

CATALOG

2022 - 2023



AIR UNIVERSITY

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1 October 2021

Air University Catalog Published on 01 Oct 2022

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AIR UNIVERSITY ACADEMIC LEADERSHIP AND GOVERNANCE

Air University Commander and President



Lt. Gen. Andrea D. Tullos is Commander and President, Air University, Maxwell Air Force Base, Alabama. She provides full-spectrum education, research, and outreach at every level through accessions, professional military education, professional continuing education, professional development, and academic degree granting. She leads the intellectual and leadership center of the US Air Force, graduating more than 50,000 residents and 120,000 non-resident officers, enlisted, civilian and international personnel each year.

Air University Chief Academic Officer



Dr. Mark Conversino is the Chief Academic Officer for Air University. He serves as the senior advisor to the Air University Commander and President and as the principal authority and primary interface for all instructional programs, teaching, curriculum, faculty management, scholarship, research, service, and academic functions. He develops policies and directs actions to support integration and synchronization of AU programs across the academic enterprise. Dr. Conversino chairs the AU Academic Council, Officer Deans Council and promotes creative and scholarly activities by providing overall academic leadership that is focused throughout all phases of the academic enterprise.

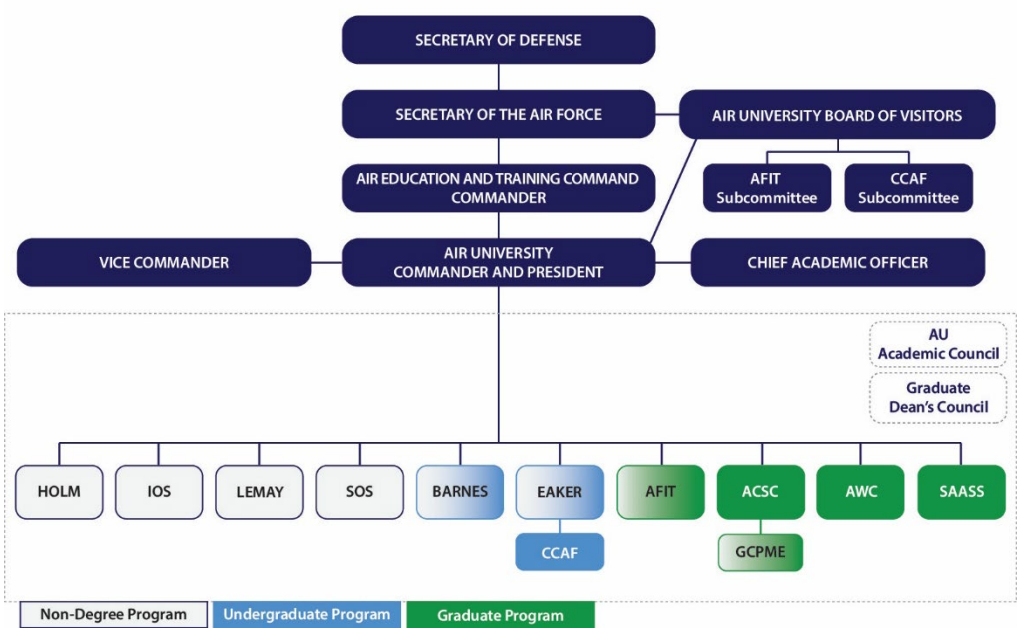
Advisory Body:
Air University (AU) Board of Visitors

The AU Board of Visitors (BoV) is a public board governed by the Federal Advisory Committee Act (FACA) of 1972 and chartered to provide the Secretary of the Air Force, in conjunction with the AU Commander and President, 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 Department of the 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 (HLC) requirement for BoV oversight of AFIT's separate accreditation with HLC. The CCAF Subcommittee advises the BoV on matters related to programs comprising all AU undergraduate degrees and 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 36-2602, *Air University Command Governance and Administration*.)

AU Governance Structure



INTRODUCTION TO AIR UNIVERSITY

AU Mission. *Educate and develop Air, Space, and Cyberspace warrior leaders in support of the National Defense Strategy.*

AU Vision. *The intellectual and leadership development center of the Air and Space Forces.*

Air University (AU) is the military education component of Air Education and Training Command (AETC) and is the lead agent for Department of the Air Force (DAF) education. AU provides the full spectrum of DAF education, encompassing pre-commissioning programs for new officers; undergraduate and graduate programs in specialized military disciplines; progressive, career- long professional military education (PME), professional continuing education (PCE), and professional development opportunities (PDO) for all Airmen and Guardians (officer, enlisted, and civilian) as well as select sister service military personnel, interagency personnel, international partners, and specialized programs for US cabinet appointees, senior executive service (SES) civilians, and general officers.

Air University (AU) is a Federal degree-granting institution (10 U.S.C. §9417, §9415, and §9414). Under regulations prescribed by the Secretary of the Air Force, the Air University Commander and President, upon the recommendation of the faculty, is authorized to confer appropriate degrees upon graduates who meet the degree requirements. All of AU's degree programs -- undergraduate and graduate -- provide rigorous academic experiences for developing knowledge, skills, and abilities required to support the Department of the Air Force's intellectual and leadership development needs as well as the development of the Profession of Arms throughout the Air and Space Forces.

In addition to academic degrees, AU conducts all professional military education (PME) programs for the DAF to educate Air and Space professionals to leverage air, space, and cyberspace power to achieve national security objectives. Complementing PME are specialized PCE programs that provide scientific, technological, managerial, and other professional expertise to meet the needs of the Air Force. Finally, AU offers specialized professional development opportunities (PDO) that provide planned opportunities for the expansion of an individual's knowledge, expertise, capabilities and understanding to meet the needs of the DAF.

In addition to or integrated within the academic degree programs, AU 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 and Space Force leaders and contribute to curriculum development. The university is also engaged in community and public service, through the Air Force's citizenship program, the Junior Reserve Officer Training Corps (JROTC).

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 Air Force, other branches of the US armed forces, federal government civilians, and many international partners AU's current worldwide reach enriches the careers of every Air Force member.

Organizational Structure.

The university's headquarters (HQ AU) is located at Maxwell AFB, Montgomery, Alabama with main campus locations at the Maxwell AFB Gunter Annex, Montgomery, Alabama, and Wright-Patterson AFB, Dayton, Ohio. Air University consists of multiple colleges, centers, and schools on its main campuses with multiple off-campus instructional sites around the world.

At Maxwell AFB or the Gunter Annex are the Air Command and Staff College (ACSC), Air War College (AWC), Thomas N. Barnes Center for Enlisted Education (Barnes) which includes Community College of the Air Force (CCAF), Ira C. Eaker Center for Leadership Development (Eaker), Global College of PME (GCPME), Jeanne M. Holm Center for Officer Accessions and Citizen Development (Holm), Curtis E. LeMay Center for Doctrine Development and Education (LeMay), the School of Advanced Air and Space Studies (SAASS), and Squadron Officer School (SOS). The Air Force Institute for Technology (AFIT) resides at Wright-Patterson AFB, Ohio. In addition to these main campus organizations, AU has multiple off-campus instructional sites around the world, such as the Air Force Test Pilot School (USAF-TPS) at Edwards AFB, California, numerous CCAF instructional sites, and all the enlisted PME sites that are not located at the Gunter Annex. Air University also includes several organizations and academic research centers to support scholarship and the delivery of education. The 42nd Air Base Wing (ABW) provides AU comprehensive support to the Maxwell-Gunter AFB including facilities, infrastructure, safety, security, housing, and local area network systems, as well as providing many services that contribute to the quality of student life on campus.

Air University delivers educational programs via in-resident (face-to-face), hybrid (face-to-face and virtual) and virtual (on-line) formats. In-resident educational programs are offered primarily at the main campus locations (Maxwell, Gunter, Wright-Patterson, and Edwards). Hybrid and virtual programs are hosted from these same locations. Eligible students include officer, enlisted and civilian members of the Department of Defense, Department of the Air Force, interagency personnel and select international partners. AU strives for diversity throughout its educational programs, 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 per year.

Accreditation and Degree-Granting Authority

Air University is a Federal degree-granting institution under 10 U.S.C. §9417, §9415, and §9414. AU is institutionally accredited by the Southern Association of Colleges and Schools, Commission on Colleges (SACSCOC) to offer Associate's, Master's and Doctoral Degrees as a Level V institution. Under regulations prescribed by Secretary of the Air Force, the Air University Commander and President, upon the recommendation of the faculty, is authorized to confer appropriate degrees upon graduates who meet the degree requirements. For questions about Air University's accreditation, contact the Commission on Colleges at:

SACSCOC
1866 Southern Lane
Decatur, GA 30033-4097
(404) 679-4500
www.sacscoc.org

Air University also maintains specialized program certification under the Chairman of the Joint Chiefs for Joint Professional Military Education Phase I and Phase II and 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

AFIT maintains specialized programmatic under the Accreditation Board for Engineering and Technology (ABET) for selected programs within the AFIT Graduate School of Engineering and Management. For questions about ABET accreditation, contact ABET 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

Finally, Air University maintains specialized programmatic accreditation under the International Association for Continuing Education and Training (IACET) for select educational programs in the AFIT Civil Engineer School. For questions about IACET accreditation, IACET can be contacted at:

International Association for Continuing Education and Training (IACET)
21670 Ridgetop Circle
Suite 170, Sterling, VA 20166

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.

General Information Institutional Policies and Practices

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

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 U.S. 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. Academic integrity is the uncompromising adherence to a code of ethics, morality, conduct, scholarship, academic standards, and other values related to academic activity. Violations of academic integrity are inconsistent with Air Force Core Values and will not be tolerated. Honesty, trust, fairness, respect and responsibility form the basis of academic integrity. Honesty encourages a free exchange of ideas to achieve intellectual enlightenment. Trust fosters a willingness to engage collaboratively in the learning process, which involves sharing ideas in the quest for knowledge. Fairness is the foundation of educational inquiry. Respect facilitates public discourse. These values are fundamental elements sustaining the reputation and credibility of this institution's faculty, students, and staff as well as the value of the education the institution delivers and the degrees it awards.

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, *Command, Governance and Administration*. The AU System of grading follows:

<u>Letter Grade</u>	<u>Quality Points</u>	<u>Percentage Points</u>	<u>Whole Grades Only</u>	<u>Pass/Fail</u>
<u>A</u>	<u>4.0</u>	<u>93--100</u>	<u>A/4.0/90-100%</u>	<u>Pass</u> <u>70% Or greater</u>
<u>A-</u>	<u>3.7</u>	<u>90-92.9</u>		
<u>B+</u>	<u>3.3</u>	<u>87-89.9</u>	<u>B/3.0/80-89.9%</u>	
<u>B</u>	<u>3.0</u>	<u>83-86.9</u>		
<u>B-</u>	<u>2.7</u>	<u>80-82.9</u>		
<u>C+</u>	<u>2.3</u>	<u>77-79.9</u>	<u>C/2.0/70-79.9%</u>	
<u>C</u>	<u>2.0</u>	<u>73-76.9</u>		
<u>C-</u>	<u>1.7</u>	<u>70-72.9</u>		<u>Fail</u> <u>Less than 70%</u>
<u>D+</u>	<u>1.3</u>	<u>67-67.9</u>	<u>D/1.0/60-69.9%</u>	
<u>D</u>	<u>1.0</u>	<u>63-66.9</u>		
<u>D-</u>	<u>0.7</u>	<u>60-62.9</u>		
<u>F</u>	<u>0.0</u>	<u><60</u>	<u>F/0.0/0-59.9%</u>	

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 AWC, ACSC, SAASS, AFIT, and the USAF TPS and undergraduate degree programs, follow best practices for determining the amount and level of credit awarded for courses. Air University guideline for computing a credit hour is one 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.

Transfer Credit. Air University has established criteria for the acceptance of transfer courses from civilian institutions and credit equivalencies. Due to the specialized nature of the Air University's programs, the transfer of credits or credit equivalencies is limited to specific degree programs. Air University credit transfer policy and practices are consistent with the US Department of Education, American Association of Collegiate Registrars and Admissions Officers, and institutional accreditation agencies approved by the Secretary of Education. These practices shall be consistent with accepted practices of institutional accredited, degree-granting institutions of higher education. Credit accepted in transfer from non-regionally accredited institutions must also comply with transfer credit procedures for non-regionally accredited institutions.

Courses completed at foreign institutions are considered on an individual basis when submitted with a course-by-course evaluation from a member of the American Association of Collegiate Registrars and Admissions Officers or National Association of Credential Evaluation Services.

The General Education Mobile (GEM) program connects AU students with on-line general education courses offered by institutionally accredited colleges and universities. The Air University Associate-to-Baccalaureate Cooperative (AU-ABC) program connects AU graduates with online 4-year degree programs.

General Education. Undergraduate Program and General Electives. The Associate of Applied Sciences degrees accept transfer credits and credit equivalencies as specified by the program's degree plan.

General Education Equivalency and Transfer

Air University has established criteria for the acceptance of transfer courses from civilian institutions and credit-by-examinations toward Air University's General Education requirements. Air University will accept credit-by-examinations that meet the pass level established by the examination owner, i.e., CLEP, DANTES, AP. Air University will accept transfer courses that meet the following criteria:

- Must be from an accredited institution or a recognized candidate for accreditation.
- Must be taught by faculty who meet the minimum faculty professional preparation requirements of the Southern Association of Colleges and Schools Commission on Colleges.
- Must be listed and identified in the offering institution's general catalog as satisfying the institution's freshman and sophomore general education graduation requirement designed for transfer, Associate in Arts or Associate in Science degrees.
- Must have been completed with the equivalent of a "C" grade or better.
- Must not be developmental, preparatory, remedial, refresher or review.
- Must not duplicate or significantly overlap another course or test applied to the degree program.
- Must not be a special topic or problem, workshop, or similar course.
- Must not be narrowly focused on skills, techniques and procedures peculiar to a particular occupation.
- Must be assessed via the following criteria: content, level, similarity and relevance to the program.

The Chief Academic Officer is the final arbiter for the acceptability of a transfer course.

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 Command, Governance and Administration*.

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 Command, Governance and Administration, Para. 6.7.2*.

Educational Documents

Fraudulent Documents. Air University Registrar Student Services personnel authenticate transfer credit, credit equivalencies, transcripts/learning records, 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 re- lease of student data. These directives specify that an educational record may not be released without the student's written consent specifying which re- cords are to be released and to whom.

Transcript Request. Go to <https://auservicedesk.af.edu>, select Transcript Request, complete the form and submit, or mail it to the Air University Registrar, 60 West Shumacher Avenue, Maxwell AFB, AL 36112-6337. Transcripts will normally be mailed within 14 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 and responsibilities 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.

Academic Integrity. Students are responsible for understanding all policies related to Academic integrity.

Violations include, but are not limited to:

Plagiarism. The act of intentionally appropriating the written work of another, parts or passages of their writings, or the ideas or language of another, and intending to pass them off as the product of one's own mind. An example of plagiarism is copying material verbatim without quotation marks or citations and with the intent to claim the material as one's own work. Another example is the intentional use of a source's sentence structure, style, and content with only minor word changes (i.e., paraphrasing), without giving credit to the source. Although academic guidelines should make plagiarism rules as clear as possible, students also must take responsibility for their work. Students who have any questions about citation or crediting a source have an obligation to ask for clarification from an instructor or staff member.

Misrepresentation. The act of making an assertion or omission to intentionally deceive or mislead. Misrepresentation may be an oral or written statement that is misleading or deceiving and meant to be so, such as false reporting. A trainee, cadet, or student may also commit misrepresentation by omission, such as deliberately withholding material information. Personnel who resubmit research papers or other work prepared by them to fulfill a prior academic requirement, while disguising or failing to disclose the resubmission, would be guilty of misrepresentation. For example, a student may not resubmit a research paper that was previously submitted in another course (or a variant of the current course, such as a nonresident version of the same course), without disclosing the resubmission.

Questions regarding this policy should be directed to HQ AU/CAA, Dr. Yolanda Levell-Williams, AU Chief of Academic Affairs, DSN 493-5488, or commercial 334-953-5488.

Admissions 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 active duty, guard, and reserve members of the US Air Force and US Space Force, Air Force Reserve Command, Air National Guard, and members of US sister uniformed services, including the US Army, US Coast Guard, US Marine Corps, and US Navy. AU's programs are also offered to Department of Air Force civilians, selected Department of Defense civilians, and selected interagency civilians from other government agencies—such as the Department of Homeland Security (US Coast Guard), Department of Justice (Federal Bureau of Investigation), and the National Intelligence Community (Central Intelligence Agency) among others. As part of the DoD Security Cooperation and Department of the Air Force International Affairs, military officers from partner countries may enroll in selected programs and courses. Finally, some Department of Defense and US Government contracts allow contractors to enroll in selected programs and courses.

AU degree and non-degree offerings require individuals to meet specific eligibility criteria for admission and enrollment. Individuals who apply admission and enrollment in AU programs and courses must meet all eligibility criteria and submit all required documentation for AU to make an admission and enrollment determination.

Degree Admission Requirements

Individuals who apply for admission and enrollment in an AU degree programs, must meet all eligibility criteria, and submit all required documentation to the AU Registrar for a determination of eligibility, admission, and enrollment. 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 an institutionally 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).

US Military and Civilian Personnel.

The Air University registrar is required to verify proof of students' baccalaureate degrees.

- 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.

The Air University registrar is required to maintain proof of students' baccalaureate degrees

- US Army, US Navy, US Marine Corps, US Coast Guard, and US civilian personnel must have at least a bachelor's degree from an institutionally accredited institution and meet the rank requirement per program.
 - 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.
 - The official transcript must be mailed from the university to Air University; we do not accept transcripts issued to student. Student must request that the university mail an official transcript to:

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

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 an institutionally accredited college or university and, 2) possess proficiency in English language via Test of English as a Foreign Language (TOEFL). International students who do not meet the degree program admission requirements will be enrolled as non-degree seeking students and receive a completion certificate from AU.

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 an institutionally accredited US bachelor's degree must submit academic records/documents from institutions outside the

United States to an independent foreign credential 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).

- Student is responsible for obtaining this evaluation and for payment.
- Student must submit all documents to the evaluation agency no later than 7 May in the year in which student is selected to attend Air University.
- Student must request a document-by-document evaluation.
- Student must request the official foreign credential evaluation result be mailed from the credentialing agency to Air University.

Air University Registrar
ATTN: Admissions
60 West Schumacher Avenue
Maxwell AFB, AL 36112-6337

There is no waiver option for this requirement.

- International students who have an institutionally accredited US bachelor's degree must request that their degree-granting school mail an official transcript to the AU Registrar.

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

- Student is responsible for requesting the transcript and for payment.
 - Student must request the official transcript no later than 7 May of the academic year in which the student is selected to attend.
 - There is no waiver option for this academic requirement.
- For further information regarding admission requirements and suspense date contact the Air University registrar.

Test of English as a Foreign Language.

International military students must meet the Air University English language requirement.

- Exempt from TOEFL:
 - International students from countries identified as exempt by DSCA in its annual memorandum 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 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.
 - Not exempt from TOEFL:
 - International students from countries not identified by DSCA in its annual memorandum must achieve an acceptable result on the TOEFL.
 - Student must take the TOEFL test no later than 7 May in the year in which student is selected to attend Air University.
 - Student is responsible for all costs related to this requirement.
 - Student must select the Air University Institution Code 9069 for the official result to be sent to the AU registrar.
 - Student must meet the following TOEFL result:
 - 83 or higher for the Internet-Based Test (IBT) or
 - 560 or higher for the Paper-Based Test (PBT)
 - There is no waiver option for this language requirement.
 - For further information regarding admission requirements and suspense date contact the Air University registrar.

DEGREE PROGRAMS

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

Graduate Degrees:

- Doctorate of Philosophy in Military Strategy (SAASS)
- Master of Philosophy in Military Strategy (SAASS)
- Master of Strategic Studies (AWC) resident program with three additional concentrations that earn USAF SDE, JPME II, and Master's Degree:
 - Main body – Strategic Studies
 - Grand Strategy Seminar (GSS) Concentration
 - Joint Warrior Studies Seminar (JWSS) Concentration
 - West Space Seminar (WSS) Concentration
- Master of Military Operational Art and Science (MMOAS) (ACSC) resident program with four additional concentrations that earn USAF IDE, JPME I, and Master's Degree:
 - Main body – Operational Art and Science
 - Joint All Domain Strategist (JADS) Concentration
 - Schriever Space Scholars (SSS) Concentration
 - School of Advanced Nuclear Deterrence Studies (SANDS) Concentration
 - Political-Military Affairs Strategist (PAS) Concentration
- Master of Military Operational Art and Science (MMOAS) (GCPME) degree via distance learning with four concentrations:
 - Main body – Joint Warfare Concentration (USAF IDE, JPME I, and Master's Degree)
 - Leadership Concentration (Master's Degree only)
 - Nuclear Warfare Concentration (Master's Degree only)
 - Operational Warfare Concentration (Master's Degree only)
- Master of Science in Airpower Strategy and Technology Integration (AWC) (Master's Degree only)
- Master of Science in Flight Test Engineering (TPS) (Master's Degree only)

Note: Air Force Institute of Technology (AFIT) degree programs are documented in AFIT's catalog.

Undergraduate Degrees:

- Associate of Applied Science in Air Force Leadership and Management Studies
- Associate of Applied Science in the Career and Technical Studies (CCAF):
 - Aerospace Ground Equipment Technology
 - (No new enrollments authorized; program closure underway)
 - Aerospace Physiology Technology
 - Air and Space Operations Technology
 - Air Traffic Operations and Management
 - Aircraft Armament Systems Technology
 - Aircraft Structural Maintenance Technology
 - Aircrew Safety Systems Technology
 - Aviation Maintenance Technology
 - Aviation Management
 - Aviation Operations
 - Avionic Systems Technology
 - Bioenvironmental Engineering Technology
 - Business Administration
 - Computer Science Technology
 - Construction Technology
 - Contracts Management
 - Criminal Justice
 - Cybersecurity
 - Dental Assisting
 - Dental Laboratory Technology
 - Diagnostic Medical Sonography
 - Management
 - Electronic Systems Technology
 - Emergency Management
 - Entomology
 - Explosive Ordnance Disposal
 - Financial Management
 - Fire Science
 - Health Care Management

- Hospitality and Fitness Management
- Human Resource Management
- Human Services
- Information Systems Technology
- Instructor of Technology and Military Science
- Intelligence Studies and Technology
- Logistics
- Maintenance Production Management
- Management Engineering Technology
- Mechanical and Electrical Technology
- Medical Laboratory Technology
- Mental Health Services
- Metals Technology
- Meteorology
- Microprecision Technology
- Military Technology & Applied Sciences Management
- Missile and Space Systems Maintenance
- Munitions Systems Technology
- Nondestructive Testing Technology
- Nuclear Medicine Technology
(No new enrollments authorized; program transfer to CAHS underway)
- Occupational Safety
- Paralegal
- Personnel Recovery
- Physical Therapist Assistant
- Practical Nursing Technology
- Public Health Technology
- Scientific Analysis Technology
- Strategic Operations Management
- Surgical Services Technology
- Survival Instructor
- Transportation
- Vehicle Maintenance

Other Air University degree granting schools:

- Air Force Institute of Technology

GRADUATE DEGREE PROGRAMS

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

School of Advanced Air and Space Studies

<https://www.airuniversity.af.edu/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 faculty. Class size is generally limited to no more than 37 Air and Space Force active-duty officers; three joint-service officers from the Army, Navy, and Marines; two officers from the Air Reserve Component (AFRES & ANG); and a few officers from allied and partner nations upon invitation from the USAF Chief of Staff. SAASS creates warrior-scholars who think critically about the development of strategy and the deployment of air and space power as a component of military force in support of national policy objectives. Upon completion of all requirements and with faculty recommendation, graduates receive a Master of Philosophy in Military Strategy.

Additionally, students may apply for entry into the Air University (AU) PhD program through a voluntary and competitive selection process. The SAASS curriculum serves as the foundational coursework for the AU PhD. Successful coursework completion, in addition to the completion of a successfully written and defended dissertation, earns students an Air University Doctorate of Philosophy in Military Strategy.

Program-Level Learning Outcomes. Through a series of research papers, oral arguments, comprehensive written and oral exams, and a thesis or 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 air- power, and political theories and their modern application to air, space, and cyberspace power.
- ☐ Articulate a thorough understanding of military history, military air- power, 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.

Students gain experience toward these outcomes by introducing and defending

propositions in a graduate colloquium environment, composing interpretive arguments in prose that meet accepted publication standards, and communicating complex formal arguments in a clear, concise manner. Students who complete the SAASS course of instruction should have an improved ability to think critically about the relationship of military force to statecraft, an advanced understanding of relevant political, military and airpower theories, a strong background in military history, and an enhanced ability to synthesize theory and experience in the pursuit of national political objectives. SAASS graduates will be able to argue effectively and responsibly about military strategy.

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 an online application containing a series of short questions. Applicants must either already have a master's degree from an accredited institution (or be in the process of obtaining one) or a bachelor's degree with an overall grade point average (GPA) of 3.25 or higher on a 4.0 scale. A central selection board conducted by AFPC confirms the final 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. In exceptional circumstances, as decided upon by the School, students may be awarded a "certificate" in military strategy in lieu of the MPhil degree. 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):

- ☐ complete an application for admission (March-April);
- ☐ earn a cumulative GPA of 3.7 or higher (throughout the SAASS year);
satisfactory performance in an oral comprehensive exam may also be required as determined by the faculty;
- ☐ 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 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 Doctorate 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. Barring extenuating circumstances and CC approval via waiver students must complete the dissertation within seven years of graduation from the SAASS residence program.

Program Plan–Master of Philosophy (MPhil) Degree (Not listed in order of presentation)

Course Number and Title	Semester Hours
SAASS600 Foundations of Military Theory	4
SAASS601 Foundations of Strategy	3
SAASS627 Air Power in the Age of Total War	4

SAASS628 Air Power in the Age of Limited War	4
SAASS632 Foundations of International Politics	3
SAASS633 Coercion and Deterrence in Theory and Practice	3
SAASS644 Irregular Warfare	3
SAASS660 Technology and Military Innovation	3
SAASS665 Space Power	3

Course Number and Title	Semester Hours
SAASS667 Information and Cyber Power	3
SAASS690 Thesis	7
SAASS699 Comprehensive Examination	4
Total, MPhil	46

Program Plan–Doctorate of Philosophy (PhD) Degree

Course Number and Title	Semester Hours
SAAS700 Dissertation	15
Total, PhD	59

Course Descriptions Master of Philosophy Degree

SAASS 600 Foundations of Military Theory 4 Semester Hours

This course explores classic as well as contemporary military theory and strategy. These works, across different time periods and domains, have significantly influenced thought about the art and science of war. Students place each work in its context, analyze the text, evaluate its central and supporting propositions, and conduct comparative assessments of these works. In so doing, students gain a detailed understanding of the body of classic and contemporary military thought while enhancing their critical thinking skills.

SAASS 601 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. Readings draw from 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.

SAASS 627 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.

SAASS 628 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 recent years as the Cold War gave way to, first, a more uncertain international environment and, second, the wars following terrorist attacks in 2001. 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. Together with SAASS 627, SAASS 628 is designed to ground student understanding of the history of military aviation in the United States.

SAASS 632 Foundations of International Politics 4 Semester Hours

This course introduces students to theories of international politics and how these theories are used to assess strategic problems in the international arena. The rationale for this course stems from the conviction that one cannot do strategy without a working knowledge of international politics and all that is encompassed within the field that explores relationships between nation-states. 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 geopolitics.

SAASS 633 Coercion and Deterrence in Theory and Practice 3 Semester Hours

This course is designed to provide students with the conceptual tools to analyze coercion, including the scholarly vocabulary and definitional clarity required for its understanding. That actors seek favorable outcomes while trying to mitigate undesirable ones is a core truth of international politics and strategic thought. Students will learn how to critically analyze actors' pursuit of coercive strategies to achieve their interests. Students read widely from the theoretical canon of coercion and deterrence, covering topics on escalation dynamics, signaling, credibility, the impact of emerging technology, and non-kinetic levers of coercion. This course is designed to ground student understanding in what coercion is, what determines if it fails or succeeds, and what levers are most useful to achieving coercive aims.

SAASS 644 Irregular Warfare**3 Semester Hours**

This course examines irregular warfare in all of its forms, including terrorism, insurgency, revolution, and civil wars. The course pays particular attention to the role that geography, ideology (including violent extremism), technology, and grievance play in starting and sustaining irregular groups. Lessons within the course also devote significant attention to combating and defeating irregular threats, including ensuring tactical actions are coherently linked to strategic goals and narratives.

SAASS 660 Technology and Military Innovation**3 Semester Hours**

This course presents theories and utilizes case studies to help students understand technological evolution throughout human history, from the Stone Age to Artificial Intelligence. It also considers why military organizations successfully innovate—or fail to do so. The course draws on theories of complexity, computation, and heterogeneous engineering, but also emphasizes the human and social aspects of innovation.

SAASS 665 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 militarization, weaponization, and privatization as well as the organization of space forces in the DoD.

SAASS 667 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.

SAASS 690 Thesis**7 Semester Hours**

This course is unique at SAASS for two primary reasons. First, it is the only course that spans the entire academic year. Second, the course is a student-driven, but faculty-guided, exercise in personally exploring a subject of relevance to the Air Force and national security. Throughout the year, faculty research advisors assist students in examining subjects in an analytically and scholastically rigorous manner, using primary as well as secondary source research materials, to produce a 60- to 100-page study. During the thesis re- searching, writing, and revising process, students improve upon other critical thinking skills, such as problem bounding and framing, thematic coherence and consistency, and critically and objectively assessing their own work.

SAASS 699 Comprehensive Examination**4 Semester Hours**

The faculty employs a two-hour oral examination by a board of three faculty members, including one from outside of the School, to determine the degree to which the student has synthesized the SAASS curriculum. The interrelationship among courses and application of concepts and contexts to contemporary and future problem sets feature prominently in the examination.

Course Description Doctorate of Philosophy Degree.

SAASS 700 Dissertation

15 Semester Hours

Under the direction of the chair of a 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. All credit hours for the dissertation will be awarded upon the candidate's successful defense of their dissertation and awarding of the degree.

Master of Strategic Studies

Air War College

<https://www.airuniversity.af.edu/AWC/>

Program Description. The Air War College (AWC) resident program 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 Air University 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) 1800.01F, *Officer Professional Military Education Policy*. International Fellows who qualify for entry in the AWC program are enrolled in the AWC seniorlevel PME program and may choose to apply for admission to the Master of Strategic Studies degree program prior to admission for the academic year. 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:

- Think strategically to analyze the security implications of past, present, and future operating environments and effectively communicate complex ideas.
- Analyze strategic leadership and the values of the profession of arms including sound moral judgment and character.

- Assess and develop strategies and joint warfighting plans across the spectrum of conflict in pursuit of national security objectives, highlighting the role of airpower.
- Evaluate the nature and character of war and conflict and the employment of military capabilities, in concert with other instruments of national power, in a joint, interagency, and coalition environment.

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. 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. Refer to Chapter 3 in Air Force Instruction (AFI) 36-2670, Total Force Development (25 June 2020) 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 US Bachelor's 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 32 to 36 semester credits for any 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 Global Challenge Exercise, and fully participate in the National Security Forum, and Commandant’s Lecture Series. International Fellows receiving the diploma participate in core and research options, the Global Challenge Exercise, the National Security Forum, and the Commandant’s Lecture Series. Core courses completed for the diploma are graded on a pass/fail basis; research option courses (electives and research task forces) are taken in an audit status.

AWC Resident Curriculum Core Course Descriptions

The AWC resident curriculum includes core and elective courses. The curriculum consists of core courses offered through the three AWC Departments: Strategy; Leadership and Warfighting; and International Security Studies. The Research Option allows students to choose between an individual research project (Strategic Studies Paper—SSP), participation in a Research Task Force, or two electives. See the Research Options at the Air War College below (following specialty seminar requirements).

Master of Strategic Studies Degree Requirements	
MAWC001 Course Numbers and Names	Semester Hours
FS6400 Foundations of Strategy	6
GP6300 Great Power Studies	5
IS6000 Introduction to Strategic Studies	1
LD6200 Strategic Leadership	2
Research Option: RE6100 Research (4), or ELXXX Research Task Force (4), or ELXXX Term 1 (2) and ELXXX Term 2 Electives (2)	4
RS6600 Regional Security Studies	5
WF6501 Air, Space, and Cyber Power in the Future	3
WF6502 Global Campaigning	4
WG6800 Global Challenge Exercise	2
Total	32

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.

Course Descriptions

FS6400 Foundations of Strategy

6 Semester Hours

Foundations of Strategy (FS) is a 30-instructional-period course that provides students with key strategic concepts and analytical frameworks so they can evaluate, through the use of historical case studies, the development and implementation of strategy 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 and analyze the most important factors shaping strategy in a particular context; and appraise the difficulty of translating military power, and especially airpower, into desired political outcomes. The course serves as the basis for further study of strategy in other resident courses that examine great power competition in the international system and the application of military power to attain national objectives.

GP6300 Great Power Studies

5 Semester Hours

The Great Power Studies (GPS) course helps students evaluate the current era of strategic competition through studying the global landscape, including competitor worldviews, interests, and strategies. In addition, the course is designed to analyze the application of all instruments of national power in the United States, Russia, and China. Finally, the course concludes with a wargame set in the Western Pacific that demonstrates the employment of U.S. power, across multiple instruments, to achieve national security objectives. Among others, the course topics include democracy, authoritarianism, climate change, interdependence, economics, multilateralism, diplomacy, military culture, misinformation, decision-making, and emerging domains.

IS6000 Introduction to Strategic Studies

1 Semester Hour

Introduction to Strategic Studies (ISS) is an eight-instructional period (IP) course that provides senior military leaders and interagency partners a common set of tools to succeed at the strategic level. This course will refine communications and critical thinking skills and introduce foundational concepts used throughout the AWC curriculum. Employing these skills and concepts at the strategic level is the joint force's greatest demand from AWC graduates.

LD6200 Strategic Leadership**2 Semester Hours**

The Strategic Leadership (SL) 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 SL course of study facilitates these objectives through thoughtful professional reflection, critical assessment, critical and strategic thinking, and moral reasoning. At the conclusion of the SL 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.

RS6600 Regional Security Studies**5 Semester Hours**

The Regional Security Studies (RSS) course is an integral part of the curriculum, preparing senior leaders to evaluate the security, economic, political, and cultural issues within a given region and collectively through the geographic combatant commands. The course gives particular focus to the dynamics of strategic competition in the region. Students 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 45 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.

WF6501 Air, Space, and Cyber Power in the Future**3 Semester Hours**

This core course focuses on assessing issues associated with the innovation and the future employment of joint airpower. 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 learned to anticipate challenges to future Air Force core missions, the course focuses on the integration of airpower into future joint operating concepts.

WF6502 Global Campaigning**4 Semester Hours**

The Global 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 Great Power Studies 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.

WG6800 Global Challenge Exercise

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.

Research Options at the Air War College

All students within the regular curriculum must complete either four (4) semester hours in the electives program, four (4) semester hours in the EL6150 Strategic Studies Research or four (4) semester hours in a Research Task Force.

Research Option 1: Air War College Resident Strategic Studies Research

RE6100 Research: Strategic Studies Paper

4 Semester Hours

The Strategic Studies Paper research option is designed to allow students to perform in-depth critical analysis on a topic of interest for the purpose of seeking publication. The research process provides the opportunity to for students to posit an argumentation that addresses strategic issues and topics vital to the national security community and its senior leadership. For successful completion of the research requirement, students must produce a Strategic Studies Paper that addresses a specific audience which is eventually submitted to a relevant publication. Research papers will be completed as an individual effort with some required class meetings. Students research projects will be supported by the DER, the AWC research library liaison, and a team of advisors. Each student will seek a primary advisor from the Air War College in-residence and associated faculty with up to three additional subject matter expert/readers from other schools at AU or professionals or academics in a relevant field. All topics and advisors or SMEs must be approved by the Director of Research.

Research Option 2: Air War College Resident Curriculum Electives

For this research option, students will choose two electives, 2 semester hours each, to earn 4 semester hours total. 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. International officers seeking the diploma audit the electives.

EL6121 Directed Study I

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 Director of Research. Not available as an audit status course.

EL6122 Directed Study II

2 Semester Hours

Students interested in continuing individual research, may take this course EL6122 Directed Study II after successfully completing EL6121 Directed Study I.

EL6209 Creative Thinking: From Imagination to Innovation

2 Semester Hours

Students will compare creative thinking strategies with critical thinking strategies, explore multiple opportunities to think “outside the box,” will write extensively about their experiences, and how to translate what they learn about creative thinking into their leadership and mentoring philosophies. This course is designed to show students how to move from imagination through creative thinking to innovation, to be ready to recognize innovation, and to nurture innovation. The written and oral deliverables of this course will also enable students to practice communication with multiple audiences.

EL6214 Cultural Heritage in Conflict

2 Semester Hours

Drawing on interdisciplinary academic perspectives (museumology, archaeology, anthropology, international law, geography, history) and policy/guidance/doctrine, this course focuses on both intangible and tangible cultural heritage and how such heritage and property can figure into military decision making, as well as impact planning, operations and overall campaign success or failure. We begin by examining the WW II experiences of the “Monuments Men,” and the post-war international legal obligations to protect cultural heritage during war – and prepare to protect it in times of peace. With this background, we will analyze several more contemporary case studies ranging from the US invasion of Iraq in 2003 to VEOs’ intentional site destruction in Iraq/Syria and Mali, and from Russia and China’s strategic heritage claims to our own complex heritage debates in the US. We also explore how deployed commanders can put these concepts into practice, including the specific role/benefits of air/space assets. Finally, we will conduct a practical exercise in which students have to identify, prioritize, protect and respond to threats against cultural property/heritage in a post-conflict scenario set in a fictitious yet strangely familiar country. Ultimately the course involves a broader examination of what should be protected (and how), who should be educated (and about what), and the benefits of protecting cultural property across the range of military operations. The course objective is to analyze the role and impact that cultural heritage and property considerations can have in full spectrum conflict and apply multiple options to leading and developing operational plans, policy and strategy for culturally complex environments.

EL6236 Select Topics in National Security Law 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 Negotiations for Military Leaders 2 Semester Hours

Air Force senior leaders have clearly stated that conducting negotiations is a core military leadership skill. While we develop concepts and technology to support all-domain operations, engagement in the human domain still strongly supports mission success. Our complex working environments require decision making and team building with Joint partners, the interagency and multiple coalition organizations. Coming to agreements or solving problems, both of which are foundational negotiation skills, are the cornerstone for the successful military leadership. The elective focuses on success within complex environments. This elective provides basic and advanced instruction in the planning and execution of negotiations in the military environment. Students will discover and practice different styles of negotiations including bargaining and interest based. We will consider value and values beyond basic negotiation theory. It also explores the military negotiation process from planning, execution, and follow through. This highly rated course uses one-on-one and multiparty exercises and simulations, case studies, intercultural activities, and guided discussions to move students beyond simple application to expanding mission success.

EL6239 Value Negotiation and Conflict in the Context of Cultural Property Protection 2 Semester Hours

Once it's determined you can't destroy something--what's next? This course is a study in negotiations, conflict transformation and war fighting in an age of wicked problems. Our tactical, operational, and strategic environment is ever growing in complexity and unique challenges. Senior leaders continuously demand mission readiness and accomplishment across multiple domains and with many different people groups and organizations. We are working faster, but

our classic human dilemmas, conflicts, and complications remain. The Value Negotiation Course is designed to provide a range of both practical applications of military negotiation concepts and an increased understanding of conflict transformation and problem solving. The course uses the concept of Culture Property Protection and international case studies as a vehicle for improving thinking and leadership in complex environments. Students will evaluate and discuss real-world situations and conflict within both a historic and current events perspective. To move beyond application, students will complete one-on-one and multiparty exercises and simulations to practice and improve negotiation and problem-solving skills. This course is highly rated for its opportunity to build global and military leaders. It also provides a venue to discuss the complex topics within the context of conflict transformation.

EL6249 WPS in CENTCOM and at Home Impact of Changing Gender Roles and Women's Movements on International Security

2 Semester Hours

The discussion of gender and women's rights is evolving throughout the world and has real-world, national security consequences for the United States and its partner-nations across political, military, economic, and cultural spectrums. US National Defense and Security Strategies operate within the structural belief that when women enjoy equal rights and opportunities, countries become wealthier and safer. The 2017 Women, Peace, and Security Act is intended to strengthen efforts to prevent, mitigate, and resolve conflict by increasing women's participation. Not only is this in the interest of the US and geopolitical stability in general, the ongoing changes in gender roles and women's rights affects how, and who, we work with among our partner nations. This course focuses on Arab, Muslim women specifically in order to examine the ways in which cultural and religious discourse, norms, and practices create and sustain gender and hierarchy in religious, social, and familial life and explores historical and contemporary challenges posed to these structures. Using historical and contemporary examples, the course examines the role and status of women with attention to what the Qur'an and its exegesis says about women. The course is organized around three primary questions: 1. How can Arab, Muslim women be considered agencies of perspective change? 2. To what extent are women strategic actors in predominantly Arab, Muslim communities and their security? 3. What role are women leaders playing in Arab, Muslim governments and defense networks and how does this affect US relations?

