the nature of conflict in the American Civil War, with an emphasis on the violent, destructive struggle for control of occupied areas and the civil landscape. Exploring efforts to maintain control of the countryside and extend security to civilian populations provide potential lessons for current practitioners of irregular warfare.

RE 5417 Cultural History of the American Civil War

This course examines the US Civil War as a political, social, and cultural event, particularly how the war affected America’s military culture - meaning, the culture of its military organizations - as well as its civic and political culture.

RE5419 Reconstruction as Nation Building (1862-1877)

This course examines the United States’ first large-scale attempt at nation-building during and after the conclusion of the American Civil War.

RE5421 War of the World: A Global History, 1912–1920

This course explores the world conflict that commenced with the First Balkan War in 1912 and only ended with the truce of the 1920s. The focus is broad, and the course will explore Western, Eastern, and Middle Eastern developments and contexts. The course examines the war’s origins, which shaped the conflagration. This course is not a chronicle of the operational art, although the conduct of operations and the experience of fighting men are essential to assessment of outcomes. The course looks beyond the Western front to consider global impacts.

RE5423 Airpower in World War I

This course examines the air war in World War I to demonstrate the importance of technology in war and warfare, as well as how leaders deal with technological change.

RE5425 The Second World War and the Operational Art

This course is constructed around an examination of important campaigns of the Second World War. Although understanding "what happened" is an important part of historical inquiry, we are more concerned here with the important insights that can be gleaned from examining some of the great campaigns of the past.

World War II was a watershed in the evolution of modern roles and missions, and offers many examples of operational innovation, command of joint forces, the integration of new technology, effective inter-service cooperation, and other topics of very current interest.

RE5427 Strategy and Multi-Domain Operations in World War II

The course will focus on how various combatants sought to integrate combat power from multiple domains to achieve their strategic objectives in specific geographic regions during World War II.

RE5429 Air Forces and Airpower in World War II

An understanding of the current and future uses of the aerial weapon requires a comprehensive understanding of airpower's historic role in warfare. By examining the Second World War, a pivotal event in airpower's development, we hope to better understand the tremendous capabilities and finite limitations airpower offered to each of the principal belligerents. It will focus on developments during the interwar period, tactical and strategic uses of airpower, land and naval air forces, and the early development of significant modern roles, such as airlift, reconnaissance, and special operations.

RE5431 “Bombs Away LeMay”: The Man, The Myth, The Legend

This course is for those interested in how Curtis E. LeMay went from average officer to a mythical legend—both within and outside the Air Force. It will offer background on General LeMay, lessons from his life and leadership, and an examination of what makes an operationally effective strategic leader.

RE5433 The Korean War

This course examines military operations in Korea against the political and strategic issues surrounding the first armed confrontation of the nuclear age.

RE5435 The Korean War as a Coalition Conflict

This seminar will explore and analyze the formation and operation of coalitions during the Korean War, examining both the Communist and UN coalitions.

RE5437 History of the Vietnam War

This course gives officers the opportunity to establish a solid foundation of understanding the history of the Vietnam War, an understanding of the recurring issues and debates surrounding this war, repeated opportunities to refine one's writing and critical thinking abilities, the chance to analyze the relationships between the history of the Vietnam War and current challenges.

RE5439 “The Terrain Walk” Learning Leadership from Yesterday’s Battlefields

The US military has embraced a concept called the “Terrain Walk” or “Staff Ride.” In essence the battlefield serves as an interactive laboratory. During the *terrain walk*, participants review the issues associated with specified leadership objectives and draw parallels with their own circumstances and experiences. In the course of exploring how historical figures dealt with challenges thrust upon them, participants discover timeless lessons about themselves and their leadership styles. This course will investigate how to develop terrain walks through examples of famous battles/events and conducting one field study locally.

RE5441 Enduring Issues in the Profession of Arms

This course takes as its assumption that there are enduring issues that confront the professional military officer. Using international relations, history, and sociology, this elective examines certain “enduring” issues that affect the profession of arms, such as civil-military relations, the role of military culture, the uses of history, overconfidence, the role of technological development, and adaptation in war.

RE5443 The American Way of War

This course examines the development and evolution of the American military establishment. By focusing on military strategy and policy, the course will critically analyze the ways in which Americans have conceptualized the application and use of military force.

RE5445 Sea Power until 1815

By using naval wars from antiquity and the age of sail as case studies, this course will examine core concepts of war and sea power. In addition to Clausewitz’s *On War*, the works of naval theorists Alfred Thayer Mahan and Sir Julian Corbett will serve as the foundation of this analysis.

RE5446 Sea Power since 1815

This course is intended to provide students with a broad understanding of the uses of sea power, both in the past and present. The course will discuss the roles of sea power from 1815 to the present. In particular, this course will cover the *Pax Britannica* period of 1815–1914 and the *Pax Americana* since 1945 that resulted from British and American maritime dominance. This course will examine those two navies with strong emphasis upon roles and missions, key leaders, and technology.

RE5448 Small Wars I**RE5449 Small Wars II****RE5450 Small Wars III**

Often the focus in PME is on large-scale conventional warfare, but much of the conflict of the last two centuries has been much smaller scale and often nonconventional. Colonial warfare and counterinsurgency form a crucial part of the study of military history. Western colonialism and imperialism in Africa and Asia were important phenomena of the nineteenth and twentieth centuries. Many crises today are a partial result of past Western expansion. To better illustrate this part of history and its unique way of war, we will examine the French, British, and American experiences of colonial warfare and the indigenous response to it from 1830 to the present.

RE5452 The Military History of the Western World, 1600–Present

This course is designed to give students an in-depth knowledge of western military history, from the early modern period to the present. Such a base of knowledge is absolutely vital to the modern military professional.

RE5454 American Military History

This course gives officers the opportunity to establish a solid foundation of understanding of American military history, an understanding of the recurring issues and debates within this discipline, repeated opportunities to refine one's writing and critical thinking abilities, the chance to analyze the relationships between the history of American wars and current challenges.

RE5456 Wargaming Classical Strategy

This course examines the classical works of strategy written by Sun Tzu, Kautilya, Vegetius, and Niccolò Machiavelli and analyze their practice through the classic commercial war game Machiavelli to see how these classical theories inform past and present state competition along all axes of state power.

RE5458 Twentieth-Century Airborne Operations: Heroes and Myths

The course examines the most important elements of military innovation and how these elements should be applied to present-day military operations by studying the major airborne operations of the twentieth century and the unique nature of airborne leadership.

RE5460 The British Imperial Experience and Lessons in Global Power

This course examines the British imperial experience by examining several case studies illustrating events where Britain expanded, defended or lost parts of the Empire, and the larger geopolitical and security ramifications of these events.

RE5462 Special topics in American Military Culture since 1918

This elective explores American military culture during a century of prolific change in American military, political, social, and economic life.

RE5464 The Rise and Fall of Nazi Germany

This course will provide students with an in-depth understanding of the origins, structure, development, and consequences of the Third Reich. It will examine the rise of Hitler and the Nazi party, the basis of its legitimacy as a government, the relationship between the state and society, the reasons why and how the Germans fought World War II, and the various and murderous efforts to purify and strengthen the *Volksgemeinschaft*.

RE5466 Military History of Modern France

This course provides an historical analysis of the ways that France has fought its wars from the French Revolution to current operations in North Africa, focusing on the evolution of French strategy, operations, and tactics in land, naval and air warfare while also considering topics such as logistics, military culture, war and society, intelligence, civil-military relations, and combat motivation.

RE5468 When Revolutions Go To War

This course provides a comparative analysis of revolutionary regimes at war from Oliver Cromwell's Puritan revolution in seventeenth century England to Abu Bakr al-Baghdadi's Islamist revolution in twenty-first century Iraq and Syria. It explores why revolutions within states often lead to international or civil wars as well as how revolutionary ideologies influence the ways that wars are fought.

RE5470 War Stories: The Experience of Combat from the Spartans to Korengal Valley

This course seeks to understand the historical experience of combat in different eras and places.

RE5472 Combat Motivation and Morale in Historical Perspective: The American Revolution to the Present

Using historical case studies of combat experience from the American Revolution to the present, this course examines the complex factors that motivate Soldiers to serve and fight. In each historical case, our inquiry will span the spectrum of motivation including initial motivation, sustaining motivation, and combat motivation.

RE5474 Logistics and the Use of Military Force

This elective explores historical and current logistics considerations and challenges students to explore how logistics issues may be manifest in future

conflicts and wars. The course considers acquisitions, the industrial base, sustainment, and movement of forces that affect military power projection.

POLITICS

RE5500 Theories of International Politics I

RE5501 Theories of International Politics II

RE5502 Theories of International Politics III

This course introduces students to theories of international politics. Intellectually, it stems from the conviction that one cannot be a successful senior officer without a working knowledge of international politics and the role of force in international life. The course orbits around two big questions: How does the world hang together? And, what role does force play in the world? In formulating answers, we will read widely from the canon that governs the contemporary study of international politics.

RE5504 History of US Foreign Policy I

RE5505 History of US Foreign Policy II

This course analyzes the historical evolution of the US foreign policy in order to identify patterns of continuity and change relevant to the future development of national policy and strategy. Part I will be on the conduct of the United States as a “Great Power” in the international system from 1898 through 1949, while Part II will cover the Cold War and post-Cold War eras, 1950 to the present.

RE5507 Understanding the US Constitution

This course will give the students the opportunity to not only carefully read the Constitution and its amendments, but to read, ponder, and discuss the Declaration of Independence and the differing and conflicting intents of the “founding fathers” through the Federalist Papers. They will also be exposed to some of the philosophical concepts of the Enlightenment that influenced the Declaration of Independence and the construction of the US Constitution. These concepts are not only critical to understanding how our government works, but to the evaluation of civil-military affairs; the role of government in national security decisions; government’s responsibilities to the people; and relationships, both internal and external to the United States.

RE5509 Genocide, Ethnic Cleansing, and Mass Killings

This elective introduces students to the concept of genocide. We will examine the reoccurring phenomenon of genocide and investigate whether and how the United States, its allies, and international organizations might have better responded before, during, and after outbreaks of mass killings. Because US military and

civilian agencies participate in the protection of human security based on stated and implied US foreign policy objectives, it is imperative that members of the government tasked with ensuring human security learn how to identify early signs of societal pathology that indicate the potential threat to populations. It is also necessary to consider alternative responses to situations in which genocide or atrocities are unfolding or ongoing.

RE5511 Alliance in Crisis: The Transatlantic Relationship and the Relevance of NATO

This course will explore ideas of European identity as expressed over time in European Union (EU) countries and how these impact security policy and NATO's role in collective defense. The course helps students evaluate NATO's ongoing contributions to international security and analyze the changing strategic environment and the implications of recent organizational initiatives such as the New Strategic Concept. Students will be encouraged to develop their own recommendations aimed at increasing the alliance's utility as a source of collective security in the NATO's boundaries and out of area.

RE5513 Popular Geopolitics: Geography, Strategy, and Pop Culture in a Globally Conflicted World

This class examines both Western and non-Western popular geopolitics through an examination of primary and secondary documents, video clips, music, and other sources of media from an historical and contemporary approach. It analyzes the role of popular culture in furthering national geopolitical strategies, with a particular emphasis upon the United States.

RE5515 Political Geography

This class examines political geography, which looks at governments, boundaries, and the subdivisions of political units.

RE5517 The Reason Why: War Causation, Military Strategy, and Command

This course is about how the competition for power among states and societies is the most fundamental prod to war, while examining war causation, formulation of grand strategy involving the use of force, and high command as an expression of national leadership as well as decision making.

RE5519 Introduction to International Political Economy

This course examines the parallel existence and interaction of state and market and how this interaction effects international cooperation and security arrangements.

RE5521 Gaming Statecraft

This class will examine the dynamics of world politics through a multilevel online game requiring strategies of cooperation and conflict.

RE5523 The Return of the Regional Powers and the Struggle for Regional Order

This course explores the nature of regional sub-systems or Regional Security Complexes (RSCs) in order to develop an understanding of the nature of the various types of security orders through which salient regional security issues are addressed and assess the functions that regional powers play in influencing and managing these regional security orders.

RE5525 International Space Law and Policy

This course explores issues of public and private international law applicable to activities in outer space. Generally, the nature of international law will be described and analyzed, providing a firm foundation for more direct studies of the law of space.

RE5527 The Revolutions of 1989

This course is an investigation of the fall of Communism, the transition to democracy and market economies, and war in East Central Europe. It is principally a discussion of politics, domestic and international.

RE5529 Challenges To The Global Order

This course looks at the creation of an American-led global order and myriad challenges that the United States faced in maintaining that order since 1945.

RE5531 The Cuban Missile Crisis: A Decision-Making Simulation

This course will study the theoretical literature on crisis diplomacy and historical examples of crises. Students will participate in the Cuban Missile Crisis decision-making simulation and to understand the issues at stake in the crisis itself.

RE5533 The Thucydides Trap: Great Power Rivalries, Power Transitions, and War

This course will examine the dynamics and implications of power redistribution from both a theoretical and an historical perspective, providing students with the tools to assess ongoing trends and analyze power transitions from antiquity to the present.

RE5535 Reacting to Revolution

This course contains two immersive, text-based role playing scenarios, in which students will take on the characters of people at crucial moments of history (and

assigned to represent radically different places on the political spectrum each game), using primary source readings to inform classroom sessions.

REGIONAL AND CULTURAL

RE5551 The Russian Mind

This course begins with an introduction to the history of Russia as an idea, a national ethos, as opposed to a mere political entity. We will first examine the views of two Russian scholars on the “idea” of Russia, and where these views fit in according to the first principles and central ideas of “Russian-ness.” Next, emphasizing the Rajan Menon and Eugene Rumer text on the crisis in Ukraine and current news, we will examine how well the Russian idea accounts for recent political activity in the former Soviet Union. Finally, we will discuss our views on how to more effectively analyze former Soviet Union geopolitics, including developing a grounding in the historical experiences and modes of thought over the centuries that are unique to Russia.

RE5553 Arab–Israeli Conflict

This elective will help students develop an appreciation for the complexity of the Arab–Israeli conflict as well as its ongoing impact on regional and American security. By the end of the course, students should have a good understanding of the Arab–Israeli conflict—how it evolved, who the major actors are, why the conflict lingers, and what the prospects for resolution are.

RE5555 Tribal and Traditional Cultures in the Twenty-First Century

In this class, we will use historical and contemporary examples to come to an understanding of the core nature of tribal and traditional communities. We will use multiple examples from the United States and around the world, to not just ask “why failure and conflict” but also “what have we learned?” and “what could have been done differently?” Students will be able to recognize the nature of traditional societies, the challenges these societies face in adapting to the modern context, and the ways these cultures change through the forces of globalization.

RE5557 The “Asia Rebalance” in US Policy: Geopolitical Challenges

This course is meant to give the knowledge and readings necessary to divine basic, fundamental geopolitical patterns in East Asia (the sub-regions of Southeast and Northeast Asia, including China). This basic geopolitical grounding will give students a broad understanding about how military power should be employed in the East Asian theater of operations over the next five to 20 years.

RE5559 Military and Society in Latin America

This elective seeks to develop precisely a deeper understanding of the Latin American military and culture, necessary for more productive operations with our Latin American military counterparts. It draws on readings from history, political science, sociology, and anthropology to create a framework of understanding.

RE5561 Military History of Postcolonial Africa

It is increasingly vital that students and scholars understand the wars that have shaped the continent and its history. This course, while by no means exhaustive, will cover the conflicts that raged across the continent from the first currents of decolonization following the Second World War to the conclusion of the Second Congo War. The course will take the form of in-depth case studies that will examine a particular example of violent conflict and the political, social, and cultural context which shaped it.

RE5563 Power, Legitimacy, Identity, and Agency in the African Postcolony

This course provides an intensive introduction to the study of Africa, assessing the major themes/debates that have dominated interdisciplinary scholarship on the region, while developing a comprehensive perspective on human security.

RE5565 Contemporary Russian Politics

This class surveys the contemporary state of Russian politics and the processes, forces, and actors that created it. Elements of the class include the origins of the Russian Revolution, the rise, functionality, and demise of the Soviet system, the present characteristics of Russian politics, and the relationships between Russia, her neighbors, and the world system.

RE5567 The Modern Middle East and North Africa

This course will examine the domestic conditions—the history, culture, and society—of individual Middle East and North African (MENA) countries in the light of US interests and values.

RE5569 Resisting Iranian Aggression

This seminar will empower examination of a broad range of issues, such as strategic communications, negotiations, aid to neighboring countries and support for domestic nationalist forces. Students will evaluate policy alternatives and develop an understanding of comprehensive strategies to defend American interests from Iranian aggression.

RE5571 Resurgence Of The Far Right In Europe

This course will survey the landscape of far right politics in Europe and its evolution since the defeat of fascism. The course will pay particular attention to the resurgence of right-wing movements in the 1980s and 1990s and the rise of populist parties since 2008, examining their appeal within the context of broader European developments.

RE5573 Chinese Aerospace Power and Regional Security

This course will analyze China's aerospace power and its implications for US policymaking and regional security.

RE5575 Power, Legitimacy, Identity, and Agency in the African Postcolony

This course provides an intensive introduction to the study of Africa, assessing the major themes/debates that have dominated interdisciplinary scholarship on the region, while developing a comprehensive perspective on human security.

LANGUAGES**RE5600 Spanish Language and Cultural Studies I****RE5601 Spanish Language and Cultural Studies II****RE5602 Spanish Language and Cultural Studies III**

This course will focus on language training at the initial acquisition level, providing students with a lifelong skill. Language training, however, will be complemented with academic readings and discussions about the Spanish-speaking cultures. The chosen themes have been selected in combination with the language curriculum and the following domains of culture: political and social relations, economics and resources, history and myth, family and kinship, sex and gender, as well as religion and spirituality. Several domains will overlap in each lesson to provide students with a better insight of Spanish-speaking cultures while connecting their past, present, and future.

RE5603 French Language and Cultural Studies I**RE5604 French Language and Cultural Studies II****RE5605 French Language and Cultural Studies III**

This course emphasizes both language and cultural education. In language instruction, students will acquire the fundamental elements of the French language, using a multiple-skills approach that includes in class participation, oral practice, and supervised daily homework. Speaking, listening, and reading skills are emphasized, with regular writing practice employed as enabling skills. The course places an increased emphasis on the critical thinking skills of logical thought, evaluation, and clear and precise expression in the target language.

RE5606 German Language and Cultural Studies I

RE5607 German Language and Cultural Studies II

RE5608 German Language and Cultural Studies III

This course will combine language learning with cultural studies. The target language, German, will be utilized the majority of time while introducing and practicing language skills such as speaking, listening, reading, and writing. English will be used to conduct discussions and presentations with respect to commonalities and differences about themes pertaining to military, societal, and cultural issues.

RE5609 Chinese Language and Cultural Studies I

RE5610 Chinese Language and Cultural Studies II

RE5611 Chinese Language and Cultural Studies III

This course integrates learning Mandarin Chinese with a deeper exploration of authentic Chinese culture as well as modern China. The language portion of this course is designed particularly for students with no prior experience in Chinese. It focuses on building a strong foundation of speaking, listening, reading, and writing skills. Relevant and practical aspects in life, such as conducting a short speech of self-introduction, how to order food in a Chinese restaurant, talking about weather, travel, transportation, and getting around in a city in China will be taught and practiced.

**RE5650 English Language and American Culture for International Officers
I**

**RE5651 English Language and American Culture for International Officers
II**

**RE5652 English Language and American Culture for International Officers
III**

This course is designed for non-master's IOs to perfect their comprehension of the English language and enhance their understanding of American culture. Discussions will focus upon American history, politics, and social activities. This course is designed for non-master's IOs to perfect their comprehension of the English language and enhance their understanding of American culture. Discussions will focus upon American history, politics, and social activities.

WAR STUDIES

RE5801 Just War Theory: Contemporary Applications

This course begins with an introduction to the history of just war theory as a living tradition that bridges philosophy and military ethics. Included is a description of the first principles and major schools of just war thinking. Then, using the Gregory M. Reichberg text, we will compare and contrast some of the

most important contributors to the tradition, discussing where they fit in according to the first principles and major schools. Next, we will use other texts to examine three contemporary methods of warfare employment in the light of past and present just war thinkers (cyber, remotely piloted vehicles, nuclear weapons). Finally, we will discuss our views on how just war theory informs our understanding of contemporary and future warfare.

RE5803 Civil War and Embedded Conflict: The Science of Organized Violence

The course explores the role of information, information asymmetry, state structures, state capacity, economics, and ethnic/sectarian identities as motivations to start and persist in war. It then explores how the processes of civil wars and international rivalries create transnational pathologies that can present even greater international security challenges. The remainder of the course examines international responses to these challenges.

RE5805 Understanding Clausewitz

The subject of this course is Clausewitz's *On War*, often identified as the most important book written about military conflict. But despite its reputation, *On War* is seldom read in its entirety, is more often than not quoted out of context, and is generally not very well understood. It can be difficult to read and has been characterized as poorly organized, elusive, incomplete, and obsolete. The overall objective of this course is to make *On War* understandable as a whole work and to equip you to analyze and evaluate the efficacy of Clausewitz's thought.

RE5807 The Anthropology of War: A Social Scientific Approach to Understanding

Anthropology is the study of people in all places and all time periods. As such, anthropologists have been interested in conflict, violence, and war since the field of study first began. War is such a fundamental human phenomenon that we could not understand human culture and society without examining this significant social and cultural practice. Students will learn anthropological theories and perspectives on the origins of war, as well as how human culture, behavior, social systems, and beliefs shape the actions, values, and motivations of individuals and communities to choose war, their behaviors within war, and their end goals.

RE5809 The History of Terrorism I

RE5810 The History of Terrorism II

RE5811 The History of Terrorism III

This course is designed to provide students with a broad understanding of the uses of terrorism, both in the past and the present, and the ways in which states

have reacted to terrorism. It examine more than 2,000 years of terrorism. It will place special emphasis upon the experiences of the United States and Western Europe, but will include forays into other regions around the globe.

RE5813 The Politics of Islamic Struggle: Knowledge to Defend against Terrorism

This elective provides the basis on which to analyze the ideas driving the exclusive, aggressive posture of radical extremists. This analysis reveals ways to undermine their credibility, delegitimize their ideology, and defeat their strategies. This elective will clarify and accentuate the distinction between the exploitation of political ideology in service to violence versus piety in practice.

RE5815 War and Its Theorists

This course analyzes some of the rudiments of modern military thought, such as the major works of Antoine-Henri Jomini, Carl von Clausewitz, Alfred Thayer Mahan, Julian Corbett, Giulio Douhet, John Slessor, and Mao Tse-tung.

RE5817 Introduction to Ethics for the Profession of Arms

This course examines the ethical foundations of the profession of arms and address questions as to how ethics can be grounded without reference to religion, the challenges of moral relativism, and whether or not military members should be held to higher moral standards.

RE5819 Logistics and the Use of Military Force

This course explores historical and current logistics considerations to examine possible logistics issues in future conflicts and wars. The course considers acquisitions, the industrial base, sustainment, and movement of forces that affect military power projection.

RE5821 War Gaming

This course introduces the concept of war gaming from the perspective of design, while exploring the unique capability of war games to function as a research methodology by using player participation to generate data for subsequent analysis.

RE5823 Innovation

This course seeks to inform officers about the purpose, nature, and process of this thing called “innovation.” What is it, why is it difficult, how do you do it, who does it, when and where does it happen?

RE5825 The Singularity, Transhumanism, and Super-intelligent A. I. [artificial intelligence]: Security and Strategy Implications

This course examines contemporary thinking on the emergence of superintelligence and potential consequences to national and human security, while focusing on developing active policies and strategies for a most-preferred future, and position the United States and US Air Force to shape and flourish post super intelligence.

RE5827 War, Politics, and Philosophy

This course is designed to provide the student with a substantial understanding and deep appreciation of several classic philosophical texts at the intersection of war and politics.

RE5829 Military Power, Military Effectiveness, and Elusive Victories

This course seeks to understand both the attributes of highly proficient militaries and the determinants of military effectiveness.

RE5831 The Use of Force in UN Peacekeeping Operations

This course examines enhanced-mandate UN peacekeeping missions of the past two decades. It focuses, particularly, on the (military) means associated with robust peacekeeping. And, it assesses their impact on civilian and peacekeeper safety trends.

RE5833 Virtual & Augmented Reality

This elective course curriculum includes extensive hands-on use of VR & AR devices, combined with student research, expert presentation, and guided discussion as means to establish a strong foundational understanding of the technologies.

RE5835 Interstellar Warfare

This course will introduce to students a layman's description of the state-of-the-art in advanced space propulsion and extra-solar planet detection astronomy as well as program management techniques and modern military planning techniques to form an immersive, scenario-based learning experience.

RE5837 Spacepower Theory and Strategy

This course will introduce students to the world of spacepower theory and strategy. Students will be exposed to spacepower theorists which have implications on the formation of spacepower strategy of the 21st Century.

RE5839 Dirty Money

This course surveys the current ways in which insurgents and other extralegal groups fund their activities through illicit means, and the ways in which states and international organizations attempt to counter them.

RE5841 Thinking Irregular War

This course is designed to help students grapple with the closely imbricated political/military problems of “irregular war” and face up to, though not necessarily embrace, its many “consequences,” inevitable or otherwise.

RE5843 Select Topics in National Security Law

This course will examine the national security law framework and process at the strategic level, focusing on selected topics including: the use of military force, law of armed conflict and the use of RPAs on the battlefield, economics and national security, cyber law, intelligence oversight, and domestic operations.

INDEPENDENT RESEARCH & SPECIAL PROGRAMS**RE5901 Extended Research Project I**

This course is designed to allow students to pursue an extended research project under the direct supervision of an ACSC faculty member. The topics are determined by the student and faculty on an individual basis.

RE5902 Extended Research Project II (4 credit hours)

This course is designed to allow students to pursue an extended research project under the direct supervision of an ACSC faculty member. The topics are determined by the student and faculty on an individual basis. Project II is for students who are performing sufficient in-depth research to merit four credit hours for their investigations, and requires completion of Extended Research Project I.

RE5903 Extended Research Project III (6 credit hours)

This course is designed to allow students to pursue an extended research project under the direct supervision of an ACSC faculty member. The topics are determined by the student and faculty on an individual basis. Project III is for students who are performing sufficient in-depth research to merit six credit hours for their investigations, and requires completion of Extended Research Project I and II.

RE5910 Gathering of Eagles (6 credit hours)

Gathering of Eagles is the capstone event in the ACSC academic curriculum. Aviation heroes, airpower legends, and other distinguished pioneers in air, space and cyber history come to ACSC to share their stories, experiences, and leadership lessons. Students selected to the GOE team are enrolled in a year-long elective, their only elective during the academic year. As part of their work, they research and nominate potential Eagles, conduct in-depth research on the Eagles selected for GOE Week, and prepare for a teaching interview. They also plan, organize and coordinate all of the activities for GOE Week.

RESEARCH TASK FORCES

RE5920 Airpower Vistas I

RE5921 Airpower Vistas II

RE5922 Airpower Vistas III

This course is part of the Air University Transformation Vision to provide the Air Force leadership with responsive research. Students in this program will research airpower broadly to include applying the Air Force core competencies of developing Airmen, technology-to-war fighting and integrating operations to explore new capabilities in our six core mission areas: air superiority, global attack, rapid global mobility, precision engagement, information superiority, and agile combat support.

RE5923 Cyber Horizons I

RE5924 Cyber Horizons II

RE5925 Cyber Horizons III

This course examines the role of cyberspace in military operations and national level decision making. The course focuses on strategic cyberspace policy, doctrine and law before moving into analysis of DOD cyberspace 48.

RE5926 Vigilance Horizons—ISR Research Task Force I

RE5927 Vigilance Horizons—ISR Research Task Force II

RE5928 Vigilance Horizons – ISR Research Task Force III

This course is part of the Air University Transformation Vision to provide the Air Force leadership with responsive research. Students in this program will research ISR broadly to maintain Air Force ISR's current tactical competencies, while rebuilding the capability and capacity to conduct full-spectrum multidomain operations in complex and ambiguous environments around the globe. The course concludes with an in-depth examination of threat actors and discussion on trends and future issues.

RE5929 Nuclear Deterrence I**RE5930 Nuclear Deterrence II****RE5931 Nuclear Deterrence III**

This two-term course includes four core issues: (1) nuclear deterrence in concept and application since the advent of nuclear weapons; (2) the US nuclear enterprise (for example, the components, organizations, and rules related to maintaining the competence and reliability of the US arsenal); (3) the global nuclear landscape (i.e., competing explanations of proliferation, how proliferation affects international stability, and the threat posed by nuclear terrorism); and (4) the process by which the Air Force operationalizes deterrence.

RE5932 Rapid Acquisitions I**RE5933 Rapid Acquisitions II****RE5934 Rapid Acquisitions III**

This course examines the authorities and processes associated with rapid acquisition, emphasizing real-world examples and exploring how standard acquisition programs could potentially benefit from rapid acquisition principles. This course concludes with a group project in which students present a rapid acquisition strategy for a proposed weapon system using the principles derived from real-world cases studies.

Special Programs (Concentrations)**RE5951 Multi-Domain Operational Strategist (MDOS) Research/Elective (6 semester hours)**

The ACSC research requirement is incorporated into the MDOS curriculum and students will not sign up for additional research electives. However, MDOS students will have the opportunity to participate in a wide range of research projects. These projects may include combatant command operation plans, Air Force or combatant command directed research, or individual research approved by the MDOS faculty. Individual research should focus on future challenges confronting US national security during the period 2025–35.

RE5961 Space as a Contested Domain (Schriever Scholars)

This course is required for and open only to Schriever Scholars concentration students. The proliferation of space weapons among potential adversaries (such as jammers and anti-satellite missiles) has forced the United States to consider space as a contested domain. This elective challenges students to develop their own sense of the science of space warfare through classified case studies and a review of the military history of space warfare to the modern era.

RE5963 Spacepower Wargaming Seminar (Schriever Scholars)

This course is open only to Schriever Scholars concentration students. This class uses computerized games, tabletop games, and seminar games to create a cadre of officers who have in-depth experience with wargaming into the space domain and develop their strategic sense of the opportunities and challenges inherent in the space domain.

RE5971 SANDS Elective I Nuclear Strategy and Campaign Planning

This course seeks to have the students understand how nuclear campaign plans are designed. Later in the year, students will go through Warfighting course and understand how a majority of operational plans come into being. Nuclear war plans, however, are a little bit different. The purpose of this course is to highlight those differences in order to understand what makes nuclear war plans unique. First, there are more guidance documents that feed into a nuclear war plans. Second, the effects generated by the war plan are different and need to be taken into consideration. Another uniqueness in nuclear war plans is how targets are determined as well as the execution of the war plan. These are just a few of the factors that will be highlighted in the course over the next ten weeks.

RE5972 SANDS Elective II Nuclear Operations: Building and Maintaining a Deterrent Force

This elective seeks to explore the central issues related to building and maintaining a credible deterrent force. Nuclear operations are UNIQUE! The concepts this class will explore are unique as well to the nuclear enterprise. The course examines how nuclear operations developed a distinct organizational culture and how that culture might evolve going forward. Furthermore, it unpacks how civilians and the military view nuclear weapons differently and how that view shapes their respective ideas about nuclear operations. Additionally, the course looks at different theories about mishap prevention and what steps leaders can take to prevent mishaps in the future. Finally, it delves into the very complicated issue of nuclear command and control. Strategic messaging using a deterrent force requires a high level of control executed through a complex command structure. Throughout the course, students will have an opportunity to explore a research topic related to the nuclear enterprise and present their findings to the class.

Master of Military Operational Art and Science Online Master's Program (OLMP) Intermediate Developmental Education (IDE)

Air Command and Staff College

Internet Address

<http://www.airuniversity.af.mil/eSchool/OLMP/>

Program Description. The Online Master's Program curriculum is an intermediate developmental education (IDE) master's degree program designed to produce more effective officers serving in operational-level command or staff positions. The program fosters the development of higher-order thinking by challenging students to think critically about applying airpower in joint campaign planning at the operational level of war through curriculum covering such topics as contemporary Air Force operations, national security, leadership, and joint warfare. More importantly, students can participate in a learning opportunity that is focused on the needs of the modern warfighter—gaining knowledge and developing skills that will serve them now, throughout the remainder of their military careers, and once they leave the military.

The OLMP is offered in four concentrations and all four concentrations are separate from ACSC's traditional nonresident IDE program. Upon successful completion of any of the OLMP concentrations, students earn an accredited Master of Military Operational Art and Science degree. In addition, the Joint Warfare concentration was reviewed by the joint staff and received full Joint Professional Military Education (JPME) Phase I accreditation.

Each course requires 10 to 15 hours of work per week. Due to the level of work required, new students can take only one course each term; however, they may be approved to take two courses per term after they have successfully completed their first three courses. Tuition is free and there is no active-duty service commitment associated with the program; however, students incur the cost of required books, personal computer, and Internet connectivity. Additionally, students will require access to a common access card (CAC)-enabled system for registration and enrollment.

Students who work steadily should complete their master's degree in two years; however, students have up to five years to meet degree requirements. Due to the inherent flexibility of the program, student deployments, unique duty schedules, and job or personal demands while enrolled can be easily managed. Students can manage their course schedules to coincide with personal/professional commitments.

Learning Outcomes. Graduates are able to

1. lead and command in complex, dynamic, and ambiguous operational environments;
2. apply military theory in general and airpower theory in particular to operational problems across the range of military operations;
3. plan for the integration and employment of joint forces at the operational level in whole-of-government operations across the spectrum of war and conflict;
4. articulate capabilities and limitations of service and joint organizations in the conduct of war at the operational level; and
5. apply research methodologies and critical-thinking skills to analyze issues of concern to the war fighter and/or broader defense community.

Faculty. The eSchool employs a blend of exceptionally qualified civilian and military experts as full time faculty and adjunct instructors. Civilian academics provide the depth and breadth of subject-matter expertise to guarantee the academic rigor of the program while simultaneously ensuring adherence to validated pedagogical theory and practice. Military officers contribute critical military and operational perspectives, as well as unparalleled currency and expertise, to the subject matters addressed. These qualities are represented in both the full time eSchool faculty and the adjunct instructors.

Duration. The academic program consists of 10 eight-week courses (six core courses and four concentration courses) for a total of 30 semester hours of credit. Students have up to five years from the start date of their first course to complete the program. Although the typical student can complete the program in about two years, the program's rigor requires a significant time commitment to meet that goal.

Admission Requirements

- **Military:** Students can access enrollment information through the Air University Portal. Before applying, students must confirm that their official record accurately reflects all degrees earned. Refer to the Air Force Personnel Center (AFPC) website's education and training link to check official records. Contact AFIT/RRC (DSN 785-6234) to update this information.
- **Civilians:** Applicants are competitively selected by AFPC/DPIF. If you have any questions, please contact AFPC/DPIF or contact your functional career field team (CFT).

Graduation Requirements. To earn the Master of Military Operational Art and Science degree, students must successfully complete student orientation and the

30-semester-hour program, earning a grade of “C” or higher on each academic course with an overall GPA of 3.00 or higher on a 4.00 scale.

JOINT WARFARE CONCENTRATION

The Joint Warfare Concentration is specifically designed to prepare eligible officers and civilian equivalents for the increased leadership and joint duty responsibilities they will face as they progress through their Air Force careers. Students graduating from the Joint Warfare concentration are awarded the Master of Military Operational Art and Science degree and receive credit for IDE and JPME Phase I.

Eligibility for the Joint Warfare Concentration. Refer to AFI 36-2656, *Developmental Education*, for detailed eligibility requirements.

- US Air Force: Eligible personnel include active duty, Air National Guard (ANG), and Air Force Reserve (AFRES) O-4s and O-4 selects. Individuals who have a master’s degree or who have completed IDE—to include ACSC DL—may apply. Individuals who have previously completed both a master’s degree and IDE are ineligible.
- Civilians: Air Force civilians in grades GS-12 and GS-13 may be competitively selected to enroll in the program, and should contact their local civilian personnel office for consideration.
- US Sister Service (Military): Sister service applicants must meet the following eligibility requirements:
 - Must be currently serving in the US Navy, US Army, US Marine Corps, or US Coast Guard in the grade of O-4 or O-4 select.
 - Must have a regionally accredited Bachelor’s degree.
 - Individuals who have a master’s degree or have completed IDE—to include ACSC—may apply. Individuals who have previously completed **both** a master’s degree and IDE are **ineligible**.

Note: Students enrolled in the Joint Warfare Concentration failing to meet the graduation requirements above may, on a case-by-case basis, receive a certificate of completion for IDE and Joint PME I but will not be awarded the master’s degree. To be eligible for certificate of completion consideration, students must, at a minimum, complete each of these seven courses—AP 5510, LC 5510, JA 5510, JF 5510, JP 5510, NS 5510, WS 5510—with a passing grade of “C” or above.

**SYLLABUS – Joint Warfare Concentration
(Effective 1 January 2018)**

MACSC010 Joint Warfare Concentration Courses	Semester Hours
OC5510 Orientation Course	Non-Credit
LW5510 Leadership and Warfare	3
AP5510 Airpower Studies	3
NS5510 International Security Studies	3
WS5510 Warfare Studies	3
RE5610 Research/Electives I	3
RE5611 Research/Electives II	3
LC5510 Practice of Command	3
JF5510 Joint Forces	3
JA5510 Joint Air Operations	3
JP5510 Joint Planning	3
Total	30

LEADERSHIP CONCENTRATION

The Leadership concentration is specifically designed to prepare mid-level captains and civilian equivalents for the leadership responsibilities they will face as they progress through their Air Force careers. The academic program consists of 10 courses (six core and four concentration) for a total of 30 semester hours of credit. Students graduating from the Leadership concentration are awarded the Master of Military Operational Art and Science degree and get a jump-start on completing their intermediate developmental education (IDE) PME requirements.

Eligibility for the Leadership Concentration. Refer to AFI 36-2656, *Developmental Education*, for detailed eligibility requirements. Eligible personnel include only USAF active duty O-3s who

- have total active federal commissioned service of six or more years,
- have completed Squadron Officer School (SOS) (resident or nonresident),
and
- do not have a master’s degree.

There are limited opportunities for Guard and Reserve O-3s who meet all other requirements to participate in the Leadership Concentration. Contact the Air University Guard or Reserve liaison at DSN 493-3060 for more information.