EL6259 The Darkside of Leadership**2 Semester Hours**

This course examines the dark side of leadership, often known as the more destructive nature of people and organizations. Students will identify and evaluate the associated behaviors, underlying reasons, and cascade of effects on self, others, and organizations. Students will examine the course concepts through the lens of a selected destructive leader and/or organization, as well as an inward-looking lens of self-reflection. Lessons are arranged in a way that moves students through a process of identifying a destructive leader/organization and the context, understanding the observed behaviors based on theories and readings, and making decisions on what to do to influence the situation.

EL6309 Military Ethics: Ethical Frameworks and Moral Challenges**2 Semester Hours**

Ethical challenges questions abound in the military profession. How do we morally justify and view the various challenges that the US military and government face? This course will do a survey of the sorts of ethical dilemmas that senior leaders will face at the strategic level, including issues related directly to the use of military force (nuclear weapons, targeted killing etc.) and non-lethal use of force, such as economic sanctions and military assistance. How are those who are a part of the profession of arms to understand the moral requirements of the role they are asked and sanctioned to fulfill? We shall also examine contemporary moral issues such as the use of autonomous weapons, cyber warfare, and particular ethical issues that the US faces with regards to China. The course will provide a space to both learn and discuss these issues at length and hopefully gain a moral foundation for their own vocation.

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.

EL6323 Peace Operations, Stabilization, and Great Power Competition
2 Semester Hours

This course focuses on the challenges of Peace Operations, Stabilization, and Great Power Competition in war-torn countries. It examines the most important operations and the roles played by the US, China, & Russia, as well as by the United Nations, regional organizations, NGOs and troop contributing countries (TCCs).

EL6331 CIA Roles, Missions, and Interagency Environment (TS/SCI required, US Personnel)
2 Semester Hours

To successfully craft and implement national security policy the United States Government requires intelligence—accurate, timely, and relevant information and analysis—about current or projected threats to US national interests. The Central Intelligence Agency (CIA) is the lead US intelligence agency in espionage and covert action and one of three agencies or departments responsible for all-source analysis in support of policy and policymaking by senior officials, particularly the president. Since the administration of President William J. Clinton, supporting the warfighter across the full spectrum of conflict is also mission of the CIA. This course introduces students to the Agency's means of operations and analysis so military leaders better understand the capabilities and limitations of CIA in order to effectively use it and its products in the planning and execution of joint, interagency, and coalition operations. The course will also consider the ethical challenges that accompany the CIA's collection and covert action missions

EL6350 From Asia-Pacific to Indo-Pacific in US Grand Strategy Since Vietnam
2 Semester Hours

This course reviews the history of U.S. foreign and defense policy toward the 'Indo-Pacific' from the end of the Vietnam War in 1973 to the 2021 Interim National Security Strategic Guidance in the context of U.S. grand strategy. Since the Paris Peace Accords, the U.S. government has retrenched and buttressed its forward military presence, diplomatic engagement, and economic ties to the wider region by means of security alliances, overseas bases, intelligence cooperation, military assistance, foreign trade, diplomatic engagement, and defense of global commons. Students will assess the successes, failures, and

opportunity costs of U.S. foreign relations along a geographical arc from northern Japan to the Indian Ocean from standpoints of political, military, and economic affairs with a view toward better understanding the origins, development, and trajectory of Washington's pursuit of its national interests in what the 2019 "Indo-Pacific Strategy Report" described as "the Department of Defense's priority theater."

EL6369 Culture and War: From Aztecs to Afghans 2 Semester Hours

War, whether the clash of massive, professional militaries or small-scale skirmishes between neighboring communities, is such a common human phenomenon that it cannot be left unexamined. War and culture are deeply intertwined. All human cultures have rules, values, beliefs, symbols, taboos, and goals, and all of these traits shape their attitudes, actions and decisions about war at every level. If we reductively speak of war as politics, or we define it as a fundamental biological urge, we lose sight of those subtler, cultural threads that run throughout the practice of war. To truly understand the roots of this significant social and cultural practice – to understand how individual persons, cultural values and social systems intertwine – we should examine group conflict at several scales, including deep examination of war from the perspective of small scale societies (rather than just the usual level of the Westphalian nation-state) including how small-scale societies experience war and conflict with Great Powers and with empires. Nation-states are designed to override the human scale of their member citizens and to rigidly structure behavior and values, obscuring the humanity of war. We will look at war from many different heights, all while using a social scientific lens: Why is group human conflict so common that we see it described as fundamental to human nature? How do concepts of altruism, group cohesion, and restraint in warfare shape our understanding aggression and violence? How does labeling war as politics obscure a wider range of motives, decisions and behaviors? Can we look to small scale groups to understand the decision to go to war, the ways to fight and the effort to avoid conflict? Students will learn social scientific 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.

**EL6444 The Russian and Soviet Military and the Use of Armed Forces:
Patterns of Change and Continuity** **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.

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.

EL6481 Modern Air Campaigns **2 Semester Hours**

This course will examine air warfare from the end of Desert Storm through the coalition campaign against the Islamic State. The course will focus on US-led operations in the Balkans, Iraq, Afghanistan, and Libya, along with two examples not involving the US: the Israeli campaign in Lebanon in 2006, and the Saudi campaign in Yemen. We will also discuss the operational, strategic, and ethical implications of remote air warfare.

EL6493 Strategy and Leadership in the American Civil War
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.

EL6497 Strategic Narratives: The Geopolitics of Communication, Information, and Influence

2 Semester Hours

The high costs of kinetic conflict and return to great power competition has led states to increase their efforts in competing within the information environment. As such, today’s warfighter needs an understanding of the power of information and its effect on global audiences both as a tool of attraction and unattraction. To address these challenges, this course examines the construction, projection, and reception of strategic narratives by China, Russia, and the US. Students will analyze official speeches, policy documents, and global media reports to understand the role of mediated communication in shaping today’s geopolitical rivalry. As storytelling beings, humans make sense of their world through the narratives they tell about themselves and others. Identifying these worldviews provides insight into the strategic thinking of others, as well as our own, on both the strategic and tactical level. Assessment of such narratives can further help the US both combat the resonance of competitor nations’ narratives while strengthening those of our own.

EL6516 What You Need to Know About Nukes to Get Promoted: Or, How I Learned to Love the Bomb

2 Semester Hours

This course focuses on the foundations of deterrence and nuclear strategy. Beyond traditional coursework and in-seminar learning, this class includes a 2-IP TDY for American students to receive briefings and to tour Naval Submarine Base Kings Bay. IOs are encouraged to take the class but excused from participating in the TDY. Students may take this class as a stand-alone elective; however, it’s recommended to be taken before EL6519 21st Century Strategic Deterrence.

EL6519 21st Century Deterrence

2 Semester Hours

This course focuses on contemporary issues involving nuclear strategy and strategic deterrence. IPs will focus on North Korea, Iran, Russia, China, and

other topics. Beyond traditional coursework and in-seminar learning, this class includes a 2-IP TDY for American students to learn about the USAF's role in strategic deterrence by touring Minot AFB. IOs are encouraged to take the class but excused from participating in the TDY. This course is best taken after EL6516 What You Need to Know About Nukes to Get Promoted: Or, How I Learned to Love the Bomb; however, students may take this class as a stand-alone elective.

EL6543 The Dark Side of Leadership: Fighting the Ambivalence of Our Times **2 Semester Hours**

This course examines the dark side of leadership, often known as the more destructive nature of people and organizations. Students will identify and evaluate the associated behaviors, underlying reasons, and cascade of effects on self, others, and organizations. Students will examine the course concepts through the lens of a selected destructive leader and/or organization, as well as an inward-looking lens of self-reflection. Lessons are arranged in a way that moves students through a process of identifying a destructive leader/organization and the context, understanding the observed behaviors based on theories and readings, and making decisions on what to do to influence the situation.

EL6545 The Special Operations Enterprise (TS/SCI, US only)
2 Semester Hours

This course provides students an understanding of the organization, capabilities, and missions of U.S. special operations forces (SOF) with equal focus on USSOCOM's surgical strike and special warfare responsibilities in support of national missions and the geographic combatant commanders. The course analyzes the integration of joint SOF capabilities as supporting forces and takes a brief look at SOF equipment, training, and support. Also highlighted are considerations for interagency operations, mission employment, and insights into unique funding and authorities. This course implements direction from the Commander, U.S. Special Operations Command to ensure future national leaders and conventional force commanders understand where SOF are found, what SOF can do, and how SOF are integrated into the geographic combatant commander's campaigns and OPLANS.

EL6546 The All-Volunteer Force **2 Semester Hours**

The United States' military has evolved over the last half-century. The realignment from a conscripted force to an all-volunteer force was a strategic

decision with significant impacts. The introduction and increased utilization of the Total Force concept, decades of continuous operations, and the recent transition to a focus on great power competition provide good reasons to understand the evolution of the all-volunteer force and ask questions regarding the future effectiveness of a volunteer style structure. This course is aimed to provide a historical analysis of the evolution of the all-volunteer force and assess the impacts associated with an all-volunteer force organizational structure. The course focuses on the political and military decisions influencing the military structure over the past sixty years. Readings and discussions will provide clarity on the reason for establishing an all-volunteer force, uncover benefits and disadvantages to an all-volunteer force, and provide context for projections about the future structure of the United States' military.

EL6549 A Commander's Guide to Intelligence and the US Intelligence Community (Secret, US only) 2 Semester Hours

Intelligence reporting and analysis from the Intelligence Community (IC) informs and drives U.S. policy. The IC provides essential background and context for the U.S. National Security Strategy, and heavily influences government decisions across the spectrums of diplomacy, information, defense, and economics. Students will explore the structure of the IC, the roles of the individual IC components, the fundamentals of intelligence production, and the concept of the intelligence cycle. Students will also examine the IC from the perspectives of ethics, intelligence oversight, and politicization. Knowledge gained from this elective will allow future commanders to drive and maximize the intelligence support required in future operational and strategic leadership positions.

EL6556 Space Governance: Application and Development of Space Law 2 Semester Hours

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. Specific topics covered include the nature and sources of international space law, international space law treaties, the relationship of international space law to domestic law, the United Nations Committee on the Peaceful Uses of Outer Space, remote sensing, LOAC, and the International Telecommunications Union. Legal theory and principles used in the

advancement of civil, military, and commercial space activities are identified. An important element of the course is matching law to policy objectives. We regularly ask the questions: *What are our policy objectives? Does the legal regime satisfy those objectives? Why or why not?*

EL6559 Domestic Extremism and the Threat to Security

2 Semester Hours

The Department of Homeland Security has identified domestic extremism as a significant threat to US security. This elective delves beyond the politicized rhetoric to assess the nature and extent of the threat and its impact and significance for military forces. The course examines personal motivations, recruitment strategies, and socio-political contexts that contribute to radicalization. In addition to examining various case studies from the recent past, the course will also provide useful tools for researching extremism without going down various “rabbit holes” of misinformation. Finally, the course explores prevention and de-radicalization strategies and the legal challenges of combatting extremism while respecting liberal freedoms. The regional focus of the course will be the United States and Europe.

EL6566 The Nuclear Weapons Complex: Its More than Just

Building Bombs

2 Semester Hours

The Nuclear Weapons Complex (NWC) does more than just build bombs. Starting with the Manhattan Project and continuing into the Cold War its primary mission was indeed to design, test, build, maintain, and disassemble the nation’s nuclear weapons. But today work at the NWC includes stockpile stewardship without testing, nuclear counterterrorism, nuclear nonproliferation, nuclear energy development and environmental restoration. This course will examine some of the related policy issues, as well as touch on the larger theme of the role science plays in these missions. Students will primarily engage on these topics through classroom discussions of assigned reading. One instructional period will be used for a tabletop exercise (TTX) on nuclear emergency response in which students will take the roles of government response officials. Students will also do original research on a topic related to the NWC or the National Laboratories and present this research in class. Students will have broad latitude to choose of a technical or policy topic of interest for this presentation. The goal of the course is for students to obtain a broad overview of the issues related to building and maintaining a nuclear stockpile, and how science can influence these. The course will also

increase awareness of the many missions of the NWC and the National Laboratories, where students may find themselves working one day after retirement from the Air Force. No security clearance is required. This course is open to all degree candidates, including international officers.

EL6571 China, Strategic Technologies, and International Security

2 Semester Hours

What factors motivate China's pursuit of strategic technologies? How might China's technological ambitions influence international security? This class explores how the interaction of security concerns, domestic politics, national identity, and developmental goals interact to shape China's approach to strategic technologies such as nuclear weapons, space capabilities, and artificial intelligence. This course traces the role of science and technology from Late Imperial China to today, exploring how historical memory and national identity have influenced China's development of these technologies. The course also examines whether and how China's technological ambitions advance its security interests, and the consequences of China's technological modernization for international security. The course concludes with a discussion of contemporary topics such as China's pursuit of artificial intelligence and quantum technology.

EL6573 Just War, or *Just War?*: Moral Dilemmas in War and Military

2 Semester Hours

War and warfighting is fraught with all sorts of moral challenges. In this course we examine moral dilemmas the American government and military has faced in the past and will face in the future. Working within the Just War tradition, we shall examine and debate important cases such as the strategic bombing campaign in World War II and dropping of the atomic bomb, to pressing contemporary challenges ranging from new technologies, targeted killing, and competition with China. You will gain a facility with the tradition of Just War ethics in order to apply and develop your own thinking in relation to cases under discussion. Emphasis will be placed on thinking about these moral challenges from the strategic perspective.

EL6627 Dilemmas of Global Basing

2 Semester Hours

Since the conclusion of the Second World War, U.S. bases overseas have been a defining feature of the American presence in the world. Barring a major shift in global power relations, both domestic and foreign American bases are here

to stay. They will continue to be the source of debates as people question their true nature—are they a source of security, opportunity, danger? This course assesses scholarship about nations and territories hosting U.S. bases to consider concerns they share in common. It is divided into three segments, including an introduction, a look at case studies illustrating common challenges, and a final segment on strategy and lessons learned. Readings and discussions will encompass the politics of base establishment, maintenance, and relocation/closure, while also considering the most significant social, economic, and environmental challenges facing base-adjacent communities.

EL6629 Contemporary Issues in U.S. Civil-Military Relations

2 Semester Hours

Civil-Military relations in the United States have changed significantly since Samuel Huntington wrote his important piece, *The Soldier and the State*. New debates have emerged about the composition of the military, the effect of the all-volunteer force, the role of the military as a political actor, and the civil-military gap. These debates have both threatened the legitimacy of the military as an apolitical profession and led to concerns about effectiveness on the battlefield. This course asks students to look at today's military and its relationship with political leaders and society. In particular, we focus on how traditional tensions, changing norms, the all-volunteer force, and an evolving society affect civil-military relations today. The course finally explores the causes and consequences of the civil-military gap. Students will end the course with a better understanding of why good civil-military relations are important to American democracy, good decision-making, and effectiveness, and be able to understand why and how contemporary debates in civil-military relations are important for future military leaders.

EL6630 “One of Many, One”: The Landscape of US Public Memory

2 Semester Hours

The museums, monuments, and memorials that decorate our major cities and local landscapes help us to remember important events, people, and a history that has come before us. But which events are highlighted? Who is prominently featured at these sites and who is missing? And which version of the story gets (re)told? All these questions will be addressed as we unpack the nature of *public memory*: material recollections of the past, created by and for the collective, to shape our understanding of the future. From the Vietnam Veterans Memorial in Washington D.C. to the Rosa Parks Museum right here

in Montgomery, students will learn how to critically consider and analyze how our sites of commemoration function rhetorically and serve a pedagogical purpose for citizens and visitors alike.

EL6639 Grand Strategies of the British Empire 2 Semester Hours

From the 18th to the 20th century, Great Britain maintained wide-ranging global commitments while facing down a series of great power rivals. This course examines how British grand strategy employed diplomatic, economic, and military power to manage great power competition from the Napoleonic Wars to World War II. By examining Britain's rivalries with France, Russia, Germany, the United States, and Japan, the course considers the relevance of the British experience for American strategy today.

EL6711 Character, Leadership, and the Profession of Arms

2 Semester Hours

Senior leaders in the military face a number of moral challenges that only increase in intensity and complexity at the strategic level. Moral failure is an all too common occurrence in part because leaders are not prepared for these challenges because they lack the moral character and intellectual framework that allows them to succeed. This course will be a deep dive into the moral foundations of the profession of arms, discussing what it means to be a member of that profession and for leaders to be stewards of the profession. Furthermore, we will examine case studies and issues that will confront senior leaders from issues of advise and dissent, civil-military relations, to the role of moral courage, asking how senior leaders should address these issues.

EL6752 Arctic Strategies: Past, Present, and Future 2 Semester Hours

The primary purpose of this elective is to develop US Air Force, Department of Defense, other federal agencies and our allies and partners personnel to develop a better understanding of integrated defense of the Arctic region. AWC students in the elective will have an opportunity to discuss some of the most important elements of the Arctic environment such as: competition for natural resources, territorial claims and disputes, Freedom of Navigation through sea lanes in the Arctic, Strategic competition and militarization in the region and how this all effects the indigenous peoples of the area. These discussions will occur with faculty from Air University and with outside experts from the government, academia, and indigenouness people of the Arctic.

EL6822 The Sun vs The Eagle, The Pacific War, Historical Case Study for Contemporary Competition in the Pacific **2 Semester Hours**

This course will take a holistic view with students examining each Pacific War campaign from the both the perspective of Japan and the United States with particular emphasis on the Japanese perspective. Could have the Pacific War result been different for Japan if alternate decisions were made?

EL6829 Speaking and Executive Leadership **2 Semester Hours**

The General Henry “Hap” Arnold program was established in 2011 as an outreach lecture series designed to foster dialogue and deepen understanding between senior officers and civilian leaders at the Air War College and members of the community. Students in this elective speak on numerous occasions with a wide variety of audiences, from college students to chambers of commerce to university communities in general. The goal of these speaking engagements is to exchange ideas surrounding leadership, national security, and overcoming adversity. This elective produces speakers for that program, helping students improve their ability to influence and motivate through public speaking. Students apply to enroll, are interviewed, and ultimately, are selected based on their military experience, academic accomplishments, and willingness to share their personal journeys of leadership reflecting on military and combat experiences. This elective is only offered in Term 2, with a prerequisite, EL6984 Classical Rhetoric for the Modern Warfighter (exceptions to the prerequisite should be discussed with the DER).

EL6839 Space Security **2 Semester Hours**

Over the past sixty years, an increasing number of countries have conducted military and civilian activities in space, often of competitive nature. Yet, countries have not yet engaged in open conflicts in the space domain opting, instead, for strategic constraint or cooperation. Since the creation of the Westphalian state in 1648, ensuring state security has trumped all other national interests. Now, state security has become dependent on space security, as spacefaring countries have developed new technologies pushing the phase of space discovery into phases of expansion and exploitation. This course examines space security, both theoretically and analytically. In the theoretical part, we will cover the basic approaches to the study of international security (realism, liberalism, and constructivism), in general, and to space security, in particular. In the analytical part, we will explore key topics in space security including (a) the roots of competition and cooperation among states in space and (b) recent

trends toward weaponization in space as well as how those may challenge prior norms of conflict avoidance, in the context of competing demands of national interests in space against the shared interests of humanity. We will also address specific challenges to space security, including (a) the role and vulnerability of critical satellite networks (GNSS & PNT), (b) anti-satellite capabilities and the offense-defense aspect of dual-use technology, (c) man-made orbital debris, (d) space traffic management (STM) and space situational awareness (SSA), (e) cyber security threats to space assets/space terrorism, (f) planetary space defense, and (g) emerging space technologies and space anarchy vs. space governance.

EL6874 Designing Strategists: Realizing Advantage Through Play

2 Semester Hours

Strategy and design are both well-developed bodies of knowledge with clear implications for security. While often addressed in organizational and abstract terms, both are performed by individuals, and both are best learned in reflective practice. In fact, one's own life serves as an ideal playground to hone one's skills as a strategist and a designer. Yet, we often do not realize that designing a strategy to be a better strategic designer is an obvious first step to the institutional goals expressed in guidance such as the National Defense Strategy. This course facilitates that self-development, "coachful" approach to learning about strategy and design, but does so with the aid of another, less obvious, field of scholarship – play. By embarking on a guided expedition of this complex "three body problem," students will be challenged by diverse ideas, exposed to creative educational techniques, and ultimately asked to design a strategy for their own continued development as strategists.

EL6879 Counter Factual Historical Case Studies for Contemporary Strategic Decision Making: A Red Moon? WWI German Victory?

2 Semester Hours

This course uses the practice of counter factual history to analyze key historic strategic decisions. An analysis of both past military and political strategic, operational, and tactical possible options and outcomes will be used to discuss how one key event or decision could have change the course of history. Future strategists need to understand what could appear to be a benign event or decision could define the strategic outcome.

EL6913 Commandership: The Art of Leading Large Organizations

2 Semester Hours

During the Air War College Academic year, significant focus has been on leading at the senior and strategic levels. However, many students will soon find themselves commanding at the O6 level which is significantly different than anything they have done in the past. The purpose of this elective is to better prepare future O6 Commanders and to enable their full potential while in command at a senior level. This elective is co-taught by former O6 Commanders and will introduce thoughts and concepts that will help students form a better understanding of their personal values, red lines, and biases. Additionally, this course will discuss the distinct differences between leader and commander; techniques to manage time; empower subordinate leaders; effective communications; and producing valuable mentorship programs. The elective will conclude with a panel of former O6 commanders as well as General officers in a Q&A format. Readings will focus on deeper dives into previous course concepts; while homework will consist of personal reflection, assessment and drafting documents for future command.

This discussion-based seminar course will highlight the following themes: every commander is a leader but not every leader is a commander--there is a difference; before knowing our subordinates, we must truly know ourselves; time management, mentorship, and strategic communications are critical in Command.

EL6921 Biological Threats to National Security 2 Semester Hours

The recent global impact of the COVID-19 pandemic outbreak has caused the national security community to reconsider the impact of biological threats – natural, deliberate, and accidental – on U.S. security interests. In truth, this introspection started back in 2001 and has focused on the purported overlap of national security and public health sectors. While there are shared concerns between the two groups, the respective culture and approach of each community to biological threats have conflicted, resulting in unclear and inconsistent policy. This course will review how the U.S. government addresses various biological threats through policy and ask the question, how concerned and involved should the national security community be in this area?

EL6949 The Geopolitics of Misinformation and Propaganda

2 Semester Hours

Although information operations have been a part of warfighting since its

inception, today's globally interconnected world poses new challenges regarding US adversaries' employment of dis/misinformation campaigns. To understand these challenges, this course theorizes the strategic and tactical role of misinformation campaigns within the broader information environment. The course begins with a brief background on propaganda and public diplomacy efforts during the twentieth-century before taking a deep dive into our new global communication ecology and the challenges that come with it. Specific focus is placed on the nature and style of contemporary Russian and Chinese dis/misinformation actions.

EL6980 The Chinese Warfighter

2 Semester Hours

People win wars. Competition or conflict against Communist China will require more than defeating their wide array of new weapons and equipment. In order to outcompete and outfight them, we must also understand the Chinese warfighter--who they are, how they think, and why they fight. Students will learn about the enlisted force, officer corps, as well as the culture and doctrine that drives their behavior. The objective of this course is to understand how the Chinese armed forces develop their personnel and how they operate together as a team.

EL6982 Psychology of Decision Making

2 Semester Hours

This course examines psychological elements of decision making among national security leaders and foreign policy elites. The course's central question asks what elements other than cost-benefit analyses shape leader decisions. Many approaches to understanding war and warfighting are grounded in assumptions of thinking that is driven by cost-benefit analyses or, more broadly, rationality. While such assumptions offer insights that are useful or even predictive in many cases, some decision outcomes do not conform to rational expectations or even systematically violate the dictates of rational actor assumptions. This course is devoted to these anomalous outcomes; it explores decisions through psychological lenses such as beliefs, perceptions, heuristics, cognitive framing, and emotions. Each lens is examined theoretically as well as through the context of cases taken from the international security literature. By the end of the course students will possess a theoretically informed understanding of the human decision-making process as it relates to matters of national security leadership and foreign policy decision making.

EL6983 Understanding Civil Violence: From Protest to Rebellion

2 Semester Hours

This elective provides an overview and assessment of contemporary research on civil (or intrastate) violence. Throughout the course we are going to focus on a small handful of questions: Why does civil war occur? What happens during a civil war? What motivates terrorism and violence against civilians? How are rebel and terror groups organized? Who participates in civil wars and terrorism? In this course, we will discuss the answers to these questions and evaluate the theoretical and empirical study of civil violence. During that process we will examine theories that portray civil violence as irrational acts of hatred and theories that argue violence follows a rational or strategic logic. This elective, clearly, will not cover everything and is instead meant to serve as an advance introduction to the study of civil violence. The goal of this course is to set each student on a path toward understanding why civil violence occurs.

EL6984 Classical Rhetoric for the Modern Warfighter

2 Semester Hours

This elective covers principles of ancient Greek and Roman rhetoric specifically to help strategic leaders improve their strategic communications skills in persuasion and communication, both written and oral. The course has two blocks—one focused on the Sophists through Aristotle, and the second dedicated to Roman rhetorician, Cicero. Students will study the theories of writing and speaking and apply it to two projects—a communication exercise and a written text which is delivered to the class. Prerequisite for EL6829 Speaking and Executive Leadership (The General Henry “Hap” Arnold Executive Leadership Speaking Series).

EL6985 Leadership Horizons: Accelerating Change for Self and Others

2 Semester Hours

The primary goal of this first course is to provide leaders at AWC the opportunity to put into practice an inter-disciplinary approach of executive coaching, mentoring, and consulting. Participants will apply theory and practice to an organization of their choice that strengthens people and/or programs connected to leadership. The course provides experiential learning opportunities enabling students to make initial discoveries about their emergent leadership style at the strategic and executive levels through “real time” peer-to-peer and client-based practices that include executive coaching, mentoring, and consulting. The lessons are arranged to allow all in the class to participate in a “hybrid” learning

experience that involves various teaching methods, experiential learning, and engagements with selected organizations. In lieu of some class meetings, time is provided for students to meet with their selected organization during and after the elective dates.

EL6989 Emotional Intelligence and Strategic Leadership

2 Semester Hours

This course is designed to enhance one's strategic leadership tool kit by laying the foundation to understand emotional intelligence (EI) in leadership through a grounding in emotional intelligence (the neuroanatomy, domains, etc.). Additionally, students will explore EI in leadership, leadership styles/repertoire, building and sustaining emotionally intelligent leader, and building EI organizations. Students who take this course will be able to articulate the concept of emotion intelligence and EI domains and competencies; understand the leadership styles of the EI leadership repertoire and when to use them, and gain understanding into building and sustaining EI leaders and EI organizations. This elective will focus on EI and leadership by examining the development of EI, biological/neurological basis of EI, the role of EI in leadership and developing and maintaining EI leaders and organizations.

EL6994: The Constitution and the Strategic Leader 2 Semester Hours

This elective is an evaluative seminar covering the history, structure, and application of the U.S. Constitution for DoD, U.S. government, and partner nation strategic leaders. The course will cover aspects of the U.S. Constitution that strategic leaders should be familiar with, such as the history of the Constitution, its structure, federalism, separation of powers, checks and balances, equal protection, due process, control of the military, and guarantees of individual rights. A faculty member from the Air Force Judge Advocate General's School will lead each session. Students will have assigned readings prior to each meeting and will be ready to discuss and evaluate the applicable issues arising in each topic. However, readings and pre-class preparation will be kept to a minimum.

Research Option 3: Research Task Forces

This third option for research includes multiple research task forces (RTFs) students may apply to join. Students remain in the main curriculum (or specialization) while replacing the electives or strategic studies paper with the

RTF (4 Semester Hours). Each RTF is a sponsored, advanced research experience working on a problem with high visibility and high priority to the Air Force. Often RTFs are joint endeavors with ACSC, but all are required to meet off track as they operate outside of a published calendar.

This is a higher commitment and with higher expectations than other research options. Students in RTFs work at an advanced level to approach wicked problems and offer solutions that are meaningful to sponsors.

Students in special concentrations may apply for and enroll in an RTF with permission of their seminar director. Chief Academic Officer makes all final decisions on what is designated as an RTF.

EL6332 Intelligence, Surveillance, Reconnaissance (ISR) Research Task Force: Vigilance Horizons (TS/SCI required)

4 Semester Hours

The Intelligence, Surveillance, Reconnaissance (ISR) Research Task Force (RTF): Vigilance Horizons—is a two term-elective. This RTF is sponsored by Headquarters Air Force (HAF) A2/6 and provides students the opportunity to develop research papers which drive to answer ISR focused problems and shape relevant decision points for Senior ISR leaders. Additionally, the seminar provides engagements with subject matter experts across the spectrum of intelligence and information warfare.

EL6597 ACTS 2.0: Ideas and Weapons Research Task Force

4 Semester Hours

Working with Air Force Research Lab/XP, this RTF examines the intersection of technology, doctrine, and organizational structures to help AFRL deliver robust capabilities to the warfighter in support of USAF and DoD warfighting concepts. By bringing their tactical and operational expertise to S&T partners, students in AWC, ACSC, and SOC highlight potential gaps and seams in planned capabilities, allowing AFRL to deliver capabilities relevant to competition across joint warfighting domains.

EL6598 Immersive Learning and Simulation Research Task Force

4 Semester Hours

The Air University Immersive Learning and Simulation (ILS) Research Task Force (RTF) investigates virtual reality (VR), augmented reality (AR), mixed

reality (MR), extended reality (XR), haptic devices, leadership-themed simulations, 3D printing, 360 videos, photogrammetry, and an array of other related immersive learning technologies as well as a myriad of learning theories including experiential learning, social constructivist learning, situated cognition, transactional distance theory, flow theory, deep learning and connectivism. The course allows students to use, research, and test different immersive technology equipment and meet academic and industry guest lecturers who will provide expert content in immersive technology but will also guide us in real world projects both for Air University research but also application for industry use. The class integrates efforts of eight Air University agencies, three master's degree programs, and multiple educational and non-profit partners. Student papers are submitted to the Interservice/Industry Training, Simulation and Education Conference (I/ITSEC), the world's largest modeling, simulation and training event. Travel may be required.

EL6641 Russian Research Task Force

4 Semester Hours

The Air University Russian Research Task Force creates specialists on Russia to diffuse to the total force. In partnership with EUCOM's Russia Strategic Initiative (RSI), this RTF explores issues of immediate strategic relevancy with regard to Russian grand strategy, foreign policy, and political decision making. Students spend the first semester developing a contextual understanding of Russian history, governing institutions, and political transitions. During the second semester, students develop and publish their research interests and engage with experts on issues of the day. In addition to research on RSI topics of interest, the Russian RTF will work to create an edited volume on the Russian invasion of Ukraine.

EL6642 Resilience Research Task Force

4 Semester Hours

The ability to withstand, adapt, recover and grow in the face of stressors and changing demands – is an increasing focus of the USAF and the DOD amid rising mental health issues and suicides. Understanding the important role of leaders in creating cultures and communities of resilience is a key component of this effort. The Air University Resilience Research Task Force, sponsored by the Air Force Department of Resilience and featuring an array of engaging guest speakers (including, last year, Chief Master Sergeant of the Air Force), cultivates cadres of “resilience warriors” equipped to lead in the face of disruptive, demanding, dramatically changing circumstances and to maintain core purpose in achieving mission goals. Students explore key perspectives,

approaches, and theories of resilience from a range of academic fields and examine resilience in holistic individual, social and organizational dimensions. Special attention is given to the role of culture and leadership in shaping attitudes and approaches towards resilience, along with a review of ways resilience has been studied and enacted in the military. We investigate factors that strengthen or undermine resilience and identify common characteristics of resilient organizations, considering relationships among themes such as resilience and failure; trauma, moral injury, and PTSD; suicide prevention and postvention; and social connection and community. Students will identify a topic of their own special interest to develop and complete a research project, with guidance from academic advisor(s) and prospective opportunities for presentations, out briefs, and publication.

EL6596 Cyber and Information Warfare Research Task Force (Air War College only; TS/SCI required) 4 Semester Hours

The Air War College Cyber and Information Warfare Research Task Force (CRTF) seeks students from a variety of backgrounds with TS/SCI clearances to help address pressing issues in cyberspace and information warfare. Due to the extensive Joint Professional Military Education (JPME) requirements, you will be exposed to cyberspace and information warfare topics sparingly in the core curriculum. Our yearlong course will provide extensive exposure to these topics and the opportunity to dive deeper into a particular topic of your choosing. Our curriculum is unique at Air University in that it combines TS-SCI instruction in current cyber and information warfare topics, interaction with senior military and civilian leaders, field trips to cyber and information warfare organizations and integrated classroom activities that walk students through the research and writing process. The course is really two courses in one—learn cyber and information warfare from practitioners/academics and produce insightful research with your instructors and classmates. Some travel may be required.

EL6944 Innovation Research Task Force 4 Semester Hours

Accelerate change or lose! The term innovation seems to be a top priority for most organizations today. The CJCS and CSAF make remarks concerning how the DoD must innovate, but what does it mean to innovate and how do we make it happen? Through readings, class discussions, and lectures, the AU innovation research task force (iRTF) explores frameworks to discover how different kinds of thinkers and leaders can create constructive conflict, channel

it, and develop something completely new. Students spend the first semester working through historic innovators, methodologies, and concepts while working towards a project pitch. Second semester, students spend time in research, prototyping, visiting local labs, and diving into innovation topics to include war gaming, virtual reality, artificial intelligence, machine learning, quantum, energy, naming only a few. Meetings will occur at MGMWERX in downtown Montgomery.

Concentrations: Grand Strategy, Joint Warrior, and Space Grand

Strategy Seminar Concentration

Students selected to the Grand Strategy Seminar Concentration 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 GSS is a volunteer concentration of approximately 12 students forming a separate seminar at the beginning of the academic year. As such, the GSS curriculum is tailored from the core to more deeply explore strategy and strategic leadership. However, the GSS course of study offers unique engagement opportunities with current and former military and civilian senior leaders and GSS-only field studies trips enrich student understanding of the GSS curriculum. 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 GSS enrollment. When apropos, course descriptions for the GSS follow the regular concentration course descriptions.

Grand Strategy Seminar Concentration Requirements	
MAWC001 Course Numbers and Names	Semester Hours
EX6950 Comprehensive Oral Exam	1
FS6450 Grand Strategy	8
FS6455 Grand Strategy Field Studies	3
GS6750 Dynamics of Great Power Competition	6
LD6250 GSS Strategic Leadership	3
RE6100 Research: Strategic Studies Paper	4
WF 6550 Strategic and Operational Design	5
WG6850 Anarchic Venture Exercise	2
Total	33

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 Seminar Concentration Course Descriptions

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 GSS curriculum of instruction. A panel of three faculty members conducts an intense question-and-answer session of approximately two hours with a single GSS student. The student must demonstrate a high level of synthesis for all GSS 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 GSS designation in their personnel records.

LD6250 GSS Strategic Leadership

3 Semester Hours

The Grand Strategy Seminar (GSS) Strategic Leadership 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 SL 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 SL 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, GSS students conduct field studies trips that draw upon material from their courses to enhance their learning. Trips to Gettysburg and Washington D.C., for example, explore strategy formulation, civil-military relations, strategic leadership, and decision-making. 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.

GS6750 Dynamics of Great Power Competition 6 Semester Hours

The purpose of this course is to enable senior officers to master the complexity of historical great power transitions and to analyze the dynamics of current American competition with peer or near-peer competitors. The course examines major trends in great power rivalries and questions the degree to which great-power conflict is cyclical and inevitable or if the United States and China can escape the “Thucydides Trap”. Political, military, and economic dynamics of great power rise, conflict, and decline are all considered. The course places the concept of international order at center stage and invites students to analyze the conditions and implications of order changes. US grand strategic responses to great power challenges will be considered and students will apply key course themes to studies of Russian and Chinese military and grand strategic thought. A regional field study is integral to the Dynamics of Great Power Competition course. Following a regionally focused block of instruction in the course, students travel to enable student engagements with senior political, military, cultural, and economic officials to discuss security, economic, political, and cultural issues and policies. This regional field study includes a final staff ride to satisfy requirements for the Field Studies course (see FS6455 above in this section).

WF6550 Strategic and Operational Design**5 Semester Hours**

The GSS Strategic and Operational Design 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 conflict. 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.

WG6850 Anarchic Venture Exercise**2 Semester Hours**

Global Challenge is GSS's capstone exercise conducted toward the end of the academic year. The three-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. To enrich the inquiry and discovery of Anarchic Venture, GSS students will conduct this exercise with post-graduate strategy seminars from other American universities. GSS students may also conduct a real-world strategy evaluation exercise in support of combatant command ongoing operations.

Joint Warrior Studies Seminar Concentration

This seminar concentration educates joint leaders to be strategic advisors who design, plan, execute, and lead joint campaigns and operations against great power adversaries. Through this course, students will study historical vignettes and participate in interactive-exercises and field studies that highlight the art and science of war by connecting

lessons from past wars to the competition continuum and future great power conflicts. Joint Warrior Studies Seminar graduates are able to plan, organize and lead all-domain, large-scale joint campaigns and operations, making them well-appointed to serve as future Joint Task Force Commanders and Joint Task Force Staff Officers.

Joint Warrior Studies Seminar Concentration Requirements	
MAWC001 Course Numbers and Names	Semester Hours
EX6951 Oral Examination or Wicked Problem	5
JW6500 Warfare Course • Strategy • Strategic Leadership • Operational Art • National Strategic Decision Making	12
JW6600 Warfighting Course • Contemporary Campaigning • Airpower	7
JW6700 Campaigns for Europe	7
JW6800 Contemporary Strategic Competition Environment	3
JW6900 Joint Land, Air, Sea, and Space Wargame (JLASS)	1
Total	35

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.

Joint Warrior Studies Seminar Concentration Course Descriptions

EX6951 Oral Examination or Wicked Problem 5 Semester Hours

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 JWSS curriculum of instruction. A panel of three faculty members conducts an intense question-and-answer session of approximately two hours with a single JWSS student. The student must demonstrate a high level of synthesis for all JWSS courses and experiences and lucidly present a comprehensive vision of the development of joint warfare, in contemporary America, and into the future. Comprehensive oral exams will be assessed on either a standard letter grade or

similar scale. When appropriate and with the approval of the AWC Dean, a real world “wicked problem” is substituted for the Oral Examination.

JW6500 Warfare Course

12 Semester Hours

The warfare course is built upon six modules that integrate strategy, strategic leadership, operational art, and national decision making. The first module is foundational and provides the knowledge required to progress through the next six modules: Foundational, Civil War, World War I, World War II, Korea, and Vietnam. National Security Decision Making is intertwined through all modules. This course is book-based and historically based with the intent of learning lessons from past leaders and past wars with an eye toward future war. During the civil war module faculty will lead a four-day staff-ride to the Shiloh Battlefield. This course concludes with a two-day oral examination.

JW6600 Warfighting Course

7 Semester Hours

The warfighting course begins with a module focused on Airpower, followed by two modules: the War Application Module and the Joint Exercise module. The War Application Module focuses on operational design, joint planning, and joint doctrine. The Joint Exercise Module is divided into a “Distributed Phase” and the “Exercise Phase.” The exercise phase is one week in length and all PME War Colleges (with the exception of the Marines) participate.

JW6700 Campaigns for Europe

7 Semester Hours

This course focuses on the strategic leadership, campaigning and operational art of the European theater of operations with a focus on WWII. The key components of this course include study of allied relationships, personalities of senior leaders, strategic decisions and operational options focusing on war conclusion and establishing conditions for the interwar period. planning/C2 exercise at Maxwell AFB.

JW6800 Contemporary Strategic Competition Environment

3 Semester Hours

This 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 with heavy emphasis on Russia and China. The course uses a comparative approach to identify growing and emerging security concerns; analyzes how globalization, state strength, nationalism, strategic competition, and democratization and de-democratization influence international

security on a comparative regional basis; examines the roles state and non-state actors play in addressing key issues that shape the great power global environment; assesses potential challenges to US security; and evaluates the relationship between economic factors and international security. The Contemporary Strategic Competition Environment Course with its heavy emphasis on the current environment bridges the Warfare Course (Past) to the Warfighting Course (Future.)

JW6900 Joint Land, Air, Sea, and Space Wargame (JLASS)

1 Semester Hour

The JLASS wargame is the capstone exercise for JWSS. The wargame is played at Carlisle Barracks with representatives from other War Colleges. The setting is in the future against great power rivals. Students develop operational approaches and plans, and then fight them against future adversaries. Throughout the wargame, JWSS students are mentored and coached in the use of doctrine, operational art and strategic leadership.

Dr. Gladys B. West Space Seminar Concentration

The U.S. Space Force is a new branch of the Armed Forces established on 20 December 2019 through the enactment of the Fiscal Year 2020 National Defense Authorization Act. The U.S. Space Force was established within the Department of the Air Force. To support the Chief of Space Operations, the Air War College created this seminar with a space concentration. Those selected for this concentration are degree-eligible students and complete all courses required for the Master of Strategic Studies, listed below with some courses and electives focused on space operations. When apropos, course descriptions for the WSS follow the regular concentration course descriptions.

West Space Seminar Concentration

West Space Seminar Concentration Requirements	
MAWC001 Course Numbers and Names	Semester Hours
EL6000 Elective Term I (Focus on Space)	3
EL6000 Elective Term II	2
IS6001 Introduction to Strategic Studies (Focus on Space)	P/F
LD6200 Strategic Leadership	2
RE6100 Research: Strategic Studies Paper (Focus on Space)	4
SP6400 Foundations of Strategy: Space	5
SP6700 International Security Environment	3
SP6800 Chinese Foreign Policy	1
SP6950 Spacepower	4
SP6600 Space Regional Security Studies	4
WF6502 Global Campaigning	4
WG6800 Global Challenge Exercise	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.

West Space Seminar Concentration Course Descriptions

IS6001 Introduction to Strategic Studies (Focus on Space) Pass/Fail

Introduction to Strategic Studies (with a Focus on Space) is a short course that provides senior military leaders and interagency partners a common set of tools

to succeed at the strategic level. This course will refine communications and critical thinking skills and introduce foundational concepts used throughout the AWC curriculum. Employing these skills and concepts at the strategic level is the joint force's greatest demand from AWC graduates.

SP6400 Foundations of Strategy: Space

5 Semester Hours

Foundations of Strategy: Space Seminar is designed to provide students with a toolkit of key strategic concepts and analytical frameworks to analyze the development and implementation of national and theater strategies and evaluate the role of the space domain in those strategies. 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 spacepower in particular into desired political outcomes. The course serves as the foundation for further study of strategy and spacepower 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.

SP6600 Space Regional Security Studies

4 Semester Hours

The Space Regional Security Studies (RSS) course is an integral part of the curriculum, preparing senior leaders to evaluate the economic, political, cultural, and security issues within a particular region, with a focus on how the space domain affects and is affected by that region's security challenges. The Space RSS course provides the opportunity for students to gain unique perspectives by studying and visiting an international region or, for International Fellows, three US locations. The students complete 30 classroom hours of focused academic preparation, followed by a regional field study that allows students to discuss security policy issues with senior political, military, cultural, and economic officials.

SP6700 International Security Environment

3 Semester Hours

The International Security Environment 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 examines key international relations approaches to conflict and war, analyzes how traditional security threats, less conventional security challenges, and

strategic power politics shape the current global environment, and identifies growing and emerging security concerns, on the ground and in the space domain.

SP6800 Chinese Foreign Policy

1 Semester Hour

This course provides students with a brief overview of the following topics relating to the People's Republic of China, our pacing threat and the leading strategic competitor in the space domain: politics, economics, security and foreign policy, nationalism, ideology, and the issues behind territorial disputes over Taiwan and the East and South China Seas.

SP6950 Spacepower

4 Semester Hours

The Spacepower course provides an in-depth understanding of the classics and state-of-the-art in spacepower theory. Students are provided the necessary foundations in space history and current affairs in which to place the theory they read in proper historical context.

WF6502 Global Campaigning

4 Semester Hours

The Global 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 and leadership 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.

WG6800 Global Challenge Exercise

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.

West Space Seminar Electives: Focus on Space

EL6839 International Space Law and Policy 3 Semester Hours

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.

EL6840 Comparative Strategies: An Introduction to Strategic Thought 3 Semester Hours

This course will introduce students to a pattern of thought designed to help them begin thinking strategically to solve today's problems.

EL6843 The Origins of Spacepower 3 Semester Hours

The purpose of this course is to offer a better understanding of the space domain for current and future space warfighters. It is also an examination of the importance of technology in war and warfare, as well as how leaders deal with technological change. The overarching questions will include: 1) What is the role of technology in war and peace? 2) How can leaders adapt to (and employ) high technology for strategic advantage? 3) What is the lasting significance of space power since its birth?

EL6849 Dimensions of US Nuclear Strategy 3 Semester Hours

This course examines 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.

**EL6850 Sci-Fi and Strategy
Hours**

3 Semester

This course examines the relationship between strategy, technology, war, and society mostly through the lens of science fiction literature. Lessons will explore topics like international relations theory, civ-mil relations, leadership, ethics, and unconventional warfare, as well as the effect of future technologies (such as artificial intelligence, robotics, human augmentation, etc.) on those topics.

EL6852 Pacific Campaigns in WWII

3 Semester Hours

This course provides an overview and analysis of Allied and Japanese strategies, campaign planning, and execution of campaigns in the Pacific Theaters of Operation during World War II. It summarizes political, strategic, and operational issues facing American, British, Chinese, and Japanese leaders before and after the commencement of hostilities in December 1941.

EL6853 China as a Strategic Competitor

3 Semester Hours

Success in competition with China requires that all national security leaders have fundamental knowledge about the nation and its ruling regime. This course will provide students with that knowledge: how China's political and economic systems function, what drives China's actions, how China interacts with its neighbors as well as US allies and adversaries, and what instruments of power China has and how it applies them.

EL6854 Military Robotics

3 Semester Hours

Modern conflict is increasingly reliant upon incredibly complex machines, many of which demonstrate at least limited autonomy and the use of artificial intelligence for their basic functions. These systems are undeniably changing the character of warfare and may also be altering its fundamental nature. They are having unprecedented effects upon the legal, moral, and ethical aspects of warfare. They seem incredibly novel—and yet they have been a part of major conflicts for more than a century and can also be placed into a much broader series of trends in human conflict. This course is designed to provide a basic understanding of the fundamentals of military robotics and related technologies and encourage students to consider the changes being wrought in their lifetime.

EL6859 China and Spacepower

3 Semester Hours

China is increasingly growing powerful in the space domain and poses

significant challenges to U.S. interests in space and on Earth. This course provides a deep dive into the drivers and consequences of China's pursuit of space power, examining China's space ambitions from a variety of theoretical perspectives, and considering other important contemporary topics including China's commercial space sector, its ties to Russia, as well as China's advancements in other technologies from nuclear weapons to artificial intelligence.

Air War College Additional Events and Programs

National Security Forum. The Secretary of the Air Force-sponsored NSF is hosted annually by the AWC the week after Global Challenge Exercise. NSF joins the AWC faculty and students with senior leader-nominated, nationwide civilian leaders with the primary objective of a frank and candid exchange of views on national security matters. The week explores current and future security issues focusing heavily on the role of air, space, and cyberspace power as an instrument of national security. The Forum's distinguished speakers, seminar engagements, and social functions broaden and solidify the participants' understanding of military power and national security issues while exposing the students to the viewpoints of civic leaders.

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. International Officer School (IOS) provides intensive English as a Second Language (ESL) instruction during an 8-week preparatory course prior to Air War College to help international military students develop successful strategies for communicative, cultural, and informational challenges. US and international students may participate in foreign 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

Program Description. The purpose of the Air Command and Staff College curriculum is the development and enhancement of critical thinking skills and effective communication and articulation to develop higher-order thinking within the context of the war-fighting profession. 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 led by exceptionally qualified faculty. The curriculum leverages a mix of classical texts in military history, international relations and national security studies; current doctrine; and many recent publications on current topics in leadership development, strategic competition, and the profession of arms to serve as the basis for seminar discussion, writing, application scenarios and research.

Program Learning Outcomes. The ACSC Resident Program produces air-minded graduates who are able to:

- demonstrate creative thinking, critical analysis, and persuasive communications in operational problem solving;
- demonstrate leadership and ethical decision-making based on the shared values of the profession of arms;
- describe the capabilities, limitations, and integration of the instruments of national power across the spectrum of competition, conflict, and war, and their integration with allies and partners;
- analyze operational environments marked by complexity, uncertainty, and surprise within the continuum of competition, conflict, and war;
- apply military theory, doctrine, strategic guidance, and joint warfighting principles to plan for all-domain, globally integrated operations; and
- explain the conduct of contemporary and emerging warfare, to include adaptation and innovation.

Faculty. ACSC employs a blend of military and civilian 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 for ACSC via the procedures outlined in AFI 36-2670, *Total Force Education 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 36-2670, *Total Force Education* at [afi36-2670.pdf](#) for additional information.

Admission Requirements. To be admitted to the Master of Military Operational Art and Science degree program, individuals must (1) present proof of academic capability either by holding a qualifying undergraduate degree from a regionally accredited college/university (US bachelor's degree or its equivalent) or by meeting academic credentials admission requirements through the portfolio admission process; and (2) provide an acceptable score on the TOEFL, unless they are from an English-speaking country. International students not meeting the admissions requirements for the master's degree program will be allowed to attend ACSC and, upon completion of the resident program requirements, will receive the ACSC resident diploma but will not be awarded a master's degree.

Graduation Requirements. Students fully admitted must complete the following 32-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.

Program Plan – Master of Military Operational Art and Science

Course Number and Title	Semester Hours
JO5510 Joint Air Primer	1
MT5510 Foundations of Military Theory	2
LP5510 Leadership and the Profession of Arms 1	2
LP5511 Leadership and the Profession of Arms 2	1
AO5510 Airpower Strategy and Operations	4
IS5510 International Security	4
CW5510 Contemporary and Emerging Warfare	4
LC5510 Leadership in Command	2
JC5510 Joint Campaigning	5
WG5510 Wargame	1
RE Research/Electives 1	3
RE Research/Electives 2	3
Total	32

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. For the School of Advanced Nuclear Deterrence Studies (SANDS) concentration, DT5510 & CD5510 are substituted for AO5510 & CW5510.

Course Descriptions

Master of Military Operational Art and Science

JO 5510 Joint Air Primer

1 Semester Hour

The Joint Air Primer course educates officers and civilians in the fundamental concepts, principles, and doctrine required to publish the air portion of the

joint/combined campaign plan. There are four areas of instruction built around specific learning objectives: air component planning fundamentals, the Joint Planning Process for Air (JPPA), which incorporates operational design, the air component planning exercise, and a writing practicum.

MT 5510 Foundations of Military Theory **2 Semester Hours**

Foundations of Military 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 and the range of military operations. In applying military theory to contemporary security challenges, students will be able to better anticipate and respond to operational problems throughout the continuum of competition in this age of strategic competition.

LP 5510 Leadership and the Profession of Arms 1 **2 Semester Hours**

This course seeks to produce self-aware graduates with increased capacity to lead ethically, understand organizational behavior, and excel in complex and novel circumstances. In the first phase, students conduct guided inquiry into their own nature as leaders, and in three subsequent phases they investigate skills critical to tomorrow's leadership demands, with special emphasis on the context of great power competition.

LP 5510 Leadership and the Profession of Arms 2 **1 Semester Hour**

In this second part of Leadership and the Profession of Arms, students will apply leadership studies through analysis of organizational culture and organizational leadership. The course will familiarize students with principles of creativity and innovation, and how they relate to military adaptation. Students will understand and analyze how leadership studies informs decision-making in the profession of arms.

A0 5510 Airpower Strategy and Operations **4 Semester Hours**

Airpower Strategy and Operations examines the emergence and development of airpower as a strategic and operational instrument across the competition continuum. This course analyzes the development of key ideas, capabilities, organizations, practices, and limitations that framed the conduct of air warfare in the twentieth century as airmen adapted and innovated rapidly in the air domain. The course shows how 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 improve their ability to lead in complex, uncertain times while making ethical decisions with the ultimate goal of applying airpower in a joint context to serve national strategic objectives.

IS 5510 International Security **4 Semester Hours**

International Security provides a comprehensive overview of the context in which states and non-state actors engage the international community, employ their

instruments of power, and pursue their interests. The course introduces traditional paradigms of International Relations (IR) to provide a foundation for considering great power competition over time, and the current opportunities and challenges to U.S. policy in the emerging strategic environment. These course concepts are then applied to U.S. near-peer competitors and other strategic security concerns including China, Russia, Iran, North Korea and non-state challenges. Students develop interpretations and responses to international security issues systematically. The course allows students the opportunity to cultivate and refine skills for advising senior leaders on meeting future security threats.

CW 5510 Contemporary and Emerging Warfare 4 Semester Hours

Contemporary and Emerging Warfare fosters critical thinking about modern warfare, airpower, joint operations, strategic guidance, and 21st century operational environments. It examines the capabilities and limitations of airpower in contemporary and emerging conflicts and gives students an understanding of how the modern joint force operates in all domains of war. The course provides an in-depth analysis of contemporary conflict as well as friendly and adversary military capabilities, modern theories of war, and methods of employment. The course is routinely updated to ensure that emerging technologies, operational concepts, and strategic challenges are integrated to meet the needs of future commanders and staff officers.

LP 5510 Leadership in Command 2 Semester Hours

This course seeks to produce self-aware graduates with increased capacity to lead ethically, understand organizational behavior, and excel in complex and novel circumstances. In the first phase, students conduct guided inquiry into their own nature as leaders, and in three subsequent phases they investigate skills critical to tomorrow's leadership demands, with special emphasis on the context of great power competition.

JC 5510 Joint Campaigning 5 Semester Hours

The Joint Campaigning (JC) 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 across the range of military operations in an era of Strategic Competition. The primary purpose of the JC course is to comprehend and analyze how we, the Joint force, go to war and prevail. The course will equip military and interagency professionals with skills to articulate and influence the application of the military instrument of power, in order 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 are necessary to properly plan and execute military operations in the modern geopolitical arena where Russia, China, and other state and non-state adversaries shape a continuum of competition in the international system. It is also imperative to understand how the U.S. military uses the Joint Planning Process to solve operational problems in a volatile, uncertain, complex, or ambiguous environment.

WG 5510 Wargame

1 Semester Hour

The capstone Wargame course allows students to execute their selected COA from JC's Pacific Endeavor Exercise against an adaptive adversary. Students will deepen their operational problem-solving skills while analyzing challenges and opportunities facing the military instrument in the continuum of competition, conflict, and war in the 21st century.

JOINT ALL DOMAIN STRATEGIST (JADS) CONCENTRATION

The Joint All Domain Strategist (JADS) concentration is a selective year-long advanced program specializing in developing leaders who understand the employment of joint all domain operational maneuver to counter future threats in contested and degraded environments. The 32 semester hour curriculum focuses on improving critical thinking and problem solving skills at the operational level of war. It prepares selected students for future operational and command assignments requiring advanced knowledge of the capabilities, methods, and challenges associated with operations within and across the six domains (electromagnetic spectrum, space, air, land, maritime, and human). Additionally, students study and apply strategic and operational design, reflexive control theory, aggregation theory, decision making theory, and risk analysis. Students graduating from the JADS concentration are awarded the Master of Military Operational Art and Science degree and receive credit for IDE and JPME Phase I.

Program Plan–Joint All Domain Strategist (JADS) Concentration Students in JADS seminars complete the following courses:

Course Number and Title	Semester Hours
TF 5512 Theoretical Frameworks (JADS)	3
GO5512 Global Integrated Operations (JADS)	4
LC5512 Leadership Course (JADS)	1
DM5512 All Domain Maneuver (JADS)	4
OA5512 Operational Approach (JADS)	5
AP5512 Airpower (JADS)	5
MW5512 Multi-Theater War (JADS)	6
GS5512 Global Strike (JADS)	3
RE5512 Research Course (JADS)	1
Total	32

JADS Concentration Course Descriptions

TF 5512 Theoretical Frameworks (JADS)

3 Semester Hours

TF introduces students to theories and concepts for solving complex problem sets that will emerge during the decade 2025-2035. This course applies system theory and constructivism to counter threats posed by the PRC, Russia, North Korea, and Iran.

GO5512 Global Integrated Operations (JADS)**4 Semester Hours**

The Global Integrated Operations (GIO) course teaches the students to employ strategic design to communicate across agencies and recommend response options to senior leaders. Additionally, the course educates students to identify and recommend global level asymmetric options to deter adversaries and if deterrence fails, gain positional advantage through use of all four of the national instruments of power and defeat the adversaries.

DM5512 All Domain Maneuver (JADS)**4 Semester Hours**

The all domain maneuver course introduces students to mission analysis, the five paragraph field order, and how to maneuver within six domains (Land, Maritime, Air, Space, Electromagnetic Spectrum, and the Human). Based on an operational scenario, students apply maneuver concepts in each of the domains separately and at the culmination of the course synchronize all of the domains to destroy the adversary's system.

OA5512 Operational Approach (JADS)**5 Semester Hours**

The Operational Approach course guides student through an extensive examination of integrating operational design into the joint planning process (JPP). Based on an operational scenario, students develop strategic and operational designs, execute the JPP, wargame an approved course of action (COA), determine preplanned and emergent opportunity decisions, and conduct risk analysis for the operational commander. The students then develop a concept of operation (CONOP) for phases I and II of the operation.

AP5512 Airpower (JADS)**5 Semester Hours**

The Airpower course concentrates on the application of airpower within a combined joint task force (CJTF). Based on an operational scenario requiring agile combat employment (ACE), students conduct air component design, execute the joint planning process - air (JPP-A), wargame the approved COA, identify key air combined force air component commander (CFACC) decisions, and conduct risk analysis for the CFACC. Additionally, students examine a future all domain tasking order (ADTO), produce a joint air operations CONOP for phases I and II, write an air operations directive, and develop a master air attack plan (MAAP).

GS5512 Global Strike (JADS)**3 Semester Hours**

This course applies air power in a global strike context and will be conducted in a sensitive compartmented information facility (SCIF). Students will be introduced to the differences in planning between applying air power as part of a CJTF and as part of a global strike.

MW5512 Multi-Theater War (JADS)**6 Semester Hours**

This course examines what the students have learned throughout the academic year. Based on a two multi theater war (2 MTW) scenario, the

students are divided into Red, Blue, and White cells for the INDOPACOM and EUCOM theaters. The first phase of the course will focus on developing strategic and operational designs, conducting the JPP, wargaming and developing a CONOP. The second phase will concentrate on crisis action where the students must anticipate, adapt, and respond to complex and ambiguous strategic and operational environments. The third phase will center on execution of a coordinated 2MTW strategy. During phase three the students will prepare a daily CJTF commander's guidance brief, produce a CJTF commander's guidance letter, and make recommendations on preplanned and emergent opportunity decisions.

LC5512 Leadership Course (JADS)

1 Semester Hour

Leadership is integrated into every core course and taught throughout the academic year. Students will be taught staff and command leadership. Every student will have a minimum of three leadership positions responsible for leading their peers through the development of staff products. The students will receive both peer level and instructor feedback on the leadership positions.

RE5512 Research Course (JADS)

1 Semester Hour

JADS will offer a diverse range of year-long research opportunities. These opportunities will include personalized research on a topic approved by the faculty, editorial staff of JADS's Over the Horizon (OTH) digital journal, and faculty led research teams.

SCHOOL OF ADVANCED NUCLEAR DETERRENCE STUDIES (SANDS) CONCENTRATION

The School of Advanced Nuclear Deterrence Studies (SANDS) concentration was founded in July 2015 by Air Force Global Strike Command to develop field grade officers into the next generation of nuclear deterrence leaders and experts. In 2018, the school was incorporated into ACSC as a concentration to leverage the wealth of academic knowledge offered by Air University in order to enrich our student's academic experience. The core mission of SANDS is to study military theory focused on strategic deterrence. Over the course of the rigorous 10-month graduate-level program, our students study the history of deterrence application, modern operational deterrence theory, and formulate how deterrence will change in the future. Students graduating from the SANDS concentration are awarded the Master of Military Operational Art and Science degree and receive credit for IDE and JPME Phase I. Students in SANDS concentration seminars complete the same program plan as core curriculum students; however, the AO5510 and CW5510 courses are replaced by the DT5510 and CD5510 courses.

Course Number and Title	Semester Hours
JO5510 Joint Air Primer	1
MT5510 Foundations of Military Theory	2
LP5510 Leadership and the Profession of Arms 1	2

LP5511 Leadership and the Profession of Arms 2	1
DT5510 Deterrence Theory and Practice	4
IS5510 International Security	4
CD5510 Contemporary Deterrence	4
LC5510 Leadership in Command	2
JC5510 Joint Campaigning	5
WG5510 Wargame	1
RE Research/Electives 1	3
RE Research/Electives 2	3
Total	32

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. For the School of Advanced Nuclear Deterrence Studies (SANDS) concentration, DT5510 & CD5510 are substituted for AP5510 & AP5511.

Students in SANDS complete the following unique, concentration-specific courses:

DT 5510 Deterrence Theory and Practice (SANDS) 4 Semester Hours

This is the first in a two-course sequence designed to introduce students to the origins and evolution of modern deterrence theory, strategy, and policy. 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, as well as alternatives, such as those based in psychology and behavioral economics, that challenge this assumption of rationality. The course concludes by reviewing and assessing alternate approaches to US nuclear strategy and policy-making in an era of great power competition.

CD 5510 Contemporary Deterrence (SANDS) 4 Semester Hours

Contemporary 2 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 deterrence theory and its various extensions and implications. Students are required to apply deterrence theory to a variety of staff and command scenarios in the 21st century strategic environment. It examines how deterrence theory applies in the era of Strategic Competition, which can be more complex and dynamic than the bipolar Cold War.

SCHRIEVER SPACE SCHOLARS (SSS) CONCENTRATION

The Schriever Space Scholars (SSS) Concentration is the nation's first year-long, space-centric IDE program dedicated to developing space strategists. Originally sponsored by Air Force Space Command and now sponsored by US Space Force, the concentration combines the time-tested warfighting curriculum of ACSC (War Theory, International Studies, and Joint Warfighting courses) with space-focused classes that offer deep dives into space history, strategy, operations, and policy. The program offers a world-class strategic space education across all levels of the space enterprise:

military, civil, and commercial. In addition to coursework, the concentration typically takes three group trips, including one to Washington, DC, and one to the National Space Symposium in Colorado Springs to round out the students' strategic education. Schriever Space Scholars graduates are capable of acting as national leaders on space questions at all levels and are highly competitive for SAASS or other Advanced Studies Group programs. All USSF and USAF personnel may apply. Students from other branches of the US Joint Forces, civilian agencies, and international officers from selected countries also attend the concentration.

Students graduating from the SSS concentration are awarded the Master of Military Operational Art and Science degree and receive credit for IDE and JPME Phase I.

Program Plan – Schriever Space Scholars (SSS) Concentration

Students in Schriever Space Scholars (SSS) Concentration seminars will complete a distinct, 32 credit hour, course of study, that includes:

PT5510 Pre-Term Course (SSS)

1 Semester Hour

This 1-credit course is an overall introduction to the Schriever Space Scholars program. The course supplements some elements of the concentration while filling gaps in other parts of the curriculum. To ensure all incoming students have a baseline understanding of space, students receive lessons related to the space environment and operations within it. There are several lessons on the history of space, paying particular attention to the US space program and how cooperation and competition in space changed over time. Students then receive threat briefs to help understand the current environment and the relevance of great power competition. This is followed by lessons to help students prepare for the research projects they will write in the spring, and then a TDY to Huntsville, AL to explore the relationship between that city and the history of rockets and the US space program.

WT5510 War Theory (SSS)

3 Semester Hours

This course introduces students to multiple theories and concepts about war and warfare. This includes the nature and character of war, warfare in different domains, the competition continuum, how different cultures theorize about war, and the evolution war, warfare, and military thought. The course introduces students to classical and contemporary theories of war to critically think and analyze modern security challenges so that students are better able to anticipate and respond to complex problems across the range of military operations and strategy.

LD5510 Leader Development (SSS)

3 Semester Hours

This course provides students the opportunity to develop their abilities to lead in challenging times. Leaders confronting ethical challenges, domestic crises, and the hazards of strategic competition must exercise firmness and flexibility at the appropriate time and place while possessing the expertise to cultivate these qualities in their teams and organizations. Many leaders fail because, under duress or

temptation, they prove intransigent when the situation calls for flexibility or yield when a specific challenge demands principled perseverance. This course focuses on developing both conviction and resilience, prudence and adaptability, in leaders of diverse teams and organizations. This course also highlights the importance and challenges of leadership in organizations, but especially in new organizations like the US Space Force.

SP5510 Spacepower I (SSS)

3 Semester Hours

This course examines the rich panoply of spacepower theory that informs actions across all the instruments of national power. This course, organized according to the DIME model (diplomatic, information, military, and economic), comprises an in-depth study of key spacepower works written over the last 70 years of space operations. Building off the firm foundation of military theory delivered by the War Theory course, readings, lectures, and seminar discussions cultivate adaptive leaders and critical spacepower thinkers by challenging officers to examine the evolution of spacepower and how it serves current and future national strategic objectives.

SP5511 Spacepower II (SSS)

3 Semester Hours

This course examines spacepower strategies in the face of great power competition in the twenty-first century. It examines adversary space threats along with the various approaches to deter, coexist, or counter them. Students debate the proper role of government and its space forces given the rapid economic expansion into space. Also considered is the potential for expanding the roles and missions of space force to provide law enforcement, search and rescue, safety of navigation, and other services to spacefaring peoples. Finally, it analyzes the relevance and value of various air, sea, land, and cyberpower theories, along with the need for a unique spacepower theory and strategy for warfighting.

SS5510 International Security I (SSS)

3 Semester Hours

This course provides an overview of the context in which states and non-state actors engage in the international community, employ the instruments of national power, and pursue their interests. The course introduces traditional paradigms of International Relations (IR) to provide a foundation for considering great power competition over time, and the current opportunities and challenges to US policy in the current strategic environment. Students analyze the relationship between these IR paradigms, national interests, and the diplomatic, informational, military, and economic (DIME) instruments of national power.

SS5511 International Security II (SSS)

3 Semester Hours

This course develops officers and national security professionals who can: a) synthesize the theories and concepts of strategy; b) assess the strategic environment and discern its context; c) apply refined critical thinking skills to complex, ill-defined strategic problems; d) apply creative thinking skills to develop practical approaches

to those problems; and e) clearly and effectively communicate their analyses, assessments, approaches, and solutions across the national security enterprise. It provides students with a solid intellectual foundation by integrating history, theory, and experience to develop a rich professional perspective of interagency partners and processes as well as national and theater strategy development. The focus is on the nexus between strategy and operations and examines how strategy is made, how we use the instruments of national power to implement strategies, current and emerging concepts and doctrine, and the relationship between national and theater level strategy.

JW5510 Joint Warfighting (SSS)

6 Semester Hours

This course demonstrates, at the operational level, how the US joint force organizes, deploys, employs, and sustains military capabilities in support of national interests across the competition continuum, in a realm of great power competition. The course equips military and interagency professionals with skills to articulate and influence the application of the military instrument of power, to provide commanders with options for using military force to support national interests. It grounds students in joint force organization and capabilities and the Joint Planning Process planning processes. It also examines and evaluates national security guidance and strategy in relation to operational-level plans. Students apply these fundamentals in exercises to develop effective military solutions to real-world operational planning problems.

CP5510 Concentration Practicum (SSS)

1 Semester Hour

This 1-credit course consists of a series of trips that helps students take the theoretical concepts of the classroom and place them into real world context. All students will spend one week in Florida engaged with Space Force units that operate the Cape Canaveral space launch facilities as well as several members of the interagency and commercial industry. Students will spend a week either in Colorado Springs, learning more about space operations, or in Washington DC, hearing from those who think about and develop space strategy and policy. Finally, all students participate in a week-long space symposium in Colorado Springs, where they will meet and hear from industry experts, academics, and policymakers both from the US and from around the world.

RE1 Research Elective I

3 credit hours

RE2 Research Elective II

3 credit hours

Course Number and Title	Semester Hours
SS5510 International Security 1	3
SS5511 International Security 2	3

SP5510 Spacepower 1	3
SP5511 Spacepower 2	3
LD5510 Advanced Topics in Leadership Development	3
JW5510 Joint Warfighting	6
WT5510 War Theory	3
RE Research/Electives 1	3
RE Research/Electives 2	3
PT5510 Pre-Course	1
CP5510 Concentration Practicum	1
Total	32

Resident Curriculum Electives

(3 Semester Hours each unless otherwise noted)

AIRPOWER

RE 5101 Space Operations

This elective is for students with 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 warfighting, 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.

RE 5103 Essentials of CyberPower

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.

RE 5106 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 films. 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.

RE 5108 The Origins of Space Power

The purpose of this course is to offer a better understanding of the space domain for current and future space warfighters. It is also an examination of the importance of technology in war and warfare, as well as how leaders deal with technological change. The overarching questions will include what is the role of technology in war and

peace, how can leaders adapt to (and employ) high technology for strategic advantage, and what is the lasting significance of space power since its birth.

RE 5114 The Evolution of Air Power

This elective will be the evolution of airpower from the beginning of the 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 air-power. 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.

RE 5116 Cyber National Crisis Leadership

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

RE 5118 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.

RE 5120 Civil Aviation

This course examines the historical development of flight as a cultural phenomenon. Society has attached a cultural meaning to flying ever since the Wright brothers could be seen riding a machine through the air. The sight has inspired children, Hollywood stars, entrepreneurs, pilots, and blue-collar workers among others to imagine what flight might mean to them. As society and personal perspectives changed over time, the cultural meaning of flight changed with them. The material selected for this course enables students to assess the cultural meaning flight has acquired—and the potential meaning it holds for future generations.

RE 5122 Speaking Space

This course will explore how to effectively communicate the U.S. military role in space and its importance to domestic and international audiences. By studying communication planning, analyzing historic public engagements throughout the space enterprise and considering the unique attributes of the domain, students will refine how they “speak space.”

RE5124 Wargaming the Blue Water Space Force

This elective uses a new commercial wargame, Stellar Horizons, to give students an experiential education in Blue Water space thought as well as use as a tool to analyze various attributes of Blue Water space perspectives. Students will review national/regional space policies from seven major nations or factions (United States, China, Russia, India, Japan, European Union, and South America) and use them to inform their game play of three separate wargame scenarios, including a three-day wargame covering international space competition from 2030 to 2169.

WEAPONS OF MASS DESTRUCTION

RE 5149 Using Airpower to Counter WMD

This course reviews 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 US Strategic Command.

RE 5151 Dimensions of US Nuclear Strategy

This course examines 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.

RE 5153 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 the relevancy of nuclear weapons to contemporary strategy discussions. Understand the role of nuclear weapons with respect to strategic and operational-level military operations, apply military concepts within the context of wargames to counter adversaries who use nuclear weapons, and explain the implications for the U.S. Air Force.

RE 5155 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.

RE 5159 Comparative Contemporary Nuclear Strategy

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

RE 5161 Advanced Deterrence Concepts I

RE 5162 Advanced Deterrence Concepts II

These courses examine strategic deterrence-focused research questions. Students will gain advanced knowledge of deterrence theory and related concepts such as assurance, compellence, and coercion, and how they have affected US strategy, policy, and operations. The course has an implicit focus on nuclear deterrence, but other forms of deterrence, such as cyber, space, and conventional, will also be discussed.

RE 5164 What You Need to Know about Nukes to Get Promoted or: How I Learned to Love the Bomb

This course investigates a series of key questions about the “number one priority” of the USAF and DOD – nuclear deterrence. The intent is to introduce you to a broad range of evidence, ideas and approaches relevant to major policy debates about the bomb.

RE 5165 Nuclear Prometheus: From Trinity to Today

The nuclear Prometheus gave mankind knowledge of fission in 1938 at a laboratory in Germany. Using this knowledge, the first manmade nuclear reactor went critical in 1942 at Stagg Field in Chicago, followed soon after by the first nuclear explosion in 1945 at the Trinity test in Alamogordo, New Mexico. Over the last seven decades, the nation has had to deal with the many complex nuclear issues, both military and civilian, that have arisen as a result of these momentous events. The goal of this course is for students to obtain a broad overview of the many nuclear issues facing the United States.

Civilian-Military**RE 5201 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.

RE 5203 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 a controversy that may be seen as detrimental to national security; controversy possibly exacerbated by a concerned polity.

RE 5205 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.

US Military**RE 5221 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.

RE 5223 Gender and Leadership

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 life-time. 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.

RE 5225 War and Gender in Post-1945 United States

This course examines how gender and sexuality impact war and conflict in post-1945 United States. We will learn how gender influences wartime experiences, military policy and strategy, and conflict. We will also explore the influence war has on societal notions of gender norms both during conflict and in peacetime. Students will understand historical changes in wartime and military gender roles, analyze how these gender roles have shaped identity and the experience of war for Americans, and explore the impact of gender and sexuality on future military engagements and experiences.

RE 5227 The Military Commander and the Law

Students who enter into a 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 the law in the military justice, administrative, and civil law arenas, and the role of the judge advocate general as supporting staff to the commander.

RE 5229 All Volunteer Force

The course explores 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 world-wide. 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.

RE 5231 Wellness: The Art & Science of Self-Care

This course will explain the science behind wellness. What does “wellness” look like? Is self-care really just making sure you get a run in every day? Through the readings, class discussions, and expert guest speakers, we will explore the different ways members can work self-care into their lifestyle. Students will discover and explore practical ways to increase their well-being.

RE 5233 Media 2.0 for Military Professionals

This course is designed to provide students with a broad understanding of media, news, and journalism. It offers a mix of seminal texts and new research as a way to advance military professionals' knowledge about the media landscape, its challenges and transformation, and how to navigate it.

OPERATIONS

RE 5253 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.

RE 5255 Intermediate Force Capabilities (IFC)—Supporting the Joint Force Across the Competition Continuum

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 employ 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.

RE 5257 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.

RE 5259 Intelligence Integration in Support of JADO

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 a future leader's abilities to critically analyze and synthesize ISR capabilities to improve decision making.

RE 5263 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.

RE 5265 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.

RE 5267 ISR and Cyberspace

Evolving technology has turned the cyber arena into a multidimensional at- tack space where economic and national security assets are exposed to significant threat. This course examines the role of ISR in cyberspace. The course begins with an overview and analysis of cyber doctrine, global norms and threats. The course then focuses on legal issues in the cyber domain and concludes with an in-depth examination of the three pillars of cyber operations: exploitation, defense, and attack.

RE 5269 Joint Fires and Targeting

This elective studies how Joint Fires operate and create effects across the spectrum of conflict at the operational level of war. Students will examine the Joint Targeting Cycle at the JTF and AOC.

RE 5271 Central Intelligence Agency

This course examines the Agency’s means of operations and analysis so military leaders better understand the capabilities and limitations of CIA in order to effectively use it and its products in the planning and execution of joint, interagency, and coalition operations.

RE 5273 Cultural Heritage & Property Protection in Conflict

This course analyzes the role and impact that cultural heritage and property considerations can have in full spectrum conflict and apply multiple options to leading and developing operational plans, policy and strategy for culturally complex environments.

RE 5275 National Reconnaissance Office (NRO): Foundations, Cultures, Consequences, and Possibilities

The course begins with overviews of early technological innovations and their impact on strategy by Howard and transitions to Houchin’s Industrial Age case study of theater strategic reconnaissance in the American Civil War. These are followed by a discussion of the history of technology by Kranzberg and a few insights regarding NRO acquisition by Battle.

RE 5277 Economics of Cybersecurity and Cryptocurrencies

This elective is designed to examine the economic phenomena we see in the cyber environment today. The course will take an interdisciplinary approach to examine the initial basis for action or inaction with economics providing explanations for market behavior and outcomes. The purpose of this course will be to explain the role economics plays in cybersecurity, defense acquisition of cyber dependent systems, cryptocurrencies, and the measurement of cyber risk.

RE 5279 Essentials of CyberGeomatics

This course educates DoD members the fundamentals of why CyberGeomatics is important, how data and observables are used, what products can be produced for decision making, and a look at emerging forces of change in the field in different Areas of Interest (AOIs).

RE 5281 Cyber Advanced Research Seminar I RE

5282 Cyber Advanced Research Seminar II

Our goal is to give you the ability to understand, explain, and perform operationally relevant social science research, with a special focus on cyberpower, national security, and military operations. The topical focus of this course is on the interdisciplinary study of cyberspace. Course modules are designed to help students to untangle advanced cyber policy and strategy concepts, and guide them through the production of scholarship in the fields of cyber as an aspect of power, methods of cyber conflict, laws and ethics of cyber conflict, mission assurance, critical infrastructure threats, and vulnerabilities, cyber deterrence and defense.

RE 5284 Threats in Space

This elective characterizes and explores the hazards inherent in the space environment. The course begins with a conceptual exploration of space weather and transitions to manmade and adversary space capabilities while examining their impacts on today's warfighter. While not intended to be a math-intensive course, this elective will require a basic understanding of mathematical principles and a general understanding of physics.

RE 5286 Social Networks for Information Warfare

The goal of this course is to understand and explain the impact of the social media on core missions of the DoD. Comprehension of current vulnerabilities and threats that have proliferated into USAF weapon, industrial control, and information systems as a result of adoption of social media technologies as applied to information operations. Understand social network analysis lexicon as well as opportunities and risks associated with the lexicon in non- technical language. Describe and compare USG organizations and their missions in cyberspace as they engage social networks. Understand and apply basic cybersecurity tactics to personal and unit activities and how they are affected by social networks. Provide essential information to superiors on authorities, laws, and norms within the domain.

RE 5288 EW and Cyberspace

As the information warfare (IW) components of cyber and electromagnetic warfare

(EW) have continued to become increasingly entangled, a more unified theory of strategy and operations has become unavoidably necessary. This course is designed with the intent of drawing these IW threads more tightly together while exploring the individual capabilities of cyber and EW and analyzing their complementary functions. Throughout the course, students will explore in-depth research concerning cyber, EW, and IW while synthesizing their own research pertaining to these integral spheres.

RE 5290 Multinational Military Exercises and World (Dis)Order

This course examines, and at times questions, the utility of these exercises. We will explore how MMEs are used in diplomatic practice, and how they factor into the identification of threats to national security; how they reflect balancing behavior and reinforce our own depictions of the adversary, fueling the security dilemma; how they build and reinforce the norms and rules that prop up international institutions; and how they enhance security exportation, along with tactics, techniques, and procedures. The course finally considers the broader impact that these exercises may have on world order.

RE 5292 Robots, Drones, and Artificial Intelligence: The Future of 21st Century Conflict

Modern conflict is increasingly reliant upon incredibly complex machines, many of which demonstrate at least limited autonomy and the use of artificial intelligence for their basic functions. These systems are undeniably changing the character of warfare, and may also be altering its fundamental nature. They are having unprecedented effects upon the legal, moral, and ethical aspects of warfare. They seem incredibly novel—and yet they have been a part of major conflicts for more than a century, and can also be placed into a much broader series of trends in human conflict. This course is designed to provide a basic understanding of the fundamentals of military robotics and related technologies, and encourage students to consider the changes being wrought in their lifetime.

Leadership

RE 5303 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, the 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 discussions.

RE 5305 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.

RE 5307 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.

RE 5309 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.

RE 5311 Enduring Leadership: Moving from Good to Great

This elective explores 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.

RE 5313 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.

RE 5315 Negotiations for Military Leaders

This highly inter-active course develops a critical understanding of and ability to apply essential military negotiation and conflict management/transformation tools. You will also develop your negotiation/mediation skills and improve your ability to creatively think creatively about the processes people use to resolve conflict. Students will practice negotiations in exercises and case studies relevant to military topics at all levels of military engagement.

RE 5317 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.

RE 5319 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.

RE 5321 Transforming Toxic Leadership

This elective helps 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.

RE 5323 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.

RE 5327 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.

RE 5329 Creative Leadership

This course examines 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 nonconformity and will recognize the difference between adaptors and innovators in light of personality typology.

RE 5331 Foundations of Leadership Coaching

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

RE 5333 Leading Difficult Change: Lessons of the Civil Rights Movement This course assesses 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.

RE 5335 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.

RE 5337 Leadership: An Evidence-Based Approach

This course centers on evidence-based leadership. We will survey work on power, influence, and politics in organizations, paying particular attention to how they are relevant to leadership. Lecture in the course will focus largely on basic research on group processes. Group discussions will in large part be geared toward applying the research literature to issues faced by working leaders.

RE 5339 Leadership Theory: OK, Now How Do I Apply It?