**SYLLABUS – Leadership Concentration
(Effective 1 January 2018)**

MAULDR010 Leadership Concentration Courses	Semester Hours
OC5510 Orientation Course	Non-Credit
LW5510 Leadership and Warfare	3
AP5510 Airpower Studies	3
NS5510 International Security Studies	3
WS5510 Warfare Studies	3
RE5610 Research/Electives I	3
RE5611 Research/Electives II	3
EL5301 Expeditionary Leadership in Intercultural Environments	3
FO5301 Foundations of Officership	3
OL5301 Organizational Leadership	3
TL5301 Team Building Leadership	3
Total	30

OPERATIONAL WARFARE CONCENTRATION

The Operational Warfare concentration leverages the Weapons Instructor Course (WIC) programs conducted by the USAF Weapons School to award 12 credit hours in operational warfare studies toward the OLMP to WIC graduates. OLMP credit for completing WIC is awarded after WIC graduates have completed the OLMP online application, are admitted to the OLMP, and have completed the six core OLMP courses. Students graduating from the Operational Warfare concentration are awarded the Master of Military Operational Art and Science degree and get a jump-start on completing their intermediate developmental education (IDE) PME requirements.

Eligibility for the Operational Warfare Concentration. Refer to AFI 36-2656, *Developmental Education*, for detailed eligibility requirements. Eligible personnel include only USAF active duty O-3s who

- have total active federal commissioned service of six or more years,
- have completed SOS (resident or nonresident),
- do not have a master’s degree, and
- are post-January 2009 graduates of the Air Force Weapons Instructor Course (WIC).

**SYLLABUS – Operational Warfare Concentration
(Effective 1 January 2018)**

MAUWIC010 Operational Warfare Concentration	Semester Hours
OC5510 Orientation Course	Non-Credit
LW5510 Leadership and Warfare	3
AP5510 Airpower Studies	3
NS5510 International Security Studies	3
WS5510 Warfare Studies	3
RE5610 Research/Electives I	3
RE5611 Research/Electives II	3
OW5302 Operational Warfare Studies	12*
Total	30

Note: OW 5302 will not be awarded until all other academic courses are completed.

NUCLEAR WEAPONS CONCENTRATION

The Nuclear Weapons concentration leverages the Nuclear Weapons Effects, Policy, and Proliferation (NWEPP) Certificate Program conducted by AFIT to award 12 credit hours in nuclear weapons studies toward the OLMP to NWEPP graduates. OLMP credit for completing NWEPP is awarded after NWEPP graduates have completed the OLMP online application, are admitted to the OLMP, and have completed the six core OLMP courses. Students graduating from the Nuclear Weapons concentration are awarded the Master of Military Operational Art and Science degree and get a jump-start on completing their intermediate developmental education (IDE) PME requirements.

Eligibility for the Nuclear Weapons Concentration. AFIT, in coordination with Air Force Global Strike Command (AFGSC), determines eligibility and entry into the NWEPP certificate program. NWEPP graduates who also meet the eligibility requirements for the OLMP may apply for enrollment into the nuclear weapons

concentration. For specific OLMP eligibility requirements, refer to AFI 36-2656, *Developmental Education*.

**SYLLABUS – Nuclear Weapons Concentration
(Effective 1 January 2018)**

MAUNUC010 Nuclear Weapons Concentration	Semester Hours
OC5510 Orientation Course	Non-Credit
LW5510 Leadership and Warfare	3
AP5510 Airpower Studies	3
NS5510 International Security Studies	3
WS5510 Warfare Studies	3
RE5610 Research/Electives I	3
RE5611 Research/Electives II	3
NW5302 Nuclear Weapons Studies	12*
Total	30

Note: NW 5302 will not be awarded until all other academic courses are completed.

Course Descriptions

OC5510 Orientation Course

Noncredit

The Orientation course provides an overview of the entire online master’s degree program—including US Air Force educational methodologies, policies, curriculum, and research requirements—and key principles and concepts that students will encounter throughout their academic experience. The course includes an introduction to small-group dynamics, communication and critical-thinking skills, the technology employed within the program, student responsibilities and requirements, and additional services that are available to enhance student success.

LW5510 Leadership and Warfare

3 Semester Hours

The Leadership and Warfare course analyzes factors that guide military leaders’ actions in establishing and maintaining an effective leadership environment. The course also seeks to educate and inspire students to reach their full leadership potential by studying great commanders and their conduct of warfare, and current problems of command in contemporary joint operations. Through these studies, students gain a unique understanding of the specific leadership

challenges that leaders face in guiding people and organizations through crises and environments of change.

AP5510 Airpower Studies

3 Semester Hours

The Airpower Studies course enhances students' understanding of military theory by introducing perspectives on war fighting with specific emphasis on airpower. It looks specifically at the development of airpower and examines the organizations and strategies that have been involved in their employment. In addition, the course analyzes the role these elements might play in future operations.

NS5510 International Security Studies

3 Semester Hours

The International Security Studies course provides a foundation for understanding the international security environment, its implications for the United States, and how the United States both shapes and responds to this environment. The course examines the instruments of power and how these are wielded by both state and non-state actors to affect the international environment. In addition, the course examines the US national strategic decision-making process, examining how the actors and systems translate policy into action through use of the instruments of power.

WS5510 Warfare Studies

3 Semester Hours

The Warfare Studies course introduces students to the canon of military theory, focusing on such issues as the nature of war, the levels of war, the range of military operations, military strategy, and operational art. It looks specifically at traditional forms of warfare but also examines such alternative forms as guerilla warfare, insurgency, counterinsurgency, and other forms of warfare. Through this study, students apply the lessons of military theory and their understanding of warfare to operational challenges facing both today's and tomorrow's US military.

RE5610 Research/Electives I

3 Semester Hours

The Research/Electives I course complements ACSC's core curriculum, providing an opportunity for students to begin investigating topics of particular interest in a rigorous fashion under the direction and guidance of a subject-matter expert. Through this program, students develop their ability to define an issue succinctly; conduct thoughtful, logical, and critical research and analysis; and create well-supported research proposals that will serve as the intellectual basis for the scholarly research papers produced in Research/Electives II.

RE5611 Research/Electives II**3 Semester Hours**

The Research/Electives II course complements ACSC's core curriculum, providing an opportunity for students to complete investigating topics of particular interest in a rigorous fashion under the direction and guidance of a subject-matter expert. Through this program, students refine their ability to define an issue succinctly; complete thoughtful, logical, and critical research and analysis; and synthesize well-supported conclusions and recommendations that serve as the foundation for a scholarly research paper of potential benefit to today's war fighters. Research/Electives I (RE 5610) is a prerequisite for this course.

LC5510 Practice of Command**3 Semester Hours**

The Practice of Command course provides an opportunity for students to reflect on their personal philosophy on the art and craft of command, honing that philosophy through interaction and the study of responsibilities and challenges unique to commanding an Air Force squadron. The course introduces students to the resources available to assist squadron commanders with their duties. It also stresses the importance of commanders melding their personal philosophies on command, the unique requirements of their situation, and their responsibilities to service, mission, people, and themselves.

JF5510 Joint Forces**3 Semester Hours**

The Joint Forces course presents the joint and service doctrinal perspectives that guide joint force commanders and their staffs as they seek to achieve assigned theater security objectives. The course provides an overview of joint force organizational structures and the framework within which joint forces are created, employed, and sustained. It examines each of the military services, exploring their capabilities and limitations. In addition, the course analyzes the ways in which joint force commanders integrate service and functional component command support to achieve success at the operational level of war.

JP5510 Joint Planning**3 Semester Hours**

The Joint Planning course introduces students to the complexities and requirements of joint planning. Through the course, students study pertinent doctrine and the joint operation planning process, analyze the challenges joint force commanders face in attaining unified action, and examine ways in which operational art and design are applied to achieve objectives. Additionally, students examine planning considerations across the range of military operations. The course culminates with students synthesizing what they have learned to create key elements of a campaign plan. This course is a prerequisite to the Joint Air Operations (JA 5510) course.

JA5510 Joint Air Operations**3 Semester Hours**

The Joint Air Operations course introduces students to the people, processes, and products involved in planning, directing, and executing joint air operations in support of joint force commanders' campaign plans. The course focuses specifically on the importance of the joint force air component commander's, looking at the doctrinal responsibilities of that position and the actors, processes, and products that comprise the JFACC air operations center. Equipped with this understanding, students analyze the employment of air and space power across the full range of military operations. Joint Planning (JP 5510) is a prerequisite for this course.

EL5301 Expeditionary Leadership in Intercultural Environments**3 Semester Hours**

The Expeditionary Leadership in Intercultural Environments course provides an understanding of regional factors that affect national foreign policy and explores global, regional, and cultural issues associated with participating in joint and coalition operations. It stresses the importance of cultural awareness and intercultural competence when dealing with the peoples of regions likely to require US military assistance. The course also examines deployment-specific leadership issues focusing on the warrior ethos, including mental and physical preparation, military bearing, and self-discipline.

FO5301 Foundations of Officership**3 Semester Hours**

The Foundations of Officership course addresses followership, regarded as a critical element of leadership and officership, followed by an examination of skills related to effective spoken and written communication in the context of the twenty-first century Air Force. Through this course, students develop broad perspectives of current issues and associated tools aimed at enhancing professional competence beyond individual specialties; increase their value to their units by understanding and being able to apply interoperability; develop skills necessary to lead, follow, and manage; and become better wingmen who care for peers and subordinates alike.

OL5301 Organizational Leadership**3 Semester Hours**

The Organizational Leadership course is designed to develop officer organizational and management skills to better support and lead change in complex institutional structures. The course focuses on basic organizational theory and communications, change management, strategies for continuous improvement, and resource stewardship. It enhances officers' ability to deal with the financial, informational, technological, and human resource issues that may affect mission capabilities, while utilizing appropriate methods to identify opportunities, implement viable solutions, and measure the impact of outcomes.

Further, this course advocates a commitment to continuous improvement—necessary to ameliorate processes, products, and people—while meeting the needs of internal and external stakeholders to accomplish Air Force mission requirements efficiently.

TL5301 Team Building Leadership

3 Semester Hours

The Team Building Leadership course examines command from the perspective of officers in formal leadership billets. The course explores building leaders, motivation, force development, mentoring, organizational design and decision making, power and authority, morality and ethics, leading change, organizational culture, and communication. It examines the composition, function, and purpose of the flight in the context of the roles, responsibilities, knowledge, skills, and attitudes expected of officers in leadership positions. Academic content and practical examples are integrated with activities from operational fields to leverage officers' education, training, and experience to equip them with new or enhanced skill sets, including the ability to inspire, develop, and take care of diverse groups of individuals while leading them to mission success.

OW5302 Operational Warfare Studies

12 Semester Hours

The operational warfare concentration provides credit for academic and practical instruction accomplished during completion of the Air Force's WIC. OW 5302 credit will not be awarded until all other OLMP academic courses are completed.

NW5302 Nuclear Weapons Studies

12 Semester Hours

The nuclear weapons concentration provides credit for completion of the NWEPP certificate program conducted by AFIT. NW 5302 credit will not be awarded until all other OLMP academic courses are completed.

Master of Science in Flight Test Engineering

USAF Test Pilot School

Internet Address

<http://www.edwards.af.mil/Units/USAFTPS/>

Program Description. A typical day at the Test Pilot School (TPS) includes a combination of flying and academics. For the academics portion, there are four main sub disciplines taught by the USAF TPS Education Division: performance, flying qualities, mission systems, and test management. To assist in their studies at TPS, students have access to all required textbooks for their use. Students also receive a notebook computer and accessories for use during the course. The USAF TPS portal is the online access point for students and staff for the entire curriculum taught at TPS. Housed on the portal are the most current slides for lectures, flight cards, virtual drop boxes for reports, and many other resources. The USAF TPS offers two classes each year.

Learning Outcomes. Graduates of TPS should have a thorough grounding in the following core competencies:

- Diverse aerospace vehicle exposure. The graduate will have flown different types of aerospace vehicles and flown/monitored various operational tasks to ensure a solid fundamental understanding of a broad range of military missions using rapid adaptability or unfamiliar aerospace vehicles and systems.
- Flight test engineering. The graduate will have sufficient math, science, and engineering skills to evaluate aerospace vehicle, system, and munitions design and apply academic theory, flight test techniques, and modeling and simulation to successfully determine the specification compliance and military utility of the system under test.
- Flight test techniques (FTT). The graduate will be able to select, develop, understand, and execute the appropriate FTT to achieve a test objective.
- Flight test planning. The graduate will be able to comprehend and apply the test-management process to effectively plan and execute a flight test to include how to access and efficiently allocate test resources.
- Safety planning and risk management. The graduate will be able to consistently apply a test-safety process for identifying test-unique hazards and developing procedures to mitigate risk.
- Flight test execution. The graduate will be able to safely, effectively, and efficiently conduct a mission as part of a test team either on board the aircraft or in the control room.

- Data management. The graduate will be able to collect and analyze the data required to determine if an airplane or system meets mission requirements and/or specifications and the type, quantity, accuracy, and precision of the data required; how the data is to be collected and used; and the type of data analysis to be used.
- Flight test evaluation. The graduate will be able to apply knowledge and skills gained through critical thinking by analyzing, synthesizing, and evaluating test results to reach substantiated conclusions and recommendations.
- Flight test reporting. The graduate will be able to effectively communicate in written, oral, and graphical form to clearly document test and safety planning and test accomplishments and deficiencies and to assess their mission impact.
- Integrated test teaming. The graduate will have an understanding of the acquisition life cycle and know where test and evaluation (T&E) fit into the process; know how to apply governing regulations, directives, and requirement processes for developing a test program; and know how to build an integrated, multidisciplinary test team of development and operational personnel from the military, government, and contractors.

Faculty. TPS faculty members hold a master’s, a doctoral, or an equivalent degree in their fields of academic expertise. The breadth, depth, and diversity of their expertise are enhanced by the fact that the faculty includes terminally credentialed field-grade or senior officers and civilian scholars.

Duration. 48 weeks.

Eligibility. The following are the current requirements enrollees must meet to be eligible for a slot at the USAF TPS.

Eligibility Requirements for Curricula

Curricula	Time in Service (at class entry)	Education	Experience (at class entry)	Physical Qualification	Clearance
Experimental test pilot	Active: TAFCS (Guard and Reserve: TFCSD) Fewer than 9 years and 6 months	BS in engineering, mathematics, or physics (see paragraph 1.2.1 of AFI 99-107 for other acceptable degrees and required remediation).	Pilots on extended active duty (EAD) and not in suspended flying status. Minimum of 12 months as an aircraft commander in a manned major weapon system (MWS). Pilots must also be either qualified IPs in their manned MWS or	Annual flying class II	Secret

	(10 years and 3 months for helo pilots)	Minimum GPA of 3.0 on a 4.0 scale.	1. Single pilot MWS—at least 750 hrs total time. 2. Dual pilot MWS—at least 1000 hrs total time. Note: 250 hrs of manned non-MWS time may be included in total time.		
Experimental test combat systems officer	Fewer than 9 years and 6 months	Same as above	Combat systems officers (CSO) must be qualified instructor CSOs in an MWS or have at least 500 hours total time in their MWS. Total time excludes student time.	Annual flying class II	Secret
Experimental test RPA pilot	Fewer than 9 years and 6 months	Same as above	RPA pilots must be qualified instructor in their RPA MWS or have at least 750 hours total time. Note: 250 hours in a manned MWS may be included in the total time.	Annual flying class II	Secret
Experimental flight test engineer	Active: TAFCS (Guard and Reserve: TFCS D) Fewer than 8 years	Degree requirements same as above. Technical master's degree is highly desired.	On EAD with a minimum of 2 years' experience in one of the following AFSCs: 13XX, 14NX, 21AX, 21CX, 21LX, 21MX, 33SX, 61SX, 62EX, or 63AX (Civilians: minimum 2 years' experience in T&E). FAA flying certifications or military flying is highly desired.	Annual flying class III	Secret
Short Courses	<i>(Eligibility is determined independently for each short course.)</i>				

Note: The term combat systems officer includes rated navigators, electronic warfare officers, and weapon system operators.

Admission Requirements. Admission to the USAF TPS is extremely competitive. In addition to Air Force personnel, civilian, Navy, Marine Corps, and allied nation personnel are encouraged to apply for these programs. Refer to AFI 99-107, *Test Pilot School*, for application details.

Graduation Requirements. The USAF TPS curriculum is designed to grant a Master of Science degree in flight test engineering at the end of a 48-week course. Students are required to take the 14 offered courses to graduate. This is a total of 50 credit hours for the 48-week course. Each of the four phases consists of

three or four main lecture courses. Along with these courses, there are allocated laboratories or simulator work and flights. A student must be in good standing and satisfactorily complete all academic tests, oral and written reports, and curriculum flying missions and complete the comprehensive written and oral evaluations. Students must achieve a grade of “C” or higher on each academic course with an overall GPA equal to 3.0.

SYLLABUS

4AAD USAF Test Pilot School	Semester Hours
PF6000 Fixed-Wing Aerodynamics	3
PF7000 Performance Data Standardization	3
PF8000 Performance Optimization	3
FQ6000 Aircraft Flight Mechanics	4
FQ7000 Flight Control Design/Analysis	4
FQ8000 Handling Qualities Evaluation	4
FQ9000 Envelope Expansion	4
SY6000 Mission Systems Fundamentals	3
SY7000 Individual Mission Systems	3
SY8000 Integrated Mission Systems	3
TM6000 Test Planning and Reporting	3
TM7000 Qualitative Evaluation	3
TM8000 Comprehensive Exams	4
TM9000 Test Management Project	6
Total	50

Course Descriptions

PF6000 Fixed-Wing Aerodynamics

3 Semester Hours

This course contains academic theory lectures for Introduction to Aerodynamics, Compressible Aerodynamics, and Cruise flight. This theory is the basis of flight and aerodynamics for fixed-wing aircraft. The Flight Test Techniques included in this course are: Test Conduct, Cruise Data, High Lift over Drag (L/D), and Low L/D.

PF7000 Performance Data Standardization**3 Semester Hours**

This course consists of Pitot-Statics, Modeling & Simulation, and Propulsion. These courses are the basis of atmosphere measuring devices on aircraft and different thrust generating devices for aircraft. The Flight Test Techniques included in this course are: Tower Flyby, Aerodynamic Modeling, and the Propulsion Demonstration.

PF8000 Performance Optimization**3 Semester Hours**

This course consists of Takeoff & Landing performance and Energy concepts. These courses demonstrate the equations needed for normal flight and maneuvering. This course also includes the final evaluation for the Performance Series. The Flight Test Techniques for this group of courses consists of: Takeoff and Landing, Level Acceleration, Sawtooth Climb, Turn Performance and the Performance Final Practical Exam.

FQ6000 Aircraft Flight Mechanics**4 Semester Hours**

This course gives the student an understanding of aircraft rigid body motion. Students will learn how to compare various aircraft and predict their dynamics based on an understanding of the aircraft equations of motion and analysis techniques.

FQ7000 Flight Control Design/Analysis**4 Semester Hours**

This course provides the student with an understanding of aircraft linear control systems as applied to aircraft. Students will learn basic linear analysis techniques and how to evaluate a control system's performance as related to piloted and unpiloted aircraft.

FQ8000 Handling Qualities Evaluation**4 Semester Hours**

This course takes all the material introduced previously in the flying qualities curriculum and applies it to handling qualities evaluation. A "capstone project" is completed as part of this course. Students will learn how to properly evaluate an aircraft's handling qualities in both a quantitative and qualitative sense.

FQ9000 Envelope Expansion**4 Semester Hours**

This course demonstrates how the buildup approach can be used for handling qualities testing in different phases of vehicle flight testing. Starting with first flight and then working to more operational test requirements this course exposes the student to handling qualities testing across the entire life cycle of a flight vehicle.

SY6000 Mission Systems Fundamentals**3 Semester Hours**

This course is designed to provide students with the tools to succeed in the

higher level courses. Students will first learn many of the math & physics concepts common to topics such as communications, radar, and electronic warfare. Later, students will learn how to use systems documentation and MIL-STD-1553 data analysis to plan, execute and report an avionics test.

SY7000 Individual Mission Systems

3 Semester Hours

This course provides the individual mission systems knowledge. Systems such as voice communications, navigation, electro-optic/infrared (EO/IR), radar, displays, and weapons are taught from a federated/standalone approach. Theory, mission application, test methodologies, and case studies are included in each topic and provide the foundational education for evaluating integrated systems.

SY8000 Integrated Mission Systems

3 Semester Hours

This course is designed to integrate physics and system specific knowledge from the 6000 and 7000 levels. Academics will focus on integrated systems, such as Tactical Datalinks, Electronic Warfare, Sensor Fusion, and RPAs. The 8000 level events include an Integrated Systems Ground Test, an EW lab, sorties on the F-15E and ASTARS systems trainer aircraft, as well as System Evaluation Practical Exams for pilots (F-16), FTEs (control room), and RPA/CSO (MQ-9).

TM6000 Test Planning and Reporting

3 Semester Hours

This course gives the student an understanding of the basic components involved with planning, executing, and reporting on a test. Students will learn where they fit in the overall defense acquisition process. They will then learn how a customer makes a request for a test program and how the test unit responds to that request in terms of costing, scheduling, provisioning, planning, executing, analyzing, and reporting.

TM7000 Qualitative Evaluation

3 Semester Hours

This course is designed to build a strong and broad foundation of experience for test aircrew by exposure to different aircraft, systems, and missions using a cross section of military and civilian aircraft. This program will reinforce the TPS curriculum through application of theory, flight test techniques, and analysis. It will expose TPS students to a variety of aircraft performance, flying qualities, and systems characteristics while increasing their confidence in their ability to handle new flight test situations in a systematic and logical manner using a buildup approach.

TM8000 Comprehensive Exams

4 Semester Hours

The Comprehensive Exams are major assessment to evaluate individual student knowledge what they have learned throughout the year.

TM9000 Test Management Project

6 Semester Hours

The Test Management Projects (TMPs) are customer sponsored real-world flight test projects which are performed by the USAF TPS students with guidance from the TPS staff. The students are divided into test teams of pilots, CSOs, and engineers with approximately 4-5 individuals to a team. TMPs are allocated approximately 10-15 fighter aircraft test hours or 20-25 heavy aircraft test hours. The customer provides the research concept or item to be flight tested. Money for specialized support of major aircraft modifications may be supplied from the customer. USAF TPS provides the test aircraft, which are normally AFTC assets. The Test Pilot School also funds “minor” aircraft modifications and the cost for flight hours of test and evaluation. The TPS students take the flight test data, reduce the data, conduct data analysis, and provide a written and oral test report for the customer at the end of the process.

Additional Programs

Field Trip. Students visit other bases to perform qualitative evaluations on the F-15D Eagle, F-15E Strike Eagle, SH-60 Seahawk, F/A-18 Hornet, U-2, A-10, and other aircraft not available at Edwards AFB, California. Students also may visit a foreign test center to perform qualitative evaluations on their available aircraft. Foreign test centers visited in the past include those located at Empire Test Pilot School (Boscombe Down, United Kingdom) and L'école du Personnel Navigant d'Essais et de Réception (France), and in Italy, Brazil, India, Germany, Spain, and Sweden.

Master of Science in Airpower Strategy and Technology Integration

USAF Center for Strategy and Technology

Internet Address:

<http://www.airuniversity.af.mil/CSAT/>

Program Description. Known as the “Blue Horizons Program,” the MS in Airpower Strategy and Technology Integration is a Chief of Staff of the Air Force (CSAF) chartered MS degree program for a hand-selected group of 16 Majors, Lt Colonels, and Colonels to engage in a 10-month residential research seminar on the intersection airpower strategy and technology. Students in the program study the evolution of airpower, strategy, and technology, including the capabilities that exist now and those only just emerging. Their research addresses evolving future challenges to the USAF as well as potential solutions. They produce both individual research theses and group projects which answer a research question the CSAF poses each year.

Faculty. All CSAT Faculty hold a doctorate and/or have significant experience with the USAF and its mission. The faculty consist of a combination of 1) active duty USAF officers (O-6); 2) retired USAF officers with significant military and academic experience; 3) civilian scholars with PhDs specializing in a variety of fields related to international security.

Learning Outcomes. Graduates are able

- 1) To understand how to learn, read, think critically and to apply conceptual, critical, and creative thinking skills to the assessment of emerging future challenges and the development of their solutions;
- 2) To understand, analyze, and evaluate the development, utility, and value of the application of airpower (to include space and cyber) in different contested environments for strategic effect in likely future environments;
- 3) To demonstrate a capability to adapt to rapidly changing circumstances and to create innovative syntheses in strategy and technology to prevail in the unrestricted warfare environment of the future.

Degree Curriculum. The mode of instruction is a mixture of rigorous academic seminars; individual mentoring and advising; field studies; visiting speakers from national laboratories, industry, and think tanks; weekly and monthly writing assignments; and intensive research and capability prototyping on a topic of the student’s choice subject to faculty approval. All classes are held in a purpose

built TS/SCI secure area with access to secure voice, video teleconferencing, and classified information relevant to that year's research focus. Students are issued roughly 60 books and individual computers and have access to a common Blue Horizons program study area, the LeMay Center War Gaming Institute (LCWI) and the Muir S. Fairchild Research and Information Center (MSFRIC). In addition, they are provided with funding for individual TDYs to conduct research as required.

Duration. This is a 10-month residential program. There is no Distance Learning version.

Eligibility. All students selected for Intermediate Developmental Education (IDE) or Senior Development Education (SDE) and assigned to the pool of students selected for admission to Air Command and Staff College (ACSC) for Majors and Air War College (AWC) for Lt Colonels and Colonels are invited to volunteer for the Blue Horizons Program that awards the MS in Airpower Strategy and Technology Integration. About 60-70 apply for the program each year. Blue Horizons faculty select students from this pool of volunteers.

Admission Requirements. The selection of participants is based on the desired Air Force Specialty Code (AFSC) targets, prior professional experience (via assignments and deployments), previous educational experience, existing security clearances, recommendations from senior leaders with a knowledge of the program, and other specialized knowledge/skills that will best contribute to the research for the coming year. The Blue Horizons faculty will conduct interviews of the applicants and nominate a list of candidates to the AU President and Commander for selection by 1 June. The Director of the Blue Horizons Program will then notify each candidate of his/her selection and enrollment.

Graduation Requirements. Students in the master degree program must complete in a satisfactory manner all the courses listed below. The workload for the program consists of the following: (1) Individual Seminar Contact Time: 4.0 hours 4 days per week or 3.0 hours 5 days per week depending on course module, outside speakers, or war games, (2) Field Studies: 45 hours per week, (3) Projected Reading Load: 60 books, approximately 15,000 pages (200-300 per day for seminars) and research (variable depending on topic, technology, and classification level), (4) Writing Load: 6-8 weekly class papers (2-5 pages each), and (5) 4 monthly syntheses (5-7 pp. each) and occasional essays in class;

SYLLABUS

MBHP001 Course Number and Title	Semester Hours
BH5001 Metacognition	2
BH5002 Research	2
BH5003 Technology	2
BH5005 The Evolution of Airpower	4
BH5006 Strategy	3
BH5007 Regional Studies	2
BH5008 US Joint Capabilities	2
BH5011 Field Study #1	3
BH5012 Field Study #2	3
BH5013 Field Study #3	3
BH5020 Research and Initial Prototyping	9
Total	35

Course Descriptions

BH5001 Metacognition

2 Semester Hours

This is a foundational course to establish good thinking skills and will require students to demonstrate their ability to use a variety of analytical techniques. The course will introduce students to the basics of serious study beginning with questioning the status quo, defining key terms, identifying assumptions, and framing arguments. It will review the basics of logical analysis (e.g., inductive, deductive, and abductive), logical fallacies and their detection, systems 1 and 2 thinking, and decision making. Students will be introduced to alternative futures methodologies, the concept of inevitable surprises, red teaming, and Superforecasting. Each Block of instruction is designed as a one week, one credit hour module to allow for rearrangement as required to accommodate field studies, war games, and the availability of outside speakers.

BH5002 Research

2 Semester Hours

This course is an introduction to essential research skills and the research process. This includes an introduction to social science, statistical research methodologies, and general research design considerations. Students will be

required to evaluate particular research projects to determine their validity, feasibility, and applicability to various problem sets. In addition, there will be a review of modelling, simulation, and war gaming as tools to test various propositions as required by prototyping efforts. Some attention will be paid to the pitfalls of group think, faulty assumptions, unverified data, and the difference between causality and correlation in the use of big data analytics. A major emphasis throughout will be on spurring innovative thought utilizing the design thinking methodologies pioneered at Stanford University and equipping the students to navigate bureaucracies to make their innovative concepts a reality.

BH5003 Technology

2 Semester Hours

One of the five strategic vectors outlined in the Air Force's 2015 Strategic Master Plan is "Continue the Pursuit of Game-Changing Technologies." But how do we identify the right technologies to watch, develop, and adopt? And how are we positioned to exploit those technologies to our advantage? This course will look at some emerging technologies and technology areas that hold promise (as well as challenges) for the future of warfighting. We will review these emerging technologies, the assessment of technology readiness levels (TRLs), and the ways in which these may be integrated in shaping how we go to war in the future.

BH5005 Evolution of Airpower

4 Semester Hours

This course will review the origins of airpower, the nature of air warfare, the development of airpower theory and doctrine, airpower's unique attributes and limitations, and the use of airpower for strategic effect in a rapidly changing political and technological landscape. It will review the ways in which the Air Force has reinvented roles and missions, force structure, expeditionary operations, and basing requirements. The course will investigate both space and cyber as areas of operation, their nature, fundamental considerations, and doctrine development. A second area of focus will be on the logic of deterrence, the evolution of nuclear strategy, the concept of limited war, and the application of these concepts to the air, space, and cyber arenas of competition. The rising emphasis on missiles and UAVs rather than traditional aerial platforms will also be assessed critically.

BH5006 Strategy

3 Semester Hours

This block introduces fellows to the core elements of strategy and international politics, with a particular focus on long-term competitive strategies. The Blue Horizons program seeks to identify the competitive strategies, concepts of operation, and investments needed to prevail 25 years in the future. The strategy and politics course provides the intellectual foundation for understanding the essence of strategy and the global context within which strategies are developed.

The preparation for, avoidance of, and prosecution of war is a component of the international system and a fact of life for militaries.

BH5007 Regional Studies

2 Semester Hours

This block introduces students to the key regions where US power will most likely be employed and find its presence contested in the decades ahead. These lessons are not designed to create regional experts, but rather to introduce major characters and developments that shape contested regions around the world. The first block focuses on Asia and the second on Russia and Europe. Instruction includes geography, demography, history, culture, and political and economic issues. This allows students to develop some familiarity with the region and gain a broader understanding of the ways in which people in these regions view the world. Having some familiarity with these, being able to have some empathy with their circumstance, is a way to begin to understand the issues we are involved in today and how they may evolve.

BH5008 US Joint Capabilities

2 Semester Hours

An analysis and evaluation of the services that comprise the US military and the other aspects of the national security structure (DOD, DHS, CIA, NSA, NRO, etc.) and the ways in which they interact with each other to provide for the common defense. The Air Force, Army, Navy, and Marine Corps and the role of the Unified Commands (STRATCOM, SOCOM, etc.) as well as alliances and partnership relations will be reviewed in order to have a comprehensive understanding of the national and international security apparatus of the US. The organization, mission, culture, force structure, and capabilities of each of the services and specialized commands will receive emphasis, particularly as they related to AORs of interest.

BH5011 Field Study #1

3 Semester Hours

The class will go on a week-long field study early in the course to gain insight into how organizations innovate, both within and (especially) without the Air Force. Examples of sites the group might visit are Kirtland AFB in Albuquerque NM, Sandia National Laboratory, Los Alamos National Laboratory, Lawrence Livermore National Laboratory, Google, Space-X, and others dependent on the topic for the year and individual student research interests. The students will then utilize the insights gained from these visits to inform their own approaches to prototyping and, potentially, to partner with one or more of the organizations with which they interact. Just as crucially, these visits provide the core of the innovation networks each student will develop over the course of the 10 months and take with them when they leave.

BH5012 Field Study #2**3 Semester Hours**

At this critical point in the course, students continue developing their networks and learning about differing approaches to innovative thinking. Students must also during this TDY identify and develop an understanding of the specific users of their prototyping effort. Without this understanding there is a high probability of failure. The sites and groups the students interact with will be totally dependent upon their prototyping efforts. They might include, for example, visiting maintainers on the line if the student wants to tackle problems relevant to that field. They might also visit warfighters, whether CONUS or OCONUS, as required to understand the unique problem sets those users face. The students will gather and distill these insights to present to the faculty at the conclusion of the TDY.

BH5012 Field Study #3**3 Semester Hours**

Having now received feedback on their second TDY, the students must return to the field to gain a deeper understanding of their problem sets. This includes developing a greater appreciation for the breadth of their topic, returning to their user to gather additional insights, visiting potential prototyping partners to propel them along with their projects, or revising their prototyping effort altogether. Returning to the maintenance example, this could involve visiting other maintenance sites, talking with pilots about their experiences with maintenance issues, or identifying related problems that are outside of maintenance. This will maximize the impact of each group project, enable the projects to transition smoothly to the Air Force more broadly, and benefit the cohort as a whole as each student returns with even deeper insights into their problem set, a better understanding of the Air Force enterprise, and a fuller network that all might be able to leverage. These insights will again be distilled and presented to the faculty at the completion of the TDY.

BH 5020 Research and Initial Prototyping**9 Semester Hours**

A large portion of student time (12 weeks) and effort will be devoted to their individual research projects. These research projects will culminate in both a written paper as well as an initial prototype of their ideas. Students will be encouraged from the first few weeks in the course to begin thinking about a topic, narrowing their research focus, engaging with a network of fellow collaborators (though, e.g., senior leader engagements and TDYs), and building a preliminary research design. Their research will continue throughout the entire course but have a focused period for writing and prototyping in the spring. They may need to carry out additional individual TDY trips for particular aspects of their research, both classified and unclassified, depending on the nature of their topic and the availability of subject matter experts with whom to confer. Students will make a presentation of their research to the faculty, conduct an oral defense of

their thesis, and provide the faculty transition plans that detail how to carry on the effort after the students depart.

Associate of Applied Science in Air Force Leadership and Management Studies

Ira C. Eaker Center for Professional Development Force Support Professional Development School

Internet Address

<http://www.airuniversity.af.mil/Eaker-Center/AFPPDS/Display/Article/1088474/>

Program Description. This 60 credit-hour program helps AF civilians reach their full leadership potential by providing the opportunity to achieve an Associate of Applied Science Degree in Air Force Leadership and Management Studies. The program builds knowledge and skills in three distinct program areas: leadership, management, and airpower studies. The Force Support Professional Development School (FSPDS) teaches the required classes for the program major in an entirely online format while students complete general education/elective classes through credit by examination or transfer credit. The program is accredited by the Southern Associate of Colleges and Schools.

Faculty. The program employs expert faculty members to accomplish its mission and goals. The Eaker Center gives primary consideration to the highest earned degree, related work experience in the field, certifications, documented excellence in teaching and achievement of student outcomes when selecting faculty members to teach in the program.

Learning Outcomes. Graduates are able to

- Demonstrate comprehension of theories and competencies that support the development of Air Force civilian leaders. (PLO 1 – Leadership Studies)
- Demonstrate comprehension of management principles, processes and practices within the Air Force organizational environment. (PLO 2 – Management Studies)
- Demonstrate an understanding of concepts, values and actions that define a professional civilian Airman. (PLO 3 – Airpower Studies)

Duration. The academic program consists of 10 nine-week courses (30 credit hours) taught by FSPDS plus 30 semester hours of general education and elective credit fulfilled through credit by examination (CLEP/DSST) or transfer credit for a total of 60 semester hours of credit. Students have up to three years from the start date of their first course to complete the program. Although the typical student can complete the program in about two years, the program’s rigor requires a significant time commitment to meet that goal.

Eligibility. Permanent, full-time, Appropriated Fund Air Force civilians are eligible to apply. Applicants must have a minimum of two years federal civilian service and a high school degree (or GED/equivalent) and may not have already earned a post-secondary degree from an accredited institution. A central selection board at the Air Force Personnel Center (AFPC) selects students to attend the program. Applicants should refer to the annual Civilian Development Education (CDE) call for a complete list of program qualifications. https://mypers.af.mil/app/answers/detail/a_id/33547

Admission Requirements. Civilian employees wishing to apply will submit an application through the myPers website, under Force Development, during the annual Civilian Developmental Education (CDE) call.

Graduation Requirements. To earn the Associate of Applied Science in Air Force Leadership and Management Studies, students must successfully complete the required courses composing the 60-semester-hour program, earning a grade of “C” or higher on each academic course with an overall GPA of 2.00 or higher on a 4.00 scale.

SYLLABUS

Course Number and Title	Semester Hours
APW1001 History and Heritage of the Air Force	3
APW1002 Professionalism in the Air Force	3
LDR1001 Foundations of Leadership	3
MGT1001 Introduction to Management	3
LDR1500 Principles of Leadership 1	3
LDR2001 Thinking, Logic, and Decision Making	3
MGT2002 Conflict Resolution	3
MGT2003 Organizational Culture	3

MGT2004 Process Improvement	3
LDR2500 Principles of Leadership 2	3
GE101 *Written Communication	3
GE102 *Oral Communication	3
GE103 *College Math	3
GE104 *Humanities	3
GE105 *Social Sciences	3
GE106 *Introduction to Computing	3
GE107 *Intro to American Government	3
PE200 *Program Related Electives	9
Total	60

***Note:** Courses with “*” may be completed using transfer credits or credit-by-examination.

Major Program Course Descriptions

APW1001 History and Heritage of the Air Force 3 Semester Hours

This course provides a foundation for Air Force civilian Airmen to understand and value the history and heritage of the Air Force through a study of the events, leaders, and technical developments that led to the evolution and employment of USAF airpower to include the significance of the civilian Airman. The course covers the period from the first balloons and dirigibles to the space-age systems of the Global War on Terror and beyond. As a whole, this course provides students with a knowledge-level understanding of the general employment of air power, from an institutional, doctrinal, and historical perspective.

APW1002 Professionalism in the Air Force 3 Semester Hours

Professionalism in the Air Force explores the concept of what it means to be a professional civilian Airman. The course will discuss the history and purpose of the civil service, as well as the valuable and evolving role civilian Airman play within the Air Force organization. Students will study Air Force institutional competencies and practices identified to develop professional Airmen. Students will also explore how every Airman contributes to the creation of a professional Air Force environment. Surveyed areas will include the Air

Force Core Values, the concepts of commitment and right-mindedness in the Air Force, professional relationships and Air Force culture.