The course reviews the popular leadership types and theories of the past 150 years; will look at Kouzes and Posner's Five Practices for dealing with the leadership challenge; Warren Bennis's four strategies for taking charge; John Maxwell's 360° Leadership; Peter Senge's learning organizations; and, Gaski & Yukl's power and followership. The central focus of the course will be on application to realistic leadership scenarios.

RE 5341 "Close Talkers," "Silly Walkers," and More: Communication, Culture, & Conflict in Cross-Cultural Contexts

This course will understand the relationship between culture and communication. Identify essential cultural value patterns and consider how values, world-views, and identities influence, and are reflected in, communicative behavior. Recognize cultural variability in verbal styles, nonverbal codes, and conflict approaches. Understand the nature of bias and identify constructive ways to mitigate prejudice and discrimination. Develop/enhance mindsets and skillsets associated with effective intercultural interaction. Recognize cultural/regional variations in approaches to leadership and intercultural competence.

RE 5345 Leading Aviation for All: Exploring Air Force Leadership and Culture through the Lens of Aviation

The Leading Aviation for All course provides students, and especially officers and civilians who have no-to-minimal experience with aircraft and flight principles, an opportunity to explore Air Force leadership and culture through the lens of aviation.

RE 5347 Value Negotiation and Conflict in the Context of Cultural Property Protection

The course walks the student through the practical application of negotiation concepts and understanding of conflict transformation. We will move rapidly beyond theory to look at realistic military challenges and complex problems. The instruction team will

use Cultural Property Protection as a historic and current vehicle to focus the need for negotiations within military conflicts and problem-solving. Students will practice negotiations through the use of improvisation and hands-on exercises.

RE 5349 “Terrain Walk”: Learning Leadership from Place and History

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 the leadership challenges—“leadership moments”—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 several field studies.

RE 5351 Inclusive Leadership

This course will provide an operational and strategic perspective on diversity and inclusion, including policy analysis, theoretical perspectives, and practical application. Students will apply principles of leadership and change management to diversity and inclusion and will synthesize the inclusive leadership behaviors needed to lead and manage a diverse workforce.

RE 5353 Leadership, Decision-Making, and Growth

Leadership—of any formula—requires thousands of decisions throughout a single day. Those choices foster growth, stagnation, or decline. In this course, students examine their own leadership decision making and create actionable plans to move them in their desired areas of growth. Choices, however, do not occur in a vacuum, and therefore leadership choices will be culturally contextualized.

Military History

RE 5401 This Is Sparta!

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

RE 5402 From Lenin to Putin: The History and Legacy of the Soviet Russian Armed Forces

From their birth in 1917 and beyond their fall in 1991 the Armed Forces of Soviet Russia have played an outsized role in global politics and military affairs. This course examines armed forces from their early days to the present. The focus of investigation shall be the institutions of the armed forces—political, intellectual, social, and doctrinal. The course will examine the impact of the nature of the authoritarian regime, the relation of society to the armed forces, the intellectual life of the forces, and doctrinal innovation and adaptation. The investigation considers the above issue areas across the early or formative period of the armed forces and the Cold War and post-

Cold War period. The ultimate objective is a deeper appreciation of the military establishment in Russia.

RE 5403 The Peloponnesian War I

RE 5404 The Peloponnesian War II

The course examines 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.

RE 5407 Roman Great power Conflict for Modern Officers: The Punic Wars and Caesar or What Have the Romans Ever Done For Us?

This class explores 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?

RE 5411 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.

RE 5413 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.

RE 5415 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.

RE 5419 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.

RE 5421 The Barbary Wars and America's Entry into the International System

American conflict with "piratical" North African powers from 1784-1816 was important to the Early Republic for many reasons, from developing a navy and opening the Mediterranean to American trade, to demonstrating appropriate sovereignty and respect for international law to European powers. This course examines the conflicts with the "Barbary States" from the standpoint of the United States' challenges in attempting to become part of the European "Republic of Nations" without getting swept into the Great power Conflict then sweeping Europe--the French Revolutionary and Napoleonic Wars.

RE 5423 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.

RE 5425 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.

RE 5427 Strategy and Multidomain Operations in World War II

The course focuses 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.

RE 5429 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 air-power, land and naval air forces, and the early development of significant modern roles, such as airlift, reconnaissance, and special operations.

RE 5431 Harsh Lessons: What the Vietnam War Can Teach Today's Military Officers

With the return to Great power Competition in a nuclear world, future wars may very well resemble the Vietnam War rather than World War II. Learning from a past generation's "unwinnable war" will provide military officers with historical perspective to better frame future wars, plans, and operations to avoid future catastrophe. While politicians share some blame, this course will focus on the alleged mistakes that military officers made. These mistakes were sometimes in how they conceptualized the war, the manner of advice they gave, execution, and finally in the interpretation of events. Whether the complaints are accurate or not, studying them in detail will provide more clarity to assist officers with applying the nation's past to its future.

RE 5433 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.

RE 5435 The Korean War as a Coalition Conflict

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

RE 5437 History of the Vietnam War

This course allows 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.

RE 5439 "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.

RE 5441 Cultures: The Stories We Tell Ourselves

The brain formulates (and most often re-confirms) stories about itself and others. Many of these stories come from our experiences in our own cultures (e.g., family,

organization, country of origin). Increasingly, researchers continue to demonstrate the formidable power of the stories our brains create, and the stories other people and systems (particularly cultures) create for us. Though there is extensive research in both arenas (culture studies and the brain's capacities), the two are rarely studied together. In this course, we will examine and challenge the intricate relationship between our brains and our cultures.

E 5443 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.

RE 5445 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.

RE 5446 Modern Sea Power

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 a strong emphasis upon roles and missions, key leaders, and technology.

RE 5448 Small Wars I

RE 5449 Small Wars II

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.

RE 5452 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.

RE 5454 American Military History

This course allows 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.

RE 5456 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.

RE 5458 “Rum, Sodomy, and the Lash”: The History and Theory of Naval Warfare

The course will gradually progress from the ancient period to the present day. As we move closer to the present, our examination will become more in-depth, due in large part to the much greater variety and availability of naval sources for examination. Fundamentally, this course is designed to provide students with a broad understanding of the uses of naval power, both in the past and the present. This course is designed to examine 3,000 years of naval warfare. It will place special emphasis upon the experiences of the United States Navy, with close examination of American naval leaders of the past 250 years. The course material is accessible for students with no background in naval history, but should also provide an interesting challenge to students of sea power.

RE 5460 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.

RE 5464 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*.

RE 5466 Military History of Modern France

This course provides a 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.

RE 5468 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.

RE 5470 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.

RE 5472 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.

RE 5476 Hypersonics and Military Technology

The course begins with an overview on the origins of war and early technological innovations by Gat followed by Kuhn's reflections on scientific revolutions and Kranzberg's insights on technological change.

RE 5478 How to Build the World: The History of Technology

This course examines the development of many key technologies across different contexts, focusing mostly on the last 200 years. The course will place extra emphasis on military and airpower technology. Examining technological progress from different perspectives, this course will challenge the ideas of technological determinism, linear progress, and the idea of the "genius inventor," while examining how technology shapes society, and the relationship between technology and the nation-state.

RE 5480 Eastern European Military History from 1912 until Today

This course is designed to introduce students to the modern military history of Eastern Europe. While Russia plays a crucial role in the region and is widely discussed, the elective focuses on the Baltic, Central European, and South-eastern European states. Through the lens of military history, it seeks to broaden the students' perspective on world history and modern strategic challenges. The elective also introduces them to consequential yet little known conflicts like the Balkan Wars of 1912-1913 and the Polish-Soviet War.

RE 5482 Counterinsurgency: Theory and Practice

Course seeks to acquaint students with the most influential works on counterinsurgency (COIN) ranging from Mao through David Kilcullen. It does not seek to mint "COINdinitas," but rather, to give students an opportunity to "deep dive" into the literature and make their own conclusions, sparked by critical discussions of each key author. Students should come out of the course with a solid grasp of the

assumptions, theories, practices, and limitations of COIN-type warfare, including the application of airpower.

RE 5484 War, Revolution and Political Violence in Central and Eastern Europe, 1912-1920

This course is treating war and society in Central and Eastern Europe, between 1912 and 1920. It surveys the First and Second Balkan, the First World, and the Polish-Soviet Wars. “War is politics by other means,” and the course investigates origins, objectives, and strategies.

RE 5486 Science Fiction and the Strategist: The Future of Technology, War, and Society

This course examines the relationship between strategy, technology, war, and society mostly through the lens of science fiction literature. Lessons will explore topics like international relations theory, civ-mil relations, leadership, ethics, and unconventional warfare, as well as the effect of future technologies (such as artificial intelligence, robotics, human augmentation, etc.) on those topics.

RE 5488 Military Culture in Science Fiction Film & Literature

This course uses science fiction to explore a wide range of military cultures present in popular science fiction. Military uses of space and the role of the military in space has become a hot topic. Only recently has space been discussed as a “warfighting domain” though for some time it has been true that the “mission of the United States Air Force is to fly, fight and win in air, space and cyberspace.”

RE 5490 World War II: An International Military History

This class allows officers the opportunity to establish a solid foundation of the history of World War II as well as an understanding of the recurring issues and debates surrounding this war. It has been taught since 2011.

RE 5492 Alexander the Great

This course seeks to understand why the greatest commander in history still holds such a fascination for modern military officers over 2000 years after his death. Through a rigorous analysis of Alexander the Great’s military campaigns and leadership, students will apply lessons learned to the current geo- political milieu.

RE 5494 CAESAR: Leadership, Warfare, and the Fall of Republics

This course will help professional development. You will practice critical thinking by performing historical analysis, which requires consideration of a number of factors to understand complex problems. It is a deeper understanding of how campaigns and battles were fought historically, which gives a depth of historical examples, as well as a better understanding of how we fight today by comparing the methods of the past to the methods of today. The study of Caesar involves dealing with subjects with powerful resonance today: leadership, civil-military relations, the fates of republican constitutions, volunteer and professional militaries, cross-cultural conflict, and irregular warfare.

RE 5496 Fiction and the Future of War

This course will look at a series of these fictional future war narratives written during the course of the 20th century and analyze their antecedents, the authors, their effects, and also study how accurate (or not) their predictions became in reality.

RE 5498 The Pacific Campaigns of 1941-1945

This course provides an overview and analysis of Allied and Japanese strategies, campaign planning, and execution of campaigns in the Pacific Theaters of Operation during World War II. It summarizes political, strategic, and operational issues facing American, British, Chinese, and Japanese leaders before and after the commencement of hostilities in December 1941.

Politics

RE 5500 Theories of International Politics

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.

RE 5504 History of US Foreign Policy I**RE 5505 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.

RE 5507 Understanding the US Constitution

This course allows 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; the government’s responsibilities to the people; and relationships, both internal and external to the United States.

RE 5509 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.

RE 5511 Alliance in Crisis: The Transatlantic Relationship and the Relevance of NATO

This course explores 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.

RE 5513 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 a historical and contemporary approach. It analyzes the role of popular culture in furthering national geopolitical strategies, with a particular emphasis upon the United States.

RE 5515 Political Geography

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

RE 5519 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.

RE 5521 Gaming Statecraft

This class examines the dynamics of world politics through a multilevel on-line game requiring strategies of cooperation and conflict.

RE 5523 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.

RE 5525 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.

RE 5527 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.

RE 5529 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.

RE 5533 The Thucydides Trap: Great power Rivalries, Power Transitions, and War

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

RE 5535 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.

RE 5537 Role of Religion in Conflict

This course explores the complex relationship between religion, violence, and reconciliation in complex operations.

RE 5539 Dilemmas of Global Basing

This course examines the civ-mil relations dilemmas most often associated with the global network of US military bases.

RE 5541 Contending with Corruption

This course analyzes the phenomenon of corruption from three primary perspectives: corruption influenced by social relationships (culture, family, work relationships, appropriate behavior in society), political systems and structures (types of government, means of enacting and enforcing laws), and economic systems and structures (types of economic exchange, economic incentives to engage in corrupt

behavior).

RE 5543 Contemporary Debates in US National Security

Contemporary Debates in US National Security explores the key issues and controversies shaping the current and future national security environment. This course seeks to prepare the leaders, the strategists, and the military officers of tomorrow to address national security challenges critically and proactively, and with the knowledge and confidence that comes from engaging security problems in all of their complexity.

RE 5545 Politics and International Affairs: The President, Congress, and the Crafting of Foreign Policy

This course emphasizes the main themes in the crafting of national security. We will examine historical events, patterns, and the role of important actors – specifically the President and Congress – that have permeated American foreign policy. These events, patterns, and actors will be discussed in the context of theoretical concepts that have influenced the conduct of American foreign and security policy, including military operations.

Regional and Cultural

RE 5551 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.

RE 5553 Arab–Israeli Conflict

This elective helps 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.

RE 5555 Great power Politics, Nationalism, and Ethnic Violence in Yugoslavia The course is centered on three themes (great power politics, nationalism, and ethnic violence) and uses Yugoslavia as an extended case study. By the end of this course, you will have a thorough grounding in how great power politics influence peripheral regions (and vice versa), theories of nationalism, and how ethnic violence functions.

RE 5557 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 of how military power should be employed in the East Asian theater of operations over the next five to 20 years.

RE 5559 Military and Society in Latin America

This elective seeks to precisely develop 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.

RE 5561 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, covers 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 takes 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.

RE 5563 Power, Legitimacy, Identity, and Agency in the African Post-colony 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.

RE 5565 Putin’s Russia

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.

RE 5567 The Modern Middle East and North Africa

This course examines 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.

RE 5569 Resisting Iranian Aggression

This seminar empowers 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.

RE 5571 Resurgence of The Far Right In Europe

This course surveys 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.

RE 5573 A Primer for Chinese Aerospace Studies

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

RE 5575 Power, Legitimacy, Identity, and Agency in the African Post-colony 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.

RE 5577 Legacies of Empire and War in the Asia-Pacific

This course studies the factors that complicate international relations in the region today, especially those that pertain to often overlooked histories of empire, war, and the Japan-US alliance buffered by postwar treaties.

RE 5579 Democracies, Dictatorships, and Those Who Defend Them

The course introduces students to the government types, domestic politics, and civil-military relations of allies, partners, and adversaries. Through in-depth case studies on countries including, but not limited to Japan, France, Egypt, South Africa, and China, students will develop an appreciation for how government type, culture, domestic politics, and other factors play into interaction with host nationals or host nation entities throughout multiple AORs.

RE 5581 Sectarian and Minority Identities in the Contemporary Middle East

This course explores religious and sectarian, ethnic and cultural, tribal, and generational sameness and difference to build a broader understanding of the region with attention to how this diversity impacts current security challenges, relates to the narratives of VEOs, and what it means for US security interests in the region.

RE 5583 African Security: For the 21st Century and Beyond

This course critically looks at the security institutions within given specific (National) contexts and explore viable institutional options to more adequately deal with these challenges. Additionally, the course will explore the development of security strategies and policy at the national level of government focusing on national purpose, national interests, and threat assessments and incorporate ends, ways, means, and risk methodologies to identify feasible alternative structures.

RE 5585 Weak States and Global Security Threats

This course will explore the role of the modern state and how competing actors

challenge the legitimacy of the state. Assess factors in weak or failing states that contribute to an environment of insecurity. Understand how instruments of national power are employed to develop solutions to curtail global security threats in weak states.

RE 5587 Understanding the Wisdom of Tao Te Ching and The Art of War The course also discusses the application of wisdom from the two classics in students' professional growth, such as leadership skills. Furthermore, understanding the nature of the most ancient written system still being used, as well as mastery of more than 200 characters, character combinations, and idioms, build a strong foundation for students' future studies in Chinese language and culture.

RE 5589 China as a Strategic Competitor

Success in competition with China requires that all national security leaders have fundamental knowledge about the nation and its ruling regime. This course will provide students with that knowledge: how China's political and economic systems function, what drives China's actions, how China interacts with its neighbors as well as US allies and adversaries, and what instruments of power China has and how it applies them.

RE 5591 China in an Age of Great power Competition

What does China's rise mean for China? What does it mean for Asia? What does it mean for the U.S.? And what does it mean for the world in an era increasingly characterized by Great power Competition? This course seeks to equip students to answer these questions.

RE 5593 Defending Europe Since the End of the Cold War

This course is a staff-oriented examination of Europe's defense posture since the end of the Cold War with particular emphasis on developments over the past five years. The war in Ukraine has transformed the international security environment in Europe and NATO for the worse. The course thesis is that rapid deployment as a means for deterrence by denial is no longer a sound western-aligned defense strategy for dealing with a sustained, dynamic, conflict with Russia throughout the transatlantic theater of operations and especially along its eastern front.

Languages

RE 5600 Spanish Language and Cultural Studies I

RE 5601 Spanish Language and Cultural Studies II

This course focuses 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.

RE 5603 French Language and Cultural Studies I

RE 5604 French Language and Cultural Studies II

This course emphasizes both language and cultural education. In language instruction, students 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.

RE 5606 German Language and Cultural Studies I

RE 5607 German Language and Cultural Studies II

This course combines language learning with cultural studies. The target language, German, will be utilized the majority of the 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.

RE 5619 Chinese Language and Cultural Studies I

RE 5620 Chinese Language and Cultural Studies II

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 for 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.

RE 5650 English Language and American Culture for International Officers I

RE 5651 English Language and American Culture for International Officers II

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 on 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 on American history, politics, and social activities.

War Studies

RE 5801 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.

RE 5803 Clausewitz On Film

This course uses Carl von Clausewitz's *On War*, in particular his "paradoxical trinity," to more deeply examine and explore International Relations Theory and the study of war. Clausewitz devised his trinity, consisting of the forces primordial violence (emotion), chance, and reason, to aid in the assessment of the unpredictable realm of war in which putatively rational policymaking resides.

RE 5805 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.

RE 5807 The Fragility Dilemma: Great powers and Weak States

This course introduces foundational theoretical and historical perspectives on the origins of the modern state system, examines the implications of post-Cold War state weakness and failure, and surveys the US's and other great powers' responses to the challenges posed by state fragility. The course contrasts the requirements and utility of "large footprint" statebuilding operations with those of "small footprint" capacity building and security cooperation/assistance endeavors. It addresses the viability of options for bolstering state capacity – and ideally, preventing the onset of state fragility – during the contemporary pivot away from counterterrorism and toward great power competition.

RE 5809 The History of Terrorism

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 examines 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.

RE 5813 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.

RE 5815 Strategy Strikes Back: Strategic Theory and Star Wars

Beyond being one of the highest grossing film franchises, Star Wars touches on all of the strategic challenges facing the United States today – from great power conflict to insurgencies, civilian-military relations and the military-industrial complex. Pairing key texts on strategy with Star Wars movies and shows, this course will explore how societies and cultures across the world – and in other galaxies – have understood war and conflict through radically different lenses. Using Star Wars as strategic environment, we will push our strategic thinking beyond the technological limits of today and imagine how technology and strategy might look in the coming decades.

RE 5817 Introduction to Ethics for the Profession of Arms

This course examines the ethical foundations of the profession of arms and addresses 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.

RE 5819 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.

RE 5821 Wargaming

This course introduces the concept of wargaming 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.

RE 5823 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?

RE 5825 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.

RE 5827 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.

RE 5829 Winning the Next War: The Sources of Military Effectiveness

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

RE 5831 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.

RE 5833 Virtual & Augmented Reality

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

RE 5835 Interstellar Warfare

This course introduces students to 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.

RE 5837 Spacepower Theory and Strategy

This course introduces 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.

RE 5839 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.

RE 5841 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.

RE 5843 Select Topics in National Security Law

This course examines 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.

RE 5845 Comparative Strategies: An Introduction to Strategic Thought

This course introduces a pattern of thought designed to begin thinking strategically to solve today’s problems.

RE 5547 Clausewitz and the Development of Modern War

This course is designed to deepen students’ understanding of Clausewitz’s ideas and their influence over modern warfare. The course discusses the original works in their historical and military context but also pivots to modern interpretations and issues. It provides insight into war’s dual nature, limited war, and irregular warfare. The course also examines Clausewitz’s influence over international law and the laws of war.

RE 5849 Integrated Space Campaigning: Forging the Spacepower State

The elective will study air, sea, and spacepower theorists and their approaches to national power. Modern scholarship on seapower states will provide an analytic framework for students to discuss.

RE 5851 Battles and Leaders: A Study of the Strategic, Operational, and Tactical Decisions at the Battles of Lexington and Concord, Gettysburg, and D-Day

Students will learn the theoretical foundations of decision strategies in order to have tools available to study leader decision making at the strategic, operational, and tactical levels. Exposed to only primary source material and limited battlefield information, students, assuming the first-person role of a commander, will make dichotomous decisions at crisis points leading up to and during the Battles of Lexington and Concord, Gettysburg, and D-Day. Students will then analyze their decisions vis-à-vis actual decisions made during the aforementioned battles in order to understand and minimize the impact of bias in their own future command decisions.

RE 5853 Prevailing in a Contested Domain

This course surveys the practical experience of space control and space warfare. The course will develop a baseline understanding of both blue and red space systems and capabilities so that students are provided a robust comprehension of the current and potential future environment of space as a contested domain.

RE 5855 CyberLaw for Strategic Leaders

This course presents a comprehensive overview of the legal aspects of the cyber domain and the information instrument of national power, introducing the student to legal reasoning, the relationship of law to technology and policy, and the sources of domestic and international law. Designed for future strategic leaders, LAW has two overarching goals for students: to instill a broad, strategic-level understanding of the role of law in national security, and to provide a practical guide to the application of legal authorities in planning and executing cyber and information operations. The course is broken down into three major components: introduction and context; US constitutional and national security law; and international and operational law.

RE 5857 Sun Tzu and Weiqi: Understanding Chinese Tactics, Operations, and Strategy through an Ancient Game

In this course we will study the writings of Sun Tzu along with learning how to play weiqi. Doing so will allow us to explore how the Chinese think about tactics, operations, and strategy, both historically and today. We will then use this knowledge to explore how contemporary geopolitics reflects the assumptions inherent in the rules of weiqi, and the ancient but still very relevant writings of Sun Tzu.

RE 5859 Understanding Civil War

This class surveys the contemporary approaches to understanding intra-state conflict in the world since World War II. Main topics include how civil wars start, what factors drive their continuation and reoccurrence, and the difficulties associated with ending civil war.

Independent Research & Special Programs**RE 5901 Extended Research Project I****3 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.

RE 5903 Extended Research Project II**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 II 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.

RE 5905 Cyber Specialization Elective I**3 credit hours****RE 5906 Cyber Specialization Elective II****3 credit hours**

The Cyber Specialization course is offered for students who seek to receive a specialization in cyber while attending ACSC Residence. It is a 10-month research-oriented elective that combines academic study with real world research and experiences.

RE 5907 Political Affairs Strategist Certification**3 credit hours**

This course is designed for Political-Military Affairs Strategists (PAS). The course introduces officers to political-military expertise to build effective relationships with our global partners. This international expertise is key to an ability to sustain coalitions, pursue international stability and security cooperation, and contribute to multi-national operations. Knowledge is mandatory of geopolitics, international relations, U.S. foreign policy, and U.S. military issues. Students will gain in-depth knowledge of a geographic combatant command AOR while creating deliverables of the type typically expected of officers assigned to staff.

RE 5910 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

RE 5920 Airpower Vistas I

3 credit hours

RE 5921 Airpower Vistas II

3 credit hours

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-warfighting, 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.

RE 5923 Cyber Horizons I

3 credit hours

RE 5924 Cyber Horizons II

3 credit hours

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 an analysis of DOD cyberspace 48.

RE 5926 Vigilance Horizons—ISR Research Task Force I

3 credit hours

RE 5927 Vigilance Horizons—ISR Research Task Force II

3 credit hours

Research will seek to identify key dilemmas and opportunities WRT peer and near-peer warfighting scenarios, and suggest novel ISR applications or technical/material investments to address them. Students are encouraged to consider ISR concepts for future competition and warfighting in the space domain, Convergence of space and cyber targeting processes, Inter-service execution of ISR in support of emerging JADO concepts, future platform and collection technologies, and emerging threat systems and technologies, in operational context.

RE 5929 Nuclear Deterrence I **3 credit hours**

RE 5930 Nuclear Deterrence II **3 credit hours**

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.

RE 5935 Immersive Learning and Simulations (VR/AR) I **3 credit hours**

RE 5936 Immersive Learning and Simulations (VR/AR) II **3 credit hours**

This course examines how Virtual/Augmented Reality technologies can be exploited as mission-enabling tools for learning and communication throughout a broad range of professional practices.

RE 5938 Space Horizons I **3 credit hours**

RE 5939 Space Horizons II **3 credit hours**

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.

RE 5941 Innovators by Design I **3 credit hours**

RE 5942 Innovators by Design II **3 credit hours**

Through the readings, class discussions, and Praxeum, this course explores frameworks to discover how different kinds of thinkers and leaders can create constructive conflict, channel it, and develop something completely new.

RE 5944 ACTS 2.0 I **3 credit hours**

RE 5945 ACTS 2.0 II **3 credit hours**

Working with AFRL, explore the use of existing tools and acceleration of emerging technology to tackle tomorrow's hardest problems. The Research Task Force examines capabilities that are funded and in development today and investigates how these emerging technologies could pair with future operating concepts. RTF participants survey today's landscape and assess where we need to go next: how do new capabilities help pursue national goals? What organizational changes, if any, does the Air Force require to maximize the impact of these new capabilities? Above all, what's missing from the current portfolios? What gaps exist in planned capabilities that could help secure military advantage in the future?

RE 5947 Arctic Strategists by Design I **3 credit hours**

RE 5948 Arctic Strategists by Design II **3 credit hours**

This RTF will improve student understanding of strategy and strategy development,

as well as enhance substantive knowledge of the Arctic region, US interests there, and the challenges facing the US and its allies.

RE 5952 Russian Strategic Initiative Research Task Force I 3 credit hours

RE 5953 Russian Strategic Initiative Research Task Force II 3 credit hours

The Russia Strategic Initiative at EUCOM wants your assistance in evaluating Russia's current and potential behavior in the PMEC realm, particularly focused on how Putin's own decision-making drives goals and policy. As a member of this Research Group, you will take Dr. Andrew Aiken's course on Putin's Russia, and then choose a second elective based on your special interest and PSP direction--maybe the Rise of the Far Right in Europe, or Fake News and Hybrid Warfare, or Russian Foreign Policy. For your Regional Security Studies course, you would ideally choose one of those focused on Russia's neighbors and incorporate field study materials. This will be outbriefed to RSI next spring.

RE 5956 Resilience Research Group I 3 credit hours

RE 5957 Resilience Research Group II 3 credit hours

The Office of Air Force Resilience (under Manpower, Personnel and Services), along with the Chaplain Corps and the Surgeon General, are deeply concerned about the ability to recruit, retain and support resilient airmen and their families--whether the issues are inter-personal, locational, spiritual, professional or physical. Members of this Research Group will take a supporting elective which explores how the Air Force, and the American military more generally, came to develop the structure, traditions and basing it currently uses, and then how and why it can adapt these iconic features to the needs of 21st century Airmen.

RE5960 The Future of Basing in the Indo-Pacific Research Group I

3 credit hours

RE 5961 The Future of Basing in the Indo-Pacific Research Group II

3 credit hours

The goal of this Research Task Force will be to closely read, research and evaluate the assumptions and claims made in this classified document toward arriving at a better understanding of the 2030 threat environment in the region, how current concepts of basing must change, and what factors future base concepts must address.

Master of Military Operational Art and Science (Online)

Air Command and Staff College

<https://www.airuniversity.af.edu/GCPME/>

Online Master's Program (OLMP)

Intermediate Developmental Education (IDE)

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(s), 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.

Program 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 operational problems across the range of military operations;
- 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; and
- apply research methodologies and critical-thinking skills to analyze issues of concern to the warfighter and/or broader defense community.

Faculty. The Global College of PME 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 matter addressed. These qualities are represented in both the full-time Global College of PME faculty and the adjunct instructors. All faculty members have at least a master's degree.

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. Students may also request a one-time extension of up to 1 year.

Admission Requirements.

- **USAF/USSF Military:** USAF/USSF 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 Coding Branch to update academic information in official records.
- **Civilians:** Department of the Air Force (DAF) civilian personnel are allowed to apply for the Joint Warfare Concentration only. Applicants must contact their career field team (CFT) to begin the application process.
- **US Sister Service (Military):** Eligible personnel include O-4 selects and O-4s on Active Duty or in the Guard or Reserves. Individuals who have completed either a Master's Degree or IDE are still eligible. However, individuals who have already completed both a master's degree and IDE are ineligible. Note: Sister Service acceptance into the program is limited by

space availability within the program. Additionally, as per Army regulations, Army officers will not enroll in other than Army schools without written approval of the DCS, G-3/5/7 (Director of Training). AR 350-1, 10 DEC 2017.

Graduation Requirements. To earn the Master of Military Operational Art and Science degree, students must successfully complete student orientation and the 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 36-2670, *Total Force Education*, for detailed eligibility requirements related to IDE.

- US Air Force and US Space Force: Eligible personnel include O-4 selects and O-4s on Active Duty or in the AFRES and ANG. Individuals who have completed either a master's degree or IDE are still eligible. However, individuals who have already completed both a master's degree and IDE are ineligible.
- Civilians: Department of the Air Force civilians in grades GS-12 and GS-13 who have not already completed a master's degree may be competitively selected to enroll in the program. Air Force civilians should contact their local civilian personnel office if interested in 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 DL—may apply. Individuals who have completed both a master's degree and IDE are ineligible.

Note: Students enrolled in the Joint Warfare Concentration failing to meet the graduation requirements stated 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

MACSC010 Joint Warfare Concentration Courses	Semester Hours
OC-5510 Orientation Course	Non-Credit
LW-5510 Leadership and Warfare	3
AP-5510 Airpower Studies	3
NS-5510 International Security Studies	3
WS-5510 Warfare Studies	3
RE-5610 Research/Electives I	3
RE-5611 Research/Electives II	3
LC-5510 The Practice of Command	3
JF-5510 Joint Forces	3
JA-5510 Joint Air Operations	3
JP-5510 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.

Eligibility for the Leadership Concentration.

- USAF/USSF active duty O-3s only. (There are limited opportunities for Guard and Reserve O-3s to participate in the Leadership Concentration. Contact the Guard or Reserve headquarters for more information.)
- Have total active federal commissioned service (TAFCS) of six or more years.
- Have completed Squadron Officer School (SOS) (online or resident).
- Do not have a master's degree.

SYLLABUS – Leadership Concentration

MAULDR010 Leadership Concentration Courses	Semester Hours
OC-5510 Orientation Course	Non-Credit
LW-5510 Leadership and Warfare	3
AP-5510 Airpower Studies	3
NS-5510 International Security Studies	3

WS-5510 Warfare Studies	3
RE-5610 Research/Electives I	3
RE-5611 Research/Electives II	3
EL-5301 Expeditionary Leadership in Intercultural Environments	3
FO-5301 Foundations of Officership	3
OL-5301 Organizational Leadership	3
TL-5301 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.

Eligibility for the Operational Warfare Concentration.

- USAF/USSF O-3 thru O-5 only.
- Have total active federal commissioned service (TAFCS) of six or more years.
- Have completed Squadron Officer School (SOS) (online or resident).
- Do not have a master's degree.
- Graduated the USAF Weapons Instructor Course after January 2009.

SYLLABUS – Operational Warfare Concentration

MAUWIC010 Operational Warfare Concentration	Semester Hours
OC-5510 Orientation Course	Non-Credit
LW-5510 Leadership and Warfare	3
AP-5510 Airpower Studies	3
NS-5510 International Security Studies	3
WS-5510 Warfare Studies	3
RE-5610 Research/Electives I	3
RE-5611 Research/Electives II	3
OW-5302 Operational Warfare Studies	12*
Total	30

Note: OW-5302 hours 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.

- USAF/USSF O-3 thru O-5 only.
- Have total active federal commissioned service (TAFCS) of six or more years.
- Have completed Squadron Officer School (SOS) (online or resident).
- Do not have a master's degree.
- Graduated the Nuclear Weapons Effects, Policy, and Proliferation (NWEPP) Certificate Program administered by AFIT.

SYLLABUS – Nuclear Weapons Concentration

MAUNUC010 Nuclear Weapons Concentration	Semester Hours
OC-5510 Orientation Course	Non-Credit
LW-5510 Leadership and Warfare	3
AP-5510 Airpower Studies	3
NS-5510 International Security Studies	3
WS-5510 Warfare Studies	3
RE-5610 Research/Electives I	3
RE-5611 Research/Electives II	3
NW-5302 Nuclear Weapons Studies	12*
Total	30

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

Course Descriptions

OC-5510 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.

LW-5510 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.

AP-5510 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.

NS-5510 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 also 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 in the interagency process.

WS-5510 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. Students will apply the lessons of military theory and their understanding of warfare to operational challenges facing both today's and tomorrow's United States military.

RE-5610 Research/Electives I**3 Semester Hours**

The *Research/Electives I* program complements the Global College of PME'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.

RE-5611 Research/Electives II**3 Semester Hours**

The *Research/Electives II* program complements Global College of PME'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.

LC-5510 The 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.

JF-5510 Joint Forces

3 Semester Hours

The *Joint Forces* course introduces students to understanding the capabilities, organization and force presentation of the military services is essential to understanding the capabilities of the joint force. While the services are responsible for organizing, training, and equipping of military forces, joint organizations are where warfighting happens. Students in this course will explore concepts central to bringing service forces together in the conduct of joint operations to include organizing principles, command relationships, joint force hierarchy, and interaction with external agencies.

JP-5510 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 joint plan. This course is a prerequisite to the Joint Air Operations (JA 5510) course.

JA-5510 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 (JFACC), 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.

EL-5301 Expeditionary Leadership in Intercultural Environments

3 Semester Hours

The *Expeditionary Leadership in Intercultural Environments* course integrates the warrior ethos concept with military operations in foreign lands. As such, every conflict has its own unique set of contextual elements, such as cultural and regional factors, that affect foreign policy and national objectives. This course explores the attributes of warrior ethos and the skills needed to operate in these intercultural contexts. Specifically, the course examines the unique aspects of your chosen profession that requires you to relocate for extended periods, often to hostile environments, and actively engage in military operations. The goal of the course is to better prepare you to operate effectively within those environments by developing your warrior ethos attitudes alongside the competencies of an ambassador.

FO-5301 Foundations of Officership

3 Semester Hours

The *Foundations of Officership* course addresses role of Airmen reach their full potential, it also expects that Airmen will take responsibility for their own personal and professional development. This course addresses both approaches: it is an Air Force initiative to provide officers and civilian leaders with the tools they need while simultaneously encouraging them to build upon their personal commitment to life-long learning, continuous self- assessment, and the need to constantly seek and act upon performance feedback. These are the foundations of officership.

OL-5301 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 organizational environments. The course focuses on basic organizational theory and organizational behavior, communications, resource stewardship, strategies for continuous improvement, and leading change. In addition, the course addresses one's ability to deal with complex communication patterns as well as human resource issues that may affect mission capabilities. Finally, the course examines the importance of supporting the continuous improvement commitment to ameliorate processes, products, services, and personnel, while meeting the needs of internal and external stakeholders in order to accomplish Air Force mission requirements efficiently.

TL-5301 Team Building Leadership

3 Semester Hours

The *Team Building Leadership* course examines leadership from the perspective of junior officers. The course uses literature from several academic disciplines such as behavioral science, organization theory, and ethics. Integrated with content from the academic fields are examples from military leaders. This multi-disciplinary approach combines theory with practical examples to leverage the education, training, and experience of every student to equip them with new or enhanced skill sets as they assume increased levels of responsibility. The course is broken into three sections to focus on the individual, the team, and the organization. While no course can provide students with every possible skill to lead, graduated commanders have commented that everything in the Team-Building Leadership Course enhances skills they used to lead successfully in command positions time and again.

OW-5302 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.

NW-5302 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

<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 academic portion, there are three main sub-disciplines taught by the USAF TPS Education Division: performance and flying qualities, mission systems, and test foundations. 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 materials for lectures, flight cards, virtual drop boxes for reports, and many other resources. The USAF TPS offers two classes each year. Students will improve their system-theoretic mindset in order to lead and work with teams to understand and decompose mission requirements, prioritize test and evaluation strategies, acknowledge risk, design efficient test activities, appropriately communicate valid conclusions to stakeholders, and contribute to the efficacy of the acquisition enterprise. Students study theoretical and applied knowledge in the engineering sciences to understand the domains in which they must effectively evaluate system capabilities; and will develop and hone a skillset of techniques, procedures, and behaviors in order to safely and securely conduct real-time system evaluation.

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

- **Integrated Test Teaming:** The graduate will understand the acquisition life cycle and know where test and evaluation (T&E) fits into the process; know how to apply governing regulations, directives, and requirement processes for developing a test program; and know how to build and lead an integrated, multidisciplinary test team of development and operational personnel from the military, government, and contractors.
- **Flight Test Planning:** The graduate will be able to effectively decompose system requirements to plan a flight test and efficiently allocate resources; determine 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 Execution:** The graduate will be able to conduct a mission safely, effectively, and efficiently as part of a test team either on board the aircraft or in the control room and collect and analyze the data.
- **Flight Test Reporting:** The graduate will be able to apply critical thinking by analyzing, synthesizing, and evaluating test results to reach substantiated conclusions and recommendations, and they will effectively communicate in written, oral, and graphical form the test planning, outcomes, and deficiencies and assess their mission impact, determining if a system meets mission requirements and/or specifications.
- **Risk Management:** The graduate will be able to consistently apply a critical

thinking process for identifying unique program hazards and developing procedures to mitigate risk.

- **Adaptability:** The graduate will build a solid fundamental understanding of a broad range of military missions and unique systems, and be able to adapt their teaming, planning, execution, reporting, and team management to balance stakeholder requirements.

Faculty. TPS faculty members hold a master's, doctoral, or 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: TAFC S (Guard and Reserve: TFC-SD) Fewer than 9 years and 6	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	Top 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 hours of manned non-Major Weapon System time (e.g. civilian flight hours) may be included		
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	Top 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 of manned non-Major Weapon System time (e.g. civilian flight hours) may be included	Annual flying class II	Top Secret

Experimental flight test engineer	Active: TAFCS (Guard and Reserve: TFCSD) 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: 13BX, 13NX, 13SX, 14NX, 17DX, 21AX, 21MX, 43A3, 61XX, 62XX, or 63XX (Civilians: minimum 2 years' experience in T&E). FAA flying certifications or military flying is highly desired.	Annual flying class III	Top Secret
Short Courses	(Eligibility is determined independently for each short course.)				

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 three series consists of several 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
TF5000 Foundations' Foundations	1
TF6000 Plan, Execute, Analyze, Report, Special Subjects (PEARS)	2
TF7000 Qualitative Evaluation	3
TF8000 Test Management Project	6
TF9000 Comprehensive Exams	4
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 and 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 provides 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 the 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).

TF5000 Foundations' Foundations**1 Semester Hour**

This course is designed to teach foundational materials that transcend course boundaries, establishing a fundamental mindset, a common lexicon, and a useful method for decomposing problems. The course also helps students understand and articulate the ways in which they interact with systems in world.

TF6000 Plan, Execute, Analyze, Special Subjects (PEARS)**2 Semester Hours**

This course provides the student an understanding of the basic components involved with planning, executing, analyzing, and reporting on a test. Many practical aspects of the day-to-day life of a flight tester are covered through a variety of short and long academic events. This course addresses the reality that a test professional may show up at any phase in the life of a test program, and it aims to equip them to be useful contributors wherever they go.

TF7000 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.

TF8000 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.

TF9000 Comprehensive Exams**4 Semester Hours**

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

Master of Science in Airpower Strategy and Technology Integration

USAF Center for Strategy and Technology

<http://www.airuniversity.af.edu/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 consists of a combination of: 1) active duty USAF officers (0-6); 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.

Program Learning Outcomes. Graduates are able 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.
- 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.
- 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 conferencing, 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 Wargaming Directorate, and the Air University Library (AUL). In addition, they are provided with funding for 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 Developmental 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 each year 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's 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) 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, logical fallacies and their detection, systems 1 and 2 thinking, and decision making. Students will be introduced to alternative futures methodologies and dealing with inevitable surprises. Each Block of instruction is designed as a one week, one credit hour module to allow for rearrangement as required to accommodate field studies 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, general research, and 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 and established technologies 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 reviews 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. These courses cover Russia, China, North Korea, and Iran, as well as South America and Africa.

Instruction includes geography, demography, history, culture, and political and economic issues. This allows students to develop some familiarity with the regions 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. During this TDY, students must also 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 theses, and provide the faculty transition plans that detail how to carry on the effort after the students depart.

Air Force Institute of Technology

<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 Cyberspace Research, 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 19,570 master's degrees and 873 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.

Undergraduate Degrees

UNDERGRADUATE DEGREE PROGRAMS

Air University

General Education Program and Requirements

Air University requires undergraduate students to complete the Air University General Education Program requirements through transfer of relevant coursework from a civilian institution and/or through credit-by-examination approved by the Air University Registrar. The purpose of Air University's General Education requirement is to support the stimulation of critical thinking, innovative thinking and intellectual curiosity through the experience of developing general and foundational knowledge, skills and dispositions in communication, humanities/fine arts, social/behavioral sciences, and natural science/mathematics. Air University expects students to develop the ability to apply knowledge in mathematics, social sciences and humanities, written and/or oral communication as Airmen and informed citizens.

The General Education Requirements have been designed by the faculty to accomplish five learning outcomes. The Air University General Education Learning Outcomes are:

1. Graduates will be able to write with clarity and precision for diverse audiences and understand and interpret the written expression of others.
2. Graduates will be able to organize and deliver oral presentations to persuade, debate, argue or inform in a clear, concise, and logical manner (if students take the oral communication option).
3. Graduates will be able to understand and apply mathematical concepts and reasoning in problem solving.
4. Graduates will be able to appreciate and value human diversity, individual differences, societies and the many expressions of culture.
5. Graduates will be able to apply critical thinking skills as versatile problem solvers with enhanced mental agility and adaptability.

Air University's General Education requirements reflect Air University's curricula design focus to develop the thinking abilities required in the twenty-first century Air Force. These requirements have been deliberately composed to support the develop habits of mind that inspire intellectual curiosity and a spirit of inquiry in all students. The General Education requirements are designed to support the development of students and produce graduates prepared to accomplish Air Force missions and lead the Air Force through the twenty-first century. Air University associate degree students are required to complete 15 semester hours in the General Education areas of humanities/ fine arts, social/behavioral sciences, and natural science/mathematics as specified in the specific degree plan. Air University associate degree programs may also require additional General Education areas specific to Air University, Department of the Air Force requirements.

Associate of Applied Science in Air Force Leadership and Management Studies

Ira C. Eaker Center for Leadership Development Civilian Professional Development (CPD)

<https://www.airuniversity.af.edu/Eaker-Center/CLDS/CADP/>

Program Description. This 60 credit-hour program helps Department of the Air Force 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 CPD faculty 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.

Program Learning Outcomes. The Associate of Applied Science in Leadership and Management Studies program produces graduates who have the ability to demonstrate three distinct outcomes that support the Air Force's potential to achieve and sustain its mission. Graduates are able to:

- Demonstrate comprehension of theories and competencies that support the development of Air Force civilian leaders;
- Demonstrate comprehension of management principles, processes and practices within the Air Force organizational environment;
- Demonstrate an understanding of concepts, values and actions that define a professional civilian Airman.

Duration. The academic program consists of 10 nine-week courses (30 credit hours) taught by CPD faculty 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 from the start of the core courses, the program's rigor requires a significant time commitment to meet that goal.

Eligibility. Permanent, full-time, appropriated fund and nonappropriated fund Department of the Air Force (DAF) civilians are eligible to apply. Applications must have a minimum of two years federal civilian service and a high school diploma (or GED/equivalent). Applicants should refer to the annual Civilian Development Education (CDE) call for a complete list of program qualifications.

A central selection board at the Air Force Personnel Center (AFPC) selects students to attend the school.

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 comprising 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 scale.

SYLLABUS

Course Number and Title	Semester Hours
PROGRAM MAJOR COURSES	
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
GENERAL EDUCATION AND ELECTIVES COURSES	
GE101 *Written Communication	3
GE102 *Oral Communication	3
GE103 *College Math	3
GE104 *Humanities	3
GE105 *Social Sciences	3

Course Number and Title	Semester Hours
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.

Course Descriptions

APW1001 History and Heritage of the Air Force 2 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 introductory overview of management theory, management functions, organizational structure, daily management responsibilities, ethics, and current management tools and resources as they relate to the Air Force civilian environment. Theoretical concepts will be 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 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.

LDR1500 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 and 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 how critical thinking drives overall performance and improves the ability to make smarter decisions. It helps Air Force organizations reach their goals quickly and effectively by thinking or reasoning through issues in an organized manner. This course will introduce students to various decision-making models with a primary focus on models often used throughout the Department of Defense. This course will also introduce students to problem-solving techniques. Students will learn to explore which decision-making approach best fits their work environment and adapt models as necessary to make decisions as a Civilian Airman.

MGT 2002 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.

MGT2003 Process Improvement

3 Semester Hours

This course introduces the Process Improvement method and how it may be applied within the Air Force organization. Students will learn how the 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 throughout 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.

PE200 Program Related Electives

9 Semester Hours

Applicable courses cover subjects related to leadership, management and/or airpower. Possible courses include those that fall under the areas of: Humanities, Social Sciences, Economics, History, Political Science, or that can be tied to specific Air Force Competency Development.

Air University AAS General Education Outcomes

1. Graduates will be able to write with clarity and precision for diverse audiences and understand and interpret the written expression of others.
2. Graduates will be able to organize and deliver oral presentations to persuade, debate, argue or inform in a clear, concise and logical manner (if students take the oral communication option).
3. Graduates will be able to understand and apply mathematical concepts and reasoning in problem solving.
4. Graduates will be able to appreciate and value human diversity, individual differences, societies and the many expressions of culture.
5. Graduates will be able to apply critical thinking skills as versatile problem solvers with enhanced mental agility and adaptability.

Associate of Applied Science

Community College of the Air Force (CCAF)

<http://www.airuniversity.af.edu/Barnes/CCAF/>

Air University - Community College of the Air Force (CCAF) is located at Maxwell AFB–Gunter Annex, Alabama. The mission of CCAF is to:

Elevate the Enlisted profession by advancing technical and leadership capability across the career through degrees, credentials, and related programs to support recruiting, retention, career transition efforts and mission capability and readiness.

CCAF awards undergraduate academic credit for formal technical training and enlisted PME courses delivered by off-campus instructional sites for application toward the associate of applied science degree.

The detailed description of each CCAF degree program is available in the separate *CCAF General Catalog*, published every three years and available online at <http://www.airuniversity.af.edu/Barnes/CCAF/>.

CCAF provides transcripts documenting course completions and awarded academic credit and can be ordered online free of charge through the CCAF website at <http://www.airuniversity.af.edu/au/barnes/ccaf/>. To ensure compliance with the Privacy Act of 1974 to protect the confidentiality and integrity of student records, transcripts may only be ordered by the student.

Professional Military Education (PME)

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 School (SOS)
- International Officer School (IOS)
- Airman Leadership School (ALS)
- Noncommissioned Officer Academy (NCOA)
- Senior Noncommissioned Officer Academy (SNCOA)
- Chief Master Sergeant Leadership Course (CLC)

Air War College Distance Learning (AWC DL)

Senior Developmental Education (SDE)

<https://www.airuniversity.af.edu/GCPME/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. This program provides a strategic, “air-minded” curriculum that prepares graduates to provide strategic leadership, appropriate expertise and critical thinking in support of national security objectives.

The AWC DL 19.0 is delivered online through a mix of self-paced courses and asynchronous facilitated seminars. The AWC DL experience is designed to “...develop Airmen who are critical and creative thinkers by implementing an agile, individually tailored approach to life-long education.” The 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.

Program Learning Outcomes. Graduates are able to:

- Illustrate the skills required to lead successfully at the strategic level in the complex national security environment
- Analyze the contextual requirements for the effective strategic employment of airpower
- Comprehend the elements of successful military strategies which, in concert with other instruments of national power, support national security objectives
- Critically analyze complex political-military issues and clearly articulate national security strategy options

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 and practice. Military officers contribute critical military and operational perspectives, as well as unparalleled currency and expertise, to the subject matters addressed. All faculty members have at least a master’s degree.

Duration. All courses must be completed within three (3) years from the date of program enrollment. The time for a student 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 program at a reasonable pace. Students who do not complete a program before the three-year limit may request a one-time extension of up to 12 months (length of extension, if approved, is based on the student's remaining course load) by submitting a letter of request from his or her squadron commander (or equivalent) to the Dean of the Global College of PME.

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 USAF/USSF Active Duty, Guard or Reserves; sister service Active Duty, Guard or Reserve; or Civil Air Patrol.
- **Civilian:** Civilians may be federal civil service employees in the grades of GS 13/14/15 or equivalent grades.
- **International:** International applicants must be an O-5 select or higher. International officers must forward requests to Air Force Security Assistance Training (AFSAT) (with a CC to SAF/IA) through the country security assistance organization or country embassy. Please refer to AFI 36-2670 *Total Force Education*, for guidance.

Enrollment. Eligible personnel can enroll in AWC DL via the Air University Portal (AU Portal) 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. Detailed enrollment instructions are available on the Global College of Professional Military Education website at the following link: <https://www.airuniversity.af.edu/GCPME/AWC/>. International students will be enrolled by the Global College of PME once approved by AFSAT and the AU Registrar.

Completion Requirements. Edition 19.0 students must successfully complete nine Foundational courses and 45 hours of Focused Studies courses. Completing 45 hours typically requires two or three courses total. One of the Focused Studies courses must be facilitated.

SYLLABUS

Course Number and Course Title	Contact Hours
Foundational Courses (All Required)	
ORN-701S Orientation	0
LDR-710S Strategic Leadership	20
LDR-711S Senior Leadership	20
LDR-712A Applied Senior Leadership	25
ISS-700S International Security Studies	15
SPC-700S Strategic Space Foundations (Edition 19 only)	5
AIR-700S Airpower, Spacepower, and National Strategy	15
AIR-701A Applied Security Studies	25
<i>NSP-8XX Global Security (Choose One)</i>	
NSP-810A USAFRICOM Region NSP-820A USCENTCOM Region NSP- 830A USEUCOM Region NSP-840A USNORTHCOM Region NSP-850A USPACOM Region NSP-860A USSOUTHCOM Region NSP-870A USSOCOM NSP-880A USSPACECOM	30
Focused Studies	
900 Level courses (must include one Facilitate course)	45
Total	200

Course Description

FOUNDATIONAL COURSES (All required)

ORN-700S Orientation

0 Contact Hours

The *Orientation* Course prepares students for success in the program. The course reviews specific program requirements and highlights how to navigate and perform necessary functions in the Global College of PME's learning management systems. Finally, students explore the technical, support systems, and policies and procedures that set expectations for successful completion of individual Global College of PME courses.

LDR-710S Strategic Leadership

20 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.

LDR-711S Senior Leadership

20 Contact Hours

The *Senior Leadership* course explores how to proactively shape an organizational environment by attending to climate, culture, agility, and innovation, and by 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.

LDR-712A 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 self-paced course and the Senior Leadership self-paced course. This course requires students to think through strategic and ethical problems faced by senior leaders in a complex, dynamic, joint and interagency environment. Analysis and synthesis of concepts will be accomplished through participating in discussions, undertaking peer-to-peer feedback on strategic leadership issues, and finalizing a strategic leadership paper previously drafted in the Strategic Leadership self-paced course.

ISS-700S 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.

SPC-700S Strategic Space Foundations

5 Contact Hours

The *Strategic Space Foundations* course provides an overview of key spacepower core concepts, including space resources, space threats, and Service roles in space. Understanding these concepts will provide the foundation for students to understand the strategic space issues presented in the follow-on Airpower, Spacepower, and National Strategy and Applied Security Studies courses.

AIR-700S Airpower, Spacepower and National Strategy

15 Contact Hours

Air, Space, and Cyber power each have unique relationships with national strategy. This course continues the national strategy conversation begun in the International Security Studies course, examining how, as parts of the military instrument of power, airpower, spacepower, and cyberpower interact with national strategy. In this course you will explore those relationships by examining how national strategy influences their employment and conversely, how their inherent capabilities inform and shape strategy. You will consider multiple strategic

approaches to air, space, and cyber power employment supporting national end states. The course concludes with examples of how air, space, and cyber power have been applied in deterrence, compellence, and hybrid problem sets.

AIR-701A Applied 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 air, space, and cyber power. Having previously examined advanced concepts in international relations (power polarity and transitions, international political economy, democratic peace, and international law), students will consider US grand strategy and propose general approaches to specific national security issues. Subsequently, students will assess how air, space, and cyber power interact in cooperative and coercive strategies and their effectiveness in support of national end states.

NSP-8XXA GLOBAL SECURITY (Choose One for 30 Contact Hours)

The Global 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.

NSP-810A PSNS – USAFRICOM Region NSP-820A PSNS – USCENTCOM Region
NSP-830A PSNS – USEUCOM Region NSP-840A PSNS – USNORTHCOM Region
NSP-850A PSNS – USPACOM Region NSP-860A PSNS – USSOUTHCOM Region
NSP-870A PSNS – USSOCOM
NSP-880A PSNS – USSPACECOM

FOCUSED STUDIES COURSES (45 hours Required)

Focused studies courses expand learning beyond the core areas allowing students to tailor their educational experience by selecting areas of study they determine best meet their needs. The focused studies courses include self-paced and facilitated courses. The focused studies courses are an integral part of each officer PME certificate program. As a result, the facilitated courses will normally have a mix of students from all three levels (SOS, ACSC, and AWC). Most of the Focused Studies courses are grouped in "Suites" with a culminating facilitated course provided to solidify the student's understanding of the subject. Students are required to complete 45 hours

including one facilitated course. Completing 45 hours typically requires two or three courses total.

Power And Persuasion Suite (Take LDR-951S +1 self-paced + Facilitated)

LDR-951S Power, Status, and Influence 15 Contact Hours

Power, status, and influence are key organizing factors in groups from small teams to large organizations. This course examines empirical research on the foundations of power, status, and influence as well as how they relate to each other, how to grow them, and how they increase leadership effectiveness. Students will gain a better understanding of group dynamics within their own organization and how to leverage this understanding to become a more effective leader in civilian and military organizations.

LDR-952 Negotiations in the Military Environment 15 Contact Hours

The Negotiations in the Military Environment course offers students an opportunity to learn how to apply negotiation theory in a military context. Course topics include an introduction to negotiation fundamentals, practical models and tools that enhance negotiation processes, and examples and interactive exercises that demonstrate negotiating in action.

LDR-953S Principles of Strategic Communication 15 Contact Hours

Principles of Strategic Communication explores the concept of strategic communication and its importance in today's volatile, uncertain, complex, and ambiguous (VUCA) environment. Students will learn why strategic communication matters, its relationship to information operations, its purpose and processes, how to become a better listener, and how to influence behavior in a target audience. With a focus on social media, students learn how communication plays a role in the "War of Ideas," especially as it relates to combating terrorism.

LDR-954A 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.

Current and Future Conflicts Suite (Take any 2 + Facilitated)

ISS-951S Deterrence 15 Contact Hours

The use of threat to prevent adversarial action is a fundamental construct in United States national strategy and merits serious thought. Although widely associated with the threat of nuclear war, deterrence principles operate in many domains including counterterrorism, space, and cyberspace. Given the lethality of modern weaponry, we live daily with the prospect that deterrence failure may result in mass destruction. It is especially important that those who participate in this strategy become familiar with it.

WAR-951S Fire and Flux: The Changing Character of War 15 Contact Hours

The Changing Character of War covers the factors that affect the nature of warfare. It explores how changes in domains, politics, society, and technology affect how war is fought. The course also examines the major thinkers (Clausewitz, Sun Tzu, Jomini, Mahan, and Corbett), and their theories concerning the changing character of war. By learning about change and continuity, students in this course develop a comprehensive understanding about the wars of the future and how to plan and prepare for them.

WAR-952S Gray Zone Warfare

15 Contact Hours

The course introduces the concepts of gray zone conflicts and hybrid threats and examines how these concepts both interact and might be countered. The course topics include defining the gray zone, examining how conflicts are waged within them, the composition and operations of hybrid threats, the synergy these concepts enjoy with one another, and the challenges involved in countering them in isolation and together. This course also includes several recent or current case studies illustrating the wide range within which these concepts exist.

WAR-953A Unknown Unknowns: Current & Future Conflict (Facilitated)

15 Contact Hours

Unknown Unknowns: Current and Future Conflict is a capstone course that applies the concepts learned in Fire and Flux: The Changing Character of War, Deterrence, and Gray Zone Warfare for an in-depth exploration of the complexities of war. The course requires students to be familiar with the concepts from at least two of the self-paced courses in this suite. Students will discuss the evolution of future warfare: what it might look like, how it may be fought or deterred, and what the United States needs to do to prepare for an unknown future.

Geopolitics and Security Suite (Take 1 + Facilitated + any self-paced)

ISS-952S Regional Studies: European Union

15 Contact Hours

This course covers the development of the European Union (EU), and the challenges that organization faces as it attempts to become a global player. The course begins with an overview of the history of the EU, then explores to what it means to be a European today. It concludes with an overview of the challenges Europe and the EU are facing.

ISS-953S Regional Studies: Russian Sphere

15 Contact Hours

This course provides students with an overview of Russian history, the significant changes in its 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 that drove the Soviet system, and the dynamics that fractured the Union. Finally, informed by the dramatic and turbulent past, students will conceptualize the contemporary Russian security situation, and relations between Russia and the world.

ISS-955S Regional Studies: Middle East and North Africa

15 Contact Hours

This course offers a general introduction into the history, economic, and political

trends of the Middle East / North Africa (MENA) region. The course emphasizes the period from the end of the First World War through today and focuses on the origins and developments of issues that are of particular concern to U.S. security. These issues include ethnic and sectarian strife, the rise of social movements (including Islamism), and the politics and economics of natural resources. Care is taken to gather perspectives from various points of view to help the student develop a more rounded and reflective understanding of the region and its challenges. The student is encouraged to critically evaluate U.S. foreign policy, past and present, and to begin thinking of ways to increase security in this region.

ISS-959A Comparative Geopolitics & Security (Facilitated)

15 Contact Hours

This facilitated course walks 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.

War Tech Suite (Take 2 + Facilitated)

JNT-951S Chariots and Fire: Technology and Warfare 15 Contact Hours

This course prompts critical thinking about complex relationships between security contexts, technologies, and warfighting. The course explores how the United States' armed forces generally, and the Air Force especially, utilize myriad technologies in national defense. It highlights select examples and trends from both legacy and contemporary use of technology in warfare, along with the technological variety that has allowed warfare's conduct—at least theoretically—in four domains that are not naturally conducive to human presence (sea, air, space, and cyber space). This course provides a concise and hard-hitting introduction to the subject, raising issues in a way that prompts thoughtful analysis and ongoing consideration.

WAR-961S Ethics of Emerging Military Technologies 15 Contact Hours

This course investigates the ethical implications of autonomous weapons, remotely piloted vehicles, cyberwarfare, and soldier enhancements for warfare. Students will consider these technologies and their use not only with respect to broad ethical concepts such as responsibility, autonomy, and authority but also within the framework of the just war tradition more specifically. The course also examines how these emerging technologies impact the military's construal of the warrior ethos and military identity.

WAR-965A Mil Tech: Operational and Ethical Considerations (Facilitated)

15 Contact Hours

Military technology factors significantly in modern warfare. Familiarity with history indicates that technology's impacting military affairs is in fact far from new, and that different technologies have, do, and will continue to exert influence on the character of conflicts and on security affairs. Evaluating the role of technology in military affairs entails an understanding of past cases, contemporary and emerging issues, and other

considerations including ethical ramifications and perspectives. Learners in this course integrate information from the material of preceding courses in order to assess relationships between technology, ethics, and warfare.

Writing Suite (Take RES951S + Facilitated)

The Writing for Effect course series teaches students to think critically about effective writing techniques and provides key tools necessary to complete a professional writing project suitable for publication. Effective writing is both an art and a science. As an art, writing requires effective combination of creative and critical thought focused on synthesizing new information. As a science, it requires application of an effective writing process. This two-course series provides students the opportunity to develop their abilities in both of these areas in the context of a topic of their own choosing. All students can take RES-951S. Course Director approval (based on quality of proposal) is required to take RES-952A.

RES-951S Writing for Effect I

15 Contact Hours

In this course selected readings will guide students to locate appropriate sources for a literature review, develop their ability to critically analyze research and writing, gain an understanding of their target audience (as well as how to tailor writing to that audience), and develop a writing style that is logical and compelling. This portion of the course is designed to further refine student writing ability rather than provide writing remediation.

RES-952A Writing for Effect II (Facilitated)

30 Contact Hours

This facilitated course builds on the previous self-paced lessons. Students complete a publishable product in the form of a writing project (paper, essay, blog, etc.). Working with an assigned writing mentor, students will conduct a literature review, build an outline, and revise drafts based on feedback. Whether starting from scratch or revising a product already in existence, this course will help fine-tune writing techniques in order to craft a compelling end product suitable for publication.

Space/Cyber Suite (Take 2 + Facilitated)

AIR-952S Space Frontier: A Contested Domain

15 Contact Hours

This course focuses on the factors and environment that affect the character of warfare related to the space domain. It examines how policy, law, and strategy establish guidelines for using space. The course also provides an understanding of US spacepower as well as explores threats and issues that challenge present and future space domain control.

AIR-953S Cyberspace: The Fifth Warfare Domain

15 Contact Hours

This course focuses on the factors and environment that affect the character of warfare related to the cyberspace domain. It examines how policy, law, and strategy establish guidelines for using cyberspace. The course also explores cyber threats and challenges as well as provides an understanding of cyberspace operations that characterize present and future warfare.

AIR-955A Space and Cyberspace (Facilitated)

15 Contact Hours

This facilitated course offers students the opportunity to explore contemporary and emerging issues in the space and cyberspace domains while integrating material from the Space Frontier: A Contested Domain and Cyberspace: The Fifth Warfare Domain self-paced courses. Themes from these prerequisite courses serve as a backdrop for discussions on key topics such as threats, command and control (C2), multi-domain operations, strategy, deterrence, force organization, and policy/law, etc.

Stand-alone Courses

Stand-alone courses are not part of any of the previous suites but can be taken to complete the 45 contact hour requirement for focused courses.

LDR-805S The Flight Commander **15 Contact Hours**
[SOS can take for credit, ACSC and AWC can review the material] The Flight Commander course shares core principles of leadership universal to the flight commander's role regardless of functional specialty or organizational type; and it will introduce concepts to help students execute their organization's mission and realize the vision of its leaders. Furthermore, the course offers students the opportunity to broaden their perspective by highlighting the diversity in Air Force and Space Force squadrons, flights, and job descriptions.

LDR-945A Squadron Command (Facilitated) **30 Contact Hours**
[ACSC and AWC only, exceptions for SOS are only made for students who are already squadron commanders] The Squadron Command course provides students an opportunity to explore key topics and challenges that go with Air Force squadron command. The course is instructor-facilitated, collaborative, and includes a final assignment. Students assess their own leadership philosophy, and then through study and collaboration on duties and responsibilities associated with command, convert their leadership philosophy into a tailored command philosophy.

AIR-951S Planning Joint Air Operations **15 Contact Hours**
This course covers operational air planning from strategic guidance through Air Tasking Order production/execution. It examines the JFACC's role in guidance and prioritization, and how the AOC translates that guidance into plans and effects. The course includes detailed study of the Joint Planning Process for Air (JPPA); 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.

DIR-90X Directed Studies (Self-paced or facilitated) **15 Contact Hours**
The Global College of PME is dedicated to creating and testing new innovative courses to improve the student experience. This includes courses based on current events that might be a one-time offering and courses that if the results of the test are favorable might eventually be added to our normal course offerings. The Directed Studies courses provide a generic method for granting Focused Studies credit for students who complete these test courses. Any test courses being offered will be listed in the announcement section of the student portal. DIR-901S and DIR-902S are used for self-paced course credit. DIR-903A is used for facilitated course credit.

Special Electives

The following special electives are offered on a periodic basis, either once or twice a year.

LDR-975A Essentials of Instruction: Building a Toolkit for the Development of Leadership (Facilitated) 45 Contact Hours

Being a great instructor is about more than just being really good at our job. A great instructor challenges their student, encourages them to take control of their development, and sparks the desire to learn more. How does the brain learn? Is stress a good thing or a bad thing? Why is it important for Air Force instructors to be Emotionally Intelligent? Should I focus on fixing a student's weaknesses or enhancing their strengths? What the heck is andragogy? If you want to be able to answer these questions and improve your abilities as an instructor, this is the course for you.

Designed for new, experienced, and future instructors, this course will provide students with a solid baseline understanding of educational and leadership theories while emphasizing application and experience. Each week, students will dive into an area of learning and development theory and then build on their understanding of those theories. The course will culminate in the completion of a project that the student will develop over the duration of the course. This project is designed to be used as an educational or developmental tool to be used at the student's duty location and will incorporate the lessons learned throughout the course.

LDR-976A Coaching in Leadership (Facilitated) 30 Contact Hours

21st Century leaders must adapt to an increasingly diverse and competitive environment. Balancing mission requirements and effectiveness not only includes the technology and machines that power readiness and lethality, but also the elements of the human domain. In this course, students will begin to develop the coaching knowledge and skills necessary to become more effective leaders and to positively impact their workplace climate. They will also explore how these competencies complement other leadership tools such as mentoring and feedback. Through live interactive sessions with trained and certified coaches, students will develop a coaching mindset and learn key coaching competencies such as active listening and evoking awareness. Students will be evaluated on their abilities to effectively coach and observe coaching through these live sessions. This course will require at least three hours of synchronous collaboration and the scheduling of these sessions will be determined by instructor and student availability and will be finalized within the first week of the course.

LDR-977A Leading Difficult Change: Lessons from the Civil Rights Movement (Facilitated) 45 Contact Hours

One of the constant drumbeats for organizations is that of "change." The military must constantly adapt to change and innovate to maintain military superiority. By assessing and analyzing the volatile, uncertain, complex, and ambiguous (VUCA) environment of the Civil Rights Movement, we can highlight many of the skills leaders and followers employed to champion difficult change during a significant time in American history. In this course, through discussion and reflective essays, students will assess the tactical, operational, and strategic level challenges the leaders and

followers of the Civil Rights Movement grappled with to achieve short, medium, and long-term objectives. The leadership and managerial skills highlighted will prove integral to preparing students to ethically lead change in the complex organizational environments they will face in the 21st Century and beyond.

WAR-980A War and Peace in the Global Village: The Media, the Message, and Conflict in 21st Century (Facilitated) 45 Contact Hours

How does media shape our world? How should we evaluate the challenges misinformation and information warfare cause? How can Airmen successfully navigate the world of media and become effective communicators? This course is designed to provide learners with a broad understanding of media, social media, and information, and their relationship to both the military and warfare. It offers a mix of seminal texts and new research as a way to advance knowledge about the media landscape, audiences, and messaging. It also explores the weaponization of media and social media, the expanding spectrum of conflict, and possible path forward. Course material is accessible for learners with no background in media, public affairs, or public relations and is designed to provide an interesting challenge to those who have previously studied the subject or have professionally interacted with the media.

WAR-981A Thucydides (Facilitated) 45 Contact Hours

Thucydides, the fifth century BC Athenian general and chronicler of the Peloponnesian War, is generally considered the founder of International Relations as a focused field of study and reflection. Thucydides' penetrating insights into human nature and sage reflections on the causes, course, and consequences of conflict remain unsurpassed. Today, his name is evoked as a foreign policy meme ("the Thucydides Trap") referenced by Americans (such as Henry Kissinger) and Chinese (such as Xi Jinping) alike. This course provides students the opportunity to go beyond the meme and read Thucydides in full. Thucydides' History of the Peloponnesian War contains eight books, and each will be discussed in a live (interactive) class via Zoom. Students will come to class prepared to discuss that week's assigned portion of the text. As the course progresses, students will develop peer-reviewed paper in which they reflect on a major theme of the book such as the causes of war, the drivers of human motivation, the elements of strategy, the power of rhetoric, the ethics of violence, the reliability of allies, the growth and collapse of empire, and the consequences of hubris.

WAR-982A China Goes to War (Facilitated) 30 Contact Hours

What factors have led the modern People's Republic of China to initiate and terminate the use of force? Since 1949, China has fought "localized" wars with Korea (1950-1953), India (1962), the USSR (1969), and Vietnam (1979). In this course, students will review each of these periods as "case studies" to examine the conditions under which China is likely to fight a war, and how it anticipates such wars will end. During synchronous seminars, students will discuss the causes, course, and consequences of each of these wars. Students will be challenged to master the details of the provided cases and to apply their findings to contemporary international crises in a written essay

ISS-984G Chinese Foreign Policy in an Era of Great Power Competition (Facilitated) 45 Contact Hours

What does China's rise mean for China? What does it mean for Asia? What does it mean for the U.S.? And what does it mean for the world in an era increasingly characterized by Great Power Competition? This course, which will meet live weekly, will equip you to answer these questions. Students will study a unique combination of texts, including (translated) primary source Chinese essays and military doctrines, the latest International Relations thinking as published in leading academic journals, political-military analysis published by the RAND Corporation, Johns Hopkins University Applied Physics Lab, and National Defense University. Major themes of the course include China's domestic system and goals, the mission and capability of the People's Liberation Army, and the emergence of strategic rivalry in the new domains of space and cyberspace. China's capabilities, intentions, and likely reactions to various strategies will be carefully interrogated. At the end of the course, students will reflect on what peace with China means—both for the region and for the U.S.—as well as the likely causes, course, and consequences of a Great Power War.

ISS-985A A Brief History of Africa (Facilitated) 45 Contact Hours

While the continent and people of Africa are often framed as only now emerging onto the world stage, this could not be further from the truth. Beginning in antiquity, Africa and its peoples have been central to massive networks of knowledge, wealth, and power. In this course, students will receive a brief but insightful introduction to the history of Africa, with particular emphasis on the regions and dynamics of interest to persons engaging with the continent in matters of development, diplomacy, or defense. Africa and the Africans will only be more important in the future; those working with our partners there should know their past and how it has shaped the present!

Over the course of this six-week introduction to the history of Africa and its peoples, students will engage in peer discussions and instructor led seminars to more fully explore the historical dynamics at work on the continent. These student-centered discussions will be supplemented with a series of short reflective pieces and a non-essay final product that will be presented to the class.

RES-986V Virtual Reality for Military Learning (Facilitated) 45 Contact Hours

For decades, theorists have advocated that learners should have some type of meaningful experience for deep learning to occur. A new generation of consumer technologies – virtual, augmented, and mixed reality – now offer the ability to achieve a “first-person experience” and improve learning without ever leaving the office (or home). This course examines the use of virtual reality devices and their interaction with courseware to more fully understand the effects of presence, co-presence, empathy, and interactivity on learning, and to assess their potential to enhance learning within the military environment.

*Note: Students who volunteer for this course must have access to a virtual reality headset with 6-degrees of freedom (6DOF), such as the Oculus Quest 2/Rift S, HTC Vive/Vive Pro, Valve Index, etc. Additionally, students must be able to attend a synchronous class session in VR in both week 3 and week 6 of the course.

Air Command and Staff College Distance Learning (ACSC DL)

Intermediate Developmental Education (IDE)

<http://www.airuniversity.af.edu/GCPME/ACSC/>

Program Description. The Air Command and Staff College distance learning (ACSC DL) program is an intermediate developmental education (IDE) program. Additionally, the ACSC DL program was reviewed by the joint staff and received full Joint Professional Military Education (JPME) Phase I accreditation.

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.

The ACSC DL program is delivered online through a mix of self-paced courses and asynchronous facilitated seminars. The 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.

Program Learning Outcomes. Graduates are able to:

- critically analyze leadership and command skills required to lead in complex, dynamic, and ambiguous operational environments
- apply military theory in general and airpower theory in particular to operational problems across the range of military operations
- 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

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 and practice. Military officers contribute critical military and operational perspectives, as well as unparalleled currency and expertise, to the subject matters addressed. All faculty members have at least a master's degree.

Duration. All courses must be completed within three (3) years from the date of program enrollment. The time for a student 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 program at a reasonable pace. Students who do not complete a program before the three-year limit may request a one-time extension of up to 12 months (length of extension, if approved, is based on the

student's remaining course load) by submitting a letter of request from his or her squadron commander (or equivalent) to the Dean of the Global College of PME.

Eligibility. The eligibility criteria for the Global College of PME's IDE/ACSC DL program are found in Air Force Instruction (AFI) 36-2656, Developmental Education.

- Military: The program is offered to O-4 selects and above. Persons may be USAF/USSF Active Duty, Guard or Reserves; sister service Active Duty, Guard or Reserve; or Civil Air Patrol.
 - **Army officers:** Officers will not enroll in other than Army schools without written approval of the DCS, G-3/5/7 (Director of Training). AR 350-1, 10 DEC 2017
- Civilians: DoD civilian employees in the grade of GS-11 thru GS-13 or equivalents with a bachelor's degree may also enroll. NH-II Civilians need to contact Air Force HQ/A1 for a determination of eligibility.
- International: International applicants must be an O-4 select or higher. International officers must forward requests to Air Force Security Assistance Training (AFSAT) (with a CC to SAF/IA) through the country security assistance organization or country embassy. Please refer to AFI 36-2670, *Total Force Education* for guidance.

Enrollment. Eligible personnel can enroll in ACSC DL via the Air University Portal (AU Portal) 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. Detailed enrollment instructions are available on the Global College of PME website found at the following link: <https://www.airuniversity.af.edu/GCPME/ACSC/>. International students will be enrolled by the Global College of PME once approved by AFSAT and the AU Registrar. Courses taken in ACSC DL may not be used to satisfy course requirements of the ACSC resident program or the ACSC Online Master's Program.

Completion Requirements. Students must successfully complete fifteen Foundational courses and 45 hours of Focused Studies courses. Completing 45 hours typically requires two or three courses total. One of the Focused Studies courses must be facilitated.

SYLLABUS

Course Number and Course Title	Contact Hours
Foundational Courses (All Required)	
ORN-601S Orientation	0
GSS-601S Critical Thinking	5
LDR-601S Leadership and Command I	20
LDR-602A Leadership and Command II	15
ISS-601S National Security Decision Making	20
WAR-601S Warfare Studies	10
ISS-602A Making Decisions: Strategy and War	15
AIR-601S Air and Space Missions	15

JNT-601S Joint Fundamentals	15
AIR-602S Air and Space in Joint Operations	15
AIR-602A Air, Space, and Joint Warfare	20
JNT-631S Joint Planning: Context and Strategy	15
JNT-632S Joint Planning: Art and Science	15
JNT-633S Joint Planning: Process and Application	15
JNT-634A Joint Planning	20
Focused Studies	
900 Level courses (must include one Facilitate course)	45
Total	260

Course Descriptions

FOUNDATIONAL COURSES (All Required)

ORN-600S Orientation

0 Contact Hours

The Orientation Course prepares students for success in the program. The course reviews specific program requirements and highlights how to navigate and perform necessary functions in the Global College of PME's learning management systems. Finally, students explore the technical, support systems, and policies and procedures that set expectations for successful completion of individual Global College of PME courses.

GSS-601S Critical Thinking

5 Contact Hours

Critical thinking represents a powerful skill with applications in the professional realm and beyond. It empowers leaders to reach informed decisions and take constructive action. Through engaging with the issues of this course, students will develop the requisite knowledge, skills, problem solving abilities, and study habits to successfully navigate and complete any Global College of PME on-line program.

LDR-601S Leadership and Command I

20 Contact Hours

The Leadership and Command I course equips students with the knowledge and tools necessary for leadership in today's dynamic environment. The course centers on the concept that leadership abilities can be improved through self-assessment, reflection, dedicated study, and adaptability. The course requires students to examine their strengths and weaknesses as leaders, hone their personal leadership philosophies, and prepare for future command and staff responsibilities. Throughout the course, students are encouraged to reflect upon essential aspects of ethical leadership and command accountability.

LDR-602A Leadership and Command II (Facilitated) **15 Contact Hours**

In the Leadership and Command II course, students will apply their understanding of ethical leadership, command, communication, and adaptation in complex situations. Students learn mission-command concepts and keys to leading organizations through change in the joint, interagency, intergovernmental, and

multinational (JIIM) environments. This course requires students to examine their strengths and weaknesses as leaders, hone their personal leadership philosophies, prepare for future leadership/command and staff responsibilities, and discuss and receive feedback from their classmates.

ISS-601S National Security Decision Making 20 Contact Hours

The National Security Decision Making (ISS-601S) 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 (IOPs). 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 policymakers develop ends, ways, and means to respond to evolving security environments, and will prepare students for Warfare Studies (WAR-601S) and the facilitated Making Decisions: Strategy and War (ISS-602A) course.

WAR-601S Warfare Studies 10 Contact Hours

The Warfare Studies course introduces students to the canon of military theory, focusing on the fundamental concepts of war, such as the nature of war, the levels of war, military strategy, operational art, 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, hybrid threats, 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.

ISS-602A Making Decisions: Strategy and War (Facilitated)

15 Contact Hours

There is a complicated interdependency among the schools of international relations (IR), the use of instruments of power, and the implications of warfare theories in American policy, strategy, and the complex interactions of international relations. Students will gain the ability to compare and contrast schools of international relations and instruments of power to more effectively analyze American security challenges. This course provides an in-depth exploration of the complexity involved with developing and executing national strategy. Students are afforded an opportunity to integrate course outcomes from National Security Decision Making and Warfare Studies. In this course, students will use their foundational knowledge of national security and warfare studies to analyze a real-world crisis affecting international relations and global security.

AIR-601S Air and Space Missions 15 Contact Hours

The Air and Space Missions course explores the concept of the Air Force's and Space

Force's foundational missions in contemporary and future scenarios. It examines the current state of readiness and employment across the range of military operations. Finally, the course addresses some of the major concerns the US Air Force and US Space Force are dealing with currently and in the next five to ten years, and how the military will address some of these issues.

JNT-601S Joint Fundamentals

15 Contact Hours

The Joint Fundamentals course provides an intermediate level overview of the challenges, processes, and stakeholders related to conducting operations in the joint, interorganizational, and multinational environment. The course introduces the joint functions as categories of fundamental operational thought and planning and explores factors which shape the employment of military forces, including key service capabilities, limitations, and interdependencies. Finally, the course provides an overview of the key elements of joint planning and the employment of joint airpower.

AIR-602S Air and Space in Joint Operations

15 Contact Hours

The Air and Space in Joint Operations course explores air, space, and cyber roles, missions and functions in contemporary operations, aiming at a working understanding of Joint All-Domain Operations. It is structured around the five doctrinal phases of a joint campaign or operation, examining each phase in depth regarding the weight of effort and major functions of airpower and spacepower, with illustrative vignettes from recent history. The course also examines views on the appropriate roles of airpower and spacepower, along with the crafting of air and space strategy.

AIR-603A Air, Space, and Joint Warfare (Facilitated)

20 Contact Hours

The Air, Space, and Joint Warfare course offers students the opportunity to explore contemporary operational issues while integrating and applying key concepts from the Air and Space Missions, Joint Fundamentals, and Air and Space in Joint Operations self-paced courses. Concepts from the self-paced courses serve as a backdrop for threaded discussions on topics such as the joint functions, command and control (C2) of airpower and spacepower, air/ space/cyber roles and missions, operational phasing, capabilities/limitations, and coalition/multinational challenges.

JNT-631S Joint Planning: Context and Strategy

15 Contact Hours

The Joint Planning: Context & Strategy course is the first of four sequential courses in the Joint Planning track for Intermediate Developmental Education (IDE). Students in this course will gain a broad view of the joint planning enterprise. This view will start with the context for planning, to include the linchpin of strategic guidance and the flow of the Joint Strategic Planning System. Students will then explore the role of the combatant commander in casting theater strategy and underpinning a wider-than-government approach to security-related problem sets. Finally, students will examine the scope of joint military operations worldwide.

JNT-632S Joint Planning: Art and Science

15 Contact Hours

The Joint Planning: Art and Science course is the second of four sequential courses in the Joint Planning track. The course illuminates why and how a commander and

staff apply operational art and operational design in conjunction with the joint planning process. The course addresses the initial groundwork of planning with highlights on the major components and methodology. It explores how operational design provides a framework for understanding the operational environment and problem. Finally, the course examines how elements of operational design help visualize and describe a broad operational approach for fostering unified action.

JNT-633S Joint Planning: Process and Application 15 Contact Hours The Joint Planning: Process and Application course is the third of four sequential courses in the Joint Planning track. Students in this course examine how joint force commanders, their staffs, and planners, confront operational challenges through the art and science of planning. They learn about requirements of the Joint Planning Process and explore nuances of how it is applied in a variety of complex operational settings. Through readings, video lectures, and interactive exercises, students develop a greater understanding of the purpose and intricacies of operational-level joint planning.

JNT-634A Joint Planning (Facilitated) 20 Contact Hours Operational Design is a methodology that the joint force uses to develop solutions to complex problems in the contemporary operating environment. As a military staff officer and commander, understanding the role of operational design within the joint planning process is key to effective planning. Students in this course will apply design methodology to develop solutions to a notional contemporary scenario. Student discussion focuses on selected concepts and issues from the prerequisite self-paced content, and the linkages between joint planning and their own career experience.