LDR1001 Foundations of Leadership **3 Semester Hours**

This course explores current and historical leadership styles and theory. The emphasis is placed upon effective civilian leadership within the United States Air Force. The course will focus on how leaders emerge and assume responsibility. As a foundations course, this academic study provides the basis for all leadership concepts in the program.

MGT1001 Introduction to Management **3 Semester Hours**

This course is an overview of management theory, management functions, organizational structure, daily management responsibilities, organizational ethics, and current management tools and resources as they relate to the Air Force civilian environment. Theoretical concepts are illustrated with practical application to real-world Air Force management problems and scenarios. From the curriculum and exercises in the course, the student will develop the following abilities: the ability to identify the roles, which they are fulfilling in their work as a manager or potential manager within their Air Force organization, and the ability to identify managerial activities that contribute to managerial effectiveness in the Air Force organization.

LRD1500 Principles of Leadership 1 **3 Semester Hours**

The mission of the course is to enhance development of leadership skills and traits in Air Force civilian Airmen. This course will reinforce students' understanding of basic leadership principles and theory by identifying practical leadership skills and traits identified by the Air Force Institutional Competencies List to support the development of self and others, to include: interpersonal communications, coaching and mentoring, and goal setting. This course will also introduce students to topics explored in year two of the program.

LDR2001 Thinking, Logic and Decision Making **3 Semester Hours**

This course will introduce students to various decision-making models, with primary focus on a decision-making model often used throughout the Air Force. This course will also introduce students to problem solving steps common in the Air Force. Additional models and thinking and logic skills introduced in this course are based on theory, practice, or cultural relevance. Students will learn to explore which model best fits their civilian work environment and

adapt models as necessary to make better decisions. The course is designed to help develop critical and creative thinking skills in Air Force Civilian Airmen.

MGT2002 Conflict Resolution

3 Semester Hours

Conflict Resolution explores a variety of theories and frameworks for understanding and responding to conflict within the Air Force environment. Students will move from conflict analysis to exploring techniques, process models, and third-party roles as ways to intervene constructively in conflict within the large and complex social environment of the Air Force organization. Students will learn key communication skills for resolution negotiations, with a special emphasis on interpersonal and small group conflicts as the building blocks for conflict resolution. Students will be asked throughout the course to observe their work environment and consider the usefulness of each week's topic as potential skills necessary for Air Force managers and leaders to successfully resolve conflict within the Air Force environment. General theories will be taught as a foundation to support students' understanding of the Air Force Mediation model, the Air Force Negotiation Model and Air Force Cross-cultural Negotiation strategies developed by the Air Force Negotiation Center of Excellence.

MGT2003 Organizational Culture

3 Semester Hours

This course is designed to provide students with practical knowledge of principles and practices to effectively manage and enhance civilian organizational culture in the United States Air Force. This course provides basic knowledge of theories and organizational culture and an understanding of how these concepts affect Air Force mission success. Students will explore how structures and processes created within the Air Force organizational culture; influence the behavior of individuals working within it, as well as how civilian employees influence the culture of the organization. The course explores variables that affect the productivity, effectiveness, and efficiency of the organization with an emphasis on understanding how these concepts apply to the Air Force culture.

MGT2004 Process Improvement

3 Semester Hours

This course provides an in-depth introduction to the Air Force 8-step Process Improvement method and how it is applied within the Air Force organization. Students will learn how the 8-step method guides Airmen to identify a process that is not efficiently achieving the mission, and then develop and implement improvements to the efficiency and effectiveness of that process. The course will reinforce the students' understanding of process improvement

concepts by using a faculty-led Air Force-specific case study led throughout the duration of the course.

LDR2500 Principles of Leadership 2

3 Semester Hours

This course functions as a capstone for the degree program, linking and reinforcing concepts learned throughout the first two years of the program. This course builds on previous courses by taking the leadership, management and airpower theories, principles and competencies previously learned and exploring them in greater depth. Students will answer the question of what theories, principles and competencies they think best allow Civilian Airmen to effectively lead and manage within today's Air Force.

**General Education and Elective
Course Descriptions**

GE101 Written Communication

3 Semester Hours

English composition. Applicable written communication courses must satisfy the delivering institution's writing and composition requirement for graduation. Not acceptable courses include business communication and technical writing.

GE102 Oral Communication

3 Semester Hours

Speech/Public Speaking. Courses that prepare students to present effective public speeches to persuade, debate or argue in a clear, concise and logical manner. Emphasis on organization and delivery of public speeches. Courses that are not acceptable for this course requirement include group and interpersonal communication.

GE103 College Mathematics

3 Semester Hours

College-level mathematics courses that satisfy the delivering institution's mathematics requirement for graduation or an Intermediate Algebra that is not developmental, preparatory, remedial, refresher, or review. Not acceptable courses include: accounting; business, consumer, technical or computer mathematics; beginning or elementary algebra; statistics (taught outside the mathematics department); history of mathematics; and mathematics for elementary and secondary teachers.

GE104 Humanities

3 Semester Hours

Courses in fine arts (criticism, appreciation, and historical significance),

foreign language, literature, philosophy and religion are acceptable. Not acceptable courses include applied courses that teach how to play a musical instrument, perform a dance routine, sculpt or draw an art form, and sign language.

GE105 Social Sciences

3 Semester Hours

Courses from the following disciplines are acceptable: anthropology, archaeology, culture, economics, geography, government, history, political science, psychology and sociology designed to impart knowledge, develop skills, and identify goals concerning elements and institutions of human society.

GE106 Introduction to Computing

3 Semester Hours

Courses that cover standard concepts for understanding computer issues and components. Hardware, software licensing and development tools, development life cycles, data management, connectivity, privacy concerns, intellectual property, telecommunications law, network etiquette, artificial intelligence and globalization.

GE107 Introduction to American Government

3 Semester Hours

Applicable courses must satisfy the delivering institution's American government requirement for graduation. Course emphasis will be an introductory course in American government and politics at the college level in the United States.

PE200 Program Related Electives

9 Semester Hours

Applicable courses cover subjects related to leadership, management and/or airpower. Possible courses include courses that fall under the areas of: Leadership, Management, Humanities, Social Sciences, Economics, History, and Political Science.

Air Force Institute of Technology

Internet Address

<http://www.afit.edu>

The Air Force Institute of Technology (AFIT), with its main campus located at Wright-Patterson AFB, Ohio, is a key component of Air University and the Air Education and Training Command. AFIT is the Air Force's leader for advanced, multi-disciplinary academic education, as well as its institution for technical professional continuing education. AFIT is a wing-equivalent unit of about 3,700 military and civilian Airmen – students, faculty and staff. The institute educates more than 6,300 students daily through in-residence, on-site, and distance-learning courses offered by its four schools: the Graduate School of Engineering and Management, the School of Systems and Logistics, the Civil Engineer School, and the School of Strategic Force Studies. Through its Civilian Institution Program Office, AFIT also manages the education programs of officers enrolled at 350+ civilian universities, research centers, teaching hospitals, and industrial organizations. AFIT is also the home of the Air Force Cyberspace Technical Center of Excellence along with the institute's Autonomy and Navigation Technology Center, the Center for Directed Energy, the Center for Technical Intelligence Studies and Research, the Center for Operational Analysis, the OSD Scientific Test and Analysis Techniques in Test and Evaluation Center, and the Center for Space Research and Assurance. Since resident graduate degrees were first granted in 1955, AFIT has awarded more than 19,550 master's degrees and 835 doctoral degrees. In addition, every year more than 30,000 students attend AFIT's professional continuing education in civil engineering, acquisition and logistics, nuclear studies, space operations, and cyberspace operations career fields.

Accreditation. AFIT is regionally accredited by the Higher Learning Commission. Contact this agency at The Higher Learning Commission, 230 South LaSalle St, Suite 7-500, Chicago, Illinois, 60604-1413, (800) 621-7440.

In addition to its regional accreditation, the Engineering Accreditation Commission of ABET accredits select master's degree programs within the Graduate School of Engineering and Management. Contact this agency at ABET, 415 North Charles Street, Baltimore, Maryland 21201, phone: (410) 347-7700.

Community College of the Air Force

Internet Address

<http://www.au.af.mil/au/barnes/ccaf/>

Air University undergraduate degree programs are provided by the Community College of the Air Force (CCAF), located at Maxwell AFB–Gunter Annex, Alabama. CCAF serves the educational needs of the Air Force enlisted community by offering associate of applied science degrees and other credentialing programs that enhance mission readiness, contribute to recruiting, assist in retention and support the career transitions and professional growth of the Air Force enlisted corps. It is the only federally chartered institution in the United States that awards college degrees solely to enlisted personnel. CCAF awards undergraduate credit for Air Force technical training and enlisted PME courses that may be applied toward an associate in applied science degree program.

The college was established 1 April 1972 at Randolph AFB, Texas, and received degree-granting authority in July 1976. CCAF awarded its first associate of applied science degrees in April 1977. From 1980 to 2004 the college was separately accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the associate’s degree. The college is now accredited through Air University by the SACSCOC.

The college functions as a single institution with respect to credit documentation, records, and educational program management. The detailed listing and description of each CCAF degree program is available in the separate CCAF *General Catalog*, published every three years and available online at <http://www.au.af.mil/au/barnes/ccaf/>.

Transcripts reflecting course completions and awarded credit are provided by CCAF and can be ordered online free of charge through the CCAF website at <http://www.au.af.mil/au/barnes/ccaf/>. To ensure compliance with the Privacy Act of 1974 to protect the confidentiality and integrity of student records, students may order only their own transcripts.

PROFESSIONAL MILITARY EDUCATION

Air University's (AU) professional military education (PME) schools prepare junior, mid-career, and senior commissioned officers, noncommissioned officers, selected civilians, and select international officers for progressively more responsible positions through the US Air Force and the Department of Defense (DOD). All colleges, schools, and programs operate within the framework of the Air Force continuum of education, a coordinated and integrated educational system that links curricula across AU so that each college, school, and program builds on the education provided at the previous level. AU PME courses are available through:

Air War College (AWC)

Air Command and Staff College (ACSC)

Squadron Officer College (SOC)

International Officer School (IOS)

Airman Leadership School (ALS)

Noncommissioned Officer Academy (NCOA)

Senior Noncommissioned Officer Academy (SNCOA)

Chief Master Sergeant Leadership Course

Air War College Distance Learning (AWC DL)

Senior Developmental Education (SDE)

Internet Address

<http://www.airuniversity.af.mil/eSchool/AWC/>

Program Description. The Air War College distance learning (AWC DL) program is a senior developmental education (SDE) program. The AWC DL curriculum is based on the five core areas central to all levels of professional military education—leadership, profession of arms, warfighting, national/international security, and communication studies. As an Air Force SDE program, AWC DL provides a strategic, “air-minded” curriculum that prepares graduates to provide strategic leadership, appropriate expertise and critical thinking in support of national security objectives.

In August 2016 the AWC DL program transitioned to a new curriculum (AWC DL 18.0) that is delivered online through a mix of self-paced courses and asynchronous facilitated seminars. This transition began the transformation of the AWC DL experience to “...develop Airmen who are critical and creative thinkers by implementing an agile, individually tailored approach to life-long education...” (USAF Strategic Master Plan, May 2015). The new AWC DL 18.0 curriculum provides students with peer-to-peer interaction and collaboration opportunities, facilitation of online seminars by DL-certified faculty, and the ability to customize the program to suit personal and professional needs.

Learning Outcomes. Graduates are able to

1. illustrate the skills required to lead successfully at the strategic level in the complex national security environment;
2. analyze the contextual requirements for the effective strategic employment of airpower;
3. comprehend the elements of successful military strategies which, in concert with other instruments of national power, support national security objectives; and
4. critically analyze complex political-military issues and clearly articulate national security strategy options.

Faculty. The faculty for AWC DL is comprised of expert military and civilian personnel who provide a valuable mix of professional and academic experience. All faculty members have at least a master's degree.

Duration. Students can remain enrolled in the AWC DL program for up to 60 months. All course material must be successfully completed in this time period. The time an AWC DL student takes to complete the program depends on such factors as official duties, deployments, and other commitments. Students are encouraged to set realistic goals to proceed through the AWC DL program at a reasonable pace.

Eligibility. The eligibility criteria for AWC DL are found in Air Force Instruction (AFI) 36-2656, *Developmental Education*.

- **Military.** The program is offered to O-5 selects and above. Persons may be active duty, Air Force Reserve (AFRES), or Air National Guard (ANG); sister-service active duty, Guard, or Reserve; or Civil Air Patrol (CAP).
- **Civilian.** Civilians may be federal civil service employees in the grades of GS 13/14/15 or comparable grade, or lab/demo employees in grades DRIII/IV.
- **International.** International applicants must be an O-5 select or higher. International officers must request enrollment via the Air Force Security Assistance Training (AFSAT) program office.

Enrollment. Military personnel enroll in AWC DL via the Air University Student Information System (AUSIS) which can be accessed through the Air Force Portal. From the Air Force Portal, use the Air University Portal link under the Education/Training/Force Development category. Eligible civilian personnel enroll by contacting the Student Services Branch at the AU education support website (www.aueducationssupport.com). International students will be enrolled by the eSchool once approved by AFSAT and the AU Registrar Student Services Branch.

Completion Requirements. Students must complete the orientation course and all the foundational courses and the minimum number of focused courses with passing scores to graduate and receive program credit. The WAR 7XXS self-paced focused courses require a score of 75% or higher on the end-of-course exam; the orientation course requires a score of 80% or higher on the progress checks to advance; the self-paced foundational courses require the submission of all assigned coursework and a score of 80% or higher on the progress checks to advance; the facilitated foundational and the NSP 8XXA facilitated focused

courses require submission of all assigned coursework and an overall course grade of 75% or higher.

SYLLABUS

Course Number and Course Title	Contact Hours
GSS700S: eOrientation (Required)	10
Focused Courses (Choose One)	
WAR701S: Coercive Airpower WAR702S: COIN and Military Support to SSTR WAR703S: ISR for the Warfighter WAR704S: Cross-Cultural Communications WAR705S: Negotiations in the Military Environment WAR706S: Space/Cyber Operations WAR707S: Joint Concepts and Planning	45
Foundational Courses (All Required)	
ISS700S: International Security Studies	15
AIR700S: Airpower & National Strategy	20
AIR701A: Applied Airpower & Security Studies	25
LDR710S: Strategic Leadership	15
LDR711S: Senior Leadership	15
LDR712A: Applied Senior Leadership	25
Problem Solving in National Security (Choose One)	
NSP810A: USAFRICOM Region NSP820A: USCENTCOM Region NSP830A: USEUCOM Region NSP840A: USNORTHCOM Region NSP850A: USPACOM Region NSP860A: USSOUTHCOM Region	30
Total	200

Course Descriptions

GSS700S Graduate Skills Studies/Orientation

10 Contact Hours

The eOrientation Course prepares students for success in the program. The course highlights program policies, procedures and expectations and orients students to the program structure and curriculum delivery methods. It also provides the opportunity for students to experience the look and feel of the program by exploring three areas that are essential to both academic and professional success: critical thinking, cross-cultural competence, and writing. By participating in this course, students will develop the requisite knowledge, skills, problem solving ability, and study habits to successfully navigate and complete the online program.

WAR7XXS FOCUSED COURSES (Choose One for 45 Contact Hours)

All students must complete one of the WAR 7XXS focused courses before enrolling in the first foundational course. There are multiple courses to choose from with the objective of empowering students to focus on topics of interest or greater relevance to their careers while also enhancing the foundational courses by providing greater depth and breadth of understanding in areas of special interest.

WAR701S Coercive Airpower

Should the United States bomb Iran to coerce it to give up its nuclear program? What would such a strategy look like? How likely would it be to work? How would you know? The Coercive Airpower course gives you the tools to answer such questions, and both understand and evaluate airpower strategies. From its inception, airpower has been characterized as an asymmetric means of warfare. It allows the country that can use it most effectively to bypass the traditional defenses of its adversaries and strike at those things that are valued more than the forces engaged on the battlefield. Airpower advocates have argued that striking at these assets, or merely threatening to do so, would force an adversary to concede the stakes at the root of the conflict without first having to defeat its military. Victory would rest upon affecting the adversary's estimates of the likely costs and benefits of complying with what was demanded of it, and the likely costs and benefits of defying those demands. Airpower has, therefore, been seen as a uniquely coercive instrument. This course addresses the intellectual foundations of airpower strategy, focusing upon how the threat or use of airpower can achieve political objectives. Using a self-study "deep dive" approach, the student will examine the theoretical concepts surrounding

coercion, the intellectual history of coercive airpower strategies, and how these strategies can be used in anticipated and actual conflicts, along with the strengths, weaknesses, triumphs, and disappointments of these strategies in theory and practice.

WAR702S Counterinsurgency (COIN) and Military Support to Security, Stability, Transition, and Reconstruction (SSTR)

The Counterinsurgency (COIN) and Stabilization, Security, Transition, and Reconstruction (SSTR) Operations course examines the challenges posed by Irregular Warfare in today's environment with an emphasis on insurgencies and reconstruction. The American military has historically preferred to conduct conventional large-scale operations against foes similarly structured and disposed to itself. It has been much less enthusiastic about conflict at the lower end of the spectrum, although, ironically, such operations have occupied much more of its time and attention than their conventional counterparts. Irregular Warfare is defined as, "a violent struggle among state and non-state actors for legitimacy and influence over the relevant populations." This is a challenging, complex, and protracted struggle that has, and will likely continue, to challenge the American military and our partners. Two significant Irregular Warfare activities will be explored in this course: COIN and military support to SSTR operations. Each of these topics alone is so complex that each could easily consist of enough material to qualify for its own course, but for this course we have chosen to cover the topics they most have in common at the strategic level.

WAR703S Intelligence, Surveillance, and Reconnaissance (ISR) for the Warfighter

This course is designed for non-career intelligence professionals and examines key aspects of Intelligence, Surveillance and Reconnaissance (ISR). It provides an overview of ISR contributions to war fighting and explores Air Force and joint ISR capabilities at the operational and strategic levels of war across the range of military operations. This course does not aim to create ISR experts, nor can a short course cover every aspect of ISR operations. Rather, the course introduces the students to the basic tenets of ISR to help them develop an appreciation for the depth and complexity of the ISR enterprise. The course provides insight into available intelligence products and processes to better enable leaders to leverage ISR to meet mission needs. The course begins with a focus on the national IC then addresses intelligence within the DoD. Following these introductory sessions, Joint Intelligence Preparation of the Operational Environment (JIPOE) is explored. Subsequent lessons expand upon Global Integrated ISR and the specific intelligence disciplines with a focus on ISR enterprise capabilities across

the range of military operations. The course concludes with a lesson on critical thinking and analysis, perhaps the two most important skills required of intelligence professionals and military leaders.

WAR704S Cross-Cultural Communications

Today's warfare is defined by culture, and an intimate understanding of culture's effects on human behavior is crucial to mission success. Everyone who performs a job in a cross-cultural environment (which we see now is almost any environment) needs to understand not only the mission but the potential effects of cross-cultural interaction. Appropriate cross-cultural communication training and education will reduce the negative effects of culture shock, stereotypes, and ethnocentrism; all of which impact mission effectiveness. The purpose of the course is to provide foundational knowledge essential for developing cross-cultural communication competence, focusing on the theories, skills, and applications that are relevant to military personnel.

WAR705S Negotiations in the Military Environment

This course provides an overview and understanding of the negotiation process. Its purpose is to better equip the student to apply negotiation skills to the military and US government operational and work-place environments. While the distance learning format does not provide "hands-on" negotiation exercises, it exposes the student to the day-to-day realities of negotiation. The student will discover that even in a hierarchical and well-defined military organization, negotiation is a normal and daily process. Furthermore, today our political and military leaders demand that military members operate successfully in more non-traditional and cross-cultural environments. This course will teach the student about these and other processes which will enhance senior leader skills and improve mission effectiveness across many environments.

WAR706S Space/Cyber Operations

This course focuses on military applications of space and cyberspace systems, to include capabilities, limitations, dependencies, and vulnerabilities. Space and cyber policies, law, and doctrine establish the guidelines for using space and cyberspace, each has a unique environment which places limits on their use. The course provides an understanding of current space and cyberspace systems and how they support the warfighter, as well as an understanding of the issues facing senior leaders in applying space and cyber power. The readings will include background information on their characteristics, limitations, organizations, missions, functions and contributions to warfighting. This course will not make you a space and cyberspace expert and is particularly designed for

personnel who are not space and missile operations specialists, nor cyber personnel. However, it will give you keen insight into the fundamental issues impacting contemporary military space and cyberspace operations.

WAR707S Joint Concepts and Planning

The Joint Concepts and Planning course requires critical thinking about the stakeholders, processes, and perspectives that translate strategic guidance into Joint effort across the range of military operations. The course is self-paced and includes a mix of readings, presentations and other media. The course begins with an examination of strategic guidance, and then takes a closer look at how Combatant Commanders translate that guidance using operational design to develop an operational approach to achieving national goals and military end states. It further examines joint concepts that forecast the future operating environment and the anticipated joint ways and means necessary to operate in that environment. Finally, it examines how stakeholders (Joint, Interagency, Inter-governmental and Multi-national-(JIIM)) structures, processes and perspectives reconcile, integrate and apply national ends, ways, and means.

FOUNDATIONAL COURSES (All Required)

ISS700S International Security Studies

15 Contact Hours

The International Security Studies course engages senior-level PME students with sophisticated concepts in Strategy and International Relations. The goal of this course is to expose senior leaders to avenues of understanding order and interactions in the international community beyond the military context. Primary topics in this course include Strategy, Power Polarity and Power Transitions, Democratic Peace, International Political Economy, and International Law. The course will familiarize students with the intricacies, scholarly debates, and potential applications for each concept. Students will craft a paper that draws elements of the course material into an analysis of a future security situation.

AIR700S Airpower and National Strategy

20 Contact Hours

This course examines the relationship between airpower and strategy: how national strategy guides the employment of airpower, and how airpower's inherent capabilities inform and shape strategy. The course examines multiple strategic approaches to airpower employment in pursuit of national end states, exploring the costs and limits of its use along with ramifications of its misapplication. Finally, the course examines how airpower has been applied in deterrence, in compellence, and in hybrid problem sets.

AIR701A Applied Airpower and Security Studies**25 Contact Hours**

This course serves as a facilitated and peer-to-peer culmination to the series of courses examining international relations concepts and airpower (air, space, and cyber). Having previously examined advanced concepts in international relations (power polarity and transitions, international political economy, democratic peace, and international law), students will consider U.S. grand strategy and propose general approaches to specific national security issues. Subsequently, students will assess the suitability of cooperative and coercive Airpower strategies for such future end states.

LDR710S Strategic Leadership**15 Contact Hours**

The Strategic Leadership course explores the skills necessary to lead in a volatile, uncertain, complex and ambiguous environment. The meta-leadership model will be introduced as a framework for leading successfully in this environment. The course also explores the various strategic leader competencies and tasks required at this level, which include building relationships across organizations and agencies, developing strategic thinking, negotiation, and communication skills. At the end of the course students will develop a strategic leadership paper that can help inform their approach to current and future strategic environments.

LDR711S Senior Leadership**15 Contact Hours**

The Senior Leadership course explores how to proactively shape an organizational environment by attending to climate, culture, agility, innovation, and enhancing human capital. The course also examines the professional ethical challenges inherent in providing military advice and the tensions that arise when faced with conflicting duties and loyalties. Students will conclude the course by completing a personal development plan that describes their near- and long-term professional and personal goals.

LDR712A Applied Senior Leadership**25 Contact Hours**

The Applied Senior Leadership Course provides the opportunity to apply leadership concepts, competencies, and principles presented during the Strategic Leadership course and the Senior Leadership course. This course requires students to think through strategic and ethical problems faced by senior leaders in a complex, dynamic, joint and inter-agency environment. Analysis and synthesis of concepts will be accomplished through participating in threaded discussion questions, undertaking peer-to-peer feedback on strategic leadership

issues, and finalizing a strategic leadership paper previously drafted in the Strategic Leadership self-paced course.

NSP 8XXA PROBLEM SOLVING IN NATIONAL SECURITY (PSNS)
(Choose One for 30 Contact Hours)

The Problem Solving in National Security course requires critical thinking about complex national security issues and interaction with classmates in an online environment. The course is instructor-facilitated and collaborative, and it includes a mix of research, written, and collaborative assignments. The course begins with research and a systems-based analysis of a specific real-world security issue that challenges American national security objectives, and results in a group synthesis of a policy response to the issue reflecting the perspectives of both (a) a national security policy team, and (b) a senior airman tasked with assessing airpower's role in a proposed response. This course blends individual and group efforts with peer-to-peer interaction to generate both instructor-facilitated and student-directed learning. This is accomplished through a mix of reading, research, writing, and threaded discussion participation that requires understanding of, and critical thinking about, the course material. Primary student assignments include research, threaded discussion contributions, and a paper written in a collaborative student group.

One or more of the following courses will be offered each term based on student demand; students should plan their coursework progress to meet course prerequisites in time to enroll in the course with the desired regional focus.

NSP810A PSNS – USAFRICOM Region

NSP820A PSNS – USCENTCOM Region

NSP830A PSNS – USEUCOM Region

NSP840A PSNS – USNORTHCOM Region

NSP850A PSNS – USPACOM Region

NSP860A PSNS – USSOUTHCOM Region

Air Command and Staff College Distance Learning (ACSC DL)

Intermediate Developmental Education (IDE)

Internet Address

<http://www.airuniversity.af.mil/eSchool/ACSC/>

Program Description. The Air Command and Staff College distance learning (ACSC DL) program is an intermediate developmental education (IDE) program. The ACSC DL curriculum is designed to produce a more effective field-grade officer serving in operational-level command or staff positions. The courses emphasize applying airpower in joint campaign planning and the operational art of war. Students explore national security issues, strategy and war theory, airpower history and theory, expeditionary Air Force force-employment concepts, and the capabilities and limitations that the US Air Force and its sister services contribute to joint force commanders.

All curriculum is accessed through an online learning management system. In addition to readings, the program includes a variety of computer-based interactive learning activities and exercises and leverages social media tools to enable peer-to-peer interaction and learning. Self-paced study is enhanced by a national security paper and three multi-week, collaborative, online-facilitated seminars.

The program's student-centered approach for learning is focused on measuring a student's ability to think critically, analyze, and apply knowledge, often to real-world situations. During the facilitated online seminars, students have the opportunity to engage with peers and instructors and discuss and debate the ideas presented in the curriculum, contributing to overall mastery of the course and higher-order thinking.

Specifically, the learning environment within each self-paced course block includes lesson narratives, reading materials, videos, lesson progress checks, computer-based interactive learning activities, and/or "game-like" exercises designed to enhance the students' leadership and command skills and educate the students on planning, generating, and employing air and space forces in support of a joint force commander's mission. An orientation course introduces students to the online learning environment and familiarizes them with the web tools available for engaging peer-to-peer interaction. Completion of each previous

self-paced course block is a prerequisite for students to register for the associated facilitated online seminar.

Learning Outcomes. Graduates are able to

1. critically analyze leadership and command skills required to lead in complex, dynamic, and ambiguous operational environments;
2. apply military theory in general and airpower theory in particular to operational problems across the range of military operations;
3. plan for the integration and employment of joint forces at the operational level in whole-of-government operations across the spectrum of war and conflict; and
4. articulate capabilities and limitations of service and joint organizations in the conduct of war at the operational level.

Faculty. The college employs a blend of expert faculty exceptionally qualified to accomplish its mission and goals. Its unique mission requires a distinctive mix of faculty qualifications and credentials. Traditional civilian academics provide the depth and breadth of subject-matter expertise to guarantee the academic rigor of the college's offerings while simultaneously ensuring adherence to validated adult learning theory (andragogy) and practice. Military officers contribute critical military and operational perspectives, as well as unparalleled currency and expertise, to the subject matters addressed.

Duration. Each of the seven core self-paced courses and the orientation course must be completed within four months of registering for that particular course. The facilitated courses have set durations of one, two, or three weeks (depending on the course). All facilitated courses have offerings every month. The program should take students approximately 7 to 12 months to complete. Students have a maximum of five years to complete the program. If a student does not complete the program in five years, he or she must obtain an ACSC program extension request signed by his or her commander for re-enrollment consideration.

Eligibility. The eligibility criteria for ACSC DL are found in Air Force Instruction (AFI) 36-2656, *Developmental Education*.

The program is offered to US active duty, AFRES, and ANG O-4 and O-4 selects, and their equivalents from all services. DOD civilian employees in the grade of GS-12, GS-13, or non-appropriated fund (NAF) 4/5 with a bachelor's degree may also enroll. CAP officers serving in the grade of major or above may also enroll in the DL program. International applicants for the program must be O-4 selects or higher or equivalent-grade civilian employees of the military department of a country or international organization assigned to a DOD billet.

International officers may enroll through the Foreign Military Sales training sponsorship program.

Enrollment. Students will be enrolled in ACSC upon verification of identity in the AUSIS at <https://ausis.maxwell.af.mil>. They remain enrolled through completion, provided they stay in good standing. Courses taken in ACSC DL 6.0 may not be used to satisfy course requirements of the ACSC resident program or the ACSC Online Master’s Program.

Completion Requirements. Students must receive a passing grade for each course.

SYLLABUS ACSC DL 6.0

MACSC003 Curriculum Areas	Contact Hours
000300 Orientation and Introduction	6
00030A Leadership and Command	24
00030B Applied Leadership and Command	15
00030C National Security Simulation	21
00030D Applied National Security	9
00030E Warfare Studies	24
00030F Airpower Studies	24
00030G Applied Warfare	15
00030H Joint Forces	30
00030I Joint Planning	30
00030J Joint Air Operations	30
00030K Applied Joint Warfare	21
Total	249

Course Descriptions for ACSC DL 6.0

000300 Orientation and Introduction

6 Contact Hours

The Orientation and Introduction course prepares students for success in the ACSC DL 6.0 program. The course highlights program policies, procedures, and expectations and orients students to the program structure and curriculum delivery methods. It also provides the opportunity for students to experience the

look and feel of the program by exploring three areas that are essential to both academic and professional success: critical thinking, cross-cultural competence, and writing. By participating in this course, students will develop the requisite knowledge, skills, problem-solving abilities, and study habits to successfully navigate and complete ACSC's online program.

00030A Leadership and Command

24 Contact Hours

The Leadership and Command course equips students with the knowledge and tools necessary to help them lead in today's dynamic environment. The course is centered on the concept that leadership-and-command abilities can be improved through self-assessment/reflection, dedicated study, and adaptability. Phase I of the course focuses on Air Force organizational leadership competencies and sub-competencies across the personal, people/team, and organizational levels of leadership. Phase II explores the unique experience and responsibilities of command by introducing practical applications of leadership competencies, advice, and supporting resources that will aid future commanders in the performance of their duties. The course concludes with a written assignment that requires personal reflection, interaction with a senior mentor, and an analysis of a significant leadership and/or command challenge.

00030B Applied Leadership and Command

15 Contact Hours

The two-week Applied Leadership and Command course provides the opportunity to apply leadership concepts, competencies, and command principles presented during the self-paced Leadership and Command course. This course requires students to reflect upon their personal leadership/command philosophy, to learn from the experience of senior mentors and peers, and to apply what they have learned to a variety of leadership challenges. Throughout the course, students will analyze multiple complex, dynamic, and ambiguous situations and discuss the leadership and command skills required to address them.

00030C National Security Simulation

21 Contact Hours

The National Security Simulation course provides the opportunity to explore today's complex and dynamic national and international security environment. The course emphasizes international relations theories, national security strategies, actors, and processes, as well as the effective use of national instruments of power (IOP). During the course, students will participate in a virtual National Security Council environment and accomplish four missions that require a comprehensive analysis of the international environment and the development of recommendations based on US policy, strategic/operational

limitations, and optimum integration of IOPs. Completion of the course will provide students insight into how US policy makers develop ends, ways, and means to respond to evolving security environments and will prepare students for the follow-on Applied National Security assignment.

00030D Applied National Security

9 Contact Hours

The one-week Applied National Security course is a non-facilitated course in which students demonstrate mastery of the concepts presented in the National Security Simulation self-paced course. Students will write an essay in which they analyze factors surrounding the development and implementation of national security strategies in a complex, dynamic international environment. Upon completion of their assignment, students will submit their final product for grading.

00030E Warfare Studies

24 Contact Hours

The Warfare Studies (WS) course introduces students to the canon of military theory, focusing on the fundamental concepts of war such as the nature and levels of war, military strategy, operational art, civil-military relations, and just war theory. Beyond the traditional study of warfare in its conventional form, this course examines alternative forms of warfare such as guerilla warfare, insurgency, counterinsurgency, and terrorism. Through this study, students will be prepared to apply the lessons of military theory and their understanding of warfare to the operational challenges facing the US military in the present and the future.

00030F Airpower Studies

24 Contact Hours

The Airpower Studies (AP) course enhances students' understanding of military theory by introducing perspectives on war fighting with specific emphasis on airpower. According to Air Force doctrine document (AFDD) 1, *Air Force Basic Doctrine*, airpower is defined as "the ability to project military power or influence through the control and exploitation of air, space, and cyberspace to achieve strategic, operational, or tactical objectives." This course looks specifically at the history and development of airpower and examines the organizations and strategies that have been involved in the employment of air, space and cyberspace capabilities. In addition, the course analyzes the role these elements might play in future operations.

00030G Applied Warfare

15 Contact Hours

The two-week Applied Warfare course is a capstone course that requires the application of concepts learned in the WS and AP courses in a collaborative,

instructor-facilitated online environment. The course requires students to be familiar with the concepts previously presented in WS and AP in order to intelligently discuss current issues and historical cases with their classmates and instructor. Additionally, students must be able to synthesize these concepts to develop a critical analysis of a proposed future conflict scenario.

00030H Joint Forces

30 Contact Hours

The Joint Forces (JF) course provides a foundation for understanding the nature, purpose, and capabilities of joint forces. It accomplishes this by broadly examining “the services”—how they fit into the joint organizational structure and what they believe about themselves through their doctrine. The course then explores concepts central to bringing service forces together in the conduct of joint operations, including organizing principles, command relationships, joint force hierarchy, and support and interaction from external agencies. The course concludes with a joint-task-force-building exercise designed to incorporate many of the core elements of the course.

00030I Joint Planning

30 Contact Hours

The Joint Planning (JP) course introduces students to the complexities and requirements of joint planning. Throughout the course, students will study pertinent doctrine and the joint operation planning process, analyze the challenges joint force commanders face in attaining unified action, and examine ways in which operational art and design are applied to achieve objectives. Additionally, students will examine planning considerations across the range of military operations. The course culminates with students synthesizing what they have learned to create and analyze key elements of a joint campaign plan.

00030J Joint Air Operations

30 Contact Hours

The Joint Air Operations (JA) course introduces students to the people, processes, and products involved in planning, directing, and executing joint air operations in support of joint force commanders’ campaign plans. Areas of emphasis also include such pivotal topics as targeting, air-to-ground operations, space and nuclear operations, and information and cyberspace operations. Equipped with this understanding, students will analyze the employment of airpower across the full range of military operations.

00030K Applied Joint Warfare

21 Contact Hours

The three-week Applied Joint Warfare course is a capstone course that requires the application of concepts learned in the JF, JP, and JA courses in a collaborative, instructor-facilitated online environment. The course requires

students to conduct research and to analyze compelling issues, challenges, and opportunities associated with the current and future employment of joint forces at the operational level of war. Additionally, students will conduct an analysis of a previous joint operation to synthesize lessons learned and their potential impact on future operations.

Squadron Officer School

Resident Program

Primary Developmental Education (PDE)

Internet Address

<http://www.au.af.mil/au/soc/>

Program Description. The Squadron Officer School (SOS) resident program is a PME course targeting four-to-seven-year Air Force captains, select Department of the Air Force civilians of equivalent grade, and international officers. The postgraduate level curriculum covers four core learning areas (joint warfare, critical thinking and ethical reasoning, team building, and leadership). Throughout the SOS program, students apply the four core learning areas through experiential exercises, written assignments, briefings, and personal and collaborative reflection culminating in a capstone event for each core learning area.

Through these experiences, students learn to adapt their leadership competencies in the context of the Full Range Leadership Model and reflect on how to build and sustain relationships of trust. Students demonstrate not only how they fit into the Air Force but also how their service supports joint, national, and international operations through AF Core Missions. Instruction is illustrated and reinforced through examples from military history, current events and doctrine. SOS students are challenged to use logical and ethical reasoning in a team environment to provide innovative solutions to critical issues affecting the Air Force and Department of Defense.

Learning Outcomes. Graduates are able to

- Understand personal, service, and joint force structure in warfare.
- Leverage logical and ethical reasoning to overcome challenges.
- Understand how to build and sustain relationships of trust.
- Apply leadership competencies given a variety of situations.

Faculty. The SOS resident program is developed, maintained, and supervised by faculty members in association with select Air Force officer instructors, academic program managers, and curriculum developers. The curriculum is delivered by

selected Air Force officer instructors trained by the Squadron Officer School's faculty development program in theories and principles of adult education.

Duration. The SOS program is delivered in 32 academic days.

Eligibility. The SOS program targets all active-duty captains with at least four but less than seven years total active federal commission service (TAFCS), AFRES and ANG captains or captain selects, select GS 9–12 (and equivalent) civilians with two years of Air Force civil service experience, and a limited number of international officers.

Reference AFI 36-2656, *Developmental Education*, and the ETCA website at <https://etca.randolph.af.mil> for additional information (ETCA course number: MSOS001).

Completion Requirements. Students must complete all summative, objective, and performance evaluations.

SYLLABUS

MSOS001 Program Areas	Contact Hours
Joint Warfare Studies	35
Critical Thinking and Ethical Reasoning	33
Leadership	45
Team Building	22
Administration	13
Total	148

Program Area Descriptions

Joint Warfare Studies

35 Contact Hours

Joint air power warfare studies curriculum explores two fundamental components, (1) multi-domain operations and (2) how the joint force is used to achieve national security objectives. The multi-domain portion of the curriculum introduces the Air Force's primary three domains Air, Space and Cyberspace. Additionally, the curriculum will allow students to relate on a personal level, by examining how each individual's AFSC connects to a broader Air Force function, the joint force and across the range of military operations. Students are exposed to national strategy documents and the international relations paradigms that

influence national security decision making. Additionally, students discuss joint organization and planning, the process Congress uses to make DoD funding decisions, and how sister services are used in the joint force. Students culminate this section with a capstone wargame event integrating multiple domains in a simulated military operation while applying joint operational planning and doctrinal concepts.