FOCUSED STUDIES COURSES (45 hours Required)

Focused studies courses expand learning beyond the core areas allowing students to tailor their educational experience by selecting areas of study they determine best meet their needs. The focused studies courses include self-paced and facilitated courses. The focused studies courses are an integral part of each officer PME certificate program. As a result, the facilitated courses will normally have a mix of students from all three levels (SOS, ACSC, and AWC). Most of the Focused Studies courses are grouped in “Suites” with a culminating facilitated course provided to solidify the student’s understanding of the subject. Students are required to complete 45 hours including one facilitated course. Completing 45 hours typically requires two or three courses total.

Power And Persuasion Suite (Take LDR-951S +1 self-paced + Facilitated)

LDR-951S Power, Status, and Influence 15 Contact Hours Power, status, and influence are key organizing factors in groups from small teams to large organizations. This course examines empirical research on the foundations of power, status, and influence as well as how they relate to each other, how to grow them, and how they increase leadership effectiveness. Students will gain a better understanding of group dynamics within their own organization and how to leverage this understanding to become a more effective leader in civilian and military

organizations.

LDR-952 Negotiations in the Military Environment 15 Contact Hours The Negotiations in the Military Environment course offers students an opportunity to learn how to apply negotiation theory in a military context. Course topics include an introduction to negotiation fundamentals, practical models and tools that enhance negotiation processes, and examples and inter- active exercises that demonstrate negotiating in action.

LDR-953S Principles of Strategic Communication 15 Contact Hours Principles of Strategic Communication explores the concept of strategic communication and its importance in today's volatile, uncertain, complex, and ambiguous (VUCA) environment. Students will learn why strategic communication matters, its relationship to information operations, its purpose and processes, how to become a better listener, and how to influence behavior in a target audience. With a focus on social media, students learn how communication plays a role in the "War of Ideas," especially as it relates to combating terrorism.

LDR-954A 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.

Current and Future Conflicts Suite (Take any 2 + Facilitated)

ISS-951S Deterrence 15 Contact Hours The use of threat to prevent adversarial action is a fundamental construct in United States national strategy and merits serious thought. Although widely associated with the threat of nuclear war, deterrence principles operate in many domains including counterterrorism, space, and cyberspace. Given the lethality of modern weaponry, we live daily with the prospect that deterrence failure may result in mass destruction. It is especially important that those who participate in this strategy become familiar with it.

WAR-951S Fire and Flux: The Changing Character of War 15 Contact Hours The Changing Character of War covers the factors that affect the nature of warfare. It explores how changes in domains, politics, society, and technology affect how war is fought. The course also examines the major thinkers (Clausewitz, Sun Tzu, Jomini, Mahan, and Corbett), and their theories concerning the changing character of war. By learning about change and continuity, students in this course develop a comprehensive understanding about the wars of the future and how to plan and prepare for them.

WAR-952S Gray Zone Warfare**15 Contact Hours**

The course introduces the concepts of gray zone conflicts and hybrid threats and examines how these concepts both interact and might be countered. The course topics include defining the gray zone, examining how conflicts are waged within them, the composition and operations of hybrid threats, the synergy these concepts enjoy with one another, and the challenges involved in countering them in isolation and together. This course also includes several recent or current case studies illustrating the wide range within which these concepts exist.

WAR-953A Unknown Unknowns: Current & Future Conflict (Facilitated)**15 Contact Hours**

Unknown Unknowns: Current and Future Conflict is a capstone course that applies the concepts learned in Fire and Flux: The Changing Character of War, Deterrence, and Gray Zone Warfare for an in-depth exploration of the complexities of war. The course requires students to be familiar with the concepts from at least two of the self-paced courses in this suite. Students will discuss the evolution of future warfare: what it might look like, how it may be fought or deterred, and what the United States needs to do to prepare for an unknown future.

Geopolitics and Security Suite (Take 1 + Facilitated + any self-paced)

ISS-952S Regional Studies: European Union**15 Contact Hours**

This course covers the development of the European Union (EU), and the challenges that organization faces as it attempts to become a global player. The course begins with an overview of the history of the EU, then explores to what it means to be a European today. It concludes with an overview of the challenges Europe and the EU are facing.

ISS-953S Regional Studies: Russian Sphere**15 Contact Hours**

This course provides students with an overview of Russian history, the significant changes in its 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 that drove the Soviet system, and the dynamics that fractured the Union. Finally, informed by the dramatic and turbulent past, students will conceptualize the contemporary Russian security situation, and relations between Russia and the world.

ISS-955S Regional Studies: Middle East and North Africa**15 Contact Hours**

This course offers a general introduction into the history, economic, and political trends of the Middle East / North Africa (MENA) region. The course emphasizes the period from the end of the First World War through today and focuses on the origins and developments of issues that are of particular concern to U.S. security. These issues include ethnic and sectarian strife, the rise of social movements (including Islamism), and the politics and economics of natural resources. Care is taken to gather perspectives from various points of view to help the student develop a more rounded and reflective understanding of the region and its challenges. The

student is encouraged to critically evaluate U.S. foreign policy, past and present, and to begin thinking of ways to increase security in this region.

ISS-959A Comparative Geopolitics & Security (Facilitated)

15 Contact Hours

This facilitated course walks 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.

War Tech Suite (Take 2 + Facilitated)

JNT-951S Chariots and Fire: Technology and Warfare

15 Contact Hours

This course prompts critical thinking about complex relationships between security contexts, technologies, and warfighting. The course explores how the United States' armed forces generally, and the Air Force especially, utilize myriad technologies in national defense. It highlights select examples and trends from both legacy and contemporary use of technology in warfare, along with the technological variety that has allowed warfare's conduct—at least theoretically—in four domains that are not naturally conducive to human presence (sea, air, space, and cyberspace). This course provides a concise and hard-hitting introduction to the subject, raising issues in a way that prompts thoughtful analysis and ongoing consideration.

WAR-961S Ethics of Emerging Military Technologies

15 Contact Hours

This course investigates the ethical implications of autonomous weapons, remotely piloted vehicles, cyberwarfare, and soldier enhancements for warfare. Students will consider these technologies and their use not only with respect to broad ethical concepts such as responsibility, autonomy, and authority but also within the framework of the just war tradition more specifically. The course also examines how these emerging technologies impact the military's construal of the warrior ethos and military identity.

WAR-965A Mil Tech: Operational and Ethical Considerations (Facilitated)

15 Contact Hours

Military technology factors significantly in modern warfare. Familiarity with history indicates that technology's impacting military affairs is in fact far from new, and that different technologies have, do, and will continue to exert influence on the character of conflicts and on security affairs. Evaluating the role of technology in military affairs entails an understanding of past cases, contemporary and emerging issues, and other considerations including ethical ramifications and perspectives. Learners in this course integrate information from the material of preceding courses in order to assess relationships between technology, ethics, and warfare.

Writing Suite (Take RES951S + Facilitated)

The Writing for Effect course series teaches students to think critically about effective writing techniques and provides key tools necessary to complete a professional writing project suitable for publication. Effective writing is both an art and a science. As an art, writing requires effective combination of creative and critical thought focused on synthesizing new information. As a science, it requires application of an effective writing process. This two-course series provides students the opportunity to develop their abilities both of these areas in the context of a topic of their own choosing. All students can take RES-951S. Course Director approval (based on quality of proposal) is required to take RES-952A.

RES-951S Writing for Effect I

15 Contact Hours

In this course selected readings will guide students to locate appropriate sources for a literature review, develop their ability to critically analyze research and writing, gain an understanding of their target audience (as well as how to tailor writing to that audience), and develop a writing style that is logical and compelling. This portion of the course is designed to further re- fine student writing ability rather than provide writing remediation.

RES-952A Writing for Effect II (Facilitated)

30 Contact Hours

This facilitated course builds on the previous self-paced lessons. Students complete a publishable product in the form of a writing project (paper, essay, blog, etc.). Working with an assigned writing mentor, students will conduct a literature review, build an outline, and revise drafts based on feedback. Whether starting from scratch or revising a product already in existence, this course will help fine-tune writing techniques in order to craft a compelling end product suitable for publication.

Space/Cyber Suite (Take 2 + Facilitated)

AIR-952S Space Frontier: A Contested Domain

15 Contact Hours

This course focuses on the factors and environment that affect the character of warfare related to the space domain. It examines how policy, law, and strategy establish guidelines for using space. The course also provides an understanding of US spacepower as well as explores threats and issues that challenge present and future space domain control.

AIR-953S Cyberspace: The Fifth Warfare Domain

15 Contact Hours

This course focuses on the factors and environment that affect the character of warfare related to the cyberspace domain. It examines how policy, law, and strategy establish guidelines for using cyberspace. The course also explores cyber threats and challenges as well as provides an understanding of cyber-space operations that characterize present and future warfare. This facilitated course offers students the opportunity to explore contemporary and emerging issues in the space and cyberspace domains while integrating material from the Space Frontier: A Contested Domain and Cyberspace: The Fifth Warfare Domain self-paced courses. Themes from these prerequisite courses serve as a backdrop for discussions on key topics such as threats, command

and control (C2), multi-domain operations, strategy, deterrence, force organization, and policy/law, etc.

Stand-alone Courses

Stand-alone courses are not part of any of the previous suites but can be taken to complete the 45 contact hour requirement for focused courses.

LDR-805S The Flight Commander 15 Contact Hours

[SOS can take for credit, ACSC and AWC can review the material] The Flight Commander course shares core principles of leadership universal to the flight commander's role regardless of functional specialty or organizational type; and it will introduce concepts to help students execute their organization's mission and realize the vision of its leaders. Furthermore, the course offers students the opportunity to broaden their perspective by highlighting the diversity in Air Force and Space Force squadrons, flights, and job descriptions.

LDR-945A Squadron Command (Facilitated) 30 Contact Hours

[ACSC and AWC only, exceptions for SOS are only made for students who are already squadron commanders] The Squadron Command course provides students an opportunity to explore key topics and challenges that go with Air Force squadron command. The course is instructor-facilitated, collaborative, and includes a final assignment. Students assess their own leadership philosophy, and then through study and collaboration on duties and responsibilities associated with command, convert their leadership philosophy into a tailored command philosophy.

AIR-951S Planning Joint Air Operations 15 Contact Hours

This course covers operational air planning from strategic guidance through Air Tasking Order production/execution. It examines the JFACC's role in guidance and prioritization, and how the AOC translates that guidance into plans and effects. The course includes detailed study of the Joint Planning Process for Air (JPPA); 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.

DIR-90X Directed Studies (Self-paced or facilitated) 15 Contact Hours

The Global College of PME is dedicated to creating and testing new innovative courses to improve the student experience. This includes courses based on current events that might be a one-time offering and courses that if the results of the test are favorable might eventually be added to our normal course offerings. The Directed Studies courses provide a generic method for granting Focused Studies credit for students who complete these test courses. Any test courses being offered will be listed in the announcement section of the student portal. DIR-901S and DIR-902S are used for self-paced course credit. DIR-903A is used for facilitated course credit.

Special Electives

The following special electives are offered on a periodic basis, either once or twice a year.

LDR-975A Essentials of Instruction: Building a Toolkit for the Development of Leadership (Facilitated) 45 Contact Hours

Being a great instructor is about more than just being really good at our job. A great instructor challenges their student, encourages them to take control of their development, and sparks the desire to learn more. How does the brain learn? Is stress a good thing or a bad thing? Why is it important for Air Force instructors to be Emotionally Intelligent? Should I focus on fixing a student's weaknesses or enhancing their strengths? What the heck is andragogy? If you want to be able to answer these questions and improve your abilities as an instructor, this is the course for you. Designed for new, experienced, and future instructors, this course will provide students with a solid baseline understanding of educational and leadership theories while emphasizing application and experience. Each week, students will dive into an area of learning and development theory and then build on their understanding of those theories. The course will culminate in the completion of a project that the student will develop over the duration of the course. This project is designed to be used as an educational or developmental tool to be used at the student's duty location and will incorporate the lessons learned throughout the course.

LDR-976A Coaching in Leadership (Facilitated) 30 Contact Hours

21st Century leaders must adapt to an increasingly diverse and competitive environment. Balancing mission requirements and effectiveness not only includes the technology and machines that power readiness and lethality, but also the elements of the human domain. In this course, students will begin to develop the coaching knowledge and skills necessary to become more effective leaders and to positively impact their workplace climate. They will also explore how these competencies complement other leadership tools such as mentoring and feedback. Through live interactive sessions with trained and certified coaches, students will develop a coaching mindset and learn key coaching competencies such as active listening and evoking awareness. Students will be evaluated on their abilities to effectively coach and observe coaching through these live sessions. This course will require at least three hours of synchronous collaboration and the scheduling of these sessions will be determined by instructor and student availability and will be finalized within the first week of the course.

LDR-977A Leading Difficult Change: Lessons from the Civil Rights Movement (Facilitated) 45 Contact Hours

One of the constant drumbeats for organizations is that of "change." The military must constantly adapt to change and innovate to maintain military superiority. By assessing and analyzing the volatile, uncertain, complex, and ambiguous (VUCA) environment of the Civil Rights Movement, we can highlight many of the skills leaders and followers employed to champion difficult change during a significant time in American history. In this course, through discussion and reflective essays, students will assess the tactical, operational, and strategic level challenges the leaders and followers of the Civil Rights Movement grappled with to achieve short-, medium-,

and long-term objectives. The leadership and managerial skills highlighted will prove integral to preparing students to ethically lead change in the complex organizational environments they will face in the 21st Century and beyond.

WAR-980A War and Peace in the Global Village: The Media, the Message, and Conflict in 21st Century (Facilitated) 45 Contact Hours

How does media shape our world? How should we evaluate the challenges misinformation and information warfare cause? How can Airmen successfully navigate the world of media and become effective communicators? This course is designed to provide learners with a broad understanding of media, social media, and information, and their relationship to both the military and warfare. It offers a mix of seminal texts and new research as a way to advance knowledge about the media landscape, audiences, and messaging. It also explores the weaponization of media and social media, the expanding spectrum of conflict, and possible path forward. Course material is accessible for learners with no background in media, public affairs, or public relations and is designed to provide an interesting challenge to those who have previously studied the subject or have professionally interacted with the media.

WAR-981A Thucydides (Facilitated) 45 Contact Hours

Thucydides, the fifth century BC Athenian general and chronicler of the Peloponnesian War, is generally considered the founder of International Relations as a focused field of study and reflection. Thucydides' penetrating insights into human nature and sage reflections on the causes, course, and consequences of conflict remain unsurpassed. Today, his name is evoked as a foreign policy meme ("the Thucydides Trap") referenced by Americans (such as Henry Kissinger) and Chinese (such as Xi Jinping) alike. This course provides students the opportunity to go beyond the meme and read Thucydides in full. Thucydides' History of the Peloponnesian War contains eight books, and each will be discussed in a live (interactive) class via Zoom. Students will come to class prepared to discuss that week's assigned portion of the text. As the course progresses, students will develop peer-reviewed paper in which they reflect on a major theme of the book such as the causes of war, the drivers of human motivation, the elements of strategy, the power of rhetoric, the ethics of violence, the reliability of allies, the growth and collapse of empire, and the consequences of hubris.

WAR-982A China Goes to War (Facilitated) 30 Contact Hours

What factors have led the modern People's Republic of China to initiate and terminate the use of force? Since 1949, China has fought "localized" wars with Korea (1950-1953), India (1962), the USSR (1969), and Vietnam (1979). In this course, students will review each of these periods as "case studies" to examine the conditions under which China is likely to fight a war, and how it anticipates such wars will end. During synchronous seminars, students will discuss the causes, course, and consequences of each of these wars. Students will be challenged to master the details of the provided cases and to apply their findings to contemporary international crises in a written essay.

ISS-984G Chinese Foreign Policy in an Era of Great Power Competition (Facilitated) 45 Contact Hours

What does China's rise mean for China? What does it mean for Asia? What does it mean for the U.S.? And what does it mean for the world in an era increasingly characterized by Great Power Competition? This course, which will meet live weekly, will equip you to answer these questions. Students will study a unique combination of texts, including (translated) primary source Chinese essays and military doctrines, the latest International Relations thinking as published in leading academic journals, political-military analysis published by the RAND Corporation, Johns Hopkins University Applied Physics Lab, and National Defense University. Major themes of the course include China's domestic system and goals, the mission and capability of the People's Liberation Army, and the emergence of strategic rivalry in the new domains of space and cyberspace. China's capabilities, intentions, and likely reactions to various strategies will be carefully interrogated. At the end of the course, students will reflect on what peace with China means—both for the region and for the U.S.—as well as the likely causes, course, and consequences of a Great Power War.

ISS-985A A Brief History of Africa (Facilitated) 45 Contact Hours

While the continent and people of Africa are often framed as only now emerging onto the world stage, this could not be further from the truth. Beginning in antiquity, Africa and its peoples have been central to massive networks of knowledge, wealth, and power. In this course, students will receive a brief but insightful introduction to the history of Africa, with particular emphasis on the regions and dynamics of interest to persons engaging with the continent in matters of development, diplomacy, or defense. Africa and the Africans will only be more important in the future; those working with our partners there should know their past and how it has shaped the present! Over the course of this six-week introduction to the history of Africa and its peoples, students will engage in peer discussions and instructor led seminars to more fully explore the historical dynamics at work on the continent. These student-centered discussions will be supplemented with a series of short reflective pieces and a non-essay final product that will be presented to the class.

RES-986V Virtual Reality for Military Learning (Facilitated)

45 Contact Hours

For decades, theorists have advocated that learners should have some type of meaningful experience for deep learning to occur. A new generation of consumer technologies – virtual, augmented, and mixed reality – now offer the ability to achieve a “first-person experience” and improve learning without ever leaving the office (or home). This course examines the use of virtual reality devices and their interaction with courseware to more fully understand the effects of presence, co-presence, empathy, and interactivity on learning, and to assess their potential to enhance learning within the

military environment.

***Note:** Students who volunteer for this course must have access to a virtual reality headset with 6-degrees of freedom (6DOF), such as the Oculus Quest 2/Rift S, HTC Vive/Vive Pro, Valve Index, etc. Additionally, students must be able to attend a synchronous class session in VR in both week 3 and week 6 of the course.

Squadron Officer School Resident Program

Primary Developmental Education (PDE)

Program Description. The Squadron Officer School (SOS) resident program is a PME course targeting four-to-seven-year Air and Space Force captains, select Department of the Air Force civilians of equivalent grade, and international officers. The post-baccalaureate PDE curriculum covers three core learning areas—leadership, design thinking, and joint warfare. Throughout SOS, students team-build and apply theories, principles, and practices from the core learning areas through experiential exercises, written assignments, briefings, and personal and collaborative reflection culminating in a capstone event for each core learning area.

Squadron Officer School is built on the “Lead to Prevail” curriculum. The Lead to Prevail curriculum challenges students to meet the CSAF’s vision to “Accelerate Change or Lose.” Through these experiences, students learn to adapt their leadership competencies in the context of our leader development model, Lead to Prevail, which introduces leadership concepts at the individual level and using a three-phase approach, expands outward to broader leadership contexts. The first phase, Leadership, focusses on introspection and understanding each member’s unique characteristics. The second phase, Design Thinking, places emphasis understanding one another to build trust-centered, empowered teams. Here, students work in teams to address challenges at the organizational level. Finally, the third phase, Joint Warfare, looks at how leadership is applied to address the evolving national-level challenges of our day. Students demonstrate not only how their specific roles as Airmen and Guardians fit into the Department of the Air Force, but also how their services supports joint, national, and international operations. Instruction is illustrated and reinforced through an examination of modern international relations, the National Defense Strategy, current events, and air and space doctrine. Throughout each phase, students are challenged to use critical, creative, and ethical reasoning as they work through relevant challenges.

Program Learning Outcomes:

1. **Leadership.** SOS graduates are more effective at the art and science of deliberately influencing others to achieve positive outcomes in a wide range of contexts. More specifically, SOS graduates can
 - a. Analyze and align critical, creative, systematic, and ethical thinking for a VUCA environment.
 - b. Integrate diverse perspectives to create shared goals and inform decision making.
 - c. Apply models of leadership/followership/teambuilding to the development of interpersonal relationships and the enhancement of organizational performance.
2. **Designing to Accelerate Change.** Demonstrate proficiency at designing answers for a diverse range of complicated and complex challenges. More specifically, SOS graduates can:
 - a. Apply multidisciplinary methods to creatively design approaches to

address organizational challenges.

- b. Apply leader competencies according to the needs of people, the conditions of the environment, and the availability of resources.
 - c. Integrate principles of human performance to enhance their ability to learn, to adapt, and to thrive under stressful situations (*in-residence curriculum only)
3. **Air and Space Minded Officers.** In addition to their operational expertise, SOS graduates can articulate how their individual technical knowledge in air, space, and/or cyberspace domains integrates into Joint All Domain Operations. Specifically, they will be able to:
- a. Recognize how enduring national interests and the capabilities of sister services and coalition partners, influence DAF operational priorities.
 - b. Describe the all-domain effects the DAF must provide across the continuum of competition to satisfy national interests as Joint Force and coalition partners.
 - c. Articulate ways in which individual Air and Space Force Specialties contribute to the capabilities of the Joint Force.
 - d. Understand the geopolitical conditions of Strategic competition and how these define national security challenges and shape the demand of Joint Force capabilities.

Faculty. The SOS resident program is developed, maintained, and supervised by SOS faculty members in association with academic program managers and curriculum developers. The curriculum is delivered by Air and Space Force officers assigned to SOS as instructors and trained by the Squadron Officer School's faculty development program in Theories and Principles of Adult Education.

Duration. The SOS program is delivered in 25 academic days. The course is delivered as an in-residence course, but provisions exist to convert to a Virtual In-Resident-Remote (VIR-R) format if conditions warrant.

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.

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

SYLLABUS

MSOS001 Program Areas	Contact Hours
Leadership	24
Design Thinking	15
Joint Warfare	29
Team Building	22
Administration	24
Total	114

Program Area Descriptions

Leadership

24 Contact Hours

The Lead Phase uses students' introspective discovery of who they are as individuals and as leaders as the foundation for the rest of the course. The focus during the Lead phase is on the human domain. In this phase, students will learn more about themselves as a leader and ways to communicate to and lead the various members on their team. Refining these interpersonal skills are important to any leader regardless of the position they are leading from or the number of people they are leading.

Design Thinking

15 Contact Hours

Design Thinking is the second phase of Squadron Officer School's Lead to Prevail curriculum. The DT phase guides students through problem solving as a team and allows them to collaborate and gain insight on solving complex and complicated challenges that they have encountered in their current squadrons or an acquainted squadron. The focus during the DT phase is on human-centered design. The goal of this phase is to design a solution to complex and complicated challenges, while collaborating with a team and exploring the challenge from different perspectives. In this phase, students will learn more about collaboration, communication, and how incorporating diverse perspectives in designing a solution can enhance their effectiveness as a leader.

Joint Warfare

29 Contact Hours

Joint Warfare is the third phase of the SOS curriculum. The Joint Warfare phase establishes a baseline understanding of strategic competition and how this concept relates to command structures, organization of military forces, and strategic methods. It goes on to explore instruments of power and national security. Students apply their operational experience, knowledge of air, space, and the domains of cyberspace along with the integration of Joint All Domain Operations. Finally, the course broadens into land and maritime domains.

Team Building

22 Contact Hours

Students are encouraged to apply introspection, conflict resolution, and build leader-follower 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

24 Contact Hours

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

Squadron Officer School Distance Learning (SOS DL)

Primary Developmental Education (PDE)

<http://www.airuniversity.af.edu/GCPME/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 program is designed to advance the professional development foundation provided by the accessions programs. The SOS 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. The program 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 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 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.

Program Learning Outcomes. Graduates are able to:

- apply critical-thinking and communication skills to address contemporary military issues;
- understand the moral foundation of military service and how this informs ethical leadership in the profession of arms;
- apply leadership theories and models to the practice of leading teams/ units in complex, dynamic, and ambiguous tactical environments;
- understand the historical context of military and airpower theory, and how these inform the employment of joint forces in the international security environment;
- analyze how airpower contributes to military operations in the joint, interagency, intergovernmental, and multinational (JIIM) environment, in support of national security aims
- comprehend concepts (theories, models, analytical frameworks, etc.) and issues relevant to the military profession.

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 and practice. Military officers contribute critical military and operational

perspectives, as well as unparalleled currency and expertise, to the subject matters addressed. All faculty members have at least a master's degree.

Duration. All courses must be completed within three (3) years from the date of program enrollment. The time for a student 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 program at a reasonable pace. Students who do not complete a program before the three-year limit may request a one-time extension of up to 12 months (length of extension, if approved, is based on the student's remaining course load) by submitting a letter of request from his or her squadron commander (or equivalent) to the Dean of the Global School of PME.

Eligibility. The eligibility criteria for SOS DL are found in Air Force Instruction (AFI) 36-2670, Total Force Education.

- Active-duty line-of-the-Air Force (LAF) captains are prohibited from enrolling in the SOS DL course until seven years TAFCS.
- Active duty LAF-J, HC, NC, MSC, BSC, MC and DC officers may enroll in PDE/SOS DL on or after their date of rank to captain.
- Air National Guard and Air Force Reserve officers may enroll in SOS DL upon their selection to captain.
- Federal civilian employees in the grades of GS-9 to GS-12 and above (or equivalent) who possess regionally-accredited baccalaureate degrees.
- Sister-service officers in the grade of O-3 may enroll. However, as per army regulations, Army Officers will not enroll in other than Army schools without written approval of the DCS, G-3/5/7 (Director of Training). AR 350-1, 10 DEC 2017.
- Officers who complete the resident SOS program are prohibited from enrolling or reenrolling in the SOS DL course.

Enrollment. Eligible personnel can enroll in SOS DL via the Air University Portal (AU Portal) 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. Detailed enrollment instructions are available on the Global School of PME website found at link: <https://www.airuniversity.af.edu/GCPMEI/SOS/>. International students will be enrolled by the Global School of PME once approved by AFSAT and the AU Registrar.

Completion Requirements. Students must successfully complete eleven Foundational courses and 45 hours of Focused Studies courses. Completing 45 hours typically requires two or three courses total. One of the Focused Studies courses must be facilitated.

SYLLABUS

Course Number and Course Title	Contact Hours
Foundational Courses (All Required)	
ORN-501S Orientation	0
GSS-501S Introduction to Critical Thinking	10
LDR-501S Ethical Foundations of the Profession of Arms	10

LDR-502S Leader Development	15
LDR-503S Leading in the Organization	10
LDR-504A Frontline Leadership (Facilitated)	20
WAR-501S Introduction to Warfare Studies	10
ISS-501S Introduction to Security Studies	15
AIR-501S Air and Space Foundations	15
JNT-501S Introduction to Joint Operations	10
AIR-502A Air and Space Studies (Facilitated)	20
Focused Studies	
900 Level courses (must include one Facilitate course)	45
Total	180

Course Descriptions

FOUNDATIONAL COURSES (All Required)

ORN-501S Orientation

0 Contact Hours

Professional Military Education (PME) is a cornerstone of professional development, and for those seeking to enhance their expertise and knowledge through a Global School of PME program, an important first step is getting ready to participate in the online classroom. Students in this course prepare for PME in the Global School of PME by reviewing their specific education program and its requirements and learning how to navigate and perform necessary functions in the Global School of PME's learning management systems. Finally, students explore the technical, support systems, and policies and procedures that set expectations for successful completion of individual Global School of PME courses.

GSS-501S Introduction to Critical Thinking

10 Contact Hours

Critical thinking is a powerful skill with applications in and beyond the profession of arms. An introduction to the topic is therefore a fitting and valuable place to begin professional military education for officers and officer-grade personnel. A meaningful introduction to critical thinking, including of written work, includes description of various techniques for analyzing, evaluating, and presenting arguments, as well as information for identifying valid and invalid arguments.

LDR-501S 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. Students will explore 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.

LDR-502S Leader Development **1** **5 Contact Hours**

The Leader Development course offers students an opportunity to engage in mindful leader development. Students begin the course with a “Who am I?” introspection activity. They subsequently explore key elements of leadership. Students then apply leadership course themes in developing a Personal Leadership Development Plan (PLDP).

LDR-503S 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.

LDR-504A Frontline Leadership (Facilitated) 20 Contact Hours

Students will apply critical-thinking, mindful reflection, and interactive discussion to explore the unique challenges of leading in a complex organizational environment. During this course, students will share and discuss examples of personal, professional, historical, real-world, and scenario-based leadership challenges and triumphs to explore commonalities and habits of mind. Sharing of these experiences will bolster the continued development of key leadership skills needed to effectively lead in a volatile, complex, uncertain, and ambiguous environment. The course will culminate with a case study, discussing the Air Force's Missileer Testing Scandal (2014).

WAR-501S 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.

ISS-501S Introduction to Security Studies 15 Contact Hours

The Introduction to Security Studies course engages primary-level officers with concepts in international relations, civil-military relations, and strategic guidance. The goal of this course is to expose junior leaders to (a) the international community, (b) the actors involved in international civil-military relations, and (c) 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).

AIR-501S Air and Space Foundations**15 Contact Hours**

This course explores the concept of air-mindedness, 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.

JNT-501S Introduction to Joint Operations**10 Contact Hours**

The Introduction to Joint Operations 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 examines factors which shape the employment of military forces, with an emphasis on air-power. The course introduces the Joint Functions as categories of operational thought and planning. It exposes Airmen and Space Professionals 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.

AIR-502A Airpower and Spacepower Studies (Facilitated)**20 Contact Hours**

This capstone facilitated course culminates an exploration of the Air Force and Space 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, spacepower, national security, warfare, and joint operations, identifying crucial issues concerning airpower and spacepower roles and employment in those contexts.

FOCUSED STUDIES COURSES**(45 hours Required)**

Focused studies courses expand learning beyond the core areas allowing students to tailor their educational experience by selecting areas of study they determine best meet their needs. The focused studies courses include self-paced and facilitated courses. The focused studies courses are an integral part of each officer PME certificate program. As a result, the facilitated courses will normally have a mix of students from all three levels (SOS, ACSC, and AWC). Most of the Focused Studies courses are grouped in “Suites” with a culminating facilitated course provided to solidify the student’s understanding of the subject. Students are required to complete 45 hours including one facilitated course. Completing 45 hours typically requires two or three courses total.

Power And Persuasion Suite (Take LDR-951S +1 self-paced + Facilitated)

LDR-951S Power, Status, and Influence**15 Contact Hours**

Power, status, and influence are key organizing factors in groups from small teams to large organizations. This course examines empirical research on the foundations of power, status, and influence as well as how they relate to each other, how to grow them, and how they increase leadership effectiveness. Students will gain a better

understanding of group dynamics within their own organization and how to leverage this understanding to become a more effective leader in civilian and military organizations.

LDR-952 Negotiations in the Military Environment 15 Contact Hours

The Negotiations in the Military Environment course offers students an opportunity to learn how to apply negotiation theory in a military context. Course topics include an introduction to negotiation fundamentals, practical models and tools that enhance negotiation processes, and examples and inter-active exercises that demonstrate negotiating in action.

LDR-953S Principles of Strategic Communication 15 Contact Hours

Principles of Strategic Communication explores the concept of strategic communication and its importance in today's volatile, uncertain, complex, and ambiguous (VUCA) environment. Students will learn why strategic communication matters, its relationship to information operations, its purpose and processes, how to become a better listener, and how to influence behavior in a target audience. With a focus on social media, students learn how communication plays a role in the "War of Ideas," especially as it relates to combating terrorism.

LDR-954A 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.

***Current and Future Conflicts Suite* (Take any 2 + Facilitated)**

ISS-951S Deterrence 15 Contact Hours

The use of threat to prevent adversarial action is a fundamental construct in United States national strategy and merits serious thought. Although widely associated with the threat of nuclear war, deterrence principles operate in many domains including counterterrorism, space, and cyberspace. Given the lethality of modern weaponry, we live daily with the prospect that deterrence failure may result in mass destruction. It is especially important that those who participate in this strategy become familiar with it.

WAR-951S Fire and Flux: The Changing Character of War

15 Contact Hours

The Changing Character of War covers the factors that affect the nature of warfare. It explores how changes in domains, politics, society, and technology affect how war is fought. The course also examines the major thinkers (Clausewitz, Sun Tzu, Jomini, Mahan, and Corbett), and their theories concerning the changing character of war. By learning about change and continuity, students in this course develop a comprehensive understanding about the wars of the future and how to plan and prepare for them.

WAR-952S Gray Zone Warfare**15 Contact Hours**

The course introduces the concepts of gray zone conflicts and hybrid threats and examines how these concepts both interact and might be countered. The course topics include defining the gray zone, examining how conflicts are waged within them, the composition and operations of hybrid threats, the synergy these concepts enjoy with one another, and the challenges involved in countering them in isolation and together. This course also includes several recent or current case studies illustrating the wide range within which these concepts exist.

WAR-953A Unknown Unknowns: Current & Future Conflict (Facilitated)**15 Contact Hours**

Unknown Unknowns: Current and Future Conflict is a capstone course that applies the concepts learned in Fire and Flux: The Changing Character of War, Deterrence, and Gray Zone Warfare for an in-depth exploration of the complexities of war. The course requires students to be familiar with the concepts from at least two of the self-paced courses in this suite. Students will discuss the evolution of future warfare: what it might look like, how it may be fought or deterred, and what the United States needs to do to prepare for an unknown future.

Geopolitics and Security Suite (Take 1 + Facilitated + any self-paced)

ISS-952S Regional Studies: European Union**15 Contact Hours**

This course covers the development of the European Union (EU), and the challenges that organization faces as it attempts to become a global player. The course begins with an overview of the history of the EU, then explores to what it means to be a European today. It concludes with an overview of the challenges Europe and the EU are facing.

ISS-953S Regional Studies: Russian Sphere**15 Contact Hours**

This course provides students with an overview of Russian history, the significant changes in its 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 that drove the Soviet system, and the dynamics that fractured the Union. Finally, informed by the dramatic and turbulent past, students will conceptualize the contemporary Russian security situation, and relations between Russia and the world.

ISS-955S Regional Studies: Middle East and North Africa**15 Contact Hours**

This course offers a general introduction into the history, economic, and political trends of the Middle East / North Africa (MENA) region. The course emphasizes the period from the end of the First World War through today and focuses on the origins and developments of issues that are of particular concern to U.S. security. These issues include ethnic and sectarian strife, the rise of social movements (including Islamism), and the politics and economics of natural resources. Care is taken to gather perspectives from various points of view to help the student develop a more rounded and reflective understanding of the region and its challenges. The

student is encouraged to critically evaluate U.S. foreign policy, past and present, and to begin thinking of ways to increase security in this region.

ISS-959A Comparative Geopolitics & Security (Facilitated)

15 Contact Hours

This facilitated course walks 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.

***War Tech Suite* (Take 2 + Facilitated)**

JNT-951S Chariots and Fire: Technology and Warfare 15 Contact Hours

This course prompts critical thinking about complex relationships between security contexts, technologies, and warfighting. The course explores how the United States' armed forces generally, and the Air Force especially, utilize myriad technologies in national defense. It highlights select examples and trends from both legacy and contemporary use of technology in warfare, along with the technological variety that has allowed warfare's conduct—at least theoretically—in four domains that are not naturally conducive to human presence (sea, air, space, and cyberspace). This course provides a concise and hard-hitting introduction to the subject, raising issues in a way that prompts thoughtful analysis and ongoing consideration.

WAR-961S Ethics of Emerging Military Technologies

15 Contact Hours

This course investigates the ethical implications of autonomous weapons, remotely piloted vehicles, cyberwarfare, and soldier enhancements for warfare. Students will consider these technologies and their use not only with respect to broad ethical concepts such as responsibility, autonomy, and authority but also within the framework of the just war tradition more specifically. The course also examines how these emerging technologies impact the military's construal of the warrior ethos and military identity.

WAR-965A Mil Tech: Operational and Ethical Considerations (Facilitated)

15 Contact Hours

Military technology factors significantly in modern warfare. Familiarity with history indicates that technology's impacting military affairs is in fact far from new, and that different technologies have, do, and will continue to exert influence on the character of conflicts and on security affairs. Evaluating the role of technology in military affairs entails an understanding of past cases, contemporary and emerging issues, and other considerations including ethical ramifications and perspectives. Learners in this course integrate information from the material of preceding courses in order to assess relationships between technology, ethics, and warfare.

***Writing Suite* (Take RES951S + Facilitated)**

The Writing for Effect course series teaches students to think critically about effective

writing techniques and provides key tools necessary to complete a professional writing project suitable for publication. Effective writing is both an art and a science. As an art, writing requires effective combination of creative and critical thought focused on synthesizing new information. As a science, it requires application of an effective writing process. This two-course series provides students the opportunity to develop their abilities in both of these areas in the context of a topic of their own choosing. All students can take RES-951S. Course Director approval (based on quality of proposal) is required to take RES-952A.

RES-951S Writing for Effect I

15 Contact Hours

In this course selected readings will guide students to locate appropriate sources for a literature review, develop their ability to critically analyze research and writing, gain an understanding of their target audience (as well as how to tailor writing to that audience), and develop a writing style that is logical and compelling. This portion of the course is designed to further refine student writing ability rather than provide writing remediation.

RES-952A Writing for Effect II (Facilitated)

30 Contact Hours

This facilitated course builds on the previous self-paced lessons. Students complete a publishable product in the form of a writing project (paper, essay, blog, etc.). Working with an assigned writing mentor, students will conduct a literature review, build an outline, and revise drafts based on feedback. Whether starting from scratch or revising a product already in existence, this course will help fine-tune writing techniques in order to craft a compelling end product suitable for publication.

Space/Cyber Suite (Take 2 + Facilitated)

AIR-952S Space Frontier: A Contested Domain

15 Contact Hours

This course focuses on the factors and environment that affect the character of warfare related to the space domain. It examines how policy, law, and strategy establish guidelines for using space. The course also provides an understanding of US spacepower as well as explores threats and issues that challenge present and future space domain control.

AIR-953S Cyberspace: The Fifth Warfare Domain

15 Contact Hours

This course focuses on the factors and environment that affect the character of warfare related to the cyberspace domain. It examines how policy, law, and strategy establish guidelines for using cyberspace. The course also explores cyber threats and challenges as well as provides an understanding of cyber- space operations that characterize present and future warfare.

AIR-955A Space and Cyberspace (Facilitated)

15 Contact Hours

This facilitated course offers students the opportunity to explore contemporary and emerging issues in the space and cyberspace domains while integrating material from the Space Frontier: A Contested Domain and Cyberspace: The Fifth Warfare Domain self-paced courses. Themes from these prerequisite courses serve as a backdrop for

discussions on key topics such as threats, command and control (C2), multi-domain operations, strategy, deterrence, force organization, and policy/law, etc.

Stand-alone Courses

Stand-alone courses are not part of any of the previous suites but can be taken to complete the 45 contact hour requirement for focused courses.

LDR-805S The Flight Commander 15 Contact Hours

[SOS can take for credit, ACSC and AWC can review the material] The Flight Commander course shares core principles of leadership universal to the flight commander's role regardless of functional specialty or organizational type; and it will introduce concepts to help students execute their organization's mission and realize the vision of its leaders. Furthermore, the course offers students the opportunity to broaden their perspective by highlighting the diversity in Air Force and Space Force squadrons, flights, and job descriptions.

LDR-945A Squadron Command (Facilitated) 30 Contact Hours

[ACSC and AWC only, exceptions for SOS are only made for students who are already squadron commanders] The Squadron Command course provides students an opportunity to explore key topics and challenges that go with Air Force squadron command. The course is instructor-facilitated, collaborative, and includes a final-assignment. Students assess their own leadership philosophy, and then through study and collaboration on duties and responsibilities associated with command, convert their leadership philosophy into a tailored command philosophy.

AIR-951S Planning Joint Air Operations 15 Contact Hours

This course covers operational air planning from strategic guidance through Air Tasking Order production/execution. It examines the JFACC's role in guidance and prioritization, and how the AOC translates that guidance into plans and effects. The course includes detailed study of the Joint Planning Process for Air (JPPA); 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.

DIR-90X Directed Studies (Self-paced or facilitated) 15 Contact Hours

The Global School of PME is dedicated to creating and testing new innovative courses to improve the student experience. This includes courses based on current events that might be a one-time offering and courses that if the results of the test are favorable might eventually be added to our normal course offerings. The Directed Studies courses provide a generic method for granting Focused Studies credit for students who complete these test courses. Any test courses being offered will be listed in the announcement section of the student portal. DIR-901S and DIR-902S are used for self-paced course credit. DIR-903A is used for facilitated course credit.

Special Electives

The following special electives are offered on a periodic basis, either once or twice a year.

LDR-975A Essentials of Instruction: Building a Toolkit for the Development of Leadership (Facilitated) 45 Contact Hours

Being a great instructor is about more than just being really good at our job. A great instructor challenges their student, encourages them to take control of their development, and sparks the desire to learn more. How does the brain learn? Is stress a good thing or a bad thing? Why is it important for Air Force instructors to be Emotionally Intelligent? Should I focus on fixing a student's weaknesses or enhancing their strengths? What the heck is andragogy? If you want to be able to answer these questions and improve your abilities as an instructor, this is the course for you.

Designed for new, experienced, and future instructors, this course will provide students with a solid baseline understanding of educational and leadership theories while emphasizing application and experience. Each week, students will dive into an area of learning and development theory and then build on their understanding of those theories. The course will culminate in the completion of a project that the student will develop over the duration of the course. This project is designed to be used as an educational or developmental tool to be used at the student's duty location and will incorporate the lessons learned throughout the course.

LDR-976A Coaching in Leadership (Facilitated) 30 Contact Hours

21st Century leaders must adapt to an increasingly diverse and competitive environment. Balancing mission requirements and effectiveness not only includes the technology and machines that power readiness and lethality, but also the elements of the human domain. In this course, students will begin to develop the coaching knowledge and skills necessary to become more effective leaders and to positively impact their workplace climate. They will also explore how these competencies complement other leadership tools such as mentoring and feedback. Through live interactive sessions with trained and certified coaches, students will develop a coaching mindset and learn key coaching competencies such as active listening and evoking awareness. Students will be evaluated on their abilities to effectively coach and observe coaching through these live sessions. This course will require at least three hours of synchronous collaboration and the scheduling of these sessions will be determined by instructor and student availability and will be finalized within the first week of the course.

LDR-977A Leading Difficult Change: Lessons from the Civil Rights Movement (Facilitated) 45 Contact Hours

One of the constant drumbeats for organizations is that of "change." The military must constantly adapt to change and innovate to maintain military superiority. By assessing and analyzing the volatile, uncertain, complex, and ambiguous (VUCA) environment of the Civil Rights Movement, we can highlight many of the skills leaders and followers employed to champion difficult change during a significant time in American history. In this course, through discussion and reflective essays, students will assess the tactical, operational, and strategic level challenges the leaders and followers of the Civil Rights Movement grappled with to achieve short-, medium-, and long-term objectives. The leadership and managerial skills highlighted will prove integral to preparing students to ethically lead change in the complex organizational environments they will face in the 21st Century and beyond.

WAR-980A War and Peace in the Global Village: The Media, the Message, and Conflict in 21st Century (Facilitated) 45 Contact Hours

How does media shape our world? How should we evaluate the challenges misinformation and information warfare cause? How can Airmen successfully navigate the world of media and become effective communicators? This course is designed to provide learners with a broad understanding of media, social media, and information, and their relationship to both the military and warfare. It offers a mix of seminal texts and new research as a way to advance knowledge about the media landscape, audiences, and messaging. It also explores the weaponization of media and social media, the expanding spectrum of conflict, and possible path forward. Course material is accessible for learners with no background in media, public affairs, or public relations and is designed to provide an interesting challenge to those who have previously studied the subject or have professionally interacted with the media.

WAR-981A Thucydides (Facilitated) 45 Contact Hours

Thucydides, the fifth century BC Athenian general and chronicler of the Peloponnesian War, is generally considered the founder of International Relations as a focused field of study and reflection. Thucydides' penetrating insights into human nature and sage reflections on the causes, course, and consequences of conflict remain unsurpassed. Today, his name is evoked as a foreign policy meme ("the Thucydides Trap") referenced by Americans (such as Henry Kissinger) and Chinese (such as Xi Jinping) alike. This course provides students the opportunity to go beyond the meme and read Thucydides in full. Thucydides' History of the Peloponnesian War contains eight books, and each will be discussed in a live (interactive) class via Zoom. Students will come to class prepared to discuss that week's assigned portion of the text. As the course progresses, students will develop peer-reviewed paper in which they reflect on a major theme of the book such as the causes of war, the drivers of human motivation, the elements of strategy, the power of rhetoric, the ethics of violence, the reliability of allies, the growth and collapse of empire, and the consequences of hubris.

WAR-982A China Goes to War (Facilitated) 30 Contact Hours

What factors have led the modern People's Republic of China to initiate and terminate the use of force? Since 1949, China has fought "localized" wars with Korea (1950-1953), India (1962), the USSR (1969), and Vietnam (1979). In this course, students will review each of these periods as "case studies" to examine the conditions under which China is likely to fight a war, and how it anticipates such wars will end. During synchronous seminars, students will discuss the causes, course, and consequences of each of these wars. Students will be challenged to master the details of the provided cases and to apply their findings to contemporary international crises in a written essay.

ISS-984G Chinese Foreign Policy in an Era of Great Power Competition (Facilitated) 45 Contact Hours

What does China's rise mean for China? What does it mean for Asia? What does it mean for the U.S.? And what does it mean for the world in an era increasingly characterized by Great Power Competition? This course, which will meet live weekly, will equip you to answer these questions. Students will study a unique combination of texts, including (translated) primary source Chinese essays and

military doctrines, the latest International Relations thinking as published in leading academic journals, political-military analysis published by the RAND Corporation, Johns Hopkins University Applied Physics Lab, and National Defense University. Major themes of the course include China's domestic system and goals, the mission and capability of the People's Liberation Army, and the emergence of strategic rivalry in the new domains of space and cyberspace. China's capabilities, intentions, and likely reactions to various strategies will be carefully interrogated. At the end of the course, students will reflect on what peace with China means—both for the region and for the U.S.—as well as the likely causes, course, and consequences of a Great Power War.

ISS-985A A Brief History of Africa (Facilitated) 45 Contact Hours

While the continent and people of Africa are often framed as only now emerging onto the world stage, this could not be further from the truth. Beginning in antiquity, Africa and its peoples have been central to massive networks of knowledge, wealth, and power. In this course, students will receive a brief but insightful introduction to the history of Africa, with particular emphasis on the regions and dynamics of interest to persons engaging with the continent in matters of development, diplomacy, or defense. Africa and the Africans will only be more important in the future; those working with our partners there should know their past and how it has shaped the present!

Over the course of this six-week introduction to the history of Africa and its peoples, students will engage in peer discussions and instructor led seminars to more fully explore the historical dynamics at work on the continent. These student-centered discussions will be supplemented with a series of short reflective pieces and a non-essay final product that will be presented to the class.

RES-986V Virtual Reality for Military Learning (Facilitated)

45 Contact Hours

For decades, theorists have advocated that learners should have some type of meaningful experience for deep learning to occur. A new generation of consumer technologies – virtual, augmented, and mixed reality – now offer the ability to achieve a “first-person experience” and improve learning without ever leaving the office (or home). This course examines the use of virtual reality devices and their interaction with courseware to more fully understand the effects of presence, co-presence, empathy, and interactivity on learning, and to assess their potential to enhance learning within the military environment.

***Note:** Students who volunteer for this course must have access to a virtual reality headset with 6-degrees of freedom (6DOF), such as the Oculus Quest 2/Rift S, HTC Vive/Vive Pro, Valve Index, etc. Additionally, students must be able to attend a synchronous class session in VR in both week 3 and week 6 of the course.

Airman Leadership School (ALS) Resident Program

<http://www.airuniversity.af.edu/Barnes/>

Program Description. The Airman Leadership School (ALS) course consists of 192 hours of resident classes. Each student earns 10 semester hours of undergraduate credit upon successful completion of the course.

ALS is the critical foundation of enlisted professional military education (EPME) and focuses on developing leadership skills required of first-line supervisors and reporting officials. The ALS program's mission is to prepare SeniorAirmen to be professional, warfighting Airmen who can supervise and lead AirForce work teams to support the employment of air, space, and cyberspacepower. To maximize and enhance the program's effectiveness, the course is comprised of four outcomes: The Mission, Leadership, Problem Solving, and Air Force Culture. There are 23 individual lessons incorporated into these outcomes. To achieve the rigorous educational requirements and objectives out-lined in the program, students participate in various discussions, group activities, in-class exercises, and complete assigned performance tasks. The students' mastery of these outcomes is assessed via a capstone exercise.

ALS is conducted at 68 active duty Air Force bases worldwide and one 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.

Program Learning Outcomes. ALS produces graduates who are able to:

- communicate individual roles and understanding of Air & Space Force mission
- collaborate and connect with members of the Air & Space Force team
- apply cognitive strategies to solve Air & Space Force problems
- exhibit the Air Force core values and instill them in others

Faculty. The ALS faculty are required to have at least 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 teaching internship during their first year of assignment at their respective schools.

Duration. The ALS program is delivered in 24 academic days. Most schools conduct seven classes each year.

Eligibility. Refer to AFI 36-2670, *Total Force Education*. For ALS eligibility criteria, visit the ETCA website at <https://etca.randolph.af.mil>.

Program PlanYALSXXX Instructional Area Titles	Course Hours
Air Force Culture	27
The Mission	30

Leadership	36
Problem Solving	25
Course Capstone Simulation	10
Comprehensive Airmen Fitness	35
Collateral Curriculum	32
Total	195

Instructional Area Descriptions

Air Force Culture

27 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, oath of enlistment, emergent leadership issues (substance abuse, sexual assault prevention, wingman concept, and such), accountability, and the warrior ethos.

The Mission

30 Contact Hours

This course provides a study of the military instrument of national power. This core area develops an understanding of the nature of the Air Force mission and its many capabilities, to include addressing how each Airman fits into national defense. The mission speaks to employing military power across the spectrum of operations. The mission includes people, doctrine, strategy, force structures, and joint operations, along with the domains of land, sea, air, space, and cyberspace supporting national security objectives.

Leadership Studies

36 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 diversity and team dynamics.

Problem Solving

25 Contact Hours

This course enables students to understand how to approach problem solving situations, how to apply a solution framework and how to apply cognitive strategies to solve Air Force problems. Broad categories in this area include critical thinking, decision making, change management, continuous improvement and negotiating.

Course Capstone Simulation

18 Contact Hours

The capstone exercise will measure the students' mastery of the program outcomes. The student will make decisions and apply the lesson principles he or she has learned to these situations. Following the exercise, the instructor will conduct feedback with the students. Students who demonstrate mastery of course concepts and principles can

transfer their knowledge to the work center and, thus, with practice become more effective managers and leaders.

Comprehensive Airmen Fitness

38 Contact Hours

Comprehensive Airmen Fitness includes human performance and reflective reinforcement. Human performance encompasses the physical fitness component of the ALS, emphasizing a three-phased approach to every session: warm-up, workout, and cool-down. Part of the intent of this is to expose students to additional fitness movements and workouts they may not be currently using. Additionally, it includes reflective reinforcement, this gives students room to continue a discussion they might have had during the instruction or think of new thoughts that are applicable to what they've just learned.

Collateral Curriculum

32 Contact Hours

The collateral curriculum is time given for the course introduction, student surveys, administration, emergent issues, and commandant time.

Airman Leadership School Distance Learning (ALS DL)

<https://www.airuniversity.af.edu/GCPME/ALS/>

Program Description: Airman Leadership School Distance Learning program (ALS DL) consists of 60 contact hours. 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 broadening their understanding of the missions and cultures of the Air Force. It does so with a focus on the Wing/AF level, leading people, strategies for problem solving, and cultural foundations.

The ALS DL program includes a mix of self-paced and applied courses. The program is designed to provide professional development to enlisted military members at a specific and critical point in their career. The program provides students with peer-to-peer interaction and collaboration opportunities.

Program Learning Outcomes

1. Understand how to communicate, collaborate, and lead members of the Air and Space Force team across the Department of Defense
2. Understand cognitive strategies to solve Air Force problems
3. Understand ways to exhibit the Air Force Core Values and instill them in others
4. Understand how to communicate their contributions to wing and Air and Space Force missions

Duration: The program consists of a single academic term of 6 months. This enrollment period begins on the date the student enrolls in the program.

Eligibility: AFR and ANG personnel attend the ALS DL program per policy provided by their respective headquarters.

SYLLABUS

Instructional Areas	Contact Hours
ORN-101S	0
LDR-101S Leading People	15
LDR-102S Airman Culture	15
AIR-101S The Mission	15
CST -101H Applied Airman Leadership	15
Total	60

Instructional Area Descriptions

ORN-101S, Orientation (ALS DL)

0 Contact hours

This orientation course is an important first step in Enlisted Professional Military Education (EPME) as it will help students to get ready to participate in the online environment. Students in this course prepare for EPME in the Global College by reviewing their specific education program and its requirements and learning how to navigate and perform necessary functions in the Global College's learning management systems. Finally, students explore the technical, support systems, and policies and procedures that set expectations for successful completion of individual Global College EPME courses.

LDR-101S, Leading People

15 contact hours

This course includes lessons that focus on leading and managing subordinates and small work teams. It prepares students to effectively apply skills to influence and motivate their people by understanding behavior, leading ethically, and applying discipline when necessary. Students will learn about topics such as behavior analysis, ethical leadership, leadership, performance evaluation, standards and discipline, teams, change management, and receive an introduction to negotiations.

LDR-102S, The Airman Culture

15 contact hours

This course includes lessons that develop members who lead courageously as they mold themselves and develop subordinates to model USAF Core Values and other character-building traits that bond Airmen and Guardians together. Additionally, this course helps students oversee various programs, ensuring their sections are a cohesive team capable of meeting any challenge. Students will learn about topics such as the core values, diversity, emerging leadership issues, critical thinking, Airmanship, and receive an introduction to culture.

AIR-101S, The Mission

15 contact hours

This course includes lessons to develop Airmen who understand military strategy, joint military structures, and military missions. It prepares students to employ the necessary skills to lead in dynamic situations. Additionally, this course helps students develop and display effective written, spoken, and interpersonal communication skills that influence and direct people in order to facilitate mission accomplishment in unpredictable environments. Students will learn about topics such as communications, strategy, and joint warfare.

CST-101H, Applied Airman Leadership

15 Contact hours

This capstone course brings students together in a peer-to-peer learning experience. Students will demonstrate their knowledge of leading people, Airman culture, and the Air and Space Force mission by collaboratively

addressing real-world situations/problems that have an immediate relevance to preparing them as new supervisors and leaders.

Noncommissioned Officer Academy (NCOA) Resident Program

<http://www.airuniversity.af.edu/Barnes>

Program Description. The Air Force Noncommissioned Officer Academy (NCOA) is a resident CCAF-affiliated course that consists of 196 classroom hours. NCOA is the second level in the continuum of Air Force Enlisted Professional Military Education. It is preceded by Airman Leadership School and followed by the Senior Noncommissioned Officer Academy. Unlike other courses which evaluate one's knowledge and comprehension using end-of course examinations, this course incorporates in-class exercises as well as performance tasks to assess the students' comprehension of the lesson concepts and principles. To maximize and enhance the program's effectiveness, the course is comprised of four modules: The Mission, Leadership, Problem Solving, and Air Force Culture. To determine whether students achieve the rigorous educational requirements and objectives outlined in the program, students participate in various discussions, group activities, in-class exercises, and complete assigned performance tasks. NCOA is conducted at 11 active-duty Air Force bases worldwide. During the course, NCOA instructors facilitate a dynamic and rigorous standardized curriculum that challenges and allows for open dialog. 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.

Program Learning Outcomes. NCOA prepares NCOs to:

- Assess and advocate actions necessary for strengthening organizational culture
- Examine the impact of leadership actions and determine proper courses for achieving team goals
- Collaborate with team members to analyze problems and implement solutions
- Connect national defense strategic imperatives to tactical and operational actions

Faculty. The NCOA faculty are required to have at least an associate's degree (or fall within one year of completion) and to complete the Enlisted Professional Military Instructor Course (EPMEIC). Faculty must complete a 180-hour teaching internship during their first year of assignment at their respective school.

Duration. The NCOA program is delivered in 25 academic days. The 11 academies around the globe hold up to seven classes each year, educating 7,300 NCOs.

Eligibility. Refer to AFI 36-2670, *Total Force Education*. For NCOA eligibility criteria, visit the ETCA website at <https://etca.randolph.af.mil>

SYLLABUS

AF NCOA Resident Instructional Areas	Contact Hours
AF Culture	25
Leadership	39
Problem Solving	31
Mission	46
Program Orientation/Administration	55
Total	196

Instructional Area Descriptions

AF Culture

25 Contact Hours

This module offers a study of the military as a profession and the characteristics of the AF culture that separate the uniformed service from the society it serves. It begins with an overview of the entire module and orients the students with the lessons and learning outcomes in addition to providing information about the graded assignments they will be required to complete. Upon completing the module, students should be able to assess the cultural environment of their organization and advocate for the actions needed to strengthen organizational culture. The module objective is met through a variety of lessons that increase the student's understanding of unconscious bias, how trust plays a role as leaders, as well as gaining an understanding of one's commitment and how to improve the commitment of others. Additionally, the module covers the roles of NCOs within the AF sexual assault prevention program and how they can assist in shaping Air force culture by identifying the traits of a healthy and unhealthy organizational culture and methods they can use to improve organizational culture.

Leadership

39 Contact Hours

This module helps develop, inspire, and improve the human dimension from an individual to an organizational leadership role. This module begins with an overview of the entire module and orients the student with the lessons and learning outcomes in addition to providing information about the graded assignments they will be required to complete. Students will complete self and peer assessments that focus on communication with others. Upon completing the module, students should be able to identify the impact leadership actions have on their teams and individuals and also be able to determine the proper course of action to achieve team goals. The module objective is met through a variety of lessons that increase the student's understanding of leading teams, ethical decision making, the different traits and relationship between leadership and management, and the role and use of mission command to meet military objectives. Additionally, students are introduced to the basic concepts

associated with project management.

Problem Solving

31 Contact Hours

This module offers a study of how to solve problems in a collaborative environment to accomplish the mission. This module begins with an overview of the entire lesson and orients the student with the lessons and learning outcome in addition to providing information about the graded assignments they will be required to complete. Upon completing the module, students should understand various methods available that can be used to collaborate with team members, analyze problems, and implement solutions to meet mission objectives. The module objective is met through a variety of lessons that increase the student's understanding of the way people think, the types of problems that could be encountered, the fundamentals of negotiations, and various problem-solving processes.

Mission

46 Contact Hours

This module provides a study of the military instrument of national power. This core area develops an understanding of the nature of the Air Force mission and its many capabilities, to include addressing how each Airman fits into national defense. The mission module introduces students to the national defense strategy for employing military power across the spectrum of operations. The module objective is to achieve through an examination of military readiness at the tactical and operational levels, resource utilization, military alliances, the Air Force's role in joint operations. Additionally, students gain an understanding of military competition through an examination of military threats and their impact on strategic, operational, and tactical objectives.

Program Orientation

55 Contact Hours

Program Orientation is time given for the course administration that includes providing students with program policies and procedures, student surveys, reflective reinforcements hours, and fitness. The program orientation hour also includes commandant's time, which is time allotted for the commandant to cover topics specific to their location or to invite speakers of opportunity that enhance the NCOA experiences, i.e., commanders, first sergeants, command chiefs, subject matter experts, etc.

Noncommissioned Officer Academy Distance Learning (NCOA DL)

<https://www.airuniversity.af.edu/GCPME/NCOA/>

Program Description: Noncommissioned Officer Academy Distance Learning program (NCOA DL) is a 65-hour academic program, consisting of four self-paced courses and an applied course. The NCOA DL program provides professional military education to prepare NCOs to continue strengthening the Air Force culture, lead and manage teams, solve problems collaboratively, and connect national strategic documents to joint operations. The NCOA DL program enhances the development of NCOs by reinforcing their knowledge about leadership and management while increasing their level of understanding of joint missions and cultures. The NCOA DL program includes a mix of self-paced and applied courses. The program is designed to provide professional development to enlisted military members at a specific and critical point in their career. The program provides students with peer-to-peer interaction and collaboration opportunities.

Program Learning Outcomes

- Describe the impact of leadership actions and determine proper courses for achieving team goals (Understanding)
- Describe how to collaborate with team members to analyze problems and implement solutions (Understanding)
- Describe how to assess and advocate actions necessary for strengthening AF culture (Understanding)
- Describe how to connect National Defense strategic imperatives to tactical and operational actions (Understanding)

Duration: The program consists of a single academic term of 6 months. This enrollment period begins on the date the student enrolls in the program.

Eligibility. AFR and ANG personnel attend the NCOA DL program per policy provided by their respective headquarters.

SYLLABUS

Instructional Areas	Contact Hours
ORN-201S	0
LDR-201S Leading Teams	9
LDR-202S Reinforcing Culture	12
LDR-203S Collaborative Problem-Solving	11
JNT-201S The Joint Mission	18
CST -201H Applied Team Leadership	15
Total	65

Instructional Area Descriptions

ORN-201S, Orientation (NCOA DL) 0 Contact hours

The orientation course is designed to get students familiar with the requirements and policies of their program and prepare them to participate in the online environment. Students in this course prepare for EPME by reviewing their specific education program requirements and learning how to navigate/perform necessary functions in the Global College's learning management systems.

LDR-201S, Leading Teams 9 contact hours

This course includes lessons that enhance core leadership skills and traits, which optimize unit and mission effectiveness. It prepares Noncommissioned Officers to lead diverse teams in an effort to address tactical issues in ever changing environments. Additionally, this course sets the foundation for leading joint teams by establishing a common set of values and characteristics for the Armed Forces. Students will learn about topics such as Leadership and Management; Leading Agile, Innovative, and Inclusive Teams; Project Management; the Profession of Arms; and Mission Command.

LDR-202S, Reinforcing Culture 12 contact hours

This course includes lessons that teach the student how to build or effectively change a culture to ensure trust and understanding throughout the unit. This module covers Unconscious Bias, Trust, Commitment, SAPR, Commitment, and Shaping Organizational Culture.

LDR-203S, Collaborative Problem-Solving 11 contact hours

The Collaborative Problem-Solving course includes lessons that elevate the student's ability to assess and employ problem-solving methods and strategies to achieve a favorable outcome. These lessons prepare Noncommissioned Officers

to become more effective leaders by understanding different viewpoints and rationales behind problems. This course covers Metacognition, Negotiations, Problem Solving, Types of Problems, and Types of Thinking.

JNT-201S, The Joint Mission 18 contact hours

This course includes lessons that broaden the students' knowledge of the roles and functions of all branches of the United States military, and where they fit within the joint environment. It also describes the current global power threats to the US, and how the DoD plans to prepare and participate in them. Additionally, this course includes lessons such as Strategic Competition, National Strategy, National Military Capabilities and Organization, Joint Forces Overview, and the Joint Forces NCO and Petty Officer.

CST-201H, Applied Team Leadership 15 Contact hours

This capstone course brings students together in a peer-to-peer learning experience where they will demonstrate their knowledge of leading teams, reinforcing culture, collaborative problem-solving and the joint mission by collaboratively addressing real-world situations/problems they may face as leaders. The Applied course design will leverage contingent faculty to achieve a more experiential and problem-solving learning environment.

Air Force Senior Noncommissioned Officer Academy (AFSNCOA) Resident Program

<https://www.airuniversity.af.edu/Barnes/AFSNCOA/>

Program Description. The Air Force Senior Noncommissioned Officer Academy (AFSNCOA) is a resident CCAF-affiliated program that consists of 198 classroom hours. The course prepares SNCOs to lead the enlisted force in the employment of air and space power in support of US national security objectives. Specifically, the AFSNCOA educates SNCOs to become adaptable senior enlisted leaders able to operate critically, strategically, and jointly in complex and ambiguous environments through the application of four learning outcomes: Leadership, Problem Solving, Mission, and Culture.

Program Learning Outcomes. The SNCOA program prepares SNCOs to:

- Shape organizational culture by promoting a healthy organizational ethos
- Lead organizations through problem solving efforts to achieve mission success
- Anticipate and direct transitions that lead to more effective, agile, and lethal organizations
- Connect Air and Space organizations and capabilities to Joint Operation

Faculty. The AFSNCOA faculty members are required to have at least an associate's degree (or fall within one year of completion) and to complete the Enlisted Professional Military Education Instructor Course (EPMEIC) before instructing at the academy. Faculty must complete a 180-hour teaching internship during their first year of assignment at the school.

Duration. The AFSNCOA program is delivered in 25 academic days. There are six classes each year with approximately 300 students in each class.

Eligibility. SNCOs from the total force, active duty Air Force, active duty Space Force, selected Air Force Reserve (AFRES), and Air National Guard (ANG) may attend the in-resident AFSNCOA. Selected Army, Navy, Marine Corps, Coast Guard, and international military personnel also attend on a limited basis. Active duty Air and Space Force personnel must have at least one year of retainability following graduation. The Air Force Military Personnel Center (AFPC) identifies and notifies active duty Air Force and Space Force students for program attendance. Potential personnel should go through their Base Training Office for all questions regarding attendance, waivers and class dates. All students must meet their respective service standards.

The schoolhouse plays no part in active duty, guard or reserve student selection; contact your local Base Training Office if you would like to obtain a slot. Reference AFI 36-2670, Total Force Development, for Active Duty Air Force, Air National Guard, and Air Force Reserve scheduling information.

SYLLABUS

AFSNCOA Instructional Areas	Contact Hours
Program Orientation	73
Leadership	26
Culture	28
Problem Solving	31
Mission	32
Capstone	8
Total	198

Instructional Area Descriptions

Program Orientation

73 Contact Hours

The purpose of this portion of the course is for students to understand the SN-COA's purpose, policies, procedures, and requirements, participate in fitness, crosstalk with junior officers, remember the fallen, and graduate the course. These activities are not necessarily directly tied to any learning outcomes. Additionally, students participate in reflective reinforcement after specific lessons, conduct independent research, and hear guest speakers during Commandant's time.

Leadership

26 Contact Hours

The core lessons in this module prepare students to lead and direct transitions that lead to more effective, agile, and lethal organizations. Students engage in small group activities and experientials that emphasize the need for innovation, agility, and lethality within the Department of the Air Force, while also acknowledging the need for an effective onboarding process, and recognition of the multiple generations that the Air Force has.

Culture

28 Contact Hours

The core lessons within the culture module prepare students to shape organizational culture by promoting a healthy organizational ethos. Students examine topics ranging from the emergence of social media in the workplace to resiliency, and ethics as an organizational leader. The overall lesson objective centers around students knowing how to assess and shape their organizational culture through leadership, and familiarization of DoD and AF tools such as the DEOCS program.

Problem Solving

31 Contact Hours

The core lessons prepare students to lead their organizations through problem solving and innovation efforts to achieve mission success. The overall objective is to ensure leaders know how to lead their subordinates through a problem-solving process, and how to help those subordinates advocate their proposed changes to their organization's leadership and/or approval authority.

Mission**32 Contact Hours**

The core lessons prepare students to connect air and space organizations and capabilities to joint operations. Students should be poised to speak intelligently, albeit conversationally, about strategic competition and numerous joint operations around the globe, and how the Air Force and Space Force furthers U.S. interests both at home and abroad. This lesson meets all requirements as mandated by CJCS 1805.02 for Enlisted Professional Military Education joint items at the SNCO level.

Capstone**8 Contact Hours**

The purpose of this lesson is to provide students with an opportunity to examine and reflect on all lessons in order to create and practice articulating their personal leadership philosophy based on the lessons from within the course. By practicing articulating their philosophy in the safety of an EPME classroom, students will be prepared to better speak about it upon returning to their home unit.

Senior Noncommissioned Officer Academy Distance Learning (SNCOA DL)

<https://www.airuniversity.af.edu/GCPME/SNCO/>

Program Description: Senior Non-Commissioned Officer Academy Distance Learning (SNCOA DL) is a 65-hour academic program, consisting of four self-paced courses and an applied course.

The SNCOA DL provides professional military education to prepare SNCOs to lead the enlisted force by shaping organizational culture, improving organizations, and understanding how Air Force capabilities support Department of Defense objectives. The SNCOA DLP enriches the development of SNCOs by providing concepts to enable them to operate at an organizational level while at home or in a joint environment.

The SNCOA DL includes a mix of self-paced and applied courses. The program is designed to provide professional development to enlisted military members at a specific and critical point in their career. The program provides students with peer-to-peer interaction and collaboration opportunities.

Program Learning Outcomes

- Describe how to anticipate and direct transitions that lead to more innovative, agile, and lethal organizations
- Explain how to lead organizations through problem-solving efforts to achieve mission success
- Describe how to shape organizational culture by promoting a healthy organizational ethos
- Describe how to connect Air and Space organizations and capabilities to Joint Operations

Duration: The program consists of a single academic term of 6 months. This enrollment period begins on the date the student enrolls in the program.

Eligibility: AFR and ANG personnel attend the SNCOA DL program per policy provided by their respective headquarters.

Instructional Areas	Contact Hours
ORN-301S	0
LDR-301S Leading Organizations	10
LDR-302S Organizational Culture	15
LDR-303S Improving Organizations	10

JNT-301S The Air Force and Joint Operations	15
CST-301H Applied Senior Leadership	15
Total	65

Instructional Area Descriptions

ORN-301S, Orientation (SNCOA DLP)

0 Contact hours

The orientation course is designed to get students familiar with the requirements and policies of their program and prepare them to participate in the online environment. Students in this course prepare for EPME by reviewing their specific education program requirements and learning how to navigate/perform necessary functions in the Global College's learning management systems.

LDR-301S, Leading Organizations

10 contact hours

Since its inception, the Air Force's mission has demanded that Airpower be effective, agile, and lethal. In order to make those ideals a reality, it has taken leaders at all levels to demand excellence of both our people and our processes to ensure mission accomplishment. Throughout this course, students will examine the way both units and people operate in order to anticipate and direct transitions that lead to more effective, agile, and lethal organizations. Students will cover topics such as onboarding and training, innovation and agility, change management, and leading a multi-generational workforce.

LDR-302S, Organizational Culture

15 contact hours

We all inherently trust each other as fellow service members from the day we enter basic military training; however, trust is something that can easily be lost, and, as leaders, must consistently be re-earned. In the Organizational Culture course, students will focus on how to assess culture and shape climates based on a foundation of trust and respect. Students will explore topics such as assessing and shaping organizational culture, leadership models, ethics, DEOCS, mission command, resiliency, and social media.

LDR-303S, Improving Organizations

10 contact hours

SNCOs are expected to lead organizations through problem-solving and change efforts to achieve mission success. A problem-solving process valued both within the military and industry is the 8-step Practical Problem-Solving Method (PPSM). In this course, students will be guided through the 8-step PPSM to resolve issues that are affecting their home organization.

JNT-301S, The Air Force and Joint Operations

15 contact hours

As a SNCO, effectively connecting Air Force and Space Force organizations and capabilities to joint environments and operations is fundamental to mission success and helping your Airmen understand their role in supporting deployments, longer shifts, etc. In this course, students will closely examine service and national Policy, Strategy and Doctrine (PSD) while linking the tenants of Air and Space power to CCOM and Joint Operations. Students

will focus on topics such as core missions, foundations of joint operations, national strategy, and the Great Power Competition.

CST-301H, Applied Senior Leadership

15 Contact hours

This capstone course brings students together in a peer-to-peer learning experience where they will demonstrate their knowledge of leading organizations, organizational culture, the Air Force in joint operations, and improving organizations by collaboratively addressing real-world situations/problems they may face as leaders. The Applied course design will leverage contingent faculty to achieve a more experiential and problem-solving learning environment.

Chief Master Sergeant Leadership Course (CLC)

<http://www.airuniversity.af.edu/Barnes/>

Program Description. The Chief Master Sergeant Leadership Course (CLC1) is a resident program that consists of 80 classroom hours. The CLC1 is designed to prepare Chiefs for their initial CMSgt roles and responsibilities, primarily targeting Chiefs serving at the squadron level. This course provides Chief Master Sergeants the education to bridge strategic vision into tactical execution. Throughout the program, the CLC emphasizes critical thinking and an enterprise-level view in order to educate, inspire, and develop Chief Master Sergeants who effectively lead, manage, and mentor lethal and ready organizations. Chiefs will attend the CLC within two years of receiving their promotion line number. Chiefs will continue to build on foundational leader-ship competencies invaluable to fly, fight, and win across the full-spectrum of conflict and all domains of military power.

Program Learning Outcomes. CLC prepares Chief Master Sergeants to:

- Incorporate an enterprise-level view to effectively advise leaders at all echelons and develop lethal, agile, and adaptable Airmen for present and future challenges;
- Flexibly leverage approaches and thinking styles to appropriately address different types and levels of problems;
- Strategically leverage networks and relationships to lead and communicate effectively across all spheres of influence;
- Employ purposeful strategies to lead the integration of Air Force ethos, Airman identity, character and performance in individuals, organizations, and in diverse employment contexts.

Faculty. The teaching staff of the CMSgt Leadership Course is composed of highly experienced active duty Chief Master Sergeants, along with former senior enlisted members (retired Chief Master Sergeants) who hold a minimum master's level academic and/or instructional credentials. 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. Completion of the course is delivered in 10 academic days. The CLC conducts ten classes per year with 60-84 students in each class.

Eligibility. Chief Master Sergeants from the total force (AD, AFR, and ANG) may attend the CLC. The course is mandatory for active duty Chiefs who meet Air Force standards of performance, appearance, and fitness. Active duty Air Force personnel must have at least one year of retainability following graduation. Air Force Personnel Center (AFPC) identifies and notifies active duty students for CLC attendance. Selected AFR and ANG Chiefs are scheduled through their unit training manager.

Refer to AFI 36-2670, *Total Force Education* and the ETCA website at <https://etca.randolph.af.mil> for additional information.

SYLLABUS

CMSA-CLC-001 Instructional Areas	Contact Hours
Module 1: Mission	20
Module 2: Problem Solving	20
Module 3: Leadership & Self-Awareness	20
Module 4: Air Force Culture	20
Total	80

Instructional Area Descriptions

Module 1: Mission

20 Contact Hours

The Mission module includes lessons, activities, and various readings that focus on national strategy, strategic alignment, USAF strategy in the era of great power competition, JADO doctrine, current geo-political topics and events, and the organization, functions, and relationships of various levels of United States government. Numerous strategic documents are reviewed and incorporated into activities to include the National Defense Strategy, National Defense Authorization Act, Quadrennial Review, Air Force Future Operating Concept, and the National Security Strategies/National Military Strategies of the United States, China, and Russia. This module is enhanced with guest speakers and speakers of opportunity from around the Air Force

Module 2: Problem Solving

20 Contact Hours

The Problem Solving module explores the role of the CMSgt in our Volatile, Uncertain, Complex, and Ambiguous (VUCA) environment. In this context, Chiefs explore critical thinking and develop personal cognitive strategies in order to flexibly leverage approaches and thinking styles to address different types and levels of problems. The lessons in this module are designed to help Chiefs select and apply appropriate thinking methods to intentionally exert a positive influence in and across networks, and to develop purposeful strategies to lead diverse Airmen with character and mission focus.

Module 3: Leadership & Self-Awareness

20 Contact Hours

The Leadership & Self-Awareness module focuses on the role and influence of the Chief Master Sergeant, and how self-awareness impacts individual leadership. The Chief explores how influencing others begins with an understanding of self and how the individual is perceived by those within their sphere of influence. Integral to this module is the analysis of how smart management of relationships, networks, and communication by a unit CMSgt is invaluable in creating and sustaining a positive organizational culture and climate of openness and innovation.

Module 4: Air Force Culture

20 Contact Hours

The Air Force Culture module is executed through the capstone concept lesson. Through reinforcement and application of lesson principles covered through-out the course,

students engage in analysis to discover strategies to further develop as senior enlisted leaders. The impact the Chief has on the culture of a unit cannot be understated, and collectively those chiefs greatly influence the culture of the Air Force. In this module the Chief is challenged with the responsibility to create, maintain, and nourish a culture that supports and furthers the aims of the United States Air Force.

International Officer School

<http://www.airuniversity.af.edu/IOS/>

Program Description. The International Officer School (IOS) plans and executes preparatory courses for Air War College (AWC), Air Command and Staff College (ACSC), and Squadron Officer School (SOS). Each course is tailored to its follow-on PME program and has three basic functions. First, provide academic preparation for follow-on professional military education (PME) curriculum and methodologies. Second, facilitate cross-cultural adjustment for international military students (IMS) and their dependents if accompanied. Third, fulfill the Field Studies Program objectives outlined in international military training management directives. Attendance at IOS is a prerequisite for IMS enrolling at SOS, ACSC, and AWC.

Program Learning Outcomes. Graduates are able to:

- understand US society, institutions, and ideals
- understand the United States' military missions, organizations, and terminology necessary to participate in resident PME programs
- 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; 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. Global security cooperation offices must ensure each IMS is properly vetted in accordance with Defense Security Cooperation Agency and military department guidance. IMS 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 minimum 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://cs2eis.aetc.af.mil/sites/app10-etca/SitePages/home.aspx#Home> 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.

Program Plan

MIOS001 SOS Preparatory Course	Contact Hours
Academic Prep	23
US Democratic Institutions & Ideals	42
Communication	77.75
US Military Studies	20
Leadership	65
Total	227.75

Course Description

SOS Preparatory Course

244 Contact Hours

This course prepares international military students for the rigors of the Squadron Officer School resident program. Instruction focuses on (1) leadership, teamwork, problem solving, and followership; (2) academic writing, seminar discourse, and critical reading; (3) the US military organization and national security strategy; (4) Field Studies Program events; and (4) physical fitness.

Program PlanMIOS002 ACSC Preparatory Course	Contact Hours
Academic Prep	51
US Democratic Institutions & Ideals	64
Communication	115.5
Military Studies	15
Leadership	4.5
Total	250

ACSC Preparatory Course

250 Contact Hours

This course prepares international military students for the rigors of the 10-month ACSC resident program. Instruction focuses on (1) communications - analytical writing, seminar discourse, and critical reading; (2) the US military organization and structure; (3) Field Studies Program events; and (4) the application of airpower in joint operational environments and national security strategy.

Program Plan

MIOS003 AWC Preparatory Course	Contact Hours
Academic Prep	53.5
US Democratic Institutions & Ideals	103
Communication	90.5
Military Studies	346
Leadership	1.5
Total	284.5

AWC Preparatory Course

285 Contact Hours

This course prepares international military students for the rigors of the 10-month AWC resident program. Instruction focuses on (1) communications & analytical writing, seminar discourse, research, and critical reading; (2) the US military organization and structure; (3) Field Studies Program events; and (4) global security issues and a national security strategy orientation.

Instructional Area Descriptions

(Each preparatory course includes the following instructional areas.)

Academic Prep. During this course phase, IMS in-process and receive informational tours and briefings about Maxwell AFB, Air University, and the city of Montgomery. They receive orientation in various aspects of the individual IOS preparatory courses and follow-on programs. This area of instruction includes information on available support and necessary administration for students attending Air University programs. This includes leadership welcomes, orientation briefings, curriculum overviews, educational technology access/usage, and English language testing. Students participate in formal and informal feedback sessions with instructors throughout the courses as needed.

US Democratic Institutions & Ideals. Enables students to gain a better understanding of US society, institutions, and ideals. Topics include human rights, diversity and American life, US government institutions, political processes, judicial system, free market system, education, health and human services, media, international peace and security, law of war and related subjects to support the Departments of State and Defense's objectives for security assistance training. Most of this area of instruction is through the congressionally mandated Field Studies Program with activities, events, and trips conducted in the Montgomery area, the southeast region of the United States, Washington, DC, and New York City.

Communications. Communication skills development constitutes a significant part of the instruction at IOS. This area of instruction is designed to increase the student's ability to critically read, write, speak, and understand American English and convey ideas both orally and in writing according to USAF standards. In addition, writing, briefing instruction, and exercises prepare IMS for follow-on PME communication requirements. This area also includes computer instruction with hands-on training in applications relevant to the respective follow-on PME curriculum.

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 program. This area also introduces physical fitness requirements (for students attending SOS), with emphasis on leadership, followership, problem solving, and team building.

Professional Continuing Education (PCE)

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.

Cultural Courses (CLTR)

CLTR201 Introduction to Culture - Foundational course in the development of cross-cultural competence in the Air Force; provides an in-depth look at the concepts and domains of culture. Includes an exploration of cross-cultural communication, belief systems, family and marriage, intercultural relations, conflict resolution/negotiations, sport and culture, ethnocentrism and cultural relativism, and the cultural impacts on personality and behavior.

CLTR202 Introduction to Cross-Cultural Communication - Foundational course in the development of cross-cultural communication competence; focuses on the theories, skills, and applications necessary to effectively communicate across cultural boundaries. Explores the challenges presented by cross-cultural interaction and how they affect people, jobs, and relationships. Includes nonverbal communication, paralanguage, cross-cultural communication conflict styles, active listening, and interaction management.