Critical Thinking and Ethical Reasoning

33 Contact Hours

Critical thinking and ethical reasoning are imperative throughout an officer's career when leading. The curriculum highlights methods for divergent, convergent and reflective thinking as ways to promote personal leadership growth. Critical thinking skills and decision making are applied throughout the course through experiential events and through written assignments. Additionally, throughout the course ethical reasoning is explored at the personal and organizational levels. Students are challenged to consider the intersection between ethical reasoning as a leader and at the individual level.

Leadership Studies

45 Contact Hours

Leadership Studies focuses on concepts and philosophies officers can use to improve individual leadership skills, practice effective communication and feedback, and to adjust their leadership style to the situation, task at hand, and the abilities of followers. More specifically, students are challenged with learning how to adapt leadership behaviors as required by the environment. Opportunities are provided for officers to apply techniques learned and to reflect upon those experiences.

Team Building

22 Contact Hours

Students are encouraged to apply introspection, conflict resolution, and build leader-followership relationships which create relationships of trust with their flight mates. SOS students are expected to apply this behavior while managing and resolving conflict, applying critical thinking and ethical reasoning during experiential based learning events and classroom discussion. These behaviors are necessary for successful completion of several capstone events covering each of the four core learning areas.

Administration

13 Contact Hours

Administration events focus on the dissemination of critical information, assignments, various lecture presentations and feedback sessions with the faculty.

Squadron Officer School

Distance Learning (SOS DL)

Primary Developmental Education (PDE)

Internet Address

<http://www.airuniversity.af.mil/eSchool/SOS/>

Program Description. The Squadron Officer School distance learning (SOS DL) program is the Air Force’s primary developmental education (PDE) program and is designed to advance the professional development foundation provided by the accessions programs. The SOS DL curriculum is based on Air Force and joint professional military education publications for subject matter content in leadership, communication, profession of arms, warfare, and international security areas of study. As an Air Force program, SOS DL seeks to provide an “air-minded” curriculum that prepares graduates for greater responsibilities at the squadron level while also building critical thinking skills in the application of airpower for national security goals and objectives.

The SOS DL 2.0 program includes a robust mix of self-paced and asynchronous facilitated courses. This program continues the transformation of officer PME and the SOS DL experience to “...develop Airmen who are critical and creative thinkers by implementing an agile, individually tailored approach to life-long education...” (USAF Strategic Master Plan, May 2015). The SOS DL 2.0 curriculum provides students with peer-to-peer interaction and collaboration opportunities, facilitation by DL-certified faculty, and the ability to customize the program to suit personal and professional needs.

Learning Outcomes. Graduates are able to

1. apply critical-thinking and communication skills to address contemporary military issues;
2. understand the moral foundation of military service and how this informs ethical leadership in the profession of arms;
3. apply leadership theories and models to the practice of leading teams/units in complex, dynamic, and ambiguous tactical environments;
4. understand the historical context of military and airpower theory, and how these inform the employment of joint forces in the international security environment;

5. analyze how airpower contributes to military operations in the joint, interagency, intergovernmental, and multinational (JIIM) environment, in support of national security aims; and
6. comprehend concepts (theories, models, analytical frameworks, etc.) and issues relevant to the military profession.

Faculty. The SOS DL 2.0 faculty is comprised of expert military and civilian personnel who provide an invaluable mix of professional and academic experience. All faculty members have at least a master's degree and many hold a doctoral degree.

Duration. The SOS DL 2.0 program must be completed within 30 months of initial enrollment. SOS DL 2.0 targets the development of personnel at the captain (O-3) level (or civilian equivalent). Also, the window of opportunity for most personnel to complete primary developmental education (PDE) is fairly short with promotions and associated eligibility for intermediate developmental education (IDE) coming quickly.

Eligibility. The eligibility criteria for SOS DL are found in Air Force Instruction (AFI) 36-2656, *Developmental Education*. Eligibility remains the same for SOS DL 2.0 as it was for the legacy program (MSOS00022).

1. Active-duty line-of-the-Air Force (LAF) captains are prohibited from enrolling in the SOS DL course until seven years TAFCS.
2. Active-duty LAF-J, HC, and NC officers are prohibited from enrolling in SOS DL until three years' time-in-grade as a captain.
3. Active-duty MSC and BSC officers are prohibited from enrolling in SOS DL until two years' time-in-grade as a captain.
4. Active-duty MC and DC officers may enroll in SOS DL on or after their date of rank to captain.
5. Air National Guard and Air Force Reserve officers may enroll in SOS DL upon their selection to captain.
6. Federal civilian employees in the grades of GS-9 to GS-12, DCIPS PB2, and NAF 3/4 who possess regionally-accredited baccalaureate degrees.
7. Sister-service officers in the grade of O-3 may enroll.
8. Officers who complete the resident SOS program are prohibited from enrolling or reenrolling in the SOS DL course.

Enrollment. Personnel may enroll via the Air University Student Information System (AUSIS) which can be accessed through the Air Force Portal. From the Air Force Portal, use the Air University Portal link under the

Education/Training/Force Development category. From there, hover over the “Distance Learning” item on the left menu and follow the submenu to the desired program and AUSIS link.

Completion Requirements. Students must complete the orientation course, all the foundational courses, and the minimum number of focused courses with passing scores to graduate and receive program credit. All the courses are either self-paced or asynchronously facilitated online. The self-paced courses contain progress checks that require a score of 80% or higher to advance. The facilitated courses require the submission of all deliverables (may be assigned in self-paced courses) and an overall course grade of 75% or higher to complete the program.

SYLLABUS
(Orientation, Graduate Skills, and Foundational Courses)

Course Number and Course Title	Contact Hours
Orientation and Graduate Skills Courses (All Required)	
ORN501S Orientation	Non-Credit
GSS501S Introduction to Critical Thinking and Writing	15
GSS502A Graduate Skills Writing (Facilitated)	Non-Credit
Foundational Courses (All Required)	
LDR501S Ethical Foundations of the Profession of Arms	10
LDR502S Leader Development	15
LDR503S Leading in the Organization	10
LDR504A Leading Airmen (Facilitated)	20
ISS501S Introduction to Security Studies	15
WAR501S Introduction to Warfare Studies	10
AIR501S Foundations of Airpower	15
JNT501S Introduction to Joint Operations	10

AIR502A Airpower Studies (Facilitated)	20
Subtotal (Orientation + Graduate Skills + Foundational)	140

**SYLLABUS
(Focused Courses)**

Course Number and Course Title	Contact Hours
Focused Courses (60 Contact Hours Required)	
Warfare and Security Group (45 Contact Hours Minimum) (WAR801S plus either ISS801S or WAR802S to complete WAR803A)	
WAR801S Fire and Flux: The Changing Character of War	15
ISS801S Deterrence	15
WAR802S Gray Zone Warfare	15
WAR803A Unknown Unknowns: Current & Future Conflict (Facilitated)	15
Regional Studies Group (30 Contact Hours Minimum) (ISS802S or ISS803S to complete ISS804A)	
ISS802S Regional Studies: European Union	15
ISS803S Regional Studies: Russian Sphere	15
ISS804A Comparative Geopolitics & Security (Facilitated)	15
Leadership Group (45 Contact Hours Minimum) (LDR801S plus either LDR802S or LDR803S to complete LDR804A)	
LDR801S Power, Status, and Influence	15
LDR802S Negotiations in the Military Environment	15

LDR803S Principles of Strategic Communication	15
LDR804A Weapons of Mass Persuasion (Facilitated)	15
Additional Choices <i>(Choose one of these or any self-paced course to complete 60 contact hours)</i>	
AIR801S Planning Joint Air Operations	15
LDR805S The Flight Commander	15
Total (Orientation + Graduate Skills + Foundational + Focused)	200

Course Descriptions

Orientation and Graduate Skills Courses

ORN501S Orientation

Non-Credit

The Squadron Officer School Distance Learning 2.0 (SOS DL 2.0) eOrientation Course prepares students for success in the SOS DL 2.0 program. The course highlights program policies, procedures and expectations and orients students to the program structure, learning management system, and curriculum delivery methods. By participating in this course, students will develop the requisite knowledge to successfully navigate and complete SOS DL 2.0.

GSS501S Introduction to Critical Thinking and Writing

15 Contact Hours

This course provides an introduction to critical thinking in which students learn the importance of developing a critical thinking mindset as well as various techniques for analyzing, evaluating, and presenting arguments. These techniques include identifying valid and invalid arguments and recognizing common cognitive biases and logical fallacies. Students will also review and practice writing skills necessary for communicating their ideas effectively.

GSS502A Graduate Skills Writing (Facilitated)

Non-Credit

This course is a writing diagnostic assessment in which students are given the tools and feedback necessary to successfully complete future writing assignments within the program.

Foundational Courses

LDR501S Ethical Foundations of the Profession of Arms 10 Contact Hours

This course explores the moral foundations of the profession of arms through an examination of foundational documents, such as the Constitution and Oath of Office, and explains how professional military ethical obligations arise from these documents. The course further explores the military as a profession and its corresponding virtues and values. The course concludes with an introductory look at the just war tradition which provides the framework for thinking about when war may be morally justified and the moral conduct appropriate during war itself.

LDR502S Leader Development 15 Contact Hours

This course offers students an opportunity to explore ways to develop their leadership. Students begin the course with introspection and subsequently explore key elements of leadership models, critical thinking, and decision-making. Students then apply leadership-course themes in developing a personal leadership development plan.

LDR503S Leading in the Organization 10 Contact Hours

This course is designed to develop the foundational pillars that leaders need to effectively take care of people and other critical resources. Students will understand how organizational culture, team development, dynamic followership, and change management are integral to successful leadership in a complex, resource-constrained environment. Furthermore, this course allows students the opportunity to reflect on their personal experiences and endeavors to explore how they might apply their personal leadership philosophy in an organizational setting.

LDR504A Leading Airmen (Facilitated) 20 Contact Hours

This capstone facilitated course requires students to apply critical-thinking, reflection, and interactive discussion to exploring the unique challenges of leading in a complex organizational environment. During this course, students will share personal, professional, historical, real-world and scenario-based leadership challenges and triumphs to explore commonalities and habits of mind.

ISS501S Introduction to Security Studies 15 Contact Hours

This course engages students with concepts in international relations, civil-military relations, and strategic guidance. The goal of this course is to expose junior leaders to the international community, the actors involved in

international civil-military relations, and their role as military and civilian members of the Department of Defense. Primary topics include international relations paradigms, international actors (both state and non-state), instruments of national power (IOPs), domestic actors in the national security process and their authorities, and strategic guidance, tools, and thinking (including concepts in deterrence).

WAR501S Introduction to Warfare Studies

10 Contact Hours

This course introduces the nature and character of war, examines the various levels of war, surveys the spectrum of military operations, and explores the operational environments where wars are fought. The course topics include the changing and unchanging aspects of war; the tactical, operational, and strategic levels of war; factors that complicate warfare such as morality and just war theories; conflict termination versus war termination; the spectrum of military operations / continuum of warfare, and the operational environments.

AIR501S Foundations of Airpower

15 Contact Hours

This course explores the concept of airmindedness, and how it has driven the evolution of early airpower theories into a doctrine of Airpower employment, leading to an independent Air Force. It shows that from its inception, the Air Force has pursued a core group of enduring missions. Finally, the course illustrates how critical thinking and problem solving tools have been applied to air-centric problem sets.

JNT501S Introduction to Joint Operations

10 Contact Hours

This course provides a basic overview of the challenges, capabilities, and processes related to operating in the Joint environment. The course provides an introduction to the capabilities and limitations of Department of Defense Service components. It next examines factors which shape the employment of military forces, with an emphasis on airpower. The course introduces the Joint Functions as categories of operational thought and planning and exposes Airmen to the stakeholders and issues across the joint, interagency, intergovernmental, and multinational (JIIM) environment. Finally, the course introduces the organization and presentation of airpower to the Joint Force Commander.

AIR502A Airpower Studies (Facilitated)

20 Contact Hours

This capstone facilitated course culminates an exploration of the Air Force “family business” in its context of international security, warfare, and joint operations. The course addresses selected themes from the self-paced content. Students will analyze the interrelationships among airpower, national security,

warfare, and joint operations, identifying crucial issues concerning airpower roles and employment in those contexts.

Focused Courses

Warfare and Security Group

This group requires a minimum of two self-paced courses plus the facilitated course to complete. To take the WAR 803A facilitated course, students must first complete WAR801S plus either ISS801S or WAR802S. The remaining self-paced course may also be completed towards the 60 contact hour minimum for focused courses.

WAR801S Fire and Flux: The Changing Character of War 15 Contact Hours

This course explores the past, present, and possible future evolution of man's conception of war. The course threads together social, environmental, and technological changes through history to illustrate how they have interacted to continually change the character of warfare.

ISS801S Deterrence

15 Contact Hours

The use of threat to prevent adversarial action is a fundamental construct in the United States' national strategy and merits serious thought. Although deterrence is widely associated with the threat of nuclear war, this course will explore deterrence principles across many domains including counterterrorism, space and cyberspace. Given the lethality of modern weaponry, we live daily with the prospect that deterrence failure could result in mass destruction. It is especially important that participants in development and execution of national strategy become familiar with it.

WAR802S Gray Zone Warfare

15 Contact Hours

The concept of conflict within the "Gray Zone" between Peace and War is not a new concept, but is one that has recently found renewed interest within the current global order. This class will explore the concepts of Gray Zone conflicts, how they are understood, why they are fought, and the spectrum of forms they take. Attention will especially be given to the larger debates around their definition, their intersections with hybrid threats, and current examples of Gray Zone threats.

WAR803A Unknown Unknowns: Current & Future Conflict (Facilitated)

15 Contact Hours

This capstone facilitated course culminates an exploration of the complexities of warfare, how it evolves, how it is fought, and how it can be deterred. The course addresses selected themes from the self-paced content. Students will analyze the interrelationships among deterrence, gray zone warfare, and the changing character of war identifying crucial issues concerning those contexts in the future.

Regional Studies Group

This group requires a minimum of one self-paced course plus the facilitated course to complete. To take the ISS804A facilitated course, students must first complete either ISS802S or ISS803S. The remaining self-paced course may also be completed towards the 60 contact hour minimum for focused courses.

ISS802S Regional Studies: European Union

15 Contact Hours

This course covers the development of the European Union and the challenges it faces as it attempts to become a global player. The course begins with an overview of the history of the EU before proceeding to the challenges that the EU is facing. Understanding the European Union will assist students in planning and conducting operations with the European Union and operations based in the European Union.

ISS803S Regional Studies: Russian Sphere

15 Contact Hours

This course provides students with an overview of Russian history, the significant changes in her governing institutions, and the inherent and immediate regional and global challenges regarding Russian national interests and foreign policy. Students will understand the structural conditions that precipitated the Russian Revolution, the ideologies and policies which drove the Soviet system, and the dynamics that fractured the Union. Finally, informed by the dramatic and turbulent past, students will conceptualize the cotemporary Russian security situation, and relations between Russia and the world.

ISS804A Comparative Geopolitics & Security (Facilitated)

15 Contact Hours

Comparative Global Politics and Security is a facilitated course that will walk students through some of the foundational issues within the global system that sustain or resolve regional security issues. Students will engage in comparative discussions of these factors such as political, socio-cultural, and economic

structures across regions and the effects these have in shaping regional and global security issues.

Leadership Group

This group requires a minimum of one self-paced course plus the facilitated course to complete. To take the LDR804A facilitated course, students must first complete LDR801S plus either LDR802S or LDR803S. The remaining self-paced course may also be completed towards the 60 contact hour minimum for focused courses.

LDR801S Power, Status, and Influence

15 Contact Hours

Power, status, and influence are key organizing processes in groups from small teams to large organizations. This course summarizes research on the basis of power, status, and influence, how they relate to each other, how to grow them, and how they increase leadership effectiveness. Students will gain a better understanding of dynamics within their own organization and how to leverage this understanding to become a more effective leader.

LDR802S Negotiations in the Military Environment

15 Contact Hours

This course introduces basic negotiation theory and its utility in the military context. It provides an overview of proven negotiations concepts and fundamental models. Students will employ interactive DL tools to reinforce those concepts.

LDR803S Principles of Strategic Communication

15 Contact Hours

This course explores the concept of Strategic Communication and its importance in today's VUCA environment. Students will learn why Strategic Communication matters, its relationship to Information Operations, as well as its purpose and processes. Students will also explore ways that they can become better listeners, and how to influence behavior in a target audience. With a focus on Social Media, students will learn how communication plays a role in the "War of Ideas," especially as it relates to combating terrorism.

LDR804A Weapons of Mass Persuasion (Facilitated)

15 Contact Hours

This capstone facilitated course builds on the concepts of power, status, and influence with an understanding of strategic communication and negotiation processes in a military context. Students will demonstrate their understanding of how leaders benefit from a firm grasp of these concepts and how strategic communication and negotiating skills can complement each other to further a leader's effectiveness in accomplishing the mission.

Additional Choices

These courses provide additional choices that may be completed towards the 60 contact hour minimum for focused courses.

AIR801S Planning Joint Air Operations

15 Contact Hours

This course covers operational air planning from strategic guidance through Air Tasking Order production and execution. It examines the JFACC's role in guidance and prioritization, and how the AOC translates that guidance into plans and effects. Finally, the course includes detailed study of the Joint Operational Planning Process for Air (JOPPA); air targeting; the Joint Air tasking Cycle (JATC) cycle; rules of engagement (ROE) and collateral damage considerations; and airpower-related doctrinal issues and friction points.

LDR805S The Flight Commander

15 Contact Hours

This course explores the day-to-day duties of a typical Flight Commander to help prepare students for this critical role. Students will learn concepts related to common Flight Commander responsibilities and expectations, such as leading and facilitating in their organization. Topics also highlight the importance of Flight Commanders' duties, to include administrative and operational responsibilities.

Airman Leadership School

Resident Program

Internet Address

<http://www.au.af.mil/au/barnes/>

Program Description. The Airman Leadership School (ALS) CCAF-affiliated program consists of 192 hours of resident classes. Each student earns nine hours of undergraduate credit upon successful completion of the course.

ALS is the critical foundation for enlisted professional military education (EPME) and development. Airman Leadership School focuses on developing leadership skills required of first-line supervisors and reporting officials. ALS enhances the development of senior Airmen by strengthening their ability to lead, follow, and manage while gaining a broader understanding of the military profession. Students attending ALS experience the course through guided-discussion, experiential and case study methodologies. These methodologies enable students to share ideas and experiences while they work together to achieve various educational objectives in a collaborative classroom setting. Formative exercises are an integral part of the ALS curriculum and serve as feedback tools for the student and instructor. Summative, objective, and performance evaluations are used to determine whether students achieve the educational requirements and objectives outlined in the program. Students must accomplish lesson objectives using criteria outlined in the program curriculum, including those pertaining to supervisory skills, leadership, fitness, uniform inspections, and drill and ceremonies.

ALS is conducted at 68 active-duty Air Force bases worldwide and 1 ANG base located in the United States. More than 350 ALS instructors facilitate a dynamic and rigorous standardized curriculum. The program is student-centered, and the curriculum is designed around the various types of adult learners. The curriculum also develops students' professionalism and critical-thinking skills.

Learning Outcomes. Graduates are able to

- perform first-level supervisory tasks/responsibilities and use effective leadership principles to lead individuals and work teams;
- apply appropriate verbal, written and listening skills to communicate effectively as a first-level supervisor, team leader, and manager;
- demonstrate professional military attributes such as image and bearing;

- use progressive discipline to reinforce appropriate behaviors;
- explain basic military capabilities and Air Force enterprise perspectives; and
- demonstrate the embodiment of Airman culture (for example, ethical leadership, followership, warrior ethos, self-development).

Faculty. The ALS faculty are required to have an associate’s degree (or fall within one year of completion) and must complete the Enlisted Professional Military Education Instructor Course (EPMEIC) before assignment to an EPME school or academy. Faculty must complete a 180-hour internship during their first year of assignment at their respective schools.

Duration. The ALS program is delivered in 24 academic days.

Eligibility. Refer to AFI 36-2656, *Developmental Education*, for ALS eligibility criteria and visit the ETCA website at <https://etca.randolph.af.mil> and select Course ID: ZZ41007.

Completion Requirements. Students must pass all summative, objective, and performance evaluations.

SYLLABUS

Instructional Area Titles	Course Hours
Profession of Arms	33
Warfare Studies	5
Leadership Studies	50
International Security Studies	3
Communication Studies	73
Course Capstone Case Study	4
Objective Exercises/Evaluations	14
Collateral Curriculum	10
Total	192

Instructional Area Descriptions

Profession of Arms

33 Contact Hours

This course offers a study of the military as a profession and the characteristics of the culture that separate the uniformed service from the society it serves. It focuses on distinctive knowledge, exclusive group coherence, career structure, and the Airman's role in society. The course also addresses core values, discipline, ethical leadership, dress and appearance, oath of enlistment, drill and ceremonies, emergent leadership issues (substance abuse, sexual assault prevention, wingman concept, and such), accountability, and the warrior ethos.

Warfare Studies

5 Contact Hours

This course provides a study of the military instrument of national power. This core area develops an understanding of the nature of war and the art of employing military power across the spectrum of operations. War fighting includes people, roles and missions, doctrine, strategy, force structures, and joint operations, along with the domains of land, sea, air, space, and cyberspace supporting national security objectives.

Leadership Studies

50 Contact Hours

This course develops and inspires the human dimension from an individual to an organizational level. Broad categories in this area include leadership concepts, supervision skills, evaluation systems, and functions of management such as resource stewardship, continuous process improvement, diversity, and group dynamics. In addition, change management, problem solving, followership, team and coalition building, safety, and time management are included throughout the course.

International Security Studies

3 Contact Hours

This course develops an understanding of the nature and functioning of the international system and the strategic environment. Broad categories in this core area include contemporary problems and issues and global vigilance. Emphasis is placed on nonmilitary instruments of power and how they affect global, regional, and national security conditions. Global, regional, and cultural awareness is integrated.

Communication Studies

73 Contact Hours

This course helps students develop an understanding of and ability to apply

principles of effective communication (speaking, listening, writing, researching, communicating nonverbally, negotiating, and thinking critically). Broad categories in this core area include interpersonal communications, cross-cultural communications, and the attendant processes and networks for communication.

Course Capstone Case Study

4 Contact Hours

The Capstone Case Study gives students opportunities to see how concepts and principles they have studied throughout the course apply to simulated situations. In theory, students who demonstrate mastery of course concepts and principles are able to transfer their knowledge to the work center and, thus, with practice become more effective managers and leaders.

Objective Exercises/Evaluations

14 Contact Hours

A pretest is used as a tool to assess the student's knowledge on lesson principles prior to instruction. Academic Affairs uses the results from this pretest as an indicator of how much learning occurred. The formative exercise presents a series of new problem scenarios to the student. The student will make decisions and apply the lesson principles he or she has learned to these situations. Following the two-hour exercise, the instructor will spend the remaining three hours conducting remediation with the students. The summative evaluation presents a series of new situations designed to evaluate student mastery of principles taught. Following the two-hour evaluation, the instructor will spend the remaining three hours conducting remediation with the students. The summative course retest is for students who failed the summative evaluation. Students who fail to meet the minimum passing score on the retest will have two hours of test remediation prior to the commandant convening an academic review board (ARB) for students who fail the summative course retest. Following the ARB, the students may be given a final chance to meet the academic requirement by taking a two-hour post-ARB retest.

Collateral Curriculum

10 Contact Hours

The collateral curriculum is time given for the course introduction, student surveys, administration, and commandant time.

Airman Leadership School

Distance Learning Program

Internet Address

<http://www.au.af.mil/au/barnes/>

Program Description. Airman Leadership School Distance Learning Program (ALS DLP) is a CCAF-affiliated course consisting of 136 hours. Each student earns eight hours of undergraduate credit upon completion of the course.

The program focuses on leadership skills required of supervisors and reporting officials throughout the Air Force. The ALS DL program enhances the development of senior Airmen by strengthening their knowledge about leadership, followership, and management while they gain a broader understanding of the military profession. The ALS DL program is a voluntary electronic-based, self-study course administered by AU. The program consists of two sets: set one contains three volumes, and set two contains two volumes. This program is designed to provide professional development to enlisted military members at a specific and critical point in their career. Students must review the *Air University Catalog* frequently during their enrollment to ensure compliance with any changes in administrative policies. Two closed-book, end-of-course examinations (one per set) in the ALS DL program are administered at a designated/authorized test control facility located on almost every military base. Successful completion of the ALS DL program results in college credit from the CCAF.

Learning Outcomes. Graduates are able to

- comprehend leadership and management principles to supervise and lead work teams as a first-level supervisor;
- comprehend verbal, written, and listening skills to communicate effectively as a first-level supervisor, team leader, and manager; and
- comprehend profession of arms and military studies principles to exhibit professional military attributes.

Duration. The course consists of a single academic term of 12 months. This enrollment period begins on the date the student enrolls in the course. The 12-month enrollment period includes time required to receive materials, schedule/complete tests, and submit results for scoring/posting. Students may extend their course by 120 days at any time before the end of their 12-month

enrollment using options available through their AUSIS account.

Eligibility. AFRES and ANG senior Airmen attend the ALS DL program. Other US military junior enlisted and eligible nonmilitary technician civil service personnel may also attend. Air Reserve Component (ARC) members must wait one year after graduation from a DL EPME program to attend the next level of DL EPME. Refer to AFI 36-2656, *Developmental Education*, for additional course policy and enrollment information.

Course Completion. Students are required to pass 2 course exams, demonstrating curriculum mastery by attaining the minimum passing score of 70 percent on each exam.

SYLLABUS

YALS003 Instructional Areas	Contact Hours
Set One:	
Volume 1 Course Foundation	18
Volume 2 Expeditionary Airman	24
Volume 3 Professional Airman	30
Set Examination: Set One	2
Set Two:	
Volume 1 Supervisory Communicator	21
Volume 2 Supervisor of Airmen	39
Set Examination: Set Two	2
Total	136

Instructional Area Descriptions

Course Foundation

18 Contact Hours

The course foundation is time given for student orientation and administrative information. The purpose of the course foundation is to establish the foundation for learning the body of theory and specialized knowledge needed to successfully complete the ALS DL. Topics such as successful learning, critical thinking, full-

range leadership development, and four lenses will be covered.

Expeditionary Airman

24 Contact Hours

The Expeditionary Airman curriculum is also a combination of profession of arms and leadership lessons. The purpose of the curriculum is to further the development of a cultural and warrior-ethos mind-set driven by the role of Air Force staff sergeants as expeditionary Airmen in an expeditionary Air Force. It will focus on an introduction to culture, joint organization, the joint war fighter, and the nuclear enterprise.

Professional Airman

30 Contact Hours

The Professional Airman curriculum is a combination of profession of arms and leadership lessons. The purpose of the curriculum is to facilitate the development of an ethical mind-set driven by the role of Air Force staff sergeants as military professionals in an expeditionary Air Force. Topics such as airmanship, customs and courtesies, ethical leadership, and emergent leadership issues are covered.

Supervisory Communicator

21 Contact Hours

The Supervisory Communicator curriculum focuses on providing students with the knowledge to be more effective communicators in supervisory writing and speaking situations. This volume covers topics such as communicator skills, a culture of engagement, supervisory writing, and interpersonal communication.

Supervisor of Airmen

39 Contact Hours

The purpose of the Supervisor of Airmen curriculum is to provide skills necessary to fulfill supervisory and reporting official responsibilities and to prepare students for future responsibilities as noncommissioned officers (NCO). Specific attention is given to leadership in areas such as standards and discipline, performance evaluation, team leader, diversity, leader influence, introduction to negotiating, resource stewardship, and continuous improvement.

Set Examination

4 Contact Hours

Exams are administered via electronic testing method at the local education office. This affords students immediate feedback on exam results and identifies areas requiring further study. In order to successfully complete this course, students are required to pass two course exams, demonstrating curriculum mastery by attaining the minimum passing score of 70 percent on each exam.

Air Force Noncommissioned Officer Academy Intermediate Leadership Experience

Resident Program

Internet Address

<http://www.au.af.mil/au/barnes>

Program Description. The Air Force Noncommissioned Officer Academy (NCOA) Intermediate Leadership Experience (ILE) is a resident CCAF-affiliated program that consists of 198 classroom hours. The ILE prepares NCOs for increased leadership responsibilities in the joint, combined, and interagency operating/strategic environment. Specifically, the NCOA ILE educates NCOs to help them become adaptable, critically thinking, and strategically relevant leaders in their operating environment. During the ILE, students apply their understanding of concepts they learn in the resident course.

Learning Outcomes. Graduates are able to

- demonstrate effective leadership behaviors for midlevel supervisors/managers;
- exhibit the embodiment of Airman culture (for example, ethical leadership, followership, and self-development);
- demonstrate appropriate verbal, written and listening skills to communicate effectively as a mid-level supervisor/manager; and
- prove their ability to adapt leadership behaviors and to think critically in complex and ambiguous environments as a mid-level supervisor/manager.

Faculty. The NCOA faculty are required to have an associate's degree (or fall within one year of completion) and to complete the Enlisted Professional Military Instructor Course (EPMEIC). Within the first year of teaching, faculty must complete a 120-hour internship at the school.

Duration. The NCOA program is delivered in 25 academic days.

Eligibility. NCOs from the total force, active-duty Air Force, selected AFRES, and ANG may attend the resident NCOA. The Air Force Military Personnel Center identifies and notifies active-duty students for ILE attendance. Air Force

students must meet Air Force standards.

Reference AFI 36-2656, *Developmental Education*, and the ETCA website at <https://etca.randolph.af.mil> and search for Course ID: XNCOA-ILE XXX.

Completion Requirements. Students must pass all summative, objective, and performance evaluations.

SYLLABUS

Instructional Areas	Contact Hours
Module 1: Course Foundation	25
Module 2: Personal Leadership Development Plan	12
Module 3: Self-Improvement Through Feedback	21
Module 4: Human Performance	16
Module 5: The Adaptable Leader	7
Module 6: Leadership and Followership	22
Module 7: Leadership Influence On Subordinate Behavior	7
Module 8: Effective Negotiations	9
Module 9: Leadership Immersion Lab	67
SA01: Sexual Assault and Prevention	2
Course Evaluation	1
Administration	4
Commandant's Time	5
Total	198

Instructional Area Descriptions

Module 1 Course Foundation

25 Contact Hours

This is the introductory module for the NCOA ILE and consists of five main points. It is designed to be the foundation for the course to help students adjust and successfully prepare for the course. This lesson is primarily delivered as an informal lecture, since this method is most suitable for introducing a subject. However, Main Point 3 is delivered via demonstration/performance and Main Point 5 consists of four case studies.

Module 2 Personal Leadership Development Plan **12 Contact Hours**

The core chapters are Strategic Thinking and Managerial Communication. Students who complete the Personal Leadership Development Plan (PLDP) module are better prepared to complete all associated assignments and develop an effective PLDP as evidenced by successfully meeting all prescribed requirements. The purpose of this module is to prepare students for the three-part PLDP course requirement. Part I: Module Entries from Modules 3, 5, 6, 7, and 8; Part II: Student's Leadership Vision Statement; and Part III: Student's Action Plan. The PLDP project has three purposes. First, it introduces students to the concept of a PLDP. Second, it provides structure for students to create a PLDP based on things they have learned about themselves throughout the course. Third, it provides opportunities for students to "map" their own development.

Module 3 Self-Improvement Through Feedback **21 Contact Hours**

The core chapters are A-I Theory, Full-Range Leadership Development (FRLD), Team Building, Negotiation, and Interpersonal Communication. The purpose of this module is to better prepare students to willingly seek, receive, and positively respond to feedback to enhance personal development and communication.

Module 4 Human Performance **16 Contact Hours**

The core chapter is Human Performance (HP). The HP module encompasses the physical fitness component of the NCOA ILE emphasizing a three-phased approach to every session: warm-up, workout, and cool-down. Part of the intent of this module is to expose students to additional fitness movements and workouts they may not be currently using.

Module 5 The Adaptable Leader **7 Contact Hours**

The core chapters are Strategic Thinking, A-I Theory, FRLD, Team Building, Leader Influence, Resource Stewardship, Change Management, and Continuous Improvement. The purpose of this module is to be an adaptive/innovative leader/thinker when operating in complex and unstructured environments through effectively anticipating and responding to surprise, uncertainty, change, and transitions.

Module 6 Leadership and Followership **22 Contact Hours**

The core chapters are FRLD, Airmanship, Profession of Arms, Team Building, Leader Influence, Managerial Communication, and Culture of Engagement. The purpose of this module is for students to demonstrate and synthesize effective leadership and followership concepts to understand how effective leaders should

utilize different leadership styles and behaviors to inspire, lead, and motivate their followers to achieve personal, professional, and organizational success.

Module 7 Leadership Influence on Subordinate Behavior 7 Contact Hours

The core chapters are FRLD, Leader Influence, Discipline, Emergent Leadership Issues, and Interpersonal Communication. The purpose of this lesson is to expand the students existing knowledge of leadership, particularly how leaders influence subordinate behavior. While the concept of leadership influence may not be new to students, it is likely that few have considered just how much it can impact subordinate behavior.

Module 8 Effective Negotiations

9 Contact Hours

The core chapters are Diversity, Cross-Cultural Awareness, and Negotiation. The purpose of this module is for students to analyze effective negotiations concepts and skillsets that enhance NCO effectiveness in garrison, deployed, and cross-cultural environments and to develop these skillsets in a safe, learning environment. All terms and concepts included within this module support one's ability to effectively negotiate.

Module 9 Leadership Immersion Lab

67 Contact Hours

The primary focus of the Leadership Immersion Lab is to observe specific social behaviors exhibited by persons engaged in interpersonal, reality-based situations and use these observations to encourage behavior modification (true learning).

SA01 Sexual Assault and Prevention (SAPR)

2 Contact Hours

The core chapter is Emergent Leadership Issues. This lesson provides guidance and procedures for the SAPR Program at all levels, and explains the establishment and implementation of the DoD SAPR Program. It covers the roles and responsibilities of helping agencies, Judge Advocates General, DoD law enforcement, and commanders, while focusing on the victim and on doing what is necessary and appropriate to support victim recovery. It clarifies definitions, reporting options, and roles of personnel according to position. It describes and expands upon changes in SAPR policy in order to familiarize NCOs of significant improvements in the support of victims. The lesson content covers subject matter specified by DoD.

Course Evaluation

1 Contact Hour

One hour is allotted for students to complete the end-of-course survey.

Administration**4 Contact Hours**

Two hours are allotted for processing students into and out of the school. Two hours are allotted for graduation.

Commandant's Time**5 Contact Hours**

These hours are used to bring in speakers of opportunity to enhance the NCOA experience, for example, wing commander, chief master sergeant of the Air Force, command chief master sergeant, chief's group, first sergeants, etc.

Noncommissioned Officer Academy

Distance Learning Course

Internet Address

<http://www.au.af.mil/au/barnes/>

Program Description. The Noncommissioned Officer Distance Learning Course (NCO DLC) is a CCAF-affiliated course delivered via the World Wide Web. NCO DLC consists of 84 contact hours. Reference the NCO DLC Program Student Handbook at <https://www.aueducationssupport.com/> for policy and enrollment information. NCO DLC provides an advanced PME program for NCOs to better prepare them for leadership responsibilities by expanding their leadership and managerial capabilities and their perspective of the military profession. There are three end-of-course examinations for the NCO DLC program. Students must receive a passing score to complete the course. The end of course examinations can be scheduled at a designated/authorized test control facility located on almost every military installation.

Learning Outcomes. Graduates are able to

- comprehend leadership and management principles to supervise and lead work teams as a midlevel supervisor;
- comprehend principles to effectively communicate as a midlevel supervisor, leader and/or program manager; and
- comprehend profession-of-arms and military studies principles necessary to model professional military attributes.

Duration. The enrollment period is 12 months. Students may voluntarily withdraw or be dis-enrolled from the program under the conditions of course failure or nonparticipation (enrollment period expiration). Students are authorized to immediately re-enroll into the course after disenrollment, failure, or nonparticipation following EPME Distance Learning Reenrollment policy located at <https://cs3.eis.af.mil/sites/25113/DistanceLearning/default.aspx>.

Eligibility. Air Force, AFRES, and ANG NCOs attend the NCO DLC program. ARC members must wait one year after graduation from a DL EPME program to attend the next level of DL EPME. Refer to AFI 36-2656, *Developmental Education*, the NCO DLC Program Student Handbook at <https://www.aueducationssupport.com>.

Course Completion. Students must pass three course exams scoring a minimum of 70 percent on each.

SYLLABUS

YNCOA003 Instructional Areas	Contact Hours
Course Introduction	23
Leadership and Management	35
Operational Airman	26
End of Course Exams	6
Total	90

Instructional Area Descriptions

Course Foundation

23 Contact Hours

The Course Foundation Module familiarizes students with educational processes used to guide them towards achieving the desired levels of learning in the NCO DLC. The material also helps set them up for studying, comprehending, and deeper-thinking successes if they give 100% effort during their learning experiences. Some of this material will help them self-assess so they can become more self-aware which in turn will help them create plans to self-develop.

Leadership and Management

35 Contact Hours

The Leadership and Management Module includes chapters that focus on organizational management strategies and personnel management techniques to help students when leading and managing at home station and in deployed and joint environments. The module focuses on helping students to solve problems, drive change, and execute missions using efficient and effective leadership and management tools.

Operational Airman

26 Contact Hours

The Operational Airman Module includes chapters to enhance student knowledge to perform more effectively while in conflict, in country, and in garrison. Understanding how and why AF members must perform flawlessly and jointly during peacetime, during peace keeping and humanitarian efforts, and during conflicts and wars are crucial aspects for students as an NCO and a leader along with the communication and discipline skills needed to operate in that environment. Being able to articulate the relationships between national

objectives, national security, nuclear operations, and joint partnerships to their people will create environments to enhance mission readiness and personal preparedness.

End of Course Exams

6 Contact Hours

Exams are administered via electronic testing method at the local education office. This affords students immediate feedback on exam results and identifies areas requiring further study. In order to successfully complete the course, students are required to pass three course exams, demonstrating curriculum mastery by attaining at least the minimum passing score of 70%. Students have two contact hours for each summative exam.

Air Force Senior Noncommissioned Officer Academy Advanced Leadership Experience

Resident Program

Internet Address

<http://www.au.af.mil/au/barnes/>

Program Description. The Air Force Senior Noncommissioned Officer Academy (AFSNCOA) Advanced Leadership Experience (ALE) is a resident CCAF-affiliated program that consists of 200 classroom hours. The ALE prepares SNCOs for increased leadership responsibilities in the joint, combined, and interagency operating/strategic environment. Specifically, the AFSNCOA ALE educates SNCOs to help them become adaptable, critically-thinking, and strategically relevant leaders in their operating environment. Students may attend the ALE only after successfully completing Course 14 or the SNCO DLC. During the ALE, students build upon their understanding of concepts they learn in the resident program.

Learning Outcomes. Graduates are able to

- Apply leadership and management principles to supervise and lead the organizational enlisted force as a senior-level supervisor, organizational leader and/or program manager.
- Apply communication principles to effectively communicate as a senior-level supervisor, organizational leader and/or program manager.
- Apply profession of arms and military studies principles necessary to, interpret, implement, model and correct professional military attributes as a senior-level supervisor, organizational leader and/or program manager.
- Apply military capabilities and Air Force enterprise perspectives as senior-level supervisor, organizational leader, and manager.

Faculty. The AFSNCOA faculty members are required to have an associate's degree (or fall within one year of completion) and to complete the EPMEIC before instructing at the academy. Within the first year of teaching, faculty must complete a 120-hour internship at the school.

Duration. The AFSNCOA program is delivered in 25 academic days.

Eligibility. SNCOs from the total force, active-duty Air Force, selected AFRES, and ANG may attend the resident AFSNCOA. Selected Navy, Coast Guard, and international military personnel also attend on a limited basis. Active-duty Air Force personnel must have at least one year of retainability following graduation. The Air Force Military Personnel Center identifies and notifies active-duty students for ALE program attendance. Air Force students must meet Air Force standards. Students from other services must meet their service’s standards.

Reference AFI 36-2656, *Developmental Education*, and the ETCA website at <https://etca.randolph.af.mil> and search for Course ID: AFSNCOA-ALE100.

Completion Requirements. Students must pass all summative, objective, and performance evaluations.

SYLLABUS

AFSNCOA-ALE100 Instructional Areas	Contact Hours
Module 1: Orientation	19
Module 2: Self-Awareness	18
Module 3: Deliberate Leadership Development	8
Module 4: The Visionary Leader	11
Module 5: The Ethical Leader	9
Module 6: The Influential Mediator	6
Module 7: The Strategic Planner	21
Module 8: Leadership Immersion Lab	55
Module 9: Capstone	16
Module 10: Comprehensive Airmen Fitness	13.5
Combined Operations	8
Collateral Curriculum	13.5
Special Interest Item: SAPR	2
Total	200

Instructional Area Descriptions

Module 1 Orientation

19 Contact Hours

This module familiarizes students with the USAF EPME procedural guidance, local information, and the AFSNCOA's human performance program. The majority of the module is focused on preparing students for success in the remaining modules by providing them project development time throughout the course. Information explained in this module includes student expectations, library resources, the class schedule, the course syllabus, and the synthesis level of learning. The communication assignment requirements and their due dates are discussed at length.

Module 2 Self-Awareness

18 Contact Hours

Since improving one's leadership begins with self-awareness, students complete several self-assessment instruments during this module. The core lessons are full-range leadership (FRL), critical thinking, the personal profile system, adaptation and innovation (A-I) theory, and team dimensions. This module educates senior enlisted leaders (SEL) on how to manage relationships and move people in a desired direction while controlling or redirecting disruptive emotions and adapting to changing circumstances.

Module 3 Deliberate Leadership

8 Contact Hours

The core lessons are FRL and profession of arms. The module allows SELs to appraise their own and other's deliberate leadership paths and career goals by utilizing desires and needs of the Air Force.

Module 4 The Visionary Leader

11 Contact Hours

The core lessons are FRL, diversity, and team building. This module helps SELs to build effective teams by articulating a shared vision and leveraging diversity. Additionally, SELs develop an understanding of how multidimensional differences within a team can impact its development and level of innovation.

Module 5 The Ethical Leader

9 Contact Hours

The core lessons are ethical leadership, critical thinking, and emergent leadership issues. This module helps SELs ensure that ethical decision making and behaviors occur in both an individual and organizational context. It underscores the expectation that SELs must not only be accountable but also hold others accountable to the expectations of the profession of arms while developing, supporting, and inspiring others to hone skills that further support and develop military attributes and capabilities.

Module 6 The Influential Mediator**6 Contact Hours**

The core lessons are negotiations and cross-cultural competence. This module ensures SELs are prepared to formulate alternatives that can win others' acceptance, resulting in the selection of the most appropriate outcomes while simultaneously maintaining positive, long-term relationships and sustaining mission focus.

Module 7 The Strategic Planner**21 Contact Hours**

The core lessons are strategic planning, continuous process improvement, change management, project management, and resource stewardship. This module ensures SELs are strategically focused to translate and prioritize strategy into progressive tactical application. This module highlights the fact that significant positive change can be achieved when senior leaders work together to achieve a shared vision and goals.

Module 8 Leadership Immersion Lab**55 Contact Hours**

The focus of this module is for SELs to effectively apply all leadership, management, strategic communication, and ALE concepts in a leadership lab. Throughout the lab, students will be presented with authentic, real world problems/situations and given the room to make decisions based on what they have learned. Additionally, during portions of the lab the ALE students will share their experiences with local senior leaders, and both parties will exchange valuable leader cross talk and discuss the right-to-lead model and how it pertains to all senior leaders.

Module 9 Capstone**16 Contact Hours**

In this module, SELs identify the lessons they have learned and conduct a briefing on their ALE "journey" via their leadership portfolios (professional leadership development plan and action plan, junior NCO deliberate leadership development project, and personal 100-day strategic plan project).

Module 10 Comprehensive Airmen Fitness**13.5 Contact Hours**

In this module, SELs develop an understanding of the impact of physical and emotional stressors on human psychology and physiology tied to leadership and unit cohesion. Students experience a fitness program designed to place students under physical stress. Then, students are provided a group problem solving scenario that requires teaming, communication, and leadership under constricted conditions. Students experience a program built to maximize their overall mental, physical, social, and spiritual fitness while enhancing leadership and character synonymous with military service and contributes to their

resiliency, warrior ethos, and military professionalism.

Combined Operations

8 Contact Hours

During this one-day event, SNCOs share perspectives with CGOs attending the SOC. The SNCOs and CGOs participate in lessons and exercises that establish a foundational framework for an SNCO mentor relationship with CGOs. This Air Force chief of staff (CSAF) initiative expects CGOs, when supervising and commanding, to team up with SELs to ensure a united front regarding matters involving personnel and operations.

Collateral Curriculum

13.5 Contact Hours

Collateral curriculum is time allotted for the students to complete required surveys and administrative tasks as well as time to add/modify or replace curriculum material as directed by a higher authority such as the CSAF, the AF Learning Committee, or the commandant.

Special Interest Item: SAPR

2 Contact Hours

This lesson provides guidance and procedures for the Air Force SAPR Program and explains the establishment and implementation of the DoD SAPR Program. It covers the roles and responsibilities of helping agencies, Judge Advocates General, DoD law enforcement, and commanders, while focusing on the victim and on doing what is necessary and appropriate to support the victim recovery. It clarifies definitions, reporting options, and roles of personnel. It describes and expands upon changes in SAPR policy in order to familiarize SELs of significant improvements in the support of victims. The lesson content covers subject matter specified by the DoD.

Senior Noncommissioned Officer Academy

Distance Learning Program

Internet Address

<http://www.au.af.mil/au/barnes/>

Program Description. The Senior Noncommissioned Officer Distance Learning Course (SNCO DLC) is a CCAF-affiliated program delivered via the World Wide Web. SNCO DLC program consists of 63 contact hours. Reference the SNCOA DLC student hand book at <https://www.aueducationssupport.com> for policy and enrollment information. SNCO DLC provides an advanced PME program for SNCOs to better prepare them for leadership responsibilities by expanding their leadership and managerial capabilities and their perspective of the military profession.

Learning Outcomes. Graduates are able to

- Comprehend leadership and management principles to supervise and lead the organizational enlisted force as a senior-level supervisor, organizational leader and/or program manager
- Comprehend communication principles to effectively communicate as a senior-level supervisor, organizational leader and/or program manager
- Comprehend profession of arms and military studies principles necessary to, interpret, implement, model and correct professional military attributes as a senior-level supervisor, organizational leader and/or program manager.
- Comprehend military capabilities and Air Force enterprise perspectives as a senior-level supervisor, organizational leader, and manager.

Duration. The enrollment period is 12 months. Students may voluntarily withdraw or be disenrolled from the program under the conditions of course failure or non-participation (enrollment period expiration). Students are authorized to immediately reenroll into the course after disenrollment. Reenrollment does not require approval. However, students who fail to maintain eligibility requirements or comply with Air Force, EPME or course policies may be disenrolled at the direction of the Dean, EPME Academic Affairs and restricted from future reenrollment. Disenrolled students will not have access to the course materials.

Eligibility. Air Force active duty, AFRES, and ANG senior NCOs are eligible to

enroll in the SNCO DLC course. Other US military senior NCOs are eligible. Nonmilitary technician civil service personnel may also enroll. ARC members must wait one year after graduation from a DL EPME program to enroll in the next level of DL EPME. Refer to AFI 36-2656, *Developmental Education*.

Completion Requirements. There are a total of three end-of-course examinations (one for each testable module) for the SNCOA DLC. Students must receive a passing score to complete the program.

SYLLABUS

MAFSNCOA003 Instructional Areas	Contact Hours
Course Foundation	3
Self-Awareness	9
Leadership and Management	33
Joint Warfighter	12
Evaluations (3 Modules)	6
Total	63

Instructional Area Descriptions

Course Foundation

3 Contact Hours

To assist the student in developing an effective study plan for the SNCO DLC, this chapter covers all of the elements to help the student be successful. It'll cover topics to include the modules breakdown, teaching methods they'll encounter, the Air Force Institutional Competencies for SNCOs, keys to successful learning, and time management's role in successful learning. In addition, they'll learn about several topics directly related to studying and test item construction—levels of learning, objectives, and samples of behavior. This chapter will close with the Identify, Differentiate, Determine, and Predict (IDDP) Structured Thinking Process and cover some test taking tips.

Self-Awareness

9 Contact Hours

The Self Awareness Module is a foundational lesson for effective leaders. The curriculum allows students to self-assess so that they can become more self-aware which in turn will help them create plans to continue self-development. Students being keenly aware of their strengths, areas needing improvement, and preferences, will be in a better position, as a senior enlisted leader, to understand

that differences aren't necessarily negative, they're just differences. The curriculum encourages students to recognize differences in thinking, feeling, and behaving and apply appropriate, effective, and positive leadership strategies to overcome the challenges associated with differences by integrating critical thinking skills into their problem-solving and decision-making processes.

Leadership and Management

33 Contact Hours

The Leadership and Management Module focuses on the organizational and personnel management functions that all SNCOs face at home station and in deployed and joint environments while centered on being a member of the Profession of Arms. Leadership managers drive change and execute missions through the efficient and effective use of resources while inspiring trust through character, discipline, integrity, courage, and selflessness. They are technically, physically, mentally, and spiritually ready to lead and are highly capable of adapting and performing under pressure to effectively accomplish the mission. They produce excellence through a wide range of career broadening experiences, education, and training.

Leaders and managers attract, retain, develop, lead, and prepare Airmen to operate in all environments. They are professional warriors and critical thinkers who understand the high expectations, commitment, and heritage of the profession of arms. They continually refine their understanding of military art and science and uphold traditional customs and courtesies. Military professionals model Air Force core values, lead courageously, and consistently perpetuate our distinct sub-culture. Finally, they inspire a willingness to do what is right, ensure professional duties take precedence over personal desires, and master processes that ensure the Air Force remains the world's premier air and space force

Joint Warfighter

12 Contact Hours

The Joint Warfighter Module encompasses institutional facets of a Joint minded Warfighter. Joint Warfighters ensure forces are trained, equipped, organized, and motivated to courageously confront battlefield challenges. The curriculum promotes the notion that the responsibilities of protecting our nation, preventing future conflicts, and prevailing against adversaries require SNCOs to fully understand the joint environment. SNCOs must be prepared to deploy, employ, fight, and survive across the spectrum of conflict in joint, combined, and multi-national environments.

Summative Evaluations**6 Contact Hours**

There are a total of three end-of-course examinations (one for each testable module) for the SNCOA DLC. Students must receive a passing score to complete the program. The end-of-course examinations can be scheduled at a designated/authorized test control facility located on almost every military base.

Chief Master Sergeant Leadership Course

Internet Address

<http://www.au.af.mil/au/barnes/>

Program Description. The Chief Master Sergeant Leadership Course (CLC) is a resident non CCAF-affiliated program that consists of 175 classroom hours. The CLC is the capstone and pinnacle level of enlisted professional military education (EPME). The CLC provides Chief Master Sergeants the education to bridge operational-to-strategic perspectives of the Air Force. Throughout the program, the CLC educates and develops Chief Master Sergeants into strategic-level leaders and inspires them to effectively lead, manage, and mentor today's Airmen. Chiefs will attend the CLC within approximately two years of receiving their promotion line number. The new Chiefs will continue to build on foundational, strategic-level leadership competencies invaluable to fly, fight, and win in the employment of air, space, and cyberspace.

Learning Outcomes. Graduates are able to

- Critically analyze competencies and develop strategies to lead the enlisted force through uncertain environments;
- Develop awareness of self and others that fosters continuous learning and strengthens the profession of arms;
- Cultivate strategic and professional relationships and inspire collaboration to effectively accomplish the mission;
- Create and deliver strategic communication to inform and encourage superiors, subordinates, and the public.

Faculty. The teaching staff of the CMSgt Leadership Course is composed of highly experienced active duty Chief Master Sergeants, including former senior enlisted and officer members. Instructor selection is determined by professional experience, academic background, and faculty qualification as an instructor. To enhance facilitation and teaching skills, instructors are required to complete periodic professional development training.

Duration. The CMSgt Leadership Course is delivered in 20 academic days.

Eligibility. Chief Master Sergeants from the total force – active duty Air Force, selected AFRES, and ANG may attend the CLC. The course is mandatory for active duty Chiefs. Active duty Air Force personnel must have at least one year

of retainability following graduation. The Air Force Military Personnel Center identifies and notifies active duty students for CLC attendance. Chiefs must meet Air Force standards. Selected AFRES and ANG Chiefs are scheduled through their unit training manager.

Reference AFI 36-2656, *Developmental Education*, and the ETCA website at <https://etca.randolph.af.mil> for additional information.

SYLLABUS

CMSA-CLC001 Instructional Areas	Contact Hours
Module 1: Educational Theories	23
Module 2: National Security	32
Module 3: Strategic leadership	40
Module 4: Synchronized Engagement	36
Module 5: Integrated Development	44
Total	175

Instructional Area Descriptions

Module 1 Educational Theories

23 Contact Hours

Educational Theories module is a two-part lesson and serve as an introduction to the CLC. The two parts are ET01 - Educational Expectations and ET02 - Procedures and Policies. The ET01 lesson is a 15-hour lesson designed with three main points: Educational Constructs; References and Resources; and Instructions and Guidance. The majority of the module is focused on preparing students for success in the remaining modules by providing learning management systems (LMS) assignments and exercises throughout the course.

The ET02 lesson begins on Day of Education (DoE). It is an 8 hour lesson designed with three main points: Orientation and Administration, Schedule and Academic Expectations, and Leadership and Accountability. This module offers a study of educational processes used to achieve desired levels explained in this module and includes student procedures and policies expectations, the class schedule, the course syllabus.

Module 2 National Security

32 Contact Hours

The National Security Lessons begins with the Doctrinal Studies. This 8-hour lesson is designed with the following three main points: Joint Doctrine, Service Doctrine and Multinational Doctrine. The National Strategy lesson is a 12-hour

lesson designed with the four main points consisting of Grand National Strategy, Defense and Politics, The Face of Government, and Joint Force. Wrapping up the module is a 12-hour lesson on Air Force Strategy. This lesson also has three main points with a focus on Air Force [of] Yesterday, Now, and Tomorrow. Legacy and heritage are incorporated into a flight room assignment. The Chiefs will research current and relevant material directly from the AF Portal and other .mil websites.

Module 3 Strategic Leadership

40 Contact Hours

The Strategic Leadership module consists of following four lessons: Force Development, Leveraging Leadership, Self-Awareness, and Innovation and Change. Force Development is a 12-hour lesson that emphasize the nation's reliance upon military service. This lesson's main points focuses on institutional competencies, continuum of learning, force distribution, and Manpower. Leveraging Leadership is an 8-hour lesson with four main points concentrated on a leader's right to lead, diversity, teambuilding, next generation and arising leadership issues. The 8-hour Self-Awareness lesson has three main points focused on developing a keener awareness of self and others through self-assessments, and reflection. Concepts such as emotional intelligence and domains of learning/thinking are applied to the internalization of this lesson. The 12-hour Innovation and Change lesson is has four main points that include Innovation and Technology, Culture and Climate, Personal Immunity to Change and Organizational immunity to Change. Students will reflect on previous lessons and to determine where they can strive for improvement, for themselves as well as the enterprise. The lesson concludes with a foundational exercise for strengthening the team to address a larger, organizational or Air force issue.

Module 4 Synchronized Engagement

36 Contact Hours

The Synchronized Engagement module consist of three lessons: Strategic Mindset, Strategic Communication, and Art of Negotiation. Strategic Mindset is a 12-hour lesson with four main points of application-level curriculum in strategic thinking, creative and critical thinking, decision making and strategic planning. This lesson explores various methods of making things happen in organizations that are "organized" as well as "unorganized." Strategic Communication is a 12-hour lesson where the students will consider the enterprise perspective to begin a guided discussion. The discussion leads into the use of strategic communication and the need of purposeful communication strategies with emphasis on public affairs responsibilities and information disclosure expectations. Considering the audience throughout communication synchronization, the students will develop strategic communications plan, a

media campaign, and a press conference – sustaining community engagement with a culture of engagement. The 12-hour Art of Negotiation lesson completes the module with a focuses on the key points that include Conflict Management, Negotiation Conflict Style Preferences, and Cross-Cultural Negotiations. Students will share examples that demonstrate their comprehension of the concepts.

Module 5 Integrated Development

44 Contact Hours

The Integrated Development module consists of two lessons, Capstone Concept and Roles & Responsibilities. The Capstone Concept lesson is a 28-hour lesson and is designed with three main points: Guidelines, Chief Perspectives, and Deliverables. The lesson is the reinforcement and application of lesson principles covered throughout the course. Students will engage in team building, self-awareness, and strategic thinking. An important aspect of this lesson is giving and receiving feedback. Each student will be required to participate, will be evaluated by their peers, and will be evaluated by their instructor. The Capstone Concept project will consist of a team project proposal, a team biography, a talking paper, a written article for publication, a team panel, peer critiques and feedback, and a team written reflection. The final CLC lesson is the Roles and Responsibilities. The 16-hour lesson is designed with three main points: Your Inspiration, Your Reflection, and Your Purpose. The lesson is focused the student's achievements, personal growth, introspection, and appreciation for themselves, their team, and their newly appointed roles and responsibilities.

PROFESSIONAL CONTINUING EDUCATION

Air University (AU) provides professional continuing education (PCE) to the Air Force, other Department of Defense (DOD) personnel, and international students. PCE is conducted for participants in various professional fields and consists of updated knowledge and other pertinent information that will help these individuals attain broader understanding of their chosen industry.

International Officer School

Internet Address

<http://www.airuniversity.af.mil/IOS/>

Program Description. The International Officer School's (IOS) curriculum consists of three preparatory courses for Air War College (AWC), Air Command and Staff College (ACSC), and Squadron Officer School (SOS) that have three basic functions. First, they provide an academic preparation to follow-on professional military education (PME) school curriculum and methodologies. Second, they facilitate cross-cultural adjustment for the international military students (IMS) and their dependents, if accompanied. Third, they accomplish the administrative requirements and Field Studies Program objectives outlined in international military training management directives. Attendance at IOS is a prerequisite for IMSs enrolling at SOS, ACSC, and AWC.

Learning Outcomes. Graduates are able to

- understand and appreciate American society, institutions, and ideals;
- understand the United States' military missions, organizations, and terminology necessary to participate in resident PME programs; and
- effectively communicate, integrate, and perform, both academically and socially, in the AU PME environment.

Faculty. Qualifications for IOS faculty are determined by relevant academic credentials, professional functional experience, teaching experience, and teaching abilities. Academic credentials normally include appropriate degrees. Professional experience usually includes depth and breadth of experience in the functional area assigned.

Duration. The SOS Preparatory Course is delivered in seven weeks, and the ACSC and AWC Preparatory Courses are delivered in eight weeks.

Eligibility. The Deputy Undersecretary of the Air Force for International Affairs invites countries to attend AU PME courses by means of the Air Force Security Assistance Training Squadron in coordination with regional combatant commanders. Global security cooperation offices must ensure each IMS is properly vetted in accordance with Defense Security Cooperation Agency and military department guidance. IMSs must also meet minimum English competency levels for their respective course of attendance.

All three preparatory courses require that selected students achieve an English Comprehension Level test score of 80. Students attending SOS must also meet certain physical standards outlined in the Air Force Education and Training Course Announcements (ETCA).

Refer to the ETCA website at <https://app10-eis.aetc.af.mil/etca/SitePages/Home.aspx> for additional information. ETCA Course IDs are: MIOS001 for the SOS Preparatory Course, MIOS002 for the ACSC Preparatory Course, and MIOS003 for the AWC Preparatory Course.

Completion Requirements. Students must meet all academic requirements to graduate.

SYLLABUS

MIOS001 SOS Preparatory Course	Contact Hours
Administration	35.5
Field Studies Program	64.5
Communication	66.5
Military Studies	13.5
Leadership	66
Total	246

Course Description

SOS Preparatory Course

246 Contact Hours

This course prepares international military students in the ranks of Second Lieutenant through Major to participate in SOS. Instruction curriculum focuses on transformational leadership, followership, and team building skills, as well as enhancing communication skills. Additionally, the course focuses on building a foundation of knowledge that allows students to engage with peers in critical discussions to better understand the employment of airpower, the professional of arms, and officership. Due to the physical nature of SOS, the preparatory course has a physical training program, where the emphasis is placed on improving students' core strength and cardiovascular shape, based on the USAF Physical Fitness Test standards. The program also includes topics on US society traditions, institutions and ideals through a Congressionally-mandated Field Studies Program; a foundational understanding of US defense organization,

structure and doctrine; as well as communication skills and development specific to preparation for SOS.

SYLLABUS

MIOS002 ACSC Preparatory Course	Contact Hours
Administration	43.5
Field Studies Program	56
Communication	120.5
Military Studies	9.5
Leadership	4.5
Total	234

ACSC Preparatory Course

234 Contact Hours

This course prepares international military students in the ranks of Major and Lieutenant Colonel for the rigors of the ACSC academic year. The curriculum focuses on developing creative, analytical thought and a better understanding of command and the application of airpower in joint and operational environments. Instruction also includes the traditions and ideals of US society through the Field Studies Program, the US defense organization, leadership and ethical decision making, and language and communication skills specific to success at ACSC. The course culminates in a Regional Forum where students engage in thought-provoking talks about regional issues and challenges.

SYLLABUS

MIOS003 AWC Preparatory Course	Contact Hours
Administration	39
Field Studies Program	103
Communication	54.25
Military Studies	28
Leadership	1
Total	225.25

AWC Preparatory Course

225.25 Contact Hours

This course prepares international military students in the ranks of Lieutenant Colonel and Colonel to participate in AWC. The course's core curriculum focuses on the development of critical thinking, meaningful discourse, research, and professional writing; an introduction to regional security issues and US history; and a survey of US defense capabilities and national security agencies and issues. Students are also familiarized with AWC requirements. Additionally, the course immerses students in US culture and institutions through the extensive Field Studies Program.

Course Descriptions

(Each preparatory course includes the following instructional areas.)

Administration. During this course phase, IMSs in-process and receive informational tours and briefings about Maxwell AFB and the city of Montgomery. They receive orientation in various aspects of the individual IOS preparatory courses and programs. This includes welcome and graduation ceremonies, curriculum, schedule briefings, and English language testing. Students participate in formal and informal feedback sessions with instructors throughout the courses as needed.

Field Studies Program. The Field Studies Program is one of the largest curriculum areas and allows students to gain a better understanding of US institutions, ideals, and culture. Topics include the American way of life, US government institutions, the election process, education, economics, health and human services, religion, and the news media. A significant portion of this program is devoted to democratic ideals, the rule of law, human rights, diversity, and related training to support Department of State and Defense objectives for security assistance training. Field trips and tours are conducted in the Montgomery area, the southeast region of the United States, Washington, DC, and New York City.

Communications. Communication skills development and assignments constitute a significant part of the instruction at IOS. This area of instruction is designed to increase the student's ability to clearly read, write, speak, and understand American English and convey ideas both orally and in writing according to USAF standards. In addition, writing and briefing instruction and exercises prepare IMSs for follow-on PME school's communication requirements.

This area also includes computer instruction with hands-on training in applications relevant to the respective follow-on PME school.

Military Studies. The Military Studies area introduces students to the mission, doctrine, organization, policies, concepts, and terminology of the US military.

Leadership. Students are introduced to various leadership theories, perspectives, concepts, and models; instruction is geared at a level appropriate to the follow-on PME school. This area also introduces physical fitness requirements (for students attending SOS), with emphasis on leadership, followership, problem solving, and team building.

Other Programs

IOS conducts several support programs to enhance the cultural experience and academic education of international military students.

Civilian Sponsorship. IOS manages a civilian sponsorship program for IMs and their families. Sponsors help to positively shape and define foreign military leaders' perceptions and beliefs about America and its people by inviting international officers to participate in fun activities and exposing them to American culture.

Air University International Honor Roll. The International Honor Roll recognizes international graduates of AU PME courses who have attained the position of service chief or higher in their countries.

Squadron Officer School Faculty Development Program

Internet address

<http://www.airuniversity.af.mil/SOS/>

Program Description. The faculty development program uses multiplatform curriculum delivery, incorporating readings, subject-matter-expert delivered lessons and practicum application, to achieve program outcomes. Readings are developed locally and derived from published materials to ensure curriculum remains current with emerging educational practices and theories. Our instructional design course adheres to Air Force Handbook 36-2235, volume 10, *Information for Designers of Instructional Systems Application to Education*. Our end state is to produce highly skilled instructors who can develop and deliver curriculum to adult learners across a spectrum of environments using various methodologies.

Learning Outcomes. Squadron Officer School (SOS) faculty development consists of two courses. Each course has specific learning outcomes.

MSOC001 Theories and Principles of Adult Education (TPAE)

Graduates are able to

- apply leadership/facilitator competencies given a variety of situations
 - demonstrate the importance of classroom management and student inclusion
 - understand the role of an effective teacher, mentor, and coach
- practice appropriate teaching methodology
 - understand appropriate learning taxonomy and use of Informal Lecture, Guided Discussion, Case Study, and Experiential teaching method
 - apply appropriate questioning techniques
- understand SOS Curriculum/Organization
 - comprehend curriculum, SOS student assignments and experiential learning
 - recognize the SOS organization structure and responsibilities
- understand curriculum to meet SOS lesson objectives
 - demonstrate understanding of SOS lesson plan
 - understand the methods of preparing for a lesson

MSOC002 Advanced Principles of Instructional Design (APID)

Graduates are able to

- apply effective techniques to employ various methods to achieve learning objectives;
- demonstrate ability to identify learning objectives and student outcomes;
- apply different assessment methods for designed curriculum and analyze assessment results for modification opportunities for curriculum;
- apply instructional design tools to lesson plan development;
- analyze domains of learning to maximize student learning process; and
- develop comprehensive assessment tools/questions.

Faculty. The SOS Faculty Development Division consists of four full-time personnel augmented with adjunct professors and instructors from within Air University. All personnel are experts in curriculum delivery and design.

Duration. TPAE is 10 resident training days in length. APID is 10 resident training days in length with an additional 6.5 weeks (33 days) of non-resident course work.

Eligibility. TPAE is open to all personnel with a need to develop instructor skill sets in the area of adult education. It is a required course for all assigned SOS faculty. APID is open to all personnel who require skills to develop curriculum and is required for SOS curriculum developers. Reference the ETCA website at <https://etca.randolph.af.mil> for additional information (ETCA course numbers: MSOC001 and MSOC002).

Completion Requirement. Students must fulfill contact hours and demonstrate effective application to graduate TPAE or APID.

Course Descriptions

MSOC001 Theories and Principles of Adult Education (TPAE)

80 Contact Hours

This four-phased course prepares students to apply various instructional methods to deliver curriculum in adult education environments. The basic design is for on-boarding new SOS faculty and is aligned with an on-going SOS class. However, given needs of AU partners, and given enough notice, it can be modified to meet their needs. Curriculum delivery is focused on achieving higher levels of learning through deliberate application of instructor skill sets. The

course focuses on effective teaching techniques, including classroom management, feedback/assessment, and the integration of technology. Instructional methods taught in the course include lectures, guided discussions, case studies, gamification and experiential learning. All classes are developed using established educational theory, to which the students are also exposed. The course includes practicum application and focuses on developing instructors through mentorship and actionable feedback. Course duration is 10 resident training days.

MSOC002 Advanced Principles of Instructional Design (APID)

80 Contact Hours

This course and study of instructional design and development includes learning theory and trends in learning technologies, instructional design principles, development, and delivery of learning materials across various learning environments. The project-based course prepares instructional designers/developers with strategies to create curriculum using design models, instructional strategies, and technology integration to support learner-center experiences. The course offers insights from thought-leaders and practitioners in learning design, case studies on instructional design, and immersive learning approaches to instructional design. Course duration: 8.5 weeks--80 contact hours, 6.5 weeks will consist of student research, lesson design/development, and collaborations with SOS Faculty Senate and Academic Committees.

Ira C. Eaker Center Academic Instructor Course

Internet Address

<http://www.airuniversity.af.mil/Eaker-Center/>

Program Description. The Academic Instructor Course (AIC) prepares faculty to instruct, plan, develop, and manage academic instruction. The curriculum requires extensive reading and writing and moderate research. Several instructional methods are taught.

Learning Outcomes. Graduates are able to

- Demonstrate an ability to plan and develop lesson objectives, including evaluation instruments.
- Demonstrate an ability to clearly communicate to achieve instructional objectives and manage educational processes.
- Show and prove competence in using essential teaching skills that apply to most instructional situations and that evaluate the achievement of learning outcomes.

Faculty. AIC faculty must possess a bachelor's degree and three or more years' experience in civilian or military educational administration, psychology, testing, instruction, or a related discipline.

Duration. This course is delivered in 10 academic days.

Eligibility. Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MCPD001.

Completion Requirement. Students must master concepts and techniques of instruction and course management processes to enhance learning.

Course Description

MCPD001 Eaker Center Academic Instructor Course 80 Contact Hours

This course prepares newly assigned faculty to instruct at Eaker Center. It is a rigorous, comprehensive, and fast-paced course that requires extensive reading, writing, and moderate research. Major curricula areas are learning theory,

communication skills, instructional design, teaching methods, and evaluation. The course is organized to provide maximum participation in learning, with the majority of class time devoted to small group activity. Students write level-of-learning objectives and lesson plans, present lessons, and develop rating scales and test items. Students must demonstrate the ability to write, present teaching lessons, and master selected academic content areas. The following methods are taught: informal lecture, guided discussion, case study, experiential instruction, teaching interview, and demonstration performance.

Commanders' Professional Development School

Internet Address

<http://www.airuniversity.af.mil/Eaker-Center/CPDS/>

Program Description. Prepare attendees for duty as wing commanders, vice wing commanders, group commanders, senior materiel leaders, incident commanders, and emergency operations center directors. The school helps attendees deal with critical leadership and management challenges. The Wing Commanders' Seminar, Group Commanders' courses, Senior Materiel Leader Course, Senior Leader Mission Generation Course, and Wing Executive-Level Response Course convene six times each year, and the Emergency Operations Center Director Course convenes nine times a year at Maxwell AFB and once each year at Wright-Patterson AFB.

Learning Outcomes. Graduates are able to

- Prepare updates on critical issues affecting Air Force members, their people, their mission, and their individual roles and responsibilities.
- Summarize pertinent information on leadership and ethical considerations in the decision-making process.
- Give examples of practical skills that may be used to enhance the immediate effectiveness of new commanders.

Faculty. Commanders' Professional Development School (CPDS) faculty members must possess a bachelor's degree (in any discipline) and two or more years' experience in a relevant functional command assignment.

Duration. The Wing Commanders' Seminar and Emergency Operations Center Directors Course are one week long, the group commanders' courses last two weeks, and the Wing Executive Level Response Course and Senior Leader Mission Generation Course are two days long.

Eligibility. The Air Force Colonels Group determines Wing and Group commanders', and Senior Materiel Leaders' eligibility at all Commanders' Professional Development courses. Attendance at the Emergency Operations Center Director Course is mandatory for USAF personnel designated as emergency operations center directors and emergency operations center managers. The course is optional for security forces commanders, operations officers, flight chiefs, command inspector general team chiefs, and installation

exercise evaluation team chiefs and senior fire officers.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course IDs are listed in the course descriptions below.

Completion Requirement. Students must comprehend the major concepts and processes to deal with leadership, management, and command issues.

Course Descriptions

MLMDC800 USAF Wing Commanders' Seminar 42 Contact Hours

This course provides an understanding of contemporary attitudes, approaches to leadership and management, legal responsibilities of command, and selected staff functions needing management and leadership emphasis. Attendees are provided an update on current Air Staff policies and procedures associated with command. Students have the opportunity to discuss issues and problems with key staff members as well as their peers in a seminar environment.

MLMDC810 USAF Mission Support Group Commanders' Course 56 Contact Hours

This course prepares newly selected mission support group commanders with leadership tools and understanding of command responsibilities, resources, and operational guidance that will enhance their effectiveness in achieving mission requirements. Training will include comprehending and valuing the roles and missions that are applicable to mission support group commanders so that each student will be able to effectively carry out or provide advice concerning their leadership responsibilities. The training provides specific information on force protection, civil engineering, services, contracting, logistics, communication and cyber, magistrate duties, AAFES, senior mentor leadership insights and a panel of three sitting MSG/CCs.

MLMDC813 USAF Emergency Operations Center Director Course 32 Contact Hours

This course provides training on techniques and procedures necessary to effectively perform command and control functions during emergency and contingency situations involving aircraft, munitions, and hazardous material accidents and incidents, as well as natural disaster situations. The curriculum includes problem solving and exercises associated with situation assessment, emergency operations center duties and responsibilities, communications, special resources, planning, public affairs, and logistics support.

MLMDC871 USAF Maintenance Group Commanders' Course

59.5 Contact Hours

This course provides an understanding of contemporary attitudes, approaches to leadership and management, legal responsibilities of command, and selected staff functions needing management and leadership emphasis. Attendees are provided an update on current Air Staff policies and procedures associated with command. Students have the opportunity to discuss issues and problems with key staff members as well as their peers in a seminar environment.

MLMDC872 USAF Medical Group Commanders' Course

76.5 Contact Hours

This course provides an understanding of contemporary attitudes, approaches to leadership and management, legal responsibilities of command, and selected staff functions needing management and leadership emphasis. Attendees are provided an update on current Air Staff policies and procedures associated with command. Students have the opportunity to discuss issues and problems with key staff members as well as their peers in a seminar environment. This activity has been planned and implemented to award American Medical Association Physician Recognition Award Category 1 credits. Additionally, this activity has been approved by the Army Nurse Corps, United States Army Medical Center and School and the American Nurses Credentialing Center for continuing nursing education.

MLMDC874 USAF Senior Materiel Leader Course **66.5 Contact Hours**

This course prepares newly selected and inexperienced senior materiel leaders to meet the responsibilities of systems and sustainment program leadership and introduces attendees to their roles as director within the framework of Air Force policy. The course gives attendees a basic knowledge of the responsibilities, resources, operational concepts, and practices so they will quickly and effectively execute the full spectrum of weapon system acquisition and sustainment and understand director responsibility, accountability, and discipline approaches to leadership and management. The secretary of the Air Force acquisition career management awards 40 continuous learning points toward ongoing acquisition professional development for this educational activity.

MLMDC875 USAF Operations Group Commanders' Course

58.5 Contact Hours

This course prepares operations group commander selectees to meet the responsibilities of operations group leadership and introduces attendees to their roles as commander of an operations group within the framework of Air Force

policy. The course provides an understanding of command responsibility, accountability, and discipline; approaches to leadership and management; contemporary attitudes; and cultural diversity. It also provides students with a deeper understanding of current USAF operations in Air Superiority, Mobility, Global Strike, ISR, Space, Cyber, and Special Operations in order to enhance their effectiveness and ability to meet mission requirements. Attendees will have the opportunity to discuss current operations issues and problems with functional area experts, experienced commanders, and their peers in a seminar environment.

MLMDC877 USAF Senior Leaders' Mission Generation Course

15.5 Contact Hours

This course focuses on wing leadership teaming between maintenance, operations, and logistics support to achieve safe and effective mission generation. Students must comprehend the relationship and teamwork between maintenance, operations, and logistics support; comprehend applicable policies, training, discipline, and enforcement standards essential to generating safe and reliable air and space power. In addition, students will apply learned teaming approaches and comprehend functional mission generation challenges through review of presented case studies.

MLMDC901 Wing Commanders' Executive-Level Response Course

16.5 Contact Hours

Provides newly selected wing commanders and vice wing commanders tailored training on techniques and procedures necessary to effectively perform command and control functions during emergency and contingency situations involving aircraft, munitions, and hazardous material accidents and incidents, and natural disaster situations. Includes problem solving and exercises associated with situation assessment, on-scene commander duties and responsibilities, communications, special resources, planning, public affairs, and logistics support.

Force Support Professional Development School

Internet Address

<http://www.airuniversity.af.mil/Eaker-Center/AFPPDS/>

Program Description. The Force Support Professional Development School (FSPDS) has a dual mission to provide functional Professional Continuing Education (PCE) for the Force Support officer, civilian and enlisted community along with leadership, supervisory and managerial development for all Air Force appropriated fund civilian employees. FSPDS's portfolio of courses is designed to provide developmental opportunities across the breadth of an individuals' entire career using an integrated portfolio of in-resident and distance learning courses. The goal of the Force Support Professional Development School is to provide professional continuing education that meets the needs of our leaders as well as our diverse student population. Our vision is to be the premier Air Force school in the education and continuing development of Air Force leaders. Additionally, we ensure our program is in alignment with the vision and strategic plan of Air University, Air Education and Training Commander and Headquarters Air Force.

Learning Outcomes. Courses offered within FSPDS fall within one of three major academic program areas and support achievement of the Program Learning Outcomes (PLOs) established within each program area.

Eligibility. Requirements for participants vary for each course. Students can locate the course requirements on the Air Force Portal. Reference the ETCA website at <https://etca.randolph.af.mil> for additional information.

There are three major academic programs within FSPDS: (1) Force Support Professional Continuing Education, (2) Air Force Civilian Workforce Development, and (3) the Civilian Associate Degree Program (located in the Degree Program section). The following describes each of those three academic programs along with their associated Program Learning Outcomes and course descriptions.

Force Support Professional Continuing Education (PCE)

Target audience. 38F Force Support Officers, Force Support Appropriated Fund Civilian Employees and Force Support enlisted personnel

Learning Outcomes. Graduates are able to

- Demonstrate competencies required to effectively lead people and manage resources within both installation-level and higher headquarters staff environments. (PLO 1 – Leadership Development)
- Demonstrate comprehension of basic, intermediate and advanced Knowledge, Skills and Abilities (KSAs) required to perform the full-range of Force Support capabilities within both home-station and deployed environments. (PLO 2 – Foundational Development)
- Demonstrate competencies required to perform a range of highly specialized functional skills within both installation-level and higher headquarters staff environments. (PLO 3 – Technical Skills Development)

Course Descriptions

MAFHRMS110 Basic Employee-Management Relations Course

23 Contact Hours

This DL course provides personnel assigned to the employee-management relations (EMR) course with the basic skills and procedures for dealing with situations in areas such as conduct, discipline, appeals and grievances, health and safety, premium pay, drug and alcohol abuse control, and program evaluation.

MAFHRMS112 Advanced Employee-Management Relations Course

36 Contact Hours

This resident course is to intensify and broaden the skills of full-performance-level EMR specialists to enable them to better understand, plan, and formulate meaningful personnel programs and to use sound methods in resolving problem cases. This course improves the effectiveness of EMR specialists by providing insight into the overall EMR program and its relationship to the total civilian personnel management program. It covers complex, controversial, and precedent-setting aspects of various EMR program areas, including discipline, performance management, drug and alcohol abuse, occupational health and safety, arbitration, and Merit System Protection Board proceedings. This course

intensifies and broadens the skills of full-performance-level EMR specialists to enable them to better understand, plan, and formulate meaningful personnel programs and to use sound methods in resolving problem cases.

MAFHRMS117 Civilian Workyear Management Course 32 Contact Hours

This resident course provides orientation, basic knowledge, and skills in the management of an installation's annual civilian employment plan for those delegated the responsibility for the direct management process or for those providing advisory services on civilian personnel resource management, manpower issues, or financial management (civilian pay) issues.

MAFHRMS119 Labor Management Relations Course 68 Contact Hours

This resident course prepares participants to administer and negotiate labor union contracts and increases the effectiveness of labor-management relations practitioners in providing advice and guidance to managers representing the Air Force's position in arbitration and other third-party proceedings. The target audience is civilians, GS-9 through GS (GM)-14, and officers, captain through colonel. Its purpose is to prepare negotiating team members to effectively represent management at base level in negotiating written agreements between a labor organization and the activity commander.

**MAFHRMS140 Air Force Sexual Assault Response Coordinator Course
74.5 Contact Hours**

This resident course educates and provides essential information, processes, and resources through interactive lecture, guided discussions, and role-plays to develop the knowledge and skills of Air Force Sexual Assault Response Coordinators. The course will enable them to perform their sexual assault prevention, response, and outreach responsibilities, thus building a foundation for excellence in this critical area of Air Force concern. This course is intended to standardize Sexual Assault Prevention and Response (SAPR) services throughout the DOD.

MAFHRMS141 Air Force Sexual Assault Prevention and Response Victim Advocates Course 40 Contact Hours

This resident course educates and provides essential information, processes, and resources through interactive lecture, guided discussions, and role-plays to develop the knowledge and skills of Air Force SAPR victim advocates. This course is intended to standardize SAPR services throughout the DOD.

MAFHRMS404 Master Resiliency Trainer Course **40 Contact Hours**

The in-residence Master Resilience Trainer Course (MRTC) is a collaborative learning environment designed to provide contextual and instructional skills to personnel appointed as Master Resilience Trainers (MRT). Students build upon existing knowledge of the skills acquired during Resilience Trainer Assistant (RTA) training by learning the scientific research supporting the resilience skills. Students are required to demonstrate proficiency in MRT facilitation skills with peer and instructor feedback and pass a knowledge of resilience curriculum assessment with no less than 70% accuracy. If a student fails to meet course objectives and achieve a satisfactory score, the SEI will be deferred until the student successfully graduates from the course. Reregistration for students whom fail to meet course objectives and pass assessment will be deferred for 90 days with Community Support Coordinator recommendation. Upon graduation, military graduates' records are updated to reflect award of the Special Experience Identifier (SEI) for Master Resilience Trainer (Enlisted SEI: 107; Officer SEI/Experience Set: AB).

MAFHRMS405 Manpower Staff Officer Course **108 Contact Hours**

This resident course offers learner-focused education that encompasses Air Staff manpower functions, major command (MAJCOM) manpower functions, regional manpower squadron functions, total force, senior leader perspectives, management engineering, manpower programming, Air Force organizations, history of USAF manpower, whole system optimization, the art and science of manpower, student projects, and a capstone team exercise.

MAFHRMS408 Airman and Family Readiness Basic Course

40 Contact Hours

This in-resident course is designed to provide learner-focused education for newly assigned readiness noncommissioned officers, community readiness consultants, community readiness specialists, and reserve component program directors. The course objectives are focused on Airman and Family Readiness fundamental basics to include Air Force policy, core service programs, strategic consultation skills, personal and family readiness, crisis and disaster response, personal and professional resiliency, case management, and support of wounded warriors and gold star families. Students will receive an interactive introduction to critical thinking, project management, and continuous process improvement. Three Community College of the Air Force (CCAF) credits are awarded to eligible participants.

MAFHRMS415 Leadership Strategies for Civilian Personnel Advisors Course
32 Contact Hours

This resident course arms base-level civilian personnel leaders with tools and techniques to enhance their strategic advisory capabilities.

MFSS100 Force Support Basic Contingency Course **20 Contact Hours**

This is a mandatory course for all 38F Force Support officers to complete within 24 months of graduating Initial Force Support Officer Course (IFSOC). The Basic Contingency Course provides information on the overarching doctrine, enduring capabilities, and organizational framework through which FS enables missions in deployed environments. This course also provides FS readiness managers an overview of sustainment requirements for the primary mission support functions. The curriculum addresses quality of life improvements that should be planned during bare base sustainment, steady-state operations, and during transition to temporary/semi-permanent facilities. This course is available on ADLS. RECOMMENDED PRE-WORK: Initial Force Support Officer Course (IFSOC).

MFSS125 Basic Knowledge, Skills and Abilities Course **14 Contact Hours**

This is a mandatory course for all 38F Force Support officers to complete within 24 months of graduating Initial Force Support Officer Course (IFSOC). The course is self-paced and intended to be completed over a 3-6 month period. The objective for the Basic Knowledge Skills and Abilities (KSA) Course is to build a foundational level of understanding focusing on individual implementation and practice of the eight critical KSAs during day-to-day operations. This course is available on the AF e-Learning site. RECOMMENDED PRE-WORK: IFSOC.

MFSS126 Intermediate Knowledge, Skills and Abilities Course

18 Contact Hours

This is a mandatory course for all 38F Force Support officers to complete upon completion of the Basic Knowledge Skills and Abilities (KSA) Course or between 4 and 12 years TFCSD. The course is self-paced and intended to be completed over a 3-6 month period. The objective for the Intermediate KSA Course is to further develop 38F officers across the eight critical KSAs and is team focused. This course is available on the AF e-Learning site. RECOMMENDED PRE-WORK: Initial Force Support Officer Course (IFSOC) and Basic KSA Course.

MFSS127 Advanced Knowledge, Skills and Abilities Course

20 Contact Hours

This is a mandatory course for all 38F Force Support officers to complete upon completion of the Intermediate Knowledge Skills and Abilities (KSA) Course or between 12 and 18 years TFCSD. The course is self-paced and intended to be completed over a 3-6 month period. The objective of the Advanced KSA Course is to develop field grade officers across the eight critical KSAs and is organization/strategic focused. This course is available on the AF e-Learning site. RECOMMENDED PRE-WORK: Initial Force Support Officer Course (IFSOC), Basic KSA Course, and Intermediate KSA Course.

MFSS200 Protocol Fundamentals Course

56 Contact Hours

This resident course provides personnel with a fundamental knowledge of protocol presented from a base-level perspective. Procedures for administration, meeting and conference planning, entertaining and social events, ceremonies, funding sources, distinguished visitor visits, flight-line protocol, flag usage, and escort duties will be discussed.

MFSS250 Mortuary Officers' Course

32 Contact Hours

This resident course provides active duty and air reserve component officer and civilians with the technical aspects of mortuary affairs presented from a managerial perspective. Procedures for care and disposition of the deceased, communications with next-of-kin and higher headquarters, escort and transportation of remains, entitlements and eligibility criteria, and search and recovery operations will be discussed, as well as Air Force and contract mortuaries, honor guard, and summary courts officer duties. Students will be introduced to the psychological aspects of the mortuary affairs arena and will review current case studies.

MFSS255 Mortuary Technicians' Course

40 Contact Hours

This resident course prepares enlisted personnel and civilians working in a base-level mortuary affairs office to understand their role in the Air Force Mortuary Affairs Program. Topics include Air Force mortuary affairs overview; case file administration and forms; entitlements; escorts; transportation; family assistance representative and summary courts officer responsibilities; dressing, casketing, and inspecting remains; contracting and payment for mortuary services; communications; wrapping nonviewable remains; person authorized to direct disposition (PADD) briefings; and the defense casualty information processing system. The course includes a case file build exercise and PADD briefing exercise.

MFSS275 Force Support Advanced Contingency Course

38.5 Contact Hours

This resident course is mandatory course for all RegAF 38F Force Support officers to complete upon completion of the Basic Contingency Course or within 18 years TAFCSO. Priority for attendance is given to those deploying to a contingency operation in a valid Force Support position and those projected to or in their first 6 months assignment to a personnel readiness function. The Advanced Contingency Course consists of general force support contingency operations and addresses areas of concern to leaders in contingency situations, such as force beddown and base recovery. Major components of the course include FS enduring principles, organizational structures, command and control, contingency personnel program support, resource management, installation development, leadership/management, and sustainment operations. This course is held at Maxwell AFB. RECOMMENDED PRE-WORK: Initial Force Support Officer Course (IFSOC), Basic KSA Course, and Basic Contingency Course.

MFSS300 FSS Flight Leadership Course

37.5 Contact Hours

This course focuses on general flight leadership topics including critical thinking, financial management, marketing, ethical leadership, force development, performance measurement, advisor skills, and customer service. 38F Force Support officers or equivalent civilians must be selected for, or currently sitting, as a Flight Chief or Flight Commander in order to attend. The FSS Flight Leadership Course is hosted via facilitated distance learning. RECOMMENDED PRE-WORK: Initial Force Support Officer Course (IFSOC), Basic KSA Course, and NAF Financial Management 101 Course.

MFSS350 Basic Force Support Staff Officer Course

74 Contact Hours

This resident course focuses will educate students on critical Force Support capabilities in the organize, train, and equip mission that directly influences how A1 delivers lodging, modernized food services, fitness centers, and essential family support programs (to include child care and youth programs). Students will understand resource decision making and the program objective memorandum (POM) process, key 38F principles for action officers, total force, and leading within a staff environment. Students will apply the 38F enduring principles and the Force Support-critical KSAs.

MFSS375 Force Support Operational Leadership Course

37 Contact Hours

This resident course will focus on and provide specific skillsets to Force Support

leaders that define, shape, develop, sustain and deliver Airmen capability across the force. The Force Support Deputy, Operations Officer and Squadron Superintendents course is a job-specific course that seeks to build upon professional career and leadership development, while enhancing key competencies and skills to assist them with being innovative, critical, and creative thinkers and leaders at the tactical level.

MFSS400 FSS Commanders/Directors Leadership Course

72 Contact Hours

This resident course provides Force Support Squadron (FSS) commanders and civilian directors with a familiarization of force support enduring principles, A1 capabilities, key KSAs, FSS organization and mission, how to organize for success, resource management, current issues/trends in the FSS flights, readiness responsibilities, and other pertinent topics necessary to fulfill roles as an FSS commander or director and the base strategic advisor for A1 issues. During the course, students receive instruction from senior A1 leaders (e.g., AF/A1, AFPC/CC, AFSVA/CC) and functional experts. Students also participate in seminars with current and graduated squadron commanders and a wing and/or group commander where they have discussions and receive insight on subordinate, peer and senior command experiences.

MFSS450 Advanced Force Support Staff Officer Course

40 Contact Hours

This resident course will focus on understanding senior leadership and institutional priorities and perspectives, strategic guidance and policy responses to guidance in order to orient to and lead in the strategic staff environment. Additionally, it will educate students on Force Support staff officer competencies, leadership concepts and strategic communication principles in order to operate and lead on a staff at the advanced level. Students will understand resource decision making and the planning, programming and resource decision making factors and processes in order to effectively advocate for and execute manpower and personnel resources. Students will apply the 38F enduring principles and the Force Support-critical KSAs.

Air Force Civilian Workforce Development

Target Audience: Air Force civilian employees and supervisors of civilian employees)

Learning Outcomes. Graduates are able to

- Demonstrate comprehension of concepts, values and traits associated with being a professional civilian Airman. (PLO 1 – Acculturation)
- Demonstrate competencies that support development of Air Force civilian leaders at the individual, team and organizational levels. (PLO 2 – Leadership Development)
- Demonstrate competencies required to effectively supervise Air Force civilian employees. (PLO 3 – Supervisory and Managerial Development)

Course Descriptions

MAFHRMS126 Basic Mediation Course

32 Contact Hours

This resident course provides basic training to individuals who will serve as mediators for the Air Force. The curriculum includes the presentation of current Air Force policy, the mediation process, interest-based negotiations, Air Force ethical guidelines for mediators, confidentiality in mediations, standards of conduct for mediators, and settlement drafting guidelines. This course is intended for civilian or military individuals who will mediate civilian disputes.

MAFHRMS127 Advanced Mediation Course

40 Contact Hours

This resident course is to further train individuals to serve as effective mediators for the Air Force. AFD 51-12, Alternative Dispute Resolution, requires the Air Force to use alternative dispute resolution “to the maximum extent practicable and appropriate.” To meet this directive, high-quality mediation training had to be institutionalized in the Air Force. The Advanced Mediation Course creates a small pool of highly trained, experienced mediators in the Air Force that will decrease reliance on expensive contract mediators. The purpose of this course is to prepare advanced mediators by emphasizing the “best practices” in mediation for the Air Force mediator. This course covers all of the advanced techniques one would need to master several areas of mediation practice. This course is intended for civilian individuals who will mediate civilian disputes.

MAFHRMS416 Military Personnel Management Course 16 Contact Hours

This DL course provides essential knowledge-based training to civilian personnel who are entering supervisory assignments over military personnel. The training covers sources of authority governing military personnel management, unique aspects of the military Airman, career management issues, and performance management for the military Airman. This course provides the essential information, policies, and procedures, and most

important, where to go for resources to use in each of these areas. The course covers Air Force subject matter and not information for sister services. The student target population for this course is first-level civilian supervisors of Air Force military personnel. Civilians that are also current Air Force Guard (AGR)/AFRES or retired from Air Force active duty/Guard/Reserve within five years prior to the start of the course are waived from completing this course (this includes AGR/Air Reserve Technician/Individual Mobilization Augmentee).

MAFHRMS419 New Employee Orientation Course (NEO)

Title	Hours
NEO - NON-Prior Military/Civil Svs	Up to 4.5 contact hours
NEO - Prior other DoD Agency (Army, Navy, etc.)	Up to 3.5 contact hours
NEO - Prior/Retired Military	Up to 1.5 contact hours

This asynchronous DL course provides newly hired civilian employees a curriculum of instruction to enable insight into the environment, function, and culture of the US Air Force. The topics for this course include Air Force heritage, institutional basics, customs and courtesies, wingman concepts, force development, and personnel administration. It is delivered asynchronously via the Advanced Distributed Learning Service (ADLS).

MAFHRMS420 USAF Experienced Supervisor Course (ESC)

Up to 20 Contact Hours

This DL course satisfies the federal requirement for supervisory refresher training at least once every three years after completing the initial supervisory courses and is targeted to civilian supervisors (including civilians occupying ART positions). The course provides a refresher in civilian personnel management fundamentals and key supervisory and management competencies. It is conducted over a three-week period. The first two-week period includes a Supervisory Refresher Assessment (SRA) that assesses supervisory knowledge and self-reported skills. The SRA is broken into four sections. Students who complete all sections of the SRA and score 70% or higher on Supervisory Skills Test (SST) section will have met ESC requirements, as required by 5 CFR 412.202. Students who complete all sections of the comprehensive assessment but score less than 70% on the SST will be required to attend the one-time educational review webinar. Students who meet all SRA requirements are encouraged to attend the educational review webinar. Note:

Students who do not complete all SRA requirements must re-enroll in a future class.

MAFHRMS421 Emerging Leader Course

32 Contact Hours

This DL course develops interpersonal communication and leadership skills for Air Force civilians considering future supervisory and leadership roles. The course provides a core foundation upon which leadership skills may be further developed as an individual's responsibilities increase. The curriculum focuses on basic leadership theory, creating a culture of respect, oral and written communications and strategies for continuous improvement, conflict management, and problem solving. The course satisfies the federal law requirement for systematic development of emerging leaders to become supervisors as prescribed in 5 CFR, Section 412.202.

MAFHRMS423 USAF New Manager Course

Up to 27 Contact Hours

This DL course is designed to enable new managers to acquire the institutional competencies needed to manage themselves, others, as well as organizational resources. The course also focuses on the ECQ Leadership Competencies of Technology Management, Leveraging Diversity, Financial Management, Creativity and Innovation, Political Savvy, Partnering, and Human Capital Management. There are 27 hours of curriculum delivered over 5 weeks with one 75-90 minute instructor-led online webinar each week. Readings, videos, interactive exercises and other course material are located on a Learning Management System which is available to the students 24/7. The NMC uses exercises focused on the student's organization and work center to connect course concepts to the real-world.

MAFHRMS424 Performance Management Coaching Course

135 Contact Hours

This DL course is designed to create a coaching culture for those who are interested in gaining the fundamental coaching competencies and performance management skills to build an environment of high performance for Air Force civilians. Enrollment is elective and is intended for supervisors (and recommended non-supervisors) in the grades GS-13 and below. There are 135 hours of curriculum delivered over 8 weeks with two 75-90 minute instructor-led online webinars each week. Readings, videos, interactive exercises and other course material are located on a Learning Management System which is available to the students 24/7. The PMCC uses real-world coaching and problem-solving exercises and requires support from the student's supervisor or appointed mentor. The course supports the federal law requirement for

systematic development of supervisors as prescribed in 5 CFR, Section 412.202.

MAFHRMS425 USAF New Supervisors Course (NSC)

Up to 36 Contact Hours

The course is federally-mandated and a requirement for all first-time supervisors of civilian employees. The NSC is a 36-hour, self-directed course, with 60-90 minute online instructor-led webinars each week. The curriculum meets federal requirements contained in Title 5 of the Code of Federal Regulations and the National Defense Authorization Act of 2010, and includes topics mandated by the DoD Managerial and Supervisory Learning and Evaluation Framework. The course provides supervisors of civilian employees with a sound foundation in supervisory skills and civilian personnel management fundamentals. Note: This course replaces the previous requirements to attend the Civilian Personnel Management Course (CPMC) and the USAF Supervisor Course (USAF SC).

MAFHRMS428 Developing Team Leader Course

84 Contact Hours

This blended course combines distance learning with an in-resident portion (52 hours DL/4 days' in-residence) and is designed to enable civilian personnel to acquire the institutional competencies needed to transition into team leaders. Students graduating will comprehend the core team leader skills and competencies required for future responsibilities, including strategic direction, problem solving, leadership communication, conflict management and team leader principles. Students will be assessed as to their understanding of the stated learning objectives using practical exercises, reflection papers, discussion board posts, self-assessments, traditional assessments, and completion of a capstone project. This elective course targets Air Force civilian employees and enrollment is selective and managed through the annual Civilian Developmental Education process. The course satisfies the federal law requirement for systematic development of emerging leaders to become supervisors as prescribed in 5 CFR, Section 412.202.

Defense Financial Management and Comptroller School

Internet Address

<http://www.airuniversity.af.mil/Eaker-Center/dfmcs/>

Program Description. The Defense Financial Management and Comptroller School (DFM&CS) has developed a continuum of DOD financial management education focused on developing broad comptroller skills, including critical thinking, analysis, advisory responsibilities, strategic orientation, leadership, and effective communications. The educational experience is achieved through auditorium presentations, interactive seminars, networking, small group discussions, and facilitated exercises. The continuum is comprised of three courses: the Defense Financial Management Course (DFMC), the Defense Decision Support Course (DDSC) and the Air Force Professional Financial Management Course (AF PFMC). These courses bridge the gap between technical functions and broad financial management (FM) leadership responsibilities. The students must actively participate, formulate individual and group goals, and successfully complete homework and test requirements. The courses are challenging, and graduates of the DFMC receive graduate-level credit for their work. All three courses are accredited by the National Association of State Boards of Accountancy (NASBA) and are aligned with and formally mapped to the DOD Financial Management Certification Program.

Learning Outcomes Common to all DFM&CS Courses. Graduates are able to

- Demonstrate the ability to advise senior leaders by using enhanced strategic decision-support techniques.
- Apply new techniques and concepts to improve personal leadership and interpersonal skills.
- Explain the impact of organizational relationships on the DOD mission.
- Appreciate the diverse FM disciplines within DOD.

Faculty. Instructors at the DFM&CS possess a graduate-level degree in finance, accounting, or a related academic field and at least three years of experience in financial/resource management or a similar area. Currently the faculty includes members representing the Army, Navy, and Air Force.

Duration. The DFMC consists of approximately 20 hours of distance learning work (a combination of online work and written requirements as specified) followed by 14 academic days in-residence at Maxwell AFB.

The DDSC is four academic days and may be scheduled as a resident course at Maxwell AFB or as a mobile course conducted upon request at installations throughout the world.

The AF PFMC consists of approximately 15 hours of pre course work followed by 17 academic days in-residence at Maxwell AFB.

Eligibility. The target grades for DFMC students are O-4 and above, GS-12 and above, and E-8 and above (Air Force E-9s are not eligible for DFMC). O-3s, GS-11s, and E-7s are authorized to attend by exception only.

The target audience for the DDSC varies depending on the location. To assist in managing throughput and funding, the target audience for resident DDSC classes is the same as the target audience for DFMC. To help facilitate organizational change and increase throughput, mobile DDSC classes are open to any available rank or grade. Students selected for this course should already possess a broad knowledge of the DOD FM environment, a strategic perspective, and above-average critical/creative thinking and communication skills (oral and written).

The target audience for the AF PFMC is Air Force personnel, O-3s (but will consider others based on leadership input), GS-09 to GS-13, and E-7s who have completed SNCOA.

Completion Requirement. Participants must complete all testing, writing, speaking, and seminar participation assignments, which demonstrate comprehension of the material and the ability to apply it in a professional environment.

Course Descriptions

MLMDC503 Defense Financial Management Course 110 Contact Hours

This blended learning curriculum focuses on developing skill sets for students who will eventually be placed in senior leader FM roles. Those enrolled in the course will become graduate students while in attendance. As such, they will complete various homework readings and assignments. They must actively participate in seminar discussions and complete various writing and speaking requirements to enhance their communication skills, including a decision brief to a senior leader on an issue with recommended course of action. The course

combines seminar discussions, faculty lectures, distinguished guest speakers, and experiential learning to allow students to sharpen their skills for leading teams, leading change, managing conflict, critical thinking, strategic orientation, networking, communication, and advising senior leaders. Successful completion of this course and all pre-requisites fulfills all educational requirements for DoD FM Level 3 certification.

MLMDC504 Defense Decision Support Course

28 Contact Hours

This four-day course focuses on the concepts related to understanding financial management decision support. Taught at Maxwell AFB or as a mobile educational opportunity, the curriculum addresses transforming roles of FM staff officers and improving financial managers' ability to deliver relevant and credible advice to leaders at all levels. The course defines decision support, introduces a decision support model, describes various analytical tools and techniques, and allows students to practice putting the concepts into action through interactive scenarios. Successful completion of this course fulfills the Decision Support competency requirements for DoD FM certification levels 1, 2 and 3.

MLMDC505 Air Force Professional Financial Management Course

134 Contact Hours

This blended learning curriculum focuses on developing skill sets for students who will make our workforce more valuable to commanders and senior leaders. As such, they will complete various homework readings and assignments. They must actively participate in seminar discussions, complete a group Business Case Analysis (BCA) project, and accomplish two individual oral presentations and a group presentation on their BCA project. The course combines small group discussions, faculty lectures, workforce guest speakers, and experiential learning to allow students to sharpen their skills on FM operations and processes, leadership, acquisitions, force development, contingency operations, and decision support to their senior leader. Successful completion of this course and all pre-requisites fulfills all educational requirements for DoD FM Level 2 certification.

USAF Chaplain Corps College

Internet Address

<http://www.airuniversity.af.mil/Eaker-Center/afccc/>

Program Description. The curriculum provides the highest-quality professional continuing education, technical training, and resources to provide spiritual care and advice to leadership. The Air Force Chaplain Corps College (AFCCC) conducts three basic chaplain courses, two chaplain corps spiritual leadership courses, two deputy wing chaplain courses, two wing chaplain courses, two superintendent/ noncommissioned officers in charge (NCOIC) chapel operations courses, one senior chaplain course, one religious affairs airman senior leadership course, and one religious affairs airman, crisis intervention course each year. If funding is available, the college may offer additional PCE courses each year covering topics of interest to the Chaplain Corps.

Learning Outcomes. Graduates are able to

- Perform professional duties and responsibilities commensurate with the roles of chaplains and religious affairs airmen in providing spiritual care.
- Understand and apply key principles to advising leadership and commanders in the discharge of their responsibilities to provide for the free exercise of religion in the context of military service as guaranteed by the Constitution with regard to ethical, moral, and morale issues and needs for all Airmen.
- Understand and demonstrate how chaplains and religious affairs airmen provide religious accommodation for the free exercise of religion for all Airmen and their families and respect a pluralistic religious environment and support all faith groups.
- Apply spiritual leadership principles and demonstrate transformational leadership within the Chaplain Corps.
- Comprehend expeditionary Air Force requirements and demonstrate how to provide ministry in the readiness and deployed environment.
- Leverage religious support team operations and team building to accomplish the Chaplain Corps mission.
- Develop, implement, control, and evaluate religious programs to ensure unit and wing ministry effectiveness to include unit engagement, worship, liturgies, rites, and other religious requirements for all faith groups.

- Understand and demonstrate resource management of funds, facilities, supplies, and equipment to include chapel administration.
- Demonstrate crisis intervention and counseling techniques and comprehend privileged communication.

Faculty. AFCCC chaplain teaching faculty members must possess a master's degree in divinity or a comparable field and be endorsed by their ecclesiastical body. Religious affairs airmen teaching faculty may possess higher degrees of education but must be certified in education training programs.

Duration. Courses vary in length from 3 to 40 days.

Eligibility. The prerequisites for the Basic Chaplain Course are selection for duty as a chaplain. Chaplains must complete commissioned officer training before attending the Basic Chaplain Course. Other courses are pulse-point and just-in-time training to meet the needs of the Chaplain Corps.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information.

Completion Requirement. Students will evidence mastery of the concepts and processes used in the accomplishment of ministry within the Air Force and pass required exams and measurements.

Course Descriptions

MAFCSI101 Basic Chaplain Course (BCC)

240 Contact Hours

This resident course introduces chaplains to the unique aspects of ministry within the Air Force and facilitates the new chaplain's transition from civilian ministry to ministry within the Air Force community. It prepares chaplains to work as a team with religious affairs airman as religious support teams (RST) and other chaplains of diverse faiths. Unique subjects such as ministry in a readiness environment, military funerals, funds management, pastoral/warrior care within the Air Force, inclusive chapel programs, solution-focused counseling, and chaplain administrative responsibilities are some of the lessons presented.

MAFCSI114 Deputy Wing Chaplain Course (DWCC)

80 Contact Hours

This resident course prepares selected chaplains for supervisory responsibilities in the vital disciplines of leadership and followership. Specific instructional

emphasis is placed on managing effective short and long term supervision competencies. Additionally, the deputy wing chaplain must demonstrate the ability to embrace the wing chaplain's leadership vision and, should the wing chaplain deploy, follow the wing commander's leadership vector and MAJCOM chaplain guidance.

MAFCSI115 Wing Chaplain Course (WCC) 80 Contact Hours

This resident course trains selected chaplains to function in senior wing leadership positions with their superintendent/NCOIC senior RST partner in leading a dynamic chapel team. Topics include structure, mission, and vision of the Air Force chaplaincy; dynamics of leadership in the multifaceted role of the senior chaplain; personnel and resource management; and other issues identified by the functional manager.

MAFCSI118 Wartime Ministry Skills Workshop 24 Contact Hours

This resident course prepares selected chaplains and religious affairs airmen for effective wartime ministry. Topics include establishing chapel operations, operational and deployed parish ministry and support, current topics in Islam, the impact of war (psychological, emotional, physical, and spiritual), just war issues, force protection during wartime operations, resourcing ministry in the area of responsibility (AOR), and advising command leadership.

MAFCSI123 Pastoral Counseling Course 24 Contact Hours

This resident course prepares selected chaplains to heighten counseling skills. Students learn, practice, watch, and employ brief pastoral counseling tools using the solution-focused brief counseling model. Topics include empathic listening, attending to counselees' needs, rapid assessment, focused spiritual diagnosis, and the demonstration of hope for client change.

MAFCSI124 Redeployment, Reintegration, and Reunion Issues Course 24 Contact Hours

This resident course prepares selected chaplains and religious affairs airmen to deal with the impact of redeployment, reunion, and reintegration in light of current deployment cycles and the changing nature and complexity of war. Topics include preventing and recognizing the effects of post-traumatic stress, tools for effective reintegration, and managing issues related to redeployment.

MAFCSI125 Chaplain Spiritual Leadership Course 45 Contact Hours

This resident course is designed to create Chaplain Corps leaders who can effectively lead chapel teams, care for fellow team members, follow senior

chaplain leaders, accomplish the ministry mission of the Chaplain Corps, and analyze and solve complex spiritual leadership challenges (critical thinking).

MAFCSI128 Religious and Cultural Awareness: Tools and Techniques

24 Contact Hours

This resident course equips the Chaplain Corps with skills necessary for acquiring religious and cultural competence in order to advise leaders at tactical, operational, and strategic levels. The course focuses on the impact religion has on cultural norms and how cultural norms impact religion in areas of national strategic interests. The course is open to chaplains and religious affairs airmen.

MAFCSI129 Senior Chaplain Course

24 Contact Hours

This resident course prepares selected chaplains for strategic-level leadership dealing with current issues affecting the Chaplain Corps as they relate to senior leaders in MAJCOM positions. The course will provide essential analytical tools for identifying and addressing religious issues throughout the geopolitical spectrum. The student will learn strategic planning methodology and demonstrate the ability to construct a comprehensive strategic plan.

MAFCSI130 Chaplain Corps Current Education Issues Course

24 Contact Hours

This resident course addresses current hot issues and topics faced by the Chaplain Corps. It gives the Chaplain Corps the capability to respond quickly to emergent needs in spiritual care and advising leaders. It gives students essential analytical tools for identifying and addressing religious issues throughout the geopolitical spectrum.

MAFCSI131 Religious Affairs Airman Senior Leadership Course

24 Contact Hours

This resident course prepares selected religious affairs airmen for strategic-level leadership dealing with current issues affecting the Chaplain Corps as they relate to senior leaders in MAJCOM positions. The course will provide essential analytical tools for identifying and addressing religious issues throughout the geopolitical spectrum. The student will learn strategic planning methodology and demonstrate the ability to construct a comprehensive strategic plan.

MAFCSI132 Spiritual Care for Wounded Warriors

24 Contact Hours

This resident course addresses the mental, physical, and spiritual care necessary to provide for physically and emotionally wounded warriors. It provides the Chaplain Corps the capability to respond accurately and quickly,

using current tools, methodology, and terminology. Further, it introduces the concept of vicarious traumatization and the awareness of when to refer.

MAFCSI133 Ministry to Young Adults

24 Contact Hours

This resident course takes current benchmarked Airman Center programs and uses them to train chaplains and religious affairs airmen in their creation and sustainment. The emphasis is on authentic community, service before self, spiritual formation, and moral/character development while maintaining a distinctively global ministry focus.

MAFCSI136 Religious Affairs Airman Crisis Intervention Counseling

24 Contact Hours

This resident course prepares religious affairs airmen to conduct intervention and crisis counseling. It updates religious affairs airmen on the latest techniques and processes for intervening in crisis situations.

MAFCSI137 Superintendent/NCOIC, Chapel Operations Course (SCOC)

80 Contact Hours

This resident Superintendent/NCOIC/Chapel Operations Course addresses concepts, techniques, and processes involved in leading and managing chapel operations. This course draws on the subject matter expertise of AFCCC faculty, diverse field experiences of students, Air Force Chaplain Corps strategic-level leaders, as well as the knowledge of guest presenters in order to maximize learning.

Black Belt Certification Course

Internet Address

<http://www.airuniversity.af.mil/Eaker-Center/>

Program Description. The Air Force Continuous Process Improvement (CPI) Black Belt (BB) Certification Course is intended to provide an understanding of why, how, and when each of the process improvement methodologies should be used. The course will provide instruction for an understanding of the concepts and use of the tools related to process improvement methodologies of Lean (L), Six Sigma (6S), Theory of Constraints (ToC), and Business Process Reengineering (BPR). This course is the bedrock of a more robust, AF-wide process improvement initiative, providing the education required by all AF members charged with process improvement.

Learning Outcomes. Learning in this course will allow students to provide value to the AF by supplying them with the tools to lead efforts to maximize value and eliminate waste in all environments—operational, support, and otherwise—and fully integrate continuous process improvement (CPI) across the Air Force.

Faculty. All instructors are experienced (BB certified) active-duty, Reserve, or Guard members of the US military or DOD civilians.

Duration. This course lasts 10 academic days.

Eligibility. This course is open to all active-duty Air Force, Reserve, and Guard officers, and DOD civilians and enlisted personnel in the grades of TSgt through CMSgt. Except in rare instances, students are required to complete CPI greenbelt (GB) certification prior to attending this course.

Completion Requirements. Upon completion of the training, the students are prepared to assist leadership in executing L, 6S, and ToC projects or to assist experienced greenbelts in conducting process improvement events. The students will also be prepared to mentor new students and teach in the L/6S/ToC/BPR areas taught in the course.

Course Description

MAFSO2101 Black Belt Certification Course

80 Contact Hours

This course includes advanced process improvement methodologies, group dynamics and facilitation training in a classroom environment followed by participation and application of skills in a series of lean, process reengineering, or other CPI events or projects in more than one CPI methodology, with one or more events at a cross-functional or enterprise-wide level. GB certification is a prerequisite for BB training. The DOD course, sponsored by SAF/MGM, satisfies BB certification training requirements.

Joint Flag Officer Warfighting Course (JFOWC)

Internet Address

<http://www.au.af.mil/au/lemay/>

Program Description. JFOWC is a general officer (GO)/flag officer (FO)-level professional continuing education course in the DOD, owned and controlled by the Service Chiefs. The JFOWC prepares two-star general officers of the four services for theater-level combat leadership responsibilities. It is tailored to provide future theater-level combatant commanders, service component and joint task force (JTF) commanders with a broad perspective of the strategic and operational levels of war. Instruction comes from senior national-level civilian and military representatives, flag officers serving as combatant commanders, and retired, battle-tested officers. Retired war-fighting generals draw from their combatant and component commander experience to lead the course as senior mentors and guide all discussions to focus at the high-operational and strategic level topics.

Attendees study war fighting, synchronization of interagency operations, military doctrine, and the application of unified, joint and combined forces so they will be better-prepared to face future crises. JFOWC is a one-week course that is offered twice a year. Each class is limited to 18 general/flag officers and US government SES civilians.

Learning Outcomes. As directed by Chairman, Joint Chiefs of Staff Instruction (CJCSI) 1800-01E, *Officer Professional Military Education Policy*, Appendix L to Enclosure E.

Faculty. Instruction for the course comes from senior national-level civilians and military representatives, flag officers serving as combatant commanders, and retired, battle-tested officers.

Duration. The JFOWC is delivered in five academic days.

Eligibility. Per CJCSI 1800-01E, Appendix L to Enclosure E, and a memorandum of understanding among the four executive agents, attendees will normally consist of 18 general/flag officers in the rank of major general/rear admiral-upper half or brigadier general (promotable)/rear admiral-lower half (promotable) at least a year after their attendance at capstone.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MAAFNJ007.

Completion Requirement. Students must successfully complete all pass/fail evaluations and exercises.

Syllabus

MAAFNJ007 Learning Areas	Contact Hours
National Security Strategy	3
National Planning Systems and Processes	3
National Defense Strategy	4
National Military Strategy and Organization	8
Theater Strategy and Campaigning	16
The Role of Strategic Communication in Twenty-First Century Warfare	2
Strategic Leader Development	4
Total	40

Learning Area Descriptions

National Security Strategy

3 Contact Hours

- Role of Congress in military affairs and how Congress views the military.
- Role of military leaders in developing national political objectives.
- Four elements of national power and how the elements are used during a crisis.
- Relationship between the strategic and military end states and how they differ and influence stability operations and redeployment.

National Planning Systems and Processes

3 Contact Hours

- Role of joint doctrine as it applies to operations planning, mobilization, deployment, employment, sustainment, and redeployment.
- Effect of time, coordination, policy, politics, doctrine, and national power on the planning process.
- Joint strategy development and operational planning process.

National Defense Strategy**4 Contact Hours**

- How the military operationalizes the national defense strategy to address strategic challenges by setting priorities among competing capabilities.
- How the military dissuades potential adversaries from adopting threatening capabilities, methods, and ambitions, particularly by sustaining and developing key US military advantages.

National Military Strategy and Organization**8 Contact Hours**

- The combatant commander's perspective and the role of subordinate commanders in developing, deploying, employing, and sustaining military forces.
- Roles, relationships, and functions of the president, secretary of defense, chairman of the Joint Chiefs of Staff, combatant commanders, secretaries of the military departments, and the service chiefs as related to the national military strategy.

Theater Strategy and Campaigning**16 Contact Hours**

- Role of the unified commander in developing theater plans, policies, and strategy.
- Complexities of interagency coordination and support in campaign planning and execution of military operations.
- Challenges and opportunities that may accrue from the combatant commander's regional focus and an ambassador's country focus.
- Multinational campaign plan for a geographic combatant commander in support of national and coalition objectives.

The Role of Strategic Communication in Twenty-First Century Warfare**2 Contact Hours**

- Describes how theater commanders, component commanders, or JTF commanders access information operations resources and develop responsive information operations plans.
- Comprehends the impact of national agencies that support the theater commander's requirements for information operations on national security issues.
- Evaluates how the joint operational planning and execution system is integrated into both theater and operational information-operations campaign planning and execution to support theater and national strategic sustainment and war-fighting efforts.
- Comprehends the importance of strategic communication in a multinational environment and the impact it has in shaping the information environment.

- Evaluates how public diplomacy and public affairs are integrated in theater and operational information-operations planning and execution to support theater and national strategic sustainment and war-fighting efforts.

Strategic Leader Development

4 Contact Hours

- Challenges of command at the three- and four-star levels.
- Leadership challenges in a coalition environment.
- Leadership challenges in working with and understanding the cultures of other members of the interagency.

Joint Force Air Component Commander Course

Internet Address

<http://www.airuniversity.af.mil/LeMay/>

Program Description. The course prepares one-, two-, and three-star general officers of all four services for component command leadership. Attendees study war fighting, military doctrine, and application of unified, joint, and combined combat forces so they will be better prepared to respond to crises as functional component commanders.

The course is conducted annually during February at Maxwell AFB, Alabama. The course is limited to 18 active duty (includes Reserve and National Guard) one-, two-, and three-star general officer attendees; one-star general officer selects are permitted by exception. The desired attendee mix is nine US Air Force, four US Navy, three US Marine, and two US Army flag officers.

Learning Outcomes. As directed by CJCSI 1800-01E, *Officer Professional Military Education Policy*, Appendix L to Enclosure E.

Faculty. Instruction for the course comes from senior national-level civilians and military representatives, flag officers serving as combatant commanders, and retired, battle-tested officers.

Duration. The Joint Force Air Component Commander (JFACC) Course is delivered in seven academic days.

Eligibility. Per CJCSI 1800-01E, Appendix L to Enclosure E, attendees should be at least a one-star flag officer (one-star selects may attend on a case-by-case basis). Since these courses build on knowledge from the National Defense University's (NDU) Capstone Course, attendees should complete this congressionally mandated course before attending a component commander course.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MCADRE004.

Completion Requirement. Students must successfully complete all pass/fail evaluations and exercises.

Syllabus

MCADRE004 Courses	Contact Hours
National Security Strategy	7.25
National Planning Systems and Processes	10
National Military Strategy and Organization	9.25
Theater Strategy and Campaigning	17.25
Information Operations	4.25
The Role of Strategic Communication in Twenty-First Century Warfare	5
Strategic Leader Development	7
Total	60

Course Descriptions

National Security Strategy

7.25 Contact Hours

- Relationship between political and military objectives and how the relationship may enhance or inhibit the combatant commander in reaching his or her theater military objectives.

National Planning Systems and Processes

10 Contact Hours

- Joint and service doctrine applicable to the planning and execution of operations in support of theater-level plans and operations.
- How time, coordination, policy, politics, doctrine, and national power affect the planning process.
- Joint strategy development and operational planning processes.

National Military Strategy and Organization

9.25 Contact Hours

- Combatant commander's perspective and the role of subordinate commanders in developing, deploying, employing, and sustaining military forces.
- Roles and functions of the component commander, including relationships with and perspectives of the combatant commander, combined/joint force commanders (C/JFC), and component commanders (both functional and service).

Theater Strategy and Campaigning

17.25 Contact Hours

- Role of the unified commander in developing theater plans, policies, and strategy.
- Theater-level strategy development and the development of military objectives, end states, and joint concepts of operations.
- Theater component strategy that supports the C/JFC campaign plan.
- Roles of joint doctrine as they apply to operations planning, mobilization, deployment, employment, assessment, sustainment, and redeployment.
- Issues related to component functioning (i.e., air defense, airspace coordination, theater missile defense, fire support coordination, targeting, rules of engagement, and joint fires). Key components, systems, and processes used to plan, direct, coordinate, control, and assess combined/joint air, land, maritime, and space effects-based operations.

Information Operations

4.25 Contact Hours

- How theater commanders, component commanders, or JTF commanders access information operations resources and develop responsive information operations plans.
- Historical or ongoing information operations.
- Requirements necessary to collect, collate, and disseminate intelligence information.
- Strategic communication in a multinational environment and the impact it has in shaping the information environment.

The Role of Strategic Communication in Twenty-First Century Warfare

5 Contact Hours

- Role of joint experimentation, joint exercises, research and development, and emerging organizational concepts with respect to transforming the US military.
- Nature of warfare in the information age, to include advanced planning and analysis capabilities.

Strategic Leader Development

7 Contact Hours

- Unique challenges of operational command at the three-star level.
- Complexities associated with leadership in a coalition environment at the task force, component, and combatant commander levels.
- Complexities associated with leadership in an interagency environment at the task force, component, and combatant commander levels.

Combined Force Air Component Commander Course

Internet Address

<http://www.airuniversity.af.mil/LeMay/>

Program Description. The course prepares one-, two-, and three-star general officers of the four services for component command. Attendees study war fighting, military doctrine, and application of unified, joint, and combined combat forces to be better prepared to respond to crises as functional component commanders.

The course is conducted twice-annually during the summer and fall at Maxwell AFB, Alabama. The course is limited to 16 active duty (includes AFRES and ANG) one-, two-, and three-star attendees; one-star selects are permitted by exception. The desired attendee mix is four USAF, two US Navy, one US Marine, one US Army, and eight allied flag officers.

Learning Outcomes. As directed by CJCSI 1800-01E, *Officer Professional Military Education Policy*, Appendix L to Enclosure E.

Faculty. Instruction for the course comes from senior national-level civilians and military representatives, flag officers serving as combatant commanders, and retired, battle-tested officers.

Duration. The Combined Force Air Component Commander Course (CFACC) is delivered in seven academic days.

Eligibility. Per CJCSI 1800-01E, Appendix L to Enclosure E, attendees should be at least a one-star flag officer (one-star selects may attend on a case-by-case basis). Since these courses build on knowledge from the NDU Capstone Course, attendees should complete this congressionally mandated course before attending a component commander course.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MCADRE007.

Completion Requirement. Students must successfully complete all pass/fail evaluations and exercises.

Syllabus

MCADRE007 Courses	Contact Hours
National Security Strategy	7.25
National Planning Systems and Processes	10
National Military Strategy and Organization	9.25
Theater Strategy and Campaigning	17.25
Information Operations	4.25
The Role of Strategic Communication in Twenty-First Century Warfare	5
Strategic Leader Development	7
Total	60

Course Descriptions

National Security Strategy

7.25 Contact Hours

- Relationship between political and military objectives and how that nexus may enhance or inhibit the combatant commander in reaching theater military objectives.

National Planning Systems and Processes

10 Contact Hours

- Joint and service doctrine applicable to the planning and execution of operations in support of theater-level plans and operations.
- How time, coordination, policy, politics, doctrine, and national power affect the planning process.
- Joint strategy development and operational planning processes.

National Military Strategy and Organization

9.25 Contact Hours

- Combatant commander's perspective and the role of subordinate commanders developing, deploying, employing, and sustaining military forces.
- Roles and functions of the component commander, including relationships with and perspectives of the combatant commander, C/JFC, and component commanders (both functional and service).

Theater Strategy and Campaigning

17.25 Contact Hours

- Role of the unified commander in developing theater plans, policies, and strategy.
- Theater-level strategy development and the development of military objectives, end states, and joint concepts of operations.
- Theater component strategy that supports the C/JFC campaign plan.
- Roles of joint doctrine as they apply to operations planning, mobilization, deployment, employment, assessment, sustainment, and redeployment.
- Issues related to component functioning (i.e., air defense, airspace coordination, theater-missile defense, fire support coordination, targeting, rules of engagement, joint fires, etc.).
- Key components, systems, and processes used to plan, direct, coordinate, control, and assess combined/joint air, land, maritime, and space effects-based operations.

Information Operations

4.25 Contact Hours

- How theater, component, or JTF commanders access information operations resources and develop responsive information operations plans.
- Historical or ongoing information operations.
- Requirements necessary to collect, collate, and disseminate intelligence information.
- Strategic communication in a multinational environment and the impact it has in shaping the information environment.

The Role of Strategic Communication in Twenty-First Century Warfare

5 Contact Hours

- Role of joint experimentation, joint exercises, research and development, and emerging organizational concepts with respect to transforming the US military.
- Nature of warfare in the information age, including advanced planning and analysis capabilities.

Strategic Leader Development

7 Contact Hours

- Unique challenges of operational command at the three-star level.
- Complexities associated with leadership in a coalition environment at the task force, component, and combatant commander levels.
- Complexities associated with leadership in an interagency environment at the task force, component, and combatant commander levels.

Senior Joint Information Operations Applications Course

Internet Address

<http://www.airuniversity.af.mil/LeMay/>

Program Description. This course prepares selected general/flag officers and senior executive civilians of the four services and the DOD to develop information operations into a war-fighting core military competency that will enable combatant commanders to target adversary decision making while protecting US prerogatives. The course also includes interagency attendees. The course is tailored to provide senior leaders with a broad perspective of information operations at the joint theater (operational) and national (strategic) levels of war.

Attendees study war fighting and doctrine as they relate to information operations concepts and principles. Course objectives provide a common framework for understanding and valuing information operations and the necessary law, policies, and procedures that allow planning and integration of information operations into the joint fight; reviewing joint and service doctrine applicable to the planning and execution of information operations; analyzing the means to effectively communicate US government capabilities and intentions as an important method of combating the plans of US adversaries; examining the current and potential role of interagency and nongovernment organizations; demonstrating the integration of information operations into contingency and crisis plans; evaluating the outcomes and lessons; describing information operations tools, illustrating outcomes of their employment, and explaining lessons from their employment; and illustrating the impact the media has upon operations. Attendance is limited to 18 US UK, Canadian, or Australian flag officers in the grade of brigadier general or major general and equivalent members of the SES.

Learning Outcomes. As agreed upon by the four services.

Faculty. Instruction for the course comes from senior national-level civilians and military representatives, flag officers serving as combatant commanders, and retired, battle-tested officers.

Duration. The Senior Joint Information Operations Applications Course is delivered in four and one-half academic days.

Eligibility. Attendees will normally consist of 18 general/flag officers in the rank of major general/rear admiral–upper half, brigadier general/rear admiral–lower half, or members of the SES (or similarly ranked civilians). Between one and three international flag officers from Australia, the UK or Canada may also attend based on seat availability. One-star selects may attend on a case-by-case basis. Reference the ETCA website at <https://etca.randolph.af.mil> for additional information Course ID: MCADRE006.

Completion Requirement. Students must successfully complete all pass/fail evaluations and exercises.

Syllabus

MCADRE006 Courses	Contact Hours
The Role of Information and Technology in Twenty-First Century Warfare	2
Joint Doctrine for Information Operations	3
Information Operations Core Capabilities	6.5
Media Relations	1.5
Public Diplomacy	1.5
Legal and Policy Implications of Information Operations	3
Interagency and NSC	3
Coalition Perspective	4
Strategic Concepts	4
Combatant Command Perspective	4
Total	32.5

Course Descriptions

The Role of Information and Technology in Twenty-First Century Warfare

2 Contact Hours

- Role of joint experimentation, joint exercises, research and development, and emerging organizational concepts with respect to transforming the US military.
- The nature of warfare in the information age.

- How theater commanders, component commanders, or JTF commanders access information operations resources and develop responsive information operations plans.
- Historical or ongoing information operations.
- The requirements necessary to collect, collate, and disseminate intelligence information.
- The importance of strategic communication in a multinational environment and the impact it has in shaping the information environment.

Joint Doctrine for Information Operations

3 Contact Hours

- The approach to information operations outlined in Joint Publication (JP) 3-13, Joint Doctrine for Information Operations.
- The implications of the joint doctrine for military involvement in interagency and multinational affairs.
- The implications of the multinational and nongeographic aspects of information operations.
- Service doctrines for information operations and divergences from joint doctrine.
- Selected non-US approaches to information operations and their implications for US national security.

Information Operations Core Capabilities

6.5 Contact Hours

- What constitutes Military Information Support Operations (MISO), its limits and constraints, and how it is integrated into the planning process?
- The relationship between MISO and public affairs and the connection of MISO force support to public diplomacy, the challenges and factors that must be accounted for during planning and execution, and examples of when each did or did not work well in concert.
- Planning factors for a military deception (MILDEC).
- Specific examples of MILDEC and their predicted outcomes and actual results.
- Implications of the multinational and “nongeographic” aspects of electronic warfare (EW).
- Current and future EW threats (illustrate the threats with specific examples and experiences).
- Cyberspace operations effectiveness of US adversaries and the current means in countering them (including nonstate actors).
- Threats commanders face before and during operations and, specifically, the “platforms” US forces use to mitigate and negate the threat.

- How information assurance enables other war-fighting domains.

Media Relations

1.5 Contact Hours

- Causes of the adversarial relationship that can exist between the press and the military.
- The dynamics of communication to numerous audiences (American public, coalition partners, adversaries, and neutrals).
- The impact of various technologies that provide live broadcasts from the battlefield to American living rooms.
- Media issues experienced with recent or ongoing operations.
- Fundamental conflicts of tactical, operational, and strategic security concerns with the media's view of the public's right to know.

Public Diplomacy

1.5 Contact Hours

- Past and current challenges in disseminating coherent messages. (How do you ensure that the various organisms of the US government maintain a consistent message and overcome policy and procedural differences?)
- Issues of military support to public diplomacy. (You must comprehend the challenges of working in an interagency environment and the "corporate culture" differences that exist and must be overcome to develop national synergy.)
- How public diplomacy and public affairs are integrated into theater and operational information-operations planning and execution to support theater and national strategic sustainment and war-fighting efforts.
- Recent public diplomacy efforts, their effectiveness, lessons learned, and efficacy.
- The relationship between political and military objectives and how the relationship may enhance or inhibit the combatant commander or Combined Forces Command (CFC) in obtaining theater objectives.

Legal and Policy Implications of Information Operations

3 Contact Hours

- Key provisions in standing rules of engagement, policy, statutes, international law, and constitutional law that shape operations.
- Case studies in which the employment of information operations assets was affected by legal or policy factors.
- Means by which military commanders can prepare to handle legal implications of using information warfare assets.

Interagency and NSC

3 Contact Hours

- Comprehend the importance of strategic communication and the importance of coordination, synchronization, and delivery of strategic effects.
- Evaluate past and current challenges in disseminating coherent messages—how do you ensure various organisms of the US government maintain a consistent message and overcome policy and procedural differences?
- Describe interagency organizations and their responsibilities regarding IO and discuss common misconceptions concerning the capabilities of interagency.

Coalition Perspective

4 Contact Hours

- The complexities associated with leadership in a coalition environment.
- Command and control (C2) challenges facing the joint/combined force component commander, including the personalities of external principals (CFC, other component commanders, and international), transitions, and commander's critical information requirements.
- Key national authority and rules of engagement issues which could impact the joint/combined component force, including national policies and prerogatives, information sharing, and titles.
- Complexities associated with leadership in a coalition environment.
- Force structure, major players, and interoperability issues of allied partners.
- Allied information operations concept of operations and how their commands obtain information operations capabilities within an AOR.

Strategic Concepts

4 Contact Hours

- Case studies of adversarial use of IO.
- Decision-making methods used by adversaries and potential adversaries.

Combatant Command Perspective

4 Contact Hours

- Views on the war-fighting value of information operations.
- Examples of how information operations strategies are developed both in contingency and crisis planning and the factors commanders must consider in developing courses of action.
- Examples of information operations asset employment and an evaluation of their effectiveness at the strategic, operational, and tactical levels.
- Experiential challenges for the employment of information operations.

Cyberspace Operations Executive Course

Internet Address

<http://www.airuniversity.af.mil/LeMay/>

Program Description. The Cyberspace Operations Executive Course (COEC) is focused on strategic decision making of cyber policy and offered semiannually as a GO/FO/SES professional continuing education opportunity. The curriculum is managed by USAF and offered through Air University at Maxwell AFB, Alabama.

Faculty. Faculty is comprised of national-level civilian, industry, and academic subject matter experts with expertise consistent with the seniority and decision authority of the particular class.

Learning Outcome. Prepare the GO/FO/SES community across the federal government to interpret the intricacies of strategic decision making of national cyber policy.

Duration. The course is one and one-half academic days.

Eligibility. Students are selected by the parent Service or Agency.

The course is offered twice annually; however, each course targets once annually O-9/10, and SES Tier 3 (Senior COEC); or the O-7/8, and equivalent SES (COEC). Attendance for the Senior COEC is normally limited to 8. The COEC (once a year) is offered to 18 one- and two-star officers and civilian equivalents.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MCOEC001.

Completion Requirement. Students must successfully complete all pass/fail evaluations and exercises.

Syllabus

MCOEC001 Learning Areas	Contact Hours
Nature and Characteristics of Cyberspace	3
Capabilities and Functions	3
Integration and Interrelationships	2

Employment of Cyber Power	3
Law, Policy, and Ethics	2
Total	13

Learning Area Descriptions

Nature and Characteristics of Cyberspace 3 Contact Hours

- Comprehend the complexities of defining cyberspace in reference to a military domain of operations.
- Analyze the current discourse on cyberspace and key components of developing common cyber terminology.
- Value the need to create cyber power doctrine.

Capabilities and Functions 3 Contact Hours

- Comprehend the range of capabilities the DOD has in the cyberspace domain, including offensive, defensive, and support capabilities.
- Analyze the synergistic application of cyber and noncyber capabilities in other domains.
- Articulate the manner in which DOD cyberspace functions can be executed to achieve effects in support of national security objectives.

Integration and Interrelationships 2 Contact Hours

- Analyze the effects of current national cyber security policy on the DOD and military strategies.
- Understand the direction in which the DOD is proceeding in integrating cyberspace as a war-fighting domain and why.
- Value the complexities of integrating cyberspace operations between services, governmental agencies, and the private sector, including offensive, defensive, and support operations.

Employment of Cyber Power 3 Contact Hours

- Comprehend the development of cyber power as a war-fighting domain.
- Value the role cyberspace offensive, defensive, and support capabilities have played in recent operations.

Law, Policy, and Ethics 2 Contact Hours

- Value the myriad issues associated with developing cyber offensive and defensive capabilities.

Contingency Wartime Planning Course

Internet Address

<http://www.airuniversity.af.mil/LeMay/>

Program Description. The Contingency Wartime Planning Course (CWPC) provides a comprehensive macro view of the contingency and crisis action planning processes from both joint and Air Force perspectives. Supporting topics include unit readiness assessment, mobilization, expeditionary site planning, and command relationships.

Learning Outcome. Demonstrate the ability to employ the concepts, principles, and methodologies of deliberate and crisis-action planning.

Faculty. The course is taught by a diverse group of instructors with a wide range of planning experience in logistics, engineering, personnel, or operational specialties.

Duration. The CWPC is delivered in ten academic days.

Eligibility. CWPC quotas are allocated to each MAJCOM and are available by contacting the respective MAJCOM training manager. AU-funded quotas are not available for ANG, Air Force Reserve Command (AFRC), and sister-service personnel. Unit-funded quotas are built into each class for these personnel. CWPC is available for Airmen in grades E-5 through O-5 and civilian equivalents.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MCADRE002.

Completion Requirement. Students must maintain a grade of “B” or better to graduate.

Syllabus

MCADRE002 Courses	Contact Hours
IP100 Strategic Guidance	5.5
IP200 Concept Development	5
IP300 Plan Development	17
IP400 Plan Assessment	2.5
IP500 Exercises	31.5
Total	61.5

Course Descriptions

IP100 Strategic Guidance

5.5 Contact Hours

The strategic guidance curriculum presents an overview of the CWPC and begins the process of comprehending how strategic guidance, direction, and policy influence deliberate and crisis-action planning.

IP200 Concept Development

5 Contact Hours

The concept development curriculum provides an overview of key topics that form the foundation of operational design and campaign planning and legal considerations involved with developing concepts of operation.

IP300 Plan Development

17 Contact Hours

The plan development curriculum introduces key planning-related systems used in the plan development process, including the joint strategic planning system, deliberate crisis action planning execution segments (DCAPES), and joint operation planning and execution system (JOPES). It describes Air Force operations planning execution, base-level planning, mobilization, and readiness assessment tools.

IP400 Plan Assessment

2.5 Contact Hours

The plan assessment curriculum provides an overview of the plan assessment function and the crisis-action planning process.

IP500 Exercises

31.5 Contact Hours

The exercises curriculum allows students to apply knowledge gained throughout the course. Exercises are interspersed within all of the preceding sections of the course, culminating in a crisis-action planning exercise built upon the work completed in the previous exercise periods of instruction.

Joint Air Operations Planning Course

Internet Address

<http://www.airuniversity.af.mil/LeMay/>

Program Description. The Joint Air Operations Planning Course (JAOPC) educates Airmen in the fundamental concepts, principles, and doctrine required to develop a joint air operations plan (JAOP).

Learning Outcome. Demonstrate the ability to produce an effective JAOP.

Faculty. The course is taught by highly experienced instructors with a wide range of planning experience in operational specialties.

Duration. The JAOPC is delivered in ten academic days.

Eligibility. JAOPC quotas are allocated to each MAJCOM and are available by contacting the respective MAJCOM training manager. AU-funded quotas are not available for ANG, AFRC, sister-service personnel and international officers. Unit-funded quotas are built into each class for these personnel. JAOPC is available for Airmen in the grades of O-3 through O-5 and civilian equivalents, and NCOs by exception.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MCADRE003.

Completion Requirement. Students must maintain a grade of “B” or better to graduate.

Syllabus

MCADRE003 Courses	Contact Hours
Block I Basic Joint Air Operations Planning Concepts	16
Block II Joint Air Operations Planning Case Studies	7
Block III Joint Air Estimate Process Development	40
Total	63

Course Descriptions

Block I Basic JAOP Concepts

16 Contact Hours

Block I defines the basic concepts related to the joint air operations planning process. It includes intelligence, logistics, law of weaponing, and an effect-based approach to operations.

Block II JAOP Case Studies

7 Contact Hours

Block II provides an understanding of the development of the joint operation planning process for air (JOPPA) through historical case studies.

Block III Joint Air Estimate Process Development

40 Contact Hours

Block III provides the opportunity to demonstrate knowledge of the seven steps of the JOPPA during a comprehensive practical exercise.

Information Operations Fundamentals Application Course

Internet Address

<http://www.airuniversity.af.mil/LeMay/>

Program Description. This course provides a broad understanding of how the military integrates information-related capabilities to affect the decision-making processes of our adversaries and potential adversaries. It lays the foundation for incorporating information operations into the planning process across the phases of war and range of military operations. The Information Operations Fundamentals Application Course (IOFAC) incorporates lectures, case studies, and an exercise practicum to provide students a fundamental knowledge of IO and its ability to help achieve commander's objectives.

Learning Outcome. Demonstrate effective integration of information-related capabilities in a planning scenario

Faculty. The course is taught by highly experienced instructors with a wide range of IO experience in intelligence, communications, and other information-related specialties.

Duration. IOFAC is taught in four academic days.

Eligibility. IOFAC quotas are allocated to each MAJCOM and are available by contacting the respective MAJCOM training manager. AU-funded quotas are not available for ANG, AFRC, and sister-service personnel. Unit-funded quotas are built into each class for these personnel. IOFAC is available for Airmen in the grades of E-5 through O-5 and civilian equivalents.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MCADRE005.

Completion Requirement. Students must maintain a grade of "B" or better to graduate.

Syllabus

MCADRE005 Courses	Contact Hours
IP100 Introduction to Information Operations	3

IP200 Historical Information Related Capabilities (IRC)	3
IP300 Technical IRCs	3
IP400 Other IRCs	5
IP500 Planning Information Operations	4
IP700 Case Studies and Exercises	7
Total	25

Course Descriptions

IP100 Introduction to Information Operations **3 Contact Hours**

IP 100 defines information operations using JP 3-13, *Information Operations*, and additional sources, including Air Force doctrine. It also provides students with an understanding of the components of IO and shows how they fit in joint warfighting.

IP200 Historical Information Related Capabilities (IRC) **3 Contact Hours**

IP 200 introduces historical information-related capabilities and provides specific examples of psychological operations, military deception, and operation security.

IP300 Technical IRCs **3 Contact Hours**

IP 300 presents instruction on the current use of space, cyber, and electronic warfare capabilities against adversary decision-making systems.

IP400 Other IRCs **5 Contact Hours**

IP 400 introduces information-related capabilities which work in a supporting role to information operations. Subjects include public affairs, counterpropaganda, counterintelligence operations, and other activities that are used to shape target audience perceptions and provide a favorable image of US military operations.

IP500 Planning Information Operations **4 Contact Hours**

IP 500 introduces the manner in which IO should be integrated into the overall joint and Air Force planning process.

IP700 Case Studies and Exercises **7 Contact Hours**

IP 700 provides an opportunity for students to take knowledge they've gained through lectures, class readings, and case studies and apply that knowledge in an exercise scenario.

Enlisted Professional Military Education Instructor Course

Internet Address

<http://www.au.af.mil/au/barnes/>

Program Description. The Enlisted Professional Military Education Instructor Course (EPMEIC) is affiliated with the CCAF 158 hours (20 academic days) of resident classes. Each student earns eight hours of undergraduate credit upon completion of the course.

The resident course provides education designed to enhance the teaching, facilitating, and leadership capabilities of EPME educators. The course includes 158 hours of concentrated coursework designed to prepare Airmen selected for EPME special duty assignments for their new role and responsibilities as EPME faculty. This course provides new educators with requisite skills in teaching and facilitating learning in the dynamic EPME classroom environment. It also provides valuable hands-on experience and exposure of the EPME learning process. The program offers solid grounding in various methods of presentation for all EPME flight rooms. Every lesson is “EPME-centric” and emphasizes the impact on the student, educator, and EPME mission effectiveness. The course focuses on teaching methodologies used in the EPME flight rooms such as Informal Lecture, Guided Discussion, Experiential learning activities, and Case Study facilitation. The curriculum is divided into the following areas: Administration, Course Foundation, Educational Technology, Immersion Lab, Learning Theory, Performance Development, Professional Evaluation, and Teaching Foundation.

Learning Outcomes. Graduates are able to

- comprehend and apply skills that will enhance their abilities to accomplish duties in EPME;
- understand the educational activities as described in the Air Force Instructional System Design (ISD) process;
- facilitate instruction in an interactive academic environment;
- demonstrate effective interpersonal communication skills; and
- apply various educational methodologies to reach every learner.

Faculty. EPMEIC faculty must have an associate’s degree from a regionally accredited institution. The member must complete the EPMEIC prior to or while

assigned duty as EPME faculty. EPMEIC faculty must be 1750-series civilians or military, with EPME instructor experience.

Duration. The EPMEIC resident course length is 20 academic days. The EPMEIC can support up to 36 students per resident class, and the course is offered seven times each fiscal year.

Eligibility. To attend EPMEIC, all Staff Sergeant, Technical Sergeant, and Master Sergeant (and selects) must be an approved candidate on the Developmental Special Duty (DSD) nomination list. Senior Master Sergeant students will be advertised on the Enlisted Quarterly Assignment Listing-Plus (EQUAL-Plus) and selected through an application process to teach at EPME schools. Reference AFI 36-2656, *Developmental Education*, and the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MESC003.

Completion Requirement. Students must pass all summative, objective, and performance evaluations.

Syllabus

Instructional Area Titles	Contact Hours
Administrative	32
Course Foundations	16
Educational Technology	5
Immersion Lab	16
Learning Theory	3
Professional Development	10
Performance Evaluation	47
Teaching Foundations	29
Total	158

Resident Instructional Area Descriptions

Administrative

32 Contact Hours

The administrative block introduces students to the faculty and explains local conditions (e.g., safety, security, weather, traffic). This module includes psychometric instruments (Kirton Adaption-Innovation) and a briefing by the Dean of Enlisted PME Academic Affairs on how EPME curriculum is developed. Information is provided that assists each educator in developing the skills and competencies to meet EPME mission requirements. These lessons are Data Analysis, EPME Procedural Guidance/Policy, Institutional Effectiveness, and Curriculum Development. One hour is set aside for students to meet with the curriculum writers and program leaders for their respective level of EPME. Two hours are set aside for students to engage in a candid question and answer session with the EPME educator panel. This module also includes all forms of testing, end-of-course surveys, commandant time, out-processing, and graduation.

Resident Course Foundation

16 Contact Hours

This module exposes students to the fundamental knowledge, skills, and attitudes necessary for all EPME instructors and curriculum writers. Topics include student orientation, how to be successful in learning, the importance of Instructional Systems Development, the Domains of Learning, how designing lessons impact mission effectiveness, concept and principle teaching, the detail anatomy of a lesson plan, and the different methods of presentation applied in EPME.

Educational Technology

5 Contact Hours

This two-fold module exposes students to the five processes used to ensure the integrity of EPME programs: Military Personnel Data System, Student Transcript and Administration Record System-Faculty Development, Blackboard, Air University Student Management System, and the Air Force Training Records System. This module also explores topics such as proper use/facilitation of instructional aids according to Barnes Center Instruction 36-2301, *USAF EPME Procedural Guidance*. Students are tasked to work in blended groups, (with members of other flights) to create a lesson using the principles from Educational Technology and additional information learned in the course. At this point students are engaging in synthesis level work.

Immersion Lab**16 Contact Hours**

This module exposes students to hands-on/performance requirements designed to provide students with the opportunity to execute EPME responsibilities using the concepts and principles learned in the foundational course. It also provides students the opportunity to progress through the levels of learning quicker by providing them the opportunity to see, read, act, hear, and feel the pressures of a dynamic EPME environment, add perspective to the learning process, and ultimately allowing students to reach higher levels of learning throughout all four domains (Affective, Cognitive, Psychomotor, and Conative).

Learning Theory**3 Contact Hours**

This lesson introduces students to the concept of adult learners. The major benefit of this lesson is the exploration via activity of the characteristics of adult learners that instructors will have in the EPME learning environment. This lesson also familiarizes students with the domains of learning: Affective, Cognitive, Psychomotor, and Conative. This gives students the foundations of why lessons are developed the way they are in EPME and the implications for teaching at different levels of learning. This lesson also helps students understand the spiral learning process. The students will experience the benefits of spiral learning within each EPME lesson because there are many opportunities to make connections to other lessons. The lesson ends discussing the importance of accelerated learning.

Performance Evaluation**47 Contact Hours**

This lesson helps students understand performance evaluation (PE) and specifically how they will be evaluated via PE using the Instructor Evaluation Checklist (IEC) and performance indicators. The introduction to PE, an auditorium hour addressing the entire class, covers the mission of EPMEIC, assignment details, IEC scoring, Independent Research hours, purpose of Tutorial hours, and tips for success. Students will also receive three hours of in-depth exposure, norming, and discussion on the IEC. The students will receive valuable education and training on the proper use of the evaluation forms while in EPMEIC and in the field.

Professional Development**10 Contact Hours**

This lesson helps students understand the importance of self-reflection. Information covered in this module includes education on reflective journaling (includes hands-on activities), peer assessments, vision statement, and capstone feedback. This information is valuable to the EPME educator as it enables goal setting, as well as personal and professional growth which impacts student,

instructor, and mission effectiveness.

Teaching Foundations

29 Contact Hours

This module exposes the students to the remediation and reevaluation process, questioning techniques, teaching methods, effective delivery skills, structured thinking process, classroom management, listening, assessing, evaluating, observing, counseling in EPME, and value added concepts. These lessons provide the student with the technical tools/skills and education needed to effectively deliver curriculum in a dynamic EPME learning environment.

USAF First Sergeant Academy

Internet Address

<http://www.au.af.mil/au/barnes/fsa/>

Program Description. The Enlisted Professional Military Education Instructor Course (EPMEIC) is affiliated with the CCAF 158 hours of resident classes. Each student earns eight hours of undergraduate credit upon completion of the course.

The resident course provides education designed to enhance the teaching, facilitating, and leadership capabilities of EPME educators. The course includes 158 hours of concentrated coursework designed to prepare Airmen selected for EPME special duty assignments for their new role and responsibilities as EPME faculty. This course provides new educators with requisite skills in teaching and facilitating learning in the dynamic EPME classroom environment. It also provides valuable hands-on experience and exposure of the EPME learning process. The program offers solid grounding in various methods of presentation for all EPME flight rooms. Every lesson is “EPME-centric” and emphasizes the impact on the student, educator, and EPME mission effectiveness. The course focuses on teaching methodologies used in the EPME flight rooms such as Informal Lecture, Guided Discussion, Experiential learning activities, and Case Study facilitation. The curriculum is divided into the following areas: Administration, Course Foundation, Educational Technology, Immersion Lab, Learning Theory, Performance Development, Professional Evaluation, and Teaching Foundation.

Learning Outcomes. Graduates are able to

- Provide commanders with a mission-ready force by advising on all matters affecting unit readiness, health, morale, discipline, welfare, quality of life, legal, and quality force indicators,
- Lead the unit effort in developing, nurturing and cultivating a professional culture of character grounded in the Air Force Core Values,
- Facilitate and execute commander’s intent by ensuring unit policies, goals, and objectives are understood and adhered to, and
- Prepare the unit’s enlisted force to best execute all assigned tasks through effective written and oral communication.

Faculty. All personnel selected as FSA faculty must carry the first sergeant SDI. FSA faculty members are required to have an associate’s degree and must complete the Academic Instructor Course (or equivalent) after arrival. Within the

first year of teaching, the faculty must complete 120 hours of student contact internship and 30 hours of curriculum development.

Duration. The course length is 20 academic days, 88 students per class, 7 classes per fiscal year.

Eligibility. The USAF FSA course enrolls master sergeants from RegAF, ANG, and AFRC. Refer to AFI 36-2113, *The First Sergeant*, and the special duty catalog guide for the application, training, and selection process for first sergeant duty in each of the three components.

Reference the ETCA website at <https://etca.randolph.af.mil> for additional information. Course ID: MFSA8F000.

Syllabus

MFSA8F000 Instructional Area Titles	Contact Hours
Administration	9
Physical Training	5
Exam Testing	4
Block 1–Human Resource Management	42
Block 2–Maintenance of Discipline	38
Block 3–Readiness	17
Total	115

Instructional Area Descriptions

Administration

9 Contact Hours

Accomplish the administrative details incidental to the USAF FSA, conduct in processing, and review course curriculum.

Physical Training

5 Contact Hours

Participate in physical training programs.

Exam Testing

4 Contact Hours

Evaluate level of understanding with component specific and end-of- course tests; instructors conduct test review.

Block 1–Human Resource Management**42 Contact Hours**

Comprehend and value how preventive intervention impacts the unit.

Block 2–Maintenance of Discipline**38 Contact Hours**

Comprehend quality force management policies, practices, and procedures as a tool for corrective actions. Know contents of *Manual for Courts-Martial* and comprehend the applications of its principles.

Block 3–Readiness**17 Contact Hours**

Comprehend the first sergeant’s role and responsibilities in a deployment process and apply the information in a deployment scenario.

Air Force Career Development Academy

Internet Address

<http://www.airuniversity.af.mil/barnes/AFCDA/>

The Air Force Career Development Academy (AFCDA) is responsible for the instructional development, delivery, and evaluation of approximately 235 Air Force Career Development Courses (CDC) and select specialized courses. AFCDA also produces and distributes study materials for the Air Force Weighted Airman Promotion System (WAPS). These courses directly support upgrade training and the enlisted promotion system for over 115,000 Airmen annually.

AFCDA personnel assist and mentor each CDC writer, the subject-matter expert, through workshops, the Course Development Management Guide, and constant one-on-one communication. After the writer prepares the technical material, AFCDA's Instructional Systems Specialists and Editors ensure CDC materials are educationally sound and edited for publication. AFCDA's Curriculum Control and Course Development teams are also available to provide educational advice to career field leaders on the management of upgrade training for their career fields.

Each course is coupled with two versions of an end-of-course (EOC) exam which are developed by AFCDA's Instructional Systems Specialists. These exams assess job knowledge for members in upgrade training and ensure learning objectives are met. Exams are administered electronically in most cases, but paper-based tests are available in remote locations where electronic course examinations are not available.

A description of AFCDA's 235 distance learning courses is available in the AFCDA CDC catalog at <https://cs3.eis.af.mil/sites/AE-ED-02-37/default.aspx>. The website also provides information about enrollment, counseling, testing procedures, test-control facilities, and methods for obtaining assistance with student inquiries, statistical analysis, and aggregate survey data.

OFFICER ACCESSIONS & CITIZEN DEVELOPMENT

The Jeanne M. Holm Center for Officer Accessions and Citizen Development (Holm Center) provides coordinated leadership and policy direction for the Air Force's officer recruiting, training, and commissioning programs at Officer Training School (OTS) and at Air Force Reserve Officer Training Corps (AFROTC) detachments at colleges and universities. The Holm Center also directs the Air Force's high school citizenship training program—Air Force Junior ROTC—which oversees Air Force Junior ROTC units on high school campuses around the world. The aim of this program is to build better citizens for America.

Officer Training School

Internet Address

<http://www.airuniversity.af.mil/Holm-Center/OTS/>

Program Description. The curriculum for all OTS programs includes, but is not limited to, instruction in four major areas: profession of arms, warfare and international security studies, leadership studies, and communication skills. The profession of arms lessons include, but are not limited to, Dress and Appearance Standards, Military Customs and Courtesies, Pay, Allowances, and Leave, Military Justice, and Airmanship. Warfare and international security studies lessons include, but are not limited to, War and the US Military, The Need for Cross-Cultural Competence, Air Force Operations, and Joint Operations. Leadership studies lessons include, but are not limited to, Team Building, Problems Solving, Air Force Leadership, Self-Assessment, Conflict Management, Effective Supervision, and Corrective Supervision and Counseling. Communication skills lessons include basic military speaking principles and writing formats. OTS teaching methods include self-paced prerequisite coursework, auditorium lectures, readings, flight-room classes to include informal lectures, guided discussions, case studies, and experiential learning opportunities.

Learning Outcomes. Graduates are able to

- Understand the roles and responsibilities of an Air Force officer;
- Understand the Air Force human relations programs such as equal opportunity and treatment;
- Effectively apply leadership skills;
- Effectively apply followership skills;
- Understand the importance of adherence to Air Force Core Values;
- Effectively express ideas verbally in a military setting;
- Effectively express ideas in writing using military writing formats;
- Remember the role of air and space power in maintaining national security;
- Remember the role of joint operations in US national security; and
- Understand the principles of cross-cultural communications.

Faculty. Before assuming leadership of a flight, each flight commander will attend Academic Instructor Course, OTS Initial Qualification Training (IQT), and OTS Mission Qualification Training (MQT). Upon successful completion of IQT and MQT, instructors will be certified.

Duration. OTS offers three individual courses: Total Force Officer Training (TFOT) (40 training days/8 classes annually), Commissioned Officer Training (COT) (23 training days/6 classes annually), and Reserve Commissioned Officer Training (RCOT) (13 training days/2 classes annually).

Eligibility. Students attending TFOT must have a bachelor's degree, be less than 30 years of age for rated personnel or 40 years of age on the date of commissioning for all others, and meet minimum physical requirements for becoming an officer. Competition for entry into this program is rigorous.

Completion Requirement. Students must maintain a "satisfactory performance" evaluation or better to graduate.

Course Descriptions

MOTS005 Total Force Officer Training

(24th Training Squadron and Detachment 12)

410.55 Contact Hours

This course provides pre-commissioning training for selected Regular Air Force (RegAF), Air National Guard (ANG) and Air Force Reserve (AFRC) applicants to meet Air Force commissioning requirements. It includes the OTS curriculum, military application, and training (practical field leadership, physical fitness, and drill and ceremonies). These basic military subjects are essential in developing selected college graduates to take their places as second lieutenants in the Air Force.

TFOT combines a 30-hour web-based prerequisite program, with a challenging 40-training-day in-residence program. TFOT focuses on the importance of leadership, discipline, attention to detail, and dedication to service. It stresses commitment to the profession of arms and motivates graduates to adhere to the Air Force Core Values. This challenging environment provides numerous opportunities to develop leadership skills through classroom and field-training exercises and operation of the cadet wing. The course concludes with expeditionary and leadership capstone events.

MOTS002 Commissioned Officer Training

(23rd Training Squadron)

246.5 Training Hours

The Commissioned Officer Training (COT) course is designed to provide training and education to direct-commissioned RegAF, ANG, and AFRC medical professionals, Judge Advocate General Corps (legal) and Chaplain Corps. This training is also provided for officers selected to participate in the Air Force Health

Professions Scholarship Program and officers enrolled in the Uniformed Services University of Health Sciences. It stresses commitment to the profession of arms and motivates graduates to adhere to the Air Force Core Values. The COT students' ranks can range from second lieutenant to lieutenant colonel depending on the officers' professional qualifications. The COT curriculum is reinforced through field exercises and the Leadership Reaction Course. This course also provides training in basic military subjects essential in developing directly commissioned officers to serve in the United States Air Force, as well as instruction in drill and ceremonies and physical fitness training.

The course concludes with a capstone field leadership exercise. COT is an intense 23-training day, in-residence course.

**MOTS003 Reserve Commissioned Officer Training (In Residence)
(23rd Training Squadron)**

174.0 Training Hours

The Reserve Commissioned Officer Training (RCOT) course is an abbreviated course designed to provide training and education to direct-commissioned, hard-to-recruit ANG and AFRC medical professionals. It stresses commitment to the Air Force Core Values. The RCOT students' ranks can range from second lieutenant to lieutenant colonel depending on the officers' professional qualifications. The RCOT curriculum is reinforced through field exercises and the Leadership Reaction Course. This course also provides training in basic military subjects essential in developing directly commissioned officers to serve in the United States Air Force, as well as instruction in drill and ceremonies and physical fitness training.

The capstone event for this course features field leadership exercises. It combines 25 hours of distance learning correspondence work and a web-based pretest with a demanding 13-day, in-residence course.

Officer Training School Academic Instructor Course

Internet Address

<http://www.airuniversity.af.mil/Holm-Center/OTS/>

Program Description. The Officer Training School Academic Instructor Course (OTS AIC) curriculum identifies and measures variables related to such educational processes as content, alternative methods of instruction, instructional resources, and the degree to which stated objectives are achieved at the appropriate instructional level.

Learning Outcomes. Graduates are able to

- plan instruction. The graduate will comprehend the domains of learning related to instructional design, the process of designing level-of-learning lessons, and the various methods of teaching. The graduate will also know the components of the Air Force Instructional System Development (ISD) model.
- deliver instruction. The graduate will be able to prepare an effective presentation, use questions effectively to promote learning, employ proxemics to enhance the learning environment, and incorporate reflective teaching techniques to improve teaching ability.
- evaluate instruction. The graduate will comprehend the concept of educational evaluation; the principles and techniques of writing student-centered, multiple-choice, and essay test items as part of the ISD design phase; and the systematic construction and use of performance evaluation rating instruments.

Faculty. The Holm Center faculty has several years of teaching experience and advanced degrees. Faculty members are selected based on their experience, academic achievements, and teaching ability. In addition to numerous teaching responsibilities, the faculty conducts various workshops and is actively involved with professional academic associations throughout the education profession.

Duration. The OTS AIC is eight academic days.

Eligibility. The course is primarily designed for military and civilian personnel who have been selected to teach at OTS.

Completion Requirement. Students must maintain a “satisfactory performance” evaluation or better to graduate.

Course Description

MOTS004 OTS Academic Instructor Course

64 Contact Hours

This course prepares instructors to teach in an adult education setting; the primary focus is teaching as a flight commander in OTS. The course requires extensive reading and writing by students to prepare and deliver personalized lessons using a variety of instructional methodologies. Major curricular areas focus on communication skills, teaching methodologies, lesson planning, and evaluation processes. This course is designed to maximize opportunities for learning and practicing basic instructor skills. The majority of the course is delivered in a small-group setting. Students plan and present lessons related to their individual schools' curricula.

Jeanne M. Holm Center

Instructor Teaching Practicum

Internet Address

<http://www.airuniversity.af.mil/Holm-Center/>

Program Description. This practicum provides new Air Force instructors assigned to any portion of the Jeanne M. Holm Center with the opportunity to practice and improve their skills in: observation, presentation, evaluation, and instructional methodology. They will conduct instruction in a controlled environment during observed and unobserved sessions. Additionally they will practice proper classroom management. Finally, students will develop instructional teaching aids.

Learning Outcomes.

1. Students will practice and develop skills in instructional methodologies to include: formal/informal lectures, guided discussions, experiential activities, and case studies.
2. Students will practice and develop skills in student counseling and evaluation to include: observation, documentation, evaluation, and providing feedback.
3. Students will practice and develop skills in effective questioning techniques using: overhead, rhetorical, and direct questions.
4. Students will practice and develop skills in effective classroom management.
5. Students will practice and develop skills in developing instructional presentation materials to include personalizing lesson plans and developing visual aids.

Faculty Credentials. The Instructor Practicum is developed, maintained, and supervised by advanced degree qualified faculty members from Holm Center Academic Affairs.

Duration. Enrollment can last up to 18 months.

Enrollment Requirements. Student must complete Academic Instructor Course, MOTS004 and OTS Initial Qualification Training, IQT001 (if applicable) unless otherwise waived, in accordance with *Holm Center Instruction 36-2604*.

Completion Requirements. Students in this practicum must complete 80 practice teaching hours, have three completed Practice Teaching Feedback logs accomplished throughout the process by a certified instructor, and have at least one instructor evaluation completed using the AETC Form 620 or OTS Form 4.

Course Description

MOTS010 Instructor Teaching Practicum

80 Contact Hours

Students in this practicum must complete 80 practice teaching hours. The student will choose a certified instructor to mentor them and assist them with completion. This may be a certified peer instructor at Officer Training School (OTS) or Air Force Reserve Officer Training Corps (AFROTC), an instructor from Standardization and Evaluation (CCV), an instructor from the Training Section (CCT), or a Curriculum Area Manager (CAM) from Holm Center Academic Affairs (DE). This practice teaching may be accomplished in a classroom or auditorium environment and must utilize an official Holm Center lesson/activity, to include formal/informal lecture, case studies, guided discussion or experiential activities. The practice teaching will be documented and certified as described in the Documentation section of this Syllabus. Certified instructors will periodically observe the student during practice teaching. The 80 practice teaching hours will be documented by the student and certified by their immediate supervisor or commander by using the attached Practice Teaching Log. Additionally, each student must have three completed Practice Teaching Feedback logs accomplished throughout the process by a certified instructor. The three observations should be by the same certified instructor that the student has chosen to mentor them. This provides certified instructors an opportunity to provide formative feedback related to the Student Learning Outcomes. Finally, students must have at least one instructor evaluation completed using the AETC Form 620 or OTS Form 4. This evaluation should also be conducted by a certified instructor or evaluator and a minimum overall rating of Satisfactory or Qualified is required. The instructor evaluation must be completed no more than 45 duty days prior to submission for credit and should serve to identify areas that have improved and areas needing additional growth.

Jeanne M. Holm Center

Applied Principles of Instructional Design and Development (APIDD)

Internet Address

<http://www.airuniversity.af.mil/Holm-Center/>

Program Description. This course provides lessons designed to enhance the curriculum development capabilities for graduates of the Academic Instructor Course. The intended audience is new military and civilian curriculum developers. Lessons include topics on: The Air Force Instructional Systems Development (ISD) process, Educational Requirement Analysis, Learning Domains, Learning Outcomes, Designing and Developing Plans of Instruction, and Measuring Learning Outcomes. Additionally, students receive extensive practical evaluated hands on experience in developing objectives, lesson plans and test questions.

Learning Outcomes. Graduates are able to

- Identify methods to determine educational requirements.
- Distinguish between examples and non-examples of level-of-learning objectives.
- Given a topic, write accurate level of learning objectives at the knowledge and comprehension level.
- Distinguish between examples and non-examples of samples of behavior.
- Given a lesson objective, write accurate samples of behavior appropriate to the objectives level of learning.
- Explain the relationship between the lesson objective, the sample of behavior, and the test item.
- Summarize the guidelines for constructing multiple-choice test items.
- Given an objective and sample of behavior, construct a proper multiple choice test item.
- Summarize the utility of a strategy statement in the design, development and implementation phases of ISD.
- Given a topic, construct a strategy statement for Part 1 of a Plan of Instruction (POI).
- Develop a complete Part I, POI.
- Develop a POI Part II (lesson plan) with a minimum of 2 main points and 2 supporting points.

- Evaluate a standardized lesson presentation.

Faculty Credentials. APIDD is developed, maintained, and supervised by advanced degree qualified faculty members from Holm Center Academic Affairs.

Duration. 5 Training days (40 hours)

Enrollment Requirements. Student must complete Academic Instructor Course, MOTS004 unless otherwise waived, in accordance with *Holm Center Instruction 36-2604*.

Completion Requirements. Successfully complete all objectives and exercises within the course.

Syllabus

MOTS011 Applied Principles of Instructional Design and Development (APIDD)	Contact Hours
Course Administration	4
Educational Foundation	3
Instructional Analysis	1
Instructional Design	14
Instructional Development	14
Instructional Evaluation	4
TOTAL (only if all courses are required in order to complete the program)	40

Course Description

This course provides lessons designed to enhance the curriculum development capabilities for graduates of the Academic Instructor Course. The intended audience is new military and civilian curriculum developers. Lessons include topics on: The Air Force Instructional Systems Development (ISD) process, Educational Requirement Analysis, Learning Domains, Learning Outcomes, Designing and Developing Plans of Instruction, and Measuring Learning Outcomes. Additionally, students receive extensive practical evaluated hands on experience in developing objectives, lesson plans and test questions.

Air Force Reserve Officer Training Corps Instructor and Orientation Courses

Internet Address

<http://www.afrotc.com>

Program Description. The Air Force Reserve Officer Training Corps (AFROTC) Instructor and Orientation Program consists of three separate courses: a detachment commander (DET/CC) course, an assistant professor of aerospace studies (APAS) course, and a noncommissioned officer (NCO) orientation course. The curricula for the DET/CC and APAS courses identify and measure variables related to the educational process such as content, alternative methods of instruction, instructional resources, and the degree to which stated objectives are achieved at the appropriate instructional level. The curricula also develop the student's ability to effectively address the organization's personnel requirements, unit support, and cadet-support processes. The NCO orientation course focuses on the administrative and personnel functions of an AFROTC detachment.

Learning Outcomes. Graduates are able to

- understand the importance of detachment expectations. The graduate will know the standards of conduct required in a training environment, understand AFROTC priorities, know the detachment lines of effort, and recognize AFROTC's annual battle rhythm.
- know how the Program Guidance Letter is related to cadet production. The graduate will understand what drives certain requirements within the organization that affect recruiting, scholarships, upper class selection, and rated selection.
- comprehend the cadet life cycle. Graduates will learn important cadet milestones, actions, and programs that occur between the recruitment of cadets and their commissioning.
- plan, deliver, and evaluate instruction. The graduate will comprehend the domains of learning, prepare and deliver effective presentations, and understand the principles test construction.
- demonstrate instructional competency. The graduate will be able to apply instructional competency through teaching exercises.
- address unit requirements. The graduate will better comprehend the organization's personnel requirements, unit support, and cadet-support

processes.

Faculty. The Holm Center employs faculty in both teaching and nonteaching capacities. The faculty combines teaching experience and advanced academic degrees. The faculty is selected on past performance, experience, academic achievement, and teaching ability.

Duration. The DET/CC and APAS courses are fourteen academic days; the NCO course is nine academic days.

Eligibility. Detachment commanders, classroom instructors, and detachment NCOs are selected through the Air Force personnel system. Detachment commanders and some classroom instructors must be approved by the university at which they will be assigned.

Completion Requirement. Students must maintain a grade of “satisfactory” or better to graduate.

Course Descriptions

MAFROTC005 AFROTC Detachment Commander (DET/CC)

Orientation Course

106 Contact Hours

This fourteen-day, mission-essential course, hosted and managed by the Holm Center Academic Affairs Directorate, provides newly assigned AFROTC detachment commanders with the skills and tools needed to succeed in the university academic environment. The course orients and prepares them for the myriad of AFROTC detachment duties at geographically-separated units (GSU). Major areas of study include learning theory, teaching methods, instruction in curriculum, professional relations, leadership, counseling, legal issues, and AFROTC-specific programs and procedures.

MAFROTC002 AFROTC Assistant Professor of Aerospace Studies (APAS)

Instructor and Orientation Course

106 Contact Hours

This fourteen-day, mission-essential course, hosted by the Holm Center Academic Affairs Directorate, prepares newly assigned AFROTC instructors to teach and supervise within the AFROTC academic environment and orients and prepares them for AFROTC detachment duties at GSUs. Major areas of study are learning theory, teaching methods, critiquing of student writing, and speaking and evaluation. Methods usually taught include the informal lecture, guided

discussion, experiential method, demonstration-performance, and case study. The course provides for maximum participation in the learning process. The majority of class time is executed in a small-group setting. Each student must plan and present lessons. Students are provided AFROTC lesson material to prepare the required lessons and test items. They also receive AFROTC instruction in curriculum, professional relations, leadership, counseling, legal issues, and AFROTC-specific programs and procedures.

**MAFROTC001 AFROTC Non-Commissioned Officer
Orientation Course (NCO)**

68 Contact Hours

This nine-day, mission-essential course, hosted by the Holm Center Academic Affairs Directorate, provides NCOs with student-centered learning experiences that focus on basic principles of creating cadet records, understanding the documentation requirements for medical issues, paperwork required for enlistments, forms and processes required to start and stop cadet pay, how to start and monitor security clearances, requirements for extended active duty, commissioning cadets, and dis-enrollments. Regulatory guidance and procedures and other topics related to the AFROTC environment are taught.

Air Force Reserve Officer Training Corps

Internet Address

<http://www.afrotc.com>

Program Description. AFROTC is a four-year program that is divided into two phases: the General Military Course (GMC) and the Professional Officer Course (POC). The primary curriculum areas taught in AFROTC include the profession of arms, warfare studies, international security studies, leadership studies, field leadership, and communication skills. Instructional methodologies include informal lecture, guided discussion, case studies, readings, and practical exercises (athletics, group leadership problems, and the leadership reaction course). AFROTC students attend Aerospace Studies (AS) classes along with those classes required in their individual degree plans.

Learning Outcomes. Graduates are able to

- Understand the roles and responsibilities of an Air Force officer;
- Understand Air Force human relations programs;
- Effectively apply leadership skills;
- Effectively apply followership skills;
- Understand the importance of adherence to Air Force Core Values;
- Effectively express ideas verbally in a military setting;
- Effectively express ideas in writing using military writing formats;
- Remember the role of air and space power in maintaining national security;
- Remember the role of joint operations in US national security; and
- Understand the principles of cross-cultural communications.

Faculty. The teaching staff of AFROTC units includes experienced Air Force officers. Selection is determined by professional experience, academic background, and qualifications as instructors. Detachment commanders and AFROTC instructors complete faculty development training at Air University, Maxwell AFB, AL. Here, they enhance their teaching skills and learn more about their roles before reporting for their teaching assignments.

Eligibility. The first two years of the AFROTC college program (GMC) is open to all students who meet the minimum age requirement of 14 years. Scholarship cadets, and all cadets contracting/enlisting must be at least 17 years old. These contract cadets must meet AFROTC and DoD eligibility standards.

Commissioning Requirements. Students must maintain a “C-” or better grade in Aerospace Studies and Leadership Laboratory courses and must have, as a minimum, a cumulative grade point average of 2.0 from the university to be commissioned in the US Air Force.

Course Descriptions

The GMC encompasses the freshman and sophomore years and consists of one hour of classroom work and up to two hours of leadership laboratory each week. Upon completion of GMC requirements, cadets wanting to compete for entry into the POC must do so under the requirements outlined by the POC selection process. Following selection for the POC, students must complete Field Training (FT); a 13-day training session conducted at Maxwell AFB, AL. FT is a unique and transformational experience aimed at evaluating and preparing cadets to succeed and lead at their AFROTC detachments. This seminal event drives the cycle of AFROTC cadet leadership development by giving purpose and focus to detachment-level cadet operations. The post-Field Training cadets in the POC, under the guidance of detachment leadership and instructors, plan and execute leadership laboratories and training events to prepare, mentor, and train GMC cadets. Once enrolled in the POC, cadets are enlisted in the Air Force Reserve and assigned to the Obligated Reserve Section. This enrollment entitles cadets to a monthly nontaxable subsistence allowance.

For more information regarding AFROTC courses, go to <http://www.afrotc.com>. Note: The Air University Registrar’s Office does not provide a transcript for this AFROTC program.

Air Force Junior Reserve Officer Training Corps Instructor Certification Course (JICC)

Internet Address

<http://www.airuniversity.af.mil/Holm-Center/AFJROTC/>

Program Description. This course prepares newly assigned Air Force Junior Reserve Officer Training Corps (AFJROTC) faculty to teach in private, public, and DoD dependent high schools worldwide. It is a rigorous, comprehensive, and fast-paced course that requires reading, lesson preparation, and moderate research. Major curricular areas include learning theory, learner-centered instructional activities, and setting instructional outcomes through lesson planning and preparation. Instructional methodologies include formal and informal lecture, guided discussion, teaching interview, group activities, and demonstration performance. The course is organized for maximum participation in learning. A majority of class time is devoted to seminar activities. Students present AFJROTC lessons using activity-based learning and Turning Point Cloud software. Students also receive AFJROTC instruction in curriculum application, professional relations, leadership, classroom performance systems, technology in education, and WINGS. They are introduced to secondary school challenges and concerns. This required course is directed by AFJROTC Instruction (AFJROTCI) 36-2001, *Air Force Junior ROTC Operations*.

Learning Outcomes. Graduates are able to

- plan instruction. The graduate must comprehend the domains of learning related to instructional design, the process of designing level-of-learning lessons, and the various methods of teaching and must know the components of the Air Force ISD model.
- deliver instruction. The graduate must prepare effective presentations, use questions effectively to promote learning, employ activity-based learning, and incorporate reflective teaching techniques to improve instructional effectiveness.
- evaluate instruction. The graduate must comprehend the concept of educational evaluation and principles and techniques of writing student-centered multiple-choice and essay test items as part of the ISD design phase and the systematic construction and use of performance evaluation rating instruments.
- demonstrate instructional competency. The graduate must apply instructional competency through teach-back exercises.

- address unit requirements. The graduate must comprehend the organization's personnel requirements, unit support, and cadet or student-support processes.

Faculty. The faculty combines several years of teaching experience and advanced degrees. They are selected because of their past performance, experience, academic achievement, and teaching ability.

Duration. The AFJROTC JICC is eight academic days. Method of delivery is blended learning—12 hours distance learning and 60 hours in-residence—totaling 72 hours.

Eligibility. This course is offered to retired USAF officers and NCOs who are selected to serve as aerospace science instructors and assistant aerospace science instructors in the AFJROTC program conducted at ~900 secondary schools throughout the world. Student selection is conducted by HQ AFJROTC.

Completion Requirement. Students must successfully complete the courses online and in-residence.

Course Description

MAFJROTC003, AFJROTC Instructor

Certification Course (JICC)

72 Contact Hours

This course prepares newly assigned AFJROTC faculty to teach in private, public, and DoD dependent high schools worldwide. It is a rigorous, comprehensive, and fast-paced course that requires reading, lesson preparation, and moderate research. Major curricular areas include learning theory, learner-centered instructional activities, and setting instructional outcomes through lesson planning and preparation. Instructional methodologies include formal and informal lecture, guided discussion, teaching interview, group activities, and demonstration performance. The course is organized for maximum participation in learning. A majority of class time is devoted to seminar activities. Students present AFJROTC lessons using activity-based learning and classroom performance systems software. Students also receive AFJROTC instruction in curriculum application, professional relations, leadership, classroom performance systems, technology in education, and Web Intensive New Gain System (WINGS). They are introduced to secondary school challenges and concerns. This required course is directed by AFJROTCI 36-2001, *Air Force Junior ROTC Operations*, and complies with the Northwest Accreditation

Commission (NWAC) and the Southern Association of Colleges and Schools on Accreditation and School Improvement (SACS CASI), the regional accreditation agencies that span the AdvancED global network, advance-ed.org.

Air Force Junior Reserve Officer Training Corps

Internet Address

<http://www.airuniversity.af.mil/Holm-Center/AFJROTC/>

Program Description. AFJROTC is a secondary school program designed to develop citizens of character dedicated to serving their nation and community. To support this mission, the Holm Center produces “world-class,” twenty-first-century, learner-centered academic materials for AFJROTC high school cadets located at ~900 secondary schools worldwide. Currently there are over 120,000 cadets in the program.

Each AFJROTC class consists of three components: aerospace science, leadership education, and a wellness program. Citizenship and character education, the heart of the curriculum program, are primarily embedded in the leadership education series of courses, while sense of service and education in science and technology-related aerospace science are primarily found in the aerospace science series of courses. The flexibility of the AFJROTC curricula design enables each unit to meet the needs of their programs and accomplish the requirements set forth by the district and/or state. The curriculum is correlated to national educational standards using the Midcontinent Research for Educational and Learning (McREL) standards. In addition to the McREL standards, the other national standards alignments include the following:

- National Science Education Standards (NSES);
- Math Standards and Expectations;
- National Council for the Social Studies (NCSS);
- Geography for Life
- Common Core State Standards for English Language Arts and Literacy;
- Common Core State Standards for Mathematics;
- National Geography Standards; and the
- International Society for Technology in Education (ISTE) Standards for Students.

The correlations and alignments provide the foundation for standards-based curriculum and should assist each unit meeting district and state requirements. To reinforce what is taught in the classroom, students participate in many outside activities such as field trips to military bases, aerospace facilities and industries, museums, civilian airports, and other areas related to aerospace education.

AFJROTC units also offer the opportunity to participate in extracurricular activities, including drill and ceremonies, summer leadership schools, and honorary academic groups. Additionally, community service projects are a major part of the AFJROTC experience and help instill a sense of civic pride and citizenship.

The AFJROTC program is awarded continuing accreditation with the NWAC, NCA and the SACS CASI, the regional accreditation agencies that span the AdvancED global network, advance-ed.org.

The goals of the AFJROTC program are to instill the values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment.

Learning Outcomes. Graduates are able to

- educate and train students in citizenship and life skills;
- promote community service;
- instill a sense of responsibility; and
- develop character and self-discipline through education and instruction in air and space fundamentals and the Air Force’s core values of “integrity first, service before self, and excellence in all we do.”

Faculty. Retired Air Force commissioned and noncommissioned officers are full-time credentialed faculty members of the participating high school and are employed by the local school board to teach AFJROTC classes.

Duration. Standard academic training is 120–180 contact hours.

Eligibility. The AFJROTC program provides citizenship training and an aerospace science program for high school youth. Enrollment in the AFJROTC program is open to all young people who are in grades 9–12, are physically fit, and are US citizens or aliens lawfully admitted to the United States for permanent residence. Host schools are selected upon the basis of fair and equitable distribution throughout the nation.

Syllabus

Course Number and Title
AS100 A Journey into Aviation History
AS200 The Science of Flight: A Gateway to New Horizons

AS220 Cultural Studies: An Introduction to Global Awareness
AS300 Exploring Space: The High Frontier
AS400 Management of the Cadet Corps
AS410 Survival: Survive • Return
AS500 Aviation Honors Ground School
LE100 Traditions, Wellness, and Foundations of Citizenship
LE200 Communication, Awareness, and Leadership
LE300 Life Skills and Career Opportunities
LE400 Principles of Management
LE500 Drill and Ceremonies

Note: There are 666 school districts nationwide that require each high school with a JROTC program to adapt to individual state/district requirements for awarding credit.

Course Descriptions

For more information regarding AFJROTC courses, go to <http://www.airuniversity.af.mil/Holm-Center/AFJROTC/>

ACADEMIC RESOURCES

Air University Library. The Air University Library at the Muir S. Fairchild Research Information Center connects the Air Force professional to authoritative and relevant information resources through knowledgeable experts, tailored library tools and scholarly publications. It houses well-balanced collections and includes a documents library that houses over 9,000 student papers in print, with many online. The Center also operates a branch library at the US Air Force Senior NCO Academy located at Maxwell AFB, Gunter Annex, Alabama, which provides tailored information collections and services for senior NCO PME.

The library produces the Air University Library Index to Military Periodicals (AULIMP), which is the only freely available index to military periodicals. In addition to these resources, the library also provides study rooms, classrooms, and various technology including virtual reality headsets, interactive touch screens, and other equipment. The library provides reference assistance, presentations, lunch and learns, customized pages for the learning management system, and teaches electives for various programs. The Air University Library strives to preserve the history of the Air Force and Air University through digitizing documents while also incorporating new technology into the library to assist with forging innovative Airmen to power the world's greatest Air Force. <https://www.airuniversity.af.mil/MSFRIC/>

Air University Teaching and Learning Center. The Air University (AU) Teaching and Learning Center (TLC) is the focal point for activities related to the enhancement of teaching and learning at AU. Our mission includes resources, expertise, guidance and facilities to increase the ability of faculty to teach and students to learn. The TLC advances the AF Continuum of Learning and promotes an environment that encourages active learning across all of AU. The scope of the TLC includes all AU faculty and students in any resident, distance-learning or blended-learning courses or programs along with any airmen who may take advantage of our online resources to enhance their lifelong learning. <https://www.airuniversity.af.mil/TLC/>

Air University Registrar. The Air University registrar oversees three branches: Registrar Services, Registrar Support, and Technology Support. Through the Registrar Services branch, the registrar provides a permanent archival data trail for AU schools; produces transcripts for graduates of those schools; serves as the admissions officer for Air War College (AWC), Air Command and Staff College (ACSC), the School of Advanced Air and Space Studies (SAASS), and the USAF

Test Pilot School (USAF TPS) master's and doctoral degree programs; and processes enrollments for distance education students. This branch also produces course completion certificates, diplomas, and transcripts. Registrar Support manages course requirements, allocations, schedules, and program changes. This branch also supports the Air Force Education Requirements Board through data tracking and analysis for Air Force advanced academic degree programs and professional continuing education requirements. Registrar Support is also the "hub" for providing historical and current data on student admissions and enrollments. Registrar Technology Support provides assistance for the Air University Registrar Education Program Management system and functions as the single input source for updating Air Force officer records with professional military education (PME) graduate data and developmental education credits. This branch also supports promotion boards by screening eligible lists to provide PME graduate and developmental education credits. <https://www.airuniversity.af.mil/Academic-Affairs/Registrar/>

ABBREVIATIONS

6S	Six Sigma
A. I.	artificial intelligence
A2/AD	antiaccess/area denial
ABD	all but the dissertation
ACCME	Accreditation Council for Continuing Medical Education
ACSC	Air Command and Staff College
ACTS	Army Air Corps Tactical School
ADLS	Advanced Distributed Learning Service
AEF	air and space expeditionary force
AETC	Air Education and Training Command
AF PFMC	Air Force Professional Financial Management Course
AFA	Alabama Goodwill Ambassadors
AFCCC	Air Force Chaplain Corps College
AFCDA	Air Force Career Development Academy
AFDD	Air Force doctrine document
AFFOR	Air Force forces
AFGM	Air Force Guidance Memorandum
AFGM	Air Force Guidance Memorandum
AFGSC	Air Force Global Strike Command
AFI	Air Force instruction
AFIT	Air Force Institute of Technology
AFJROTC	Air Force Junior Reserve Officer Training Corps
AFJROTCI	AFJROTC Instruction
AFNWC	Air Force Nuclear Weapons Center

AFPC	Air Force Personnel center
AFPD	Air Force policy directive
AFRC	Air Force Reserve Command
AFRES	Air Force Reserve
AFRI	Air Force Research Institute
AFROTC	Air Force Reserve Officer Training Corps
AFSAT	Air Force Security Assistance Training
AFSNCOA	Air Force Senior Noncommissioned Officer Academy
AGR	Air Force Guard
A-I	adaption and innovation
AIC	Academic Instructor Course
AICE	Association of International Credential Evaluators
ALE	Advanced Leadership Experience
ALS	Airman Leadership School
AMA PRA	American Medical Association Physician's Recognition Award
AMS	Academy of Military Science
ANG	Air National Guard
AOR	area of responsibility
AP	airpower studies
APID	Advanced Principles of Instructional Design
ARB	academic review board
ARC	Air Reserve Component
AS	Aerospace Education
AU	Air University
AUI	Air University instruction

AUSIS	Air University Student Information System
AUTV	Air University Television
AWC	Air War College
AY	academic year
BB	Black Belt
BCA	business case analysis
BCC	Basic Chaplain Course
BOT	Basic Officer Training
BOV	Board of Visitors
BPR	business process reengineering
C/JFC	combined/joint force commanders
C2	command and control
C2AE	command and control of the air environment
C-3	cross-cultural competence
CAC	common access card
CALT	Civilian Acculturation and Leadership Training
CAP	Civil Air Patrol
CAS	close air support
CBR	chemical, biological, and radiological
CCAF	Community College of the Air Force
CCC	cross-cultural communication
CDC	career development courses
CDOS	cross-domain operational strategist
CFACC	Combined Force Air Component Commander Course
CFC	Combined Forces Command

CFP	check flight phase
CFR	Code of Federal Regulations
CFT	career field team
CGO	company grade officer
CIA	Central Intelligence Agency
CJCSI	chairman of the joint chiefs of staff instruction
CMR	civil-military relations
CNWDI	critical nuclear weapons design information
COEC	Cyberspace Operations Executive Course
COT	Commissioned Officer Training
CPDS	Commanders' Professional Development School
CPI	continuous process improvement
CSAF	chief of staff of the Air Force
CSO	combat systems officer
CWPC	Contingency Wartime Planning Course
DCAPES	deliberate crisis action planning execution segments
DDR	direction, discipline, and recognition
DDSC	Defense Decision Support Course
DFM&CS	Defense Financial Management and Comptroller School
DFMC	Defense Financial Management Course
DISAM	Defense Institute for Security Assistance Management
DL	distance learning
DLC	distance learning course
DLP	distance learning program
DOD	Department of Defense

DOE	design of experiments
DOS	Department of State
DSD	developmental special duty
DTRA	Defense Threat Reduction Agency
DWCC	Deputy Wing Chaplain Course
EL	expeditionary leadership
ELFP	Executive Leadership Feedback Program
EMR	employee-management relations
EO	equal opportunity
EOC	end-of-course
EPME	enlisted professional military education
EPMEIC	Enlisted Professional Military Education Instructor Course
EQUAL-Plus	Enlisted Quarterly Assignment Listing-Plus
ESL	English as a second language
ETCA	Education and Training Course Announcement
EU	European Union
EW	electronic warfare
FACA	Federal Advisory Committee Act
FC	flight commander
FDL	facilitated distance learning
FDS	force development specialists
FERPA	Family Educational Rights and Privacy Act
FM	financial management
FO	flag officer
FRL	full-range leadership

FRLD	full range leadership development
FS	Foundations of Strategy
FSA	First Sergeant Academy
FSS	Force Support Squadron
FTE	flight test engineering
FTT	flight test techniques
FWA	fraud, waste, and abuse
GB	green belt
GMC	General Military Course
GO	general officer
GPA	grade point average
GS	Global Security
GSC	Grand Strategy Concentration
GSU	geographically separated units
HAF	Headquarters Air Force
HLC	Higher Learning Commission
Holm Center	Jeanne M. Holm Center for Officer Accessions and Citizen Development
HP	human performance
iBT	Internet-based test
IC	intelligence community
ICBM	intercontinental ballistic missile
ICL	Institutional Competency List
IDE	intermediate developmental education
ILE	Intermediate Leadership Experience

IMS	international military students
IO	international officer
IOFAC	Information Operations Fundamentals Application Course
IOP	instruments of power
IOS	International Officer School
IRC	information related capabilities
ISD	instructional system development, instructional systems design
ISR	intelligence, surveillance, and reconnaissance
ISS	International Security Studies
JA	joint air operations
JAOC	joint air operations center
JAOP	joint air operations plan
JAOPC	Joint Air Operations Planning Course
JF	joint forces
JFACC	Joint Force air component commander
JFOWC	Joint Flag Officer Warfighting Course
JICC	Junior Reserve Officer Training Corps Instructor Certification Course
JIIM	joint, interagency, intergovernmental, and multicultural
JLASS	Joint Land, Aerospace, and Sea Simulation
JOPES	joint operation planning and execution system
JOPPA	joint operation planning process for air
JP	Joint Publication, joint planning
JSL	Joint Strategic Leadership
JTF	joint task force

KSA	knowledge, skills, and abilities
L	Lean
LANL	Los Alamos National Lab
LDP	Leadership Development Program
LLNL	Lawrence Livermore National Lab
MAJCOM	major command
McREL	Midcontinent Research for Educational and Learning
MDOS	multidomain operational strategist
MENA	Middle East and North African
MILDEC	military deception
MISO	Military Information Support Operations
MWS	major weapon system
NACES	Association of Credentials Evaluation Services
NAF	numbered Air Force, nonappropriated fund
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NCOA	Noncommissioned Officer Academy
NCOIC	noncommissioned officer in charge
NCSS	National Council for the Social Studies
NDU	National Defense University
NGO	nongovernmental organization
NLW	nonlethal
NLW	nonlethal weapons
NS-DM	National Security and Decision Making

NSES	National Science Education Standards
NSF	National Security Forum
NWAC	Northwest Accreditation Commission
NWEPP	Nuclear Weapons Effects, Policy, and Proliferation
OD	officer development
OL	organizational leadership
OLMP	online master's program
OODA	observe, orient, decide, and act
<i>OPMEP</i>	<i>Officer Professional Military Education Policy</i>
OTS	Officer Training School
PADD	person authorized to direct disposition
pBT	paper-based test
PCE	professional continuing education
PE	performance evaluation
PLDP	Personal Leadership Development Plan
PME	professional military education
POC	Professional Officer Course
POM	program objective memorandum
PSP	professional studies paper
RCOT	Reserve Commissioned Officer Training
RCS	Regional and Cultural Studies
RD	restricted data
RE	research/electives
REGAF	regular Air Force
RST	religious support team

S2CSPC	Steady State Campaign Support Planning Course
SAASS	School of Advanced Air and Space Studies
SACS CASI	Southern Association of Colleges and Schools on Accreditation and School Improvement
SACSCOC	Southern Association of Colleges and Schools, Commission on Colleges
SAPR	Sexual Assault Prevention and Response
SCM-FM-OL	Security Cooperation Management Familiarization Course-Online
SCOC	Superintendent/NCOIC, Chapel Operations Course
SDE	senior developmental education
SDI	special duty identifier
SecAF	secretary of the Air Force
SEL	senior enlisted leaders
SES	senior executive service
SLADS	Senior Leader Airpower Doctrine Seminar
SLC	senior-level colleges
SNCOA	senior noncommissioned officer
SNL	Sandia National Lab
SOC	Squadron Office College
SOF	special operations forces
SOS	Squadron Office School
T&E	test and evaluation
TAFCS	total active federal commission service
ToC	Theory of Constraints
TOEFL	Test of English as a Foreign Language

TPAE	Theories and Principles of Adult Education
TPS	Test Pilot School
<i>UCMJ</i>	<i>Uniform Code of Military Justice</i>
USAF PPDS	USAF Personnel Professional Development School
USAF TPS	US Air Force Test Pilot School
<i>USC</i>	<i>United States Code</i>
USSTRATCOM	United States Strategic Command
UTC	unit type code
VSS	variable stability system
WAPS	weighted Airman promotion system
WAR	warfighting
WCC	Wing Chaplain Course
WIC	Weapons Instructor Course
WINGS	Web Intensive New Gain System
WMD	weapons of mass destruction
WS	warfare studies