Joint Flag Officer Warfighting Course (JFOWC)

LeMay Center

<https://www.airuniversity.af.edu/LeMay/>

Program Description. The Joint Flag Officer Warfighting Course (JFOWC) prepares two-star and three-star general officers of the five 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. Retired general officers lead the course as senior mentors, guiding discussions to focus at the high-operational and strategic level of war.

Attendees study war fighting, synchronization of interagency operations, military doctrine, and the application of unified, joint, and combined forces will be better prepared to face future crises.

Learning Outcomes. As directed by Chairman, Joint Chiefs of Staff Instruction (CJCSI) 1800-01, *Officer Professional Military Education Policy*, Appendix L

to Enclosure E dated 29 May 2015.

Faculty. Instruction for the course comes from senior national-level civilians and military representatives and nationally recognized subject matter experts.

Duration. The JFOWC is delivered in five academic days and is offered twice a year.

Eligibility. Attendance is limited to 18 Service Chief selected O-8s, O-9s, and civilian equivalents. Waiver authority to attend the course belongs to the Service General Officer Management Offices (GOMO) or Washington Headquarters Services (WHS) for the Office of the Secretary of Defense (OSD) Civilians. Reference the ETCA website at <https://cs2.eis.af.mil/sites/app10-ETCA/SitePages/home.aspx> for additional information. Course ID: MAAFNJ007.

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 multiple 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 multi-national 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 inter-agency cultures
- Ethical decision making and its effect on the operational environment and success in achieving military objectives

Combined Force Air Component Commander (CFACC) Course

LeMay Center

<https://www.airuniversity.af.edu/LeMay/>

Program Description. The Combined Force Air Component Commander Course (CFACC) prepares selected general/flag officers for theater-level combat leadership responsibilities. It is tailored to provide future air component commanders with a broad perspective on warfighting, military doctrine, and application of unified, joint, and combined combat forces. Retired general officers lead the course as senior mentors, guiding discussions to focus on the operational level of war.

Learning Outcomes. As directed by CJCSI 1800-01 *Officer Professional Military Education Policy*, 29 May 2015, Appendix L to Enclosure E.

Faculty. Instruction for the course comes from senior national-level civilians and military representatives and nationally recognized subject matter experts.

Duration. The CFACC is delivered in six academic days and is offered three times annually.

Eligibility. Attendance is limited to Service Chief Selected O-7s, O-8s and civilian equivalents. Since these courses build on knowledge from the NDU Capstone Course, attendees should complete this congressionally mandated course before attending a component commander course. Waiver authority to attend the course belongs to the Service General Officer Management Offices (GOMO) or Washington Headquarters Services (WHS) for the Office of the Secretary of Defense (OSD) Civilians. Reference the ETCA website at <https://cs2.eis.af.mil/sites/app10-ETCA/SitePages/home.aspx> for additional information. Course ID: MCADRE007.

Completion Requirement. Students must successfully complete all pass/fail evaluations and exercises.

Program Plan

MCADRE007 Courses	Contact Hours
National Security Strategy	10
National Planning Systems and Processes	8
National Military Strategy and Organization	8.5
Theater Strategy and Campaigning	5.5
Information Operations	20
Total	52

Course Descriptions

Leadership

10 Contact Hours

Comprehend, process, internalize leadership responsibilities at the senior warfighter level that are not necessarily inherent at lower tactical levels; provide mentorship on the unique and dynamic nature of a 3- and 4-star level commander.

Joint Functions

8 Contact Hours

The related capabilities and activities grouped together to help the theater-level commanders integrate, synchronize, and direct joint operations.

Strategic Context

8.5 Contact Hours

The dynamic, complex, and rapid shifts between allies, militaries, non-governmental organizations and governmental departments require an approach increasing reliance on many factors to achieve objectives across the full spectrum of effects. Theater-level commanders need to know how to incorporate the often subtle and ambiguous interplay between air, space, cyber, electro- magnetic and information activities that must be integrated as needed with kinetic effects.

External Relationships

5.5 Contact Hours

Theater-level commanders understanding and appreciating the myriad of key relationships external to the organization that are critical to success. Highlighting the bidirectional nature, the difficulty in building/maintaining, they need to be built early and at the appropriate level.

Roles, Responsibilities, Processes, Products, Authorities

20 Contact Hours

The intricacies that a C/JFACC, Commander Air Force Forces (COMAF-FOR)/ Theater-level commander will need to understand, use and execute within their assigned positions.

Senior Joint Information Operations Applications Course (SIJOAC)

LeMay Center

<https://www.airuniversity.af.edu/LeMay/>

Program Description. The Senior Joint Information Operations Applications Course (SIJOAC) prepares selected general/flag officers and senior executive civilians of the five 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 directed by CJCSI 1800-01, Officer Professional Military Education Policy, Appendix L to Enclosure E.

Faculty. Instruction for the course comes from senior national-level civilians and military representatives and nationally recognized subject matter experts. Duration. The SIJOAC is delivered in five academic days.

Eligibility. Attendance is limited to 18 Service Chief selected O-7s, O-8s, or civilian equivalents; JCS/J39 selected Flag Officers from the United Kingdom, Australia or Canada; or nationally recognized subject matter experts (SME) from interagency partners, academia or the private sector. Waiver authority for attending belongs to the sending organization. Reference the ETCA website at <https://cs2.eis.af.mil/sites/app10-ETCA/SitePages/home.aspx> for additional information, Course ID: MCADRE006.

Completion Requirement. Students must successfully complete all pass/fail evaluations and exercises.

Program Plan

MCADRE006 Courses	Contact Hours
Information Operations Core Knowledge	4

Doctrine and Policy	3
Joint Planning Process	1
Information Related Capabilities Military Information Support Operations (MISO) Military Deception (MILDEC) Operations Security (OPSEC) Public Affairs Intelligence Support to IO Electronic Warfare Space Cyberspace	7
Legal	1
COCOM IO/National Strategic Perspectives	2
Public Diplomacy	3
Interagency	2
Coalition/International Perspectives & Integration	2
Case Studies	4
Cross IRC/Domain Integration Topics	3
Total	32

*Approx. 60% of the above contact hours include discussions on Great power Competition (GPC), pacing threats and/or Joint All Domain Operations (JADO)

Learning Area Descriptions

Information Operations Core Knowledge 4 Contact Hours

- Describe the information environment, information as an emerging joint function and define information operations
- Describe IO considerations across the Range of Military Operations (ROMO)
- Comprehend the nature of warfare in the information age
- Comprehend the implications of IO effects across multiple domains

Doctrine and Policy 3 Contact Hours

- Recognize service doctrine for information operations and infer possible differences from joint doctrine
- Summarize the approach to information operations outlined in Joint Publication (JP) 3-13, Joint Doctrine for Information Operations; JP 3-0, Joint Operations; JP 3-85, Joint Electromagnetic Spectrum Operations; JP 3-12, Cyber Operations; and JP 3-14, Space Operations

Joint Planning Process 1 Contact Hour

- Comprehend the integration of IO in the JPP to other lines of operations
- Recognize the relationships between kinetic and non-kinetic targeting in IO

Information Related Capabilities (IRC) 7 Contact Hours

- Define/describe the IRC to include limits/constraints
- Define intelligence requirements for the IRC

- Define threats to each IRC

Military Information Support Operations (MISO)

- Describe the planning, operational considerations unique to this IRC
- Identify the challenges and factors that must be accounted for during MISO planning and execution

Military Deception (MILDEC)

- Describe the planning, operational considerations unique to this IRC
- Identify planning factors for MILDEC

Operations Security (OPSEC)

- Describe the planning, operational considerations unique to this IRC

Public Affairs (PA)

- Describe the impact of various technologies that provide live broadcasts from the battlefield to American living rooms
- Describe the planning, operational considerations unique to this IRC
- Discuss the role of media (print, social media, web based, and broad- cast) in shaping the information environment and how to use media to support IO

Intelligence Support to IO

- Describe decision-making methods used by adversaries and potential adversaries
- Discuss intelligence requirements as they relate to IO
- Comprehend the adversary/threats/non-adversary competition in the Information environment

Electronic Warfare (EW)

- Explain US/Allied reliance on the electromagnetic spectrum as a maneuver space
- Comprehend the implications of IO effects across the Electromagnetic Spectrum (EMS), to include multinational and “nongeographic” aspects

Space

- Discuss the space domain and space operations as it relates to information operations

Cyberspace

- Describe how to evaluate Courses of Action (COA) relating to cyber- space Operations Actions and Activities (OAA)
- Describe the cyberspace domain as it is/should be used in information operations

Legal

1 Contact Hour

Describe the process for the warfighter to request and be granted authorities. Describe key provisions in standing rules of engagement, policy, statutes, international law, and constitutional law that shape operations in the information environment.

Combatant Commander’s IO Perspective

1 Contact Hour

Comprehend Combatant Commander’s perspective in developing guidance to conduct

IO during both steady state operations and contingency operations

National Strategic Perspective

1 Contact Hour

- Describe key national authority and rules of engagement issues which could impact the joint/combined force, including national policies/ prerogatives, information sharing, and titles
- Comprehend National Strategic guidance (Joint Strategic Capabilities Plan, National Military Strategy, Capstone Concept for Joint Operations) in order to derive strategic IO objectives

Public Diplomacy

3 Contact Hours

- Identify Department of State perspective of Department of Defense IO
- Describe recent public diplomacy efforts, their effectiveness, lessons learned, and efficacy
- Discuss issues of military support to public diplomacy

Interagency

2 Contact Hours

- Describe interagency organizations and their responsibilities regarding IO and discuss common misconceptions concerning the capabilities of interagency
- Comprehend how DoD can utilize/incorporate non-DoD capabilities

Coalition/International – Perspectives & Integration

2 Contact Hours

- Explain the IO perspectives, capabilities, limitations of our coalition partners
- Discuss selected non-US approaches to information operations and their implications for US national security
- Discuss the challenges and opportunities to operate in a coalition environment with regard to IO

Case Studies

4 Contact Hours

- Identify techniques to counter adversary propaganda activity (either against US/Coalition or general populations).
- Examine case studies of adversarial use of IO.

Cross IRC/Domain Integration Topics

3 Contact Hours

- Outline how the proliferation of social media has created vulnerabilities to friendly force and how adversary use can be leveraged
- Examine integration of IRCs with other kinetic and non-kinetic operations, and their application in the operational domain

Cyberspace Operations Executive Course

LeMay Center

<https://www.airuniversity.af.edu/LeMay/>

Program Description. The Cyberspace Operations Executive Course (COEC) prepares selected general/flag officers to understand the complex issues dealing with Cyberspace policy and national strategy including joint, combined, inter-agency, Congressional, academic and private industry perspectives.

Faculty. Instruction for the course comes from senior national-level civilians and military representatives and nationally recognized subject matter experts. Learning Outcome. As directed by CJCSI 1800-01, Officer Professional Military Education Policy, Appendix L to Enclosure E.

Duration. The course is two academic days offered twice a year (once at O-7/O-8 level and once at the O-9/O-10 level).

Eligibility. Attendance is limited to 18 Service Chief selected O-7s, O-8s, civilian equivalents and select nationally recognized subject matter experts from interagency partners, academia, or the private sector. For senior level COEC attendance is limited to Service Chief selected O-9s, O-10s, civilian equivalents and select nationally recognized subject matter experts from interagency partners, academia or the private sector. Waiver authority belongs to Service General Officer Management Offices (GOMO) or Washington Headquarters Services (WHS) for the Office of the Secretary of Defense (OSD) civilians. Reference the ETCA website at <https://cs2.eis.af.mil/sites/app10-ETCA/SitePages/home.aspx> for additional information; Course ID: MCOEC001.

Program Plan

MCOEC001 Learning Areas	Contact Hours
National Instruments of Power	8
Senior Government Perspectives	5
Private Sector Perspectives	3
Total	16

Learning Area Descriptions

National Instruments of Power

8 Contact Hours

- Comprehend the interconnected nature of the national instruments of power and their relationship to cyberspace
- Analyze how specific policy decisions have affected Cyberspace Operations in support of national strategy
- Appreciate the roles of Diplomacy, Information, the Military, and the Economy in creating policy

Senior Government Perspectives

5 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 non-cyber capabilities in other domains
- Articulate the manner in which DOD cyberspace functions can be executed to achieve effects in support of national security objectives

Private Sector Perspectives

3 Contact Hours

- Analyze the effects of current national cyber security policy on various elements of the private sector, including financial and technology industries
- Understand the private sector perspective on cyberspace to include recruiting and maintaining human capital, providing cyber security to their customers, and their relationship to various government organizations
- Value academia's contributions to the overall understanding cyberspace

Contingency Wartime Planning Course (CWPC)

LeMay Center

<https://www.airuniversity.af.edu/LeMay/>

Program Description. The Contingency Wartime Planning Course (CWPC) educates current and future war planners in the art and science of operation planning. CWPC provides students with a comprehensive macro view of the contingency and execution planning processes from both joint and Air Force perspectives.

Learning Outcome. Demonstrate the ability to employ the concepts, principles, and methodologies of contingency and execution planning.

Faculty. The course is taught by a diverse group of instructors with a wide range of planning experience.

Duration. The course 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://cs2.eis.af.mil/sites/app10-ETCA/SitePages/Home.aspx> for additional information. Course ID: MCADRE002.

Completion Requirement. Students must achieve an 80% or better to graduate.

Program Plan MCADRE002 Courses	Contact Hours
IP100 Strategic Guidance	5.5
IP200 Concept Development	3
IP300 Plan Development	15
IP400 Plan Assessment	2
IP500 Exercises	40
Total	65.5

*Approx. 60% of the above contact hours include discussions on Great power Competition (GPC), pacing threats and/or Joint All Domain Operations (JADO)

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 contingency and execution.

IP200 Concept Development

3 Contact Hours

The concept development curriculum provides an overview of key topics that form the foundation of operational design and campaign planning and operational information operations involved with developing concepts of operation.

IP300 Plan Development

15 Contact Hours

The plan development curriculum introduces Air Force operations planning (contingency, execution, and adaptive planning), Unit Type Codes (UTC), the USAF War and Mobilization Plan (WMP), mobilization, force presentation, force sourcing, and readiness assessment tools. Additional lessons include key planning-related systems used in the plan development process, including joint operation planning and execution system (JOPES), deliberate crisis action planning execution segments (DCAPES), and the Integrated Deployment Systems (IDS).

IP400 Plan Assessment

2 Contact Hours

The plan assessment curriculum provides an overview of the plan assessment function during the contingency and execution planning process. This curriculum also introduces strategic information operations and execution planning.

IP500 Exercises

40 Contact Hours

The exercises curriculum allows students to apply knowledge gained throughout the course. Exercises are interspersed within all 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 (JAOPC)

LeMay Center

[http://www.airuniversity.af.edu/LeMay/...](http://www.airuniversity.af.edu/LeMay/)

Program Description. The Joint Air Operations Planning Course (JAOPC) is designed to educate Airmen from joint, multinational, or supporting air component commands in the fundamental concepts, principles, and doctrine required to develop the air portion of a joint/combined campaign plan. The course also provides students with an in-depth understanding of the Joint Operation Planning Process for Air (JOPPA) at the operational level of war. Participants gain insight into the fundamental concepts, principals, and doctrine required to develop a Joint Air Operations Plan (JAOP).

Learning Outcome. Demonstrate the ability to think at the operational and strategic level of war and produce an effective Joint Air Operations Plan (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 nine 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://cs2.eis.af.mil/sites/app10-ETCA/Site-Pages/Home.aspx> for additional information. Course ID: MCADRE003.

Completion Requirement. Students must achieve an 80% or better to graduate. Program Plan

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

*Approx. 60% of the above contact hours include discussions on Great power Competition (GPC), pacing threats and/or Joint All Domain Operations (JADO)

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.

Joint Task Force Staff Basic Course (JTFSBC)

LeMay Center

<http://www.airuniversity.af.edu/LeMay/>

Program Description: The Joint Task Force Staff Basic Course (JTFSBC) is a certified joint course and is a tailorable, doctrine-based, focused educational framework for USAF personnel and HQ elements selected to be deployed and/or employed as a JTF HQ. The objective is to enable Airmen to demonstrate the ability to execute the joint processes conducted by a JTF HQ Staff. The course addresses several educational needs that are not available in a single, “just in time” format elsewhere and prepares selected Air Force personnel to rapidly transition with their counterparts to an operational-level JTF mission and lead within the JTF HQ Staff. The curriculum is focused on processes, activities and tasks performed by JTF HQ staff with lesson materials derived from established JTF HQ Joint Mission Essential Tasks (determined by Joint Staff J7). The course is 75 hours broken into two, five-day academic periods. This course is documented as a certified joint course and awarded 1.5 Joint Qualified Officer (JQO) points.

Learning Outcomes: Airmen will demonstrate the ability to employ the joint concepts, functions, and management processes utilized by a JTF headquarters to command and control joint operations.

- Explain how strategic guidance, doctrine, and policy influence the forming and organizing of a JTF
- Discuss how joint functions enable operations
- Summarize joint operation and JTF management processes
- Apply the joint concepts, functions, and management processes used by a JTF headquarters to command and control joint operations through practical exercises

Faculty: The course is taught by highly experienced military and civilian instructors with a wide range of staff, planning, and operations experiences across a broad span of specialties. Faculty instructors must complete formal joint planning courseware prior to certification.

Duration: The JTFSBC is delivered in 75 contact hours.

Eligibility: JTFSBC is available for Airmen in grades E-5 through O-6; others by exception based on operational need. LeMay Center Warfighting Education Director is the waiver authority. JTFSBC quotas for in-residence courses are allocated IAW USAF, AU and LeMay Center policy. Nominations to attend this course may also be generated by a deployment tasking requiring USAF member to deploy as an Individual Augmentee (IA) to a Joint Manning Document (JMD) Joint HQ billet. Deployer enrollments are managed by 2 AF/A3X. The LeMay Center may also provide Mobile Education Team (MET) support to other Numbered Air Force (NAF) and Air Component Staffs at their location as resources permit and as approved by the Director of Warfighting Education to meet force needs addressed in Program Action Directive (PAD) 18-1, July 2018.

Priority for attendance:

- Airmen tasked to deploy as Individual Augmentees for or assigned to a Joint Task Force in a valid JMD position
- Airmen assigned to a Joint Task Force-Capable Headquarters for the service (USAF)
- Airmen assigned to a Component Numbered Air Force
- Other interested DOD and US government personnel as approved by the Director of Warfighting Education

It is highly recommended students complete the following Joint Knowledge Online (JKO) (or equivalent) Courses prior to attending the JTFSCB. The recommended courses will enable the student to appreciate the operational-focus of the JTFSCB and aid them in the transition from a tactical to an operational mindset.

- J3O P-US1141, JFC 100 Module 1: Introduction to Joint Fundamentals (2hr)
- J3O P-US1313, JFC 200 Module 13: Forming a JTF HQ (1hr)
- J3O P-US1155, JFC 200 Module 7: Joint HQ Organization, Staff Integration, & Battle Rhythm (1hr)

Note: An abbreviated curriculum is optionally available to senior leaders (grade O-6 and higher) unable to attend the 10-day format due to mission-related timelines and have completed an equivalent curriculum such as JPME-II. This section, the Joint Task Force Staff Advanced Course (JTFSAC) is conducted in-parallel with JTFSCB offerings and JTFSAC attendees are assigned to JTFSCB seminars as Operational Planning Team (OPT) leaders. The JTFSAC students are expected to guide their assigned seminar through completion of the course capstone practicum event. The JTFSAC variant is approximately 36 hours and runs concurrent to the second instructional period (week) of an established JTFSCB.

Reference the ETCA website at:

<https://cs2.eis.af.mil/sites/app10-ETCA/SitePages/home.aspx> (ETCA course number MCADRE012)

Completion Requirements: Students must successfully complete all pass/fail evaluations and exercises.

Program PlanMCADRE012 Courses	Contact Hours
IP 100 Forming and Organizing Concepts	4.0
IP 200 Joint Functions	11.0
IP 300 Joint Operation and JTF Management Processes	19.5
IP 400 Application Exercises (Practicum)	34.0
Total	68.5

*Approx. 60% of the above contact hours include discussions on Great power Competition (GPC), pacing threats and/or Joint All Domain Operations (JADO)

Course Descriptions

The curriculum presented is a combination of doctrine and existing Combatant Command (CCMD) work products and processes (plans, orders, readiness reviews, theater security cooperation, assessments, targeting, fires, sustainment and intelligence) with instructional periods presented as Informal Lecture or Seminar Exercise. The courseware has been designed to be area of responsibility (AOR) and CCMD agnostic. Since doctrine is mostly static but the work products (typically classified) are retrieved from the AOR or CCMD that is the focus of the JTF, adaptation is quickly achieved. The course currently consists of 6.5 hours Administrative/Assessment time, 34.5 hours of Informal Lecture, and 34 hours of Seminar.

IP 100 Forming and Organizing Concepts

4.0 Contact Hours

The forming and organizing concepts curriculum presents an introduction to the joint task force entity and the strategic guidance, doctrine, and policy that influence the forming and organizing of a JTF. Since the Department of Defense (DOD) relies primarily on Service component HQs to adapt with little or no notice into a JTF HQ, often under crisis conditions, students must understand the guidance that enables the newly designated JTF HQ to access additional resources that are not organic to the core Service HQ.

IP 200 Joint Functions

11.0 Contact Hours

The joint functions curriculum provides an understanding of how joint functions help JFCs integrate, synchronize, and direct joint operations. These functions are common to joint operations at all levels of warfare and fall into seven basic groups — C2, information, intelligence, fires, movement and maneuver, protection, and sustainment. Some functions, such as C2, information, and intelligence, apply to all operations. Others, such as fires, apply as the JFC's mission requires. Students are exposed to a number of subordinate tasks, missions, and related capabilities that help define each function, and learn how some could apply to more than one joint function while collectively enabling joint operations.

IP 300 Joint Operation & JTF Management Processes

19.5 Contact Hours

The joint operation and JTF management processes curriculum builds on the forming and organizing concepts and joint functions curriculums through a series of joint planning, intelligence, information operations, and sourcing process lessons and a command and control case study. The JTF and staff use a number of processes that support the JTF's requirements, activities, and products. Three of these processes — JTF Information Management (IM), the commander's decision cycle, and the HQ battle rhythm — are especially important for the efficient management of day-to-day HQ operations. Collectively, this curriculum allows the student to understand the processes they will use to conduct operations during assignment/attachment to a joint organization.

IP 400 Application Exercises (Practicum)

34.0 Contact Hours

The application exercises curriculum allows students the opportunity to apply the joint concepts, functions, and management processes learned throughout the course. The lessons in this curriculum build up to a capstone practicum event where student planning teams respond to a provided operation or geo- graphic command-specific

problem set and create a plausible solution. The process followed by students as they solve their assigned problem is the same used by a JTF headquarters to command and control joint operations.

Senior Executive Cyber Threats, Operations, Risk and Strategy

<http://www.airuniversity.af.edu/cybercollege/>

Program Description

USAF forces operating in the Joint Battlespace depend on the use of efficient and timely information flows to execute missions successfully. Adversary cyber activity has become increasingly prevalent and sophisticated due to a confluence of social, technological, economic, and political forces. Compliance strategies no longer provide adequate safeguards for AF flying missions. Mission assurance through education is required.

The curriculum for this TS/SCI level course includes modules on USAF mission dependency on cyber, vulnerabilities, threats, safeguards, USAF cyber organizations, Offensive Cyber Operations (OCO) and Defensive Cyber Operations (DCO) missions.

Program Learning Outcomes

Graduates are able to:

- Understand the impact of the cyber domain in all AF core missions
- Comprehend current vulnerabilities and threats that have proliferated into USAF weapon and information systems
- Understand Cyber Mission Force, organizations, and missions, including the complexity of title authorities in the execution of multi-domain operations
- Understand current offensive and defensive cyber operations utilized worldwide
- Comprehend the civilian sector perspective of cyber and the integration between commercial industry and the DoD

Faculty Credentials

Faculty members must possess a TS/SCI clearance, JWICS access, bachelor's degree (in any discipline), two or more years' experience in teaching at an undergraduate level and five or more years in military operational duties.

Duration. 2 days (16 hours)

Enrollment Requirements.

TS/SCI clearance, Rank of O-5/6, E-8/9, GS- 14 or above

Completion Requirements.

Successfully complete all 16 hours of the course and participate in the final table top exercise with three operational-level courses of action recommendations for a Combatant Commander.

Functional Mission Analysis-Cyber

<http://www.airuniversity.af.edu/cybercollege/>

Program Description

The Functional Mission Analysis Cyber (FMA-C) course applies JP 5-0 concepts of Operational Design and Mission Analysis to cyberspace operations. The course bridges the gap between network operations and the five core missions of the Air Force. Students will learn critical and strategic thinking skills and apply them according to the Functional Mission Analysis methodology to address mission assurance beyond compliance. Students will begin the transition to a warfighting mindset necessary to “fight the network” as a weapon system.

Program Learning Outcomes

Graduates are able to:

- Understand and apply operational design principles to cyberspace operations
- Understand, manipulate, and experiment with the dependence of their mission on cyberspace
- Apply a problem framing methodology to help cope with the complexity of cyberspace operations
- Apply rigorous inquiry into an existing mission to specify the mission assurance requirements

Faculty Credentials

Faculty members must possess a bachelor’s degree (in any discipline) and two or more years’ experience in teaching at an undergraduate level.

Duration. 5 days (40 hours)

Enrollment Requirements

Refer to Air Force Cyber College or ACC MDT websites: www.airuniversity.af.edu/cybercollege and <https://intelshare.intelink.gov/sites/accwfi/MDT/layouts/15/start.aspx#/SitePages/Home.aspx>

Completion Requirements. Complete the 40 hours in-residence or distance learning course. Pass the scenario-based exercise including commander’s out brief with three quantifiable courses of action for mitigation. Final assessment score be 80% or higher.

Cyber Leadership Series

<http://www.airuniversity.af.edu/cybercollege/>

Series Description. The Cyber Leadership series of courses prepares rising leaders for the challenges of the information age. The courses focus on the knowledge, skills, and abilities for cyber leadership, including analyses of policy, legal and ethical considerations for the employment of information and cyber power, and appreciating the role of key concepts such as risk, trust, and influence. It is not a tactical or technical series of courses and does not require students to be a cyber or technology expert. Broadly, the series requires students to explore, assess, and evaluate the effects of technology, cyberspace, and the information environment on society and the international system, and articulate strategic options for the United States.

The Cyber Leadership courses are offered with online class meetings once or twice weekly (one synchronous and one asynchronous). Each course requires 15 weeks to complete. For those seeking to complete the entire series, all three courses can be completed within approximately 12 months.

Students will receive professional continuing education (PCE) contact hours from Air University for each course. Students that complete all three courses may also be eligible to receive a certificate from the National Security Agency's National Cryptologic School and continuing professional education (CPE) units toward the maintenance of professional certifications.

Program Learning Outcomes (full Series).

Graduates are able to:

- Explain concepts and theories central to strategic competition in cyberspace and the information environment
- Describe key cyber technologies and trends and their effects on society and the international system
- Articulate strategic options for employing cyberspace and information to advance national objectives
- Analyze governance, policy, law, norms and ethics for the information environment
- Discuss concepts and processes for institutional change leadership, risk management, influence, and trusted partnerships
- Demonstrate critical thinking necessary for effective, risk-informed, decision making

Faculty. The Air Force Cyber College (AFCC) employs a blend of exceptionally qualified civilian and military experts as full-time faculty. 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. Faculty possess a terminal degree in a field relevant to national security strategy and/or coursework, professional experience, and research related to cyberspace or the information environment. Professors of

practice have graduate degrees in relevant fields and a depth of experience in military and/or cyberspace operations.

Duration. The Cyber Leadership series consists of three courses. Each course runs for 15 weeks and the entire series can be completed in approximately 12 months.

Admission Requirements. All Airmen in all career fields in the rank of E7 through E9, O-4 through O-6, or GS-12 through GS-15 (or equivalents) who hold a bachelor's degree. For more information, go to www.airuniversity.af.edu/cybercollege.

Completion Requirements. Students must successfully complete all writing, speaking, and participation assignments, which demonstrate mastery of the course content and the ability to apply it in a professional environment. Each course is graded pass or fail.

Program Plan (full Series)

MCYBER Courses	Contact Hours
MCYBER0501 – Cyber Leadership	180
MCYBER0502 – Cyberpower	180
MCYBER0503 – Cyberspace and Strategic Competition	180

Course Descriptions

MCYBER0501 – Cyber Leadership 180 Contact Hours

Leaders need analytical and practical skills and tools to lead US cyber forces to greater agility and effectiveness in great power competition against threats from state and non-state actors. Transformational leadership skills are needed to answer the 2018 DoD Cyber Strategy call for expanded partnerships and change risk management from a “zero defect” culture to one of rapid innovation. Students will discuss critical technologies and strategic factors affecting leadership in the information age while developing skills to make risk-informed decisions, assess an organization’s strategic environment, exercise influence, develop trust, navigate change barriers, and lead organizations and teams through dynamic environments. This class will apply leadership theories and practice decision-making through cyber case studies and exercises.

MCYBER0502 – Cyberpower 180 Contact Hours

Cyberpower is a game changer for national security leaders and contemporary statecraft. Peer competitors, non-state actors, and hacker criminals are increasingly leveraging the cyberspace domain to challenge the US and its allies. What does competition in cyberspace look like and how should the US respond to aggression and conflict? This course provides theoretical, policy, and legal frameworks for analyzing cyber as an instrument of US national power. Students will apply these to understand the interaction of technological change on US and international law and policy, differentiate authorities, analyze US cyber policy making, and study the development of cyber norms. The course concludes with an exercise where student teams design and present an international cyber peace regime that serves US national security. By the end of the course, students will be capable of articulating international relations theory as applied to the cyberspace domain, understand domestic and international approaches to cyber law and policy, and be competent

advocates for their points of view.

MCYBER0503 – Cyberspace and Strategic Competition

180 Contact Hours

This course prepares students for strategic-level military and government service through the study of national strategies and statecraft with a focus on cyber. Block I provides students with an understanding of the theoretical concepts of strategy, strategy making, strategic risk, and the US national security architecture. Beyond just the concepts, students are also exposed to how strategy development often works in the real-world. Students then study the building blocks of US national security strategy, including the instruments and resources of national power. In Block II, the course then explores how strategic competitors and adversaries are employing cyber in their national strategies and the challenges that this presents or could present for the United States. In Block III, the students study the US approach to cyber, including strategic objectives, challenges, and response. The course concludes with a strategy making exercise where student teams design and present national-level strategies to achieve desired scenario-based outcomes with an emphasis on the information environment and cyberspace domain. By the end of the class, students will understand the fundamentals of strategy, appreciate the capabilities and limitations of cyber, evaluate the US approach to cyber, spot strategic issues, assess risk, understand some of the debates, and begin to formulate and defend their own judgments.

Cyber Fundamentals for Aviation

<http://www.airuniversity.af.edu/cybercollege/>

Program Description.

USAF forces operating in the Joint Battlespace depend on the use of efficient and timely information flows to execute missions successfully. Adversary cyber activity has become increasingly prevalent and sophisticated due to a confluence of social, technological, economic, and political forces. Compliance strategies no longer provide adequate safeguards for AF flying missions. Mission assurance through education is required. The curriculum for this SECRET level course includes modules on USAF mission dependency on cyber, vulnerabilities, threats, safeguards, USAF cyber organizations and missions, mission assurance and compliance, flight operations in a cyber-degraded environment, future cyber-focused operations and USAF joint planning considerations for missions in this new reality.

Program Learning Outcomes.

Graduates are able to:

- Understand the impact of the cyber domain in all AF core missions
- Comprehend current vulnerabilities and threats that have proliferated into USAF weapon and information systems
- Understand electronic magnetic spectrum, cyber lexicon, Cyber Mission Force, organizations, and missions
- Evaluate operational mission assurance versus compliance
- Synthesize degraded cyber operations into planning, training, deploying, and executing operations
- Analyze planning considerations for USAF and Joint missions, including future cyber-enabled operations

Faculty Credentials.

Faculty members must possess a secret clearance, SIPR access, bachelor's degree (in any discipline), two or more years' experience in teaching at an undergraduate level and five or more years in military operational duties.

Duration. 2 days (16 hours)

Enrollment Requirements. Secret-level clearance

Completion Requirements. Successfully attend all 16 hours of the introduction course. No assessment for the introductory course.

Squadron Officer School Faculty Development Program

<http://www.airuniversity.af.edu/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.

Course 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 methods
- Apply appropriate questioning techniques; understand SOS Curriculum and 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 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 through teaching laboratories and focuses on developing instructors through mentoring and actionable feedback. Students are expected to write a cogent teaching philosophy as a result of what they have learned. 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-centered 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

<http://www.airuniversity.af.edu/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.

Course 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 most of the 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.

Enlisted Professional Military Education Instructor Course

<https://www.airuniversity.af.edu/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.

Course 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 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 EP- MEIC 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 36-2670 , *Total Force*

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.

Program Plan

Instructional Area Titles	Contact Hours
Administrative	32
Course Foundation	23
Educational Technology	5
Learning Theory	4
Performance Evaluation	66
Teaching Fundamentals	28
Total	158

Resident Instructional Area Descriptions

Administrative

32 Contact Hours

The Administrative block introduces students to the faculty and staff and explains local conditions (e.g. safety, security, weather, traffic). This module includes how to administer the psychometric instruments (Jung Typology & Kirton's Adaption-Innovation), a briefing by the Superintendent of Academic Affairs on how EPME curriculum is developed; we also provide information that will assist each educator in developing the skills and competency in order to meet EPME mission requirements. These lessons are: emotional intelligence, metacognition, EPME procedural guidance, and curriculum development. One hour is set aside for students to meet the curriculum writers for their respective level of EPME. Two hours are set aside for students to engage in a candid Q&A session with two EPME educator panels. This module also includes all forms of testing, end-of-course surveys, commandant time, out-processing, and graduation.

Course Foundation

23 Contact Hours

This module exposes students to "hands on"/"performance" requirements. Its purpose is to (1) Enable students with the opportunity to execute EPME responsibilities using familiar concepts and principles associated with their experiences prior to the resident course and (2) provide students the opportunity to progress through the levels of learning quicker. Allowing students that opportunity to see, read, act, hear, and feel the pressures of a dynamic EPME environment adds perspective to the learning process that would ultimately allow students to reach higher levels of learning throughout all four domains (affective, cognitive, psychomotor, and conative). This module also covers professional development which helps students understand the importance of self-reflection. Information covered in this module includes education on, as well as hands-on activities on reflective journaling, peer assessments, 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 all entities of EPME (student, instructor, and mission effectiveness).

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, Canvas, 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.

Learning Theory**4 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 their EPME learning environment. This lesson also familiarizes students with the Domains of Learning: Affective Domain, Cognitive Domain, Psychomotor Domain, and Conative Domain. This gives students the foundations of why lessons are developed the way they are in EPME and implications for teaching at different levels of learning.

Another advantage to this lesson is that it helps students understand The Spiral Learning Process. The students will experience the benefits of spiral learning with each EPME lessons; there are many opportunities to make connections to other lessons. The lesson ends discussing the importance of Accelerated Learning.

Performance Evaluation**66 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.

Teaching Foundations**28 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.

Commanders' Professional Development School

<http://www.airuniversity.af.edu/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. Also prepares selected individuals for future leadership opportunities at the squadron level. 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 seven times a year at Maxwell AFB and once each year at Wright-Patterson AFB.

Program Learning Outcomes

- Prepare updates on critical issues affecting commanders, leaders, 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 Leader Development Course for Squadron Command is two weeks long; the Wing Commanders' Seminar and Emergency Operations Center Directors Course are one week long; the Group Commanders' and Senior Materiel Leader courses last two weeks, the Wing Executive Level Response Course is two days long, and Senior Leader Mission Generation Course is one day.

Eligibility. The Air Force Colonels Group, Air National Guard Bureau, and Air Force Reserve Command Senior Leader Management Office determine Wing and Group commanders', and Senior Materiel Leaders' eligibility at all pre-command training courses. Wing Commanders nominate individuals for the Leader Development Course for Squadron Command. Attendance at the Emergency Operations Center Director Course is mandatory for DAE 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 (ETCA course numbers 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 43.5 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 higher headquarters' 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 AFIMSC 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.1

MLMDC813 Emergency Operations Director Course 32 Contact Hours Center

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.

MLMDC850 Leader Development Course 67 Contact Hours Squadron Command

This course, developed in response to CSAF's Squadron Revitalization initiative, equips and inspires Airmen and Guardians to thrive in command. Crafted for future squadron leaders approximately 6 months to 3 years prior to their first squadron leadership position. Including: officers 9-16 years commissioned service (Completion of SOS mandatory for Active Duty), E-7 to E-9, GS-13 and above and Volunteer Lead Spouses.

This course commits to sharpen and focus human domain leadership skills to achieve mission success through high-performing teams. The course reframes what "command" means to students and gives them tools to maximize squadron potential. Students improve warfighting capability by becoming more aware leaders, including intentionally deeper investments in self-improvement, understanding and communicating in the human domain, and gaining skills in aligning mission and values.

**MLMDC871 Maintenance Group
Commanders' Course****59.5 Contact Hours**

This course is focused on a comprehensive treatment of functional domain subjects, command, leadership, logistics, expeditionary operations, personnel programs, human domain concepts, and support activities. Topics also include a study of current systems, processes, and procedures impacting the Maintenance Group Commander's performance of duties and responsibilities.

**MLMDC872 Medical Group
Commanders' Course****56.25 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 higher headquarters' 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.

MLMDC874 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 higher headquarters' 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. SAF/AQH awards 40 continuous hours of Education & Knowledge (CHEK) toward ongoing acquisition professional development for this educational activity.

**MLMDC875 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 higher headquarters' 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 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 Senior Leaders' Mission
Generation Course****9 Contact Hours**

This course senior leaders comprehend the organizational dynamics, responsibilities, integration, and teamwork required between operations, maintenance, medical, and logistics support functions to meet wing mission requirements and aircraft generation requirements. The course emphasizes the critical tactical and operational

requirements and decision making of wing leadership by focusing on the relationship and teamwork between maintenance, operations, medical, and mission support.

**MLMDC901 Wing Commanders'
Executive-Level Response Course**

165ContactHours

Provides newly selected wing commanders and vice wing commanders tailored training on techniques and procedures necessary to effectively perform command and control functions, within a crisis action team (CAT) environment, during emergency and contingency situations involving aircraft, munitions, hazardous material accidents and incidents, and natural disaster situations. Includes problem solving and exercises associated with situation assessment, incident commander, emergency operations center, and CAT duties and responsibilities, communications, special resources, planning, public affairs, and logistics support.

Force Support Professional Development School

<http://www.airuniversity.af.edu/Eaker-Center/FSPDS/>

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 installation support education for Master Resilience trainers, Sexual Assault Response Coordinators and Sexual Assault Prevention and Response Victim Advocates, and Protocol. The portfolio integrates in- residence and distance learning and is designed to provide developmental opportunities in support of their community and/or career field.

School Overview. FSPDS is responsible for professional development of the Force Support officer, enlisted and civilian communities. Our educators accomplish this diverse mission set through a myriad of PCE courses that reach approximately 3,500 students annually through both in-residence and distance learning instruction. FSPDS develops leaders, managers, and supervisors one student at a time. The school has been in existence since 1965.

The school is organized into three teams. The Force Support Development Division is responsible for providing functional PCE opportunities for Force Support officers, civilians, and enlisted personnel. The team concentrates on leadership and foundational education that supports officers and civilians across the range of their career from the time they enter the career field until they separate or retire. Many courses focus on developing competencies that allow leaders to succeed in a contingency environment as well as the challenges of leading in the challenging and complex Force Support Squadron environment or at various staff levels within the A1 enterprise, to include HAF, Secretariat, A1 Field Operating Agencies and MAJCOM. Courses are also offered in various specialties to prepare individuals for duty assignments in Mortuary, Airmen and Family Readiness, Civilian Personnel, and Manpower Staff. The Installation Support Education Office provides PCE opportunities for various specialties including Master Resilience trainers, Sexual Assault Response Coordinators and Sexual Assault Prevention and Response Victim Advocates, and Protocol. The third team, Program Support, provides course and administrative support for Course Directors, as well as curriculum and policy execution support.

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. Additionally, we ensure our program is in alignment with the vision and strategic plan of Air University, Air Education and Training Command and Headquarters Air Force.

Courses. 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. All in-residence courses are held at Maxwell AFB, AL, unless otherwise indicated.

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.

Major Academic Program Areas: There are two major academic programs within FSPDS: (1) Force Support Professional Continuing Education and (2) Installation Support Education. The following describes each of these academic programs along with their associated Program Learning Outcomes and course descriptions.

Force Support Professional Continuing Education

Target audience: 38F Force Support officers, Force Support Appropriated Fund civilian employees and Force Support enlisted personnel.

Program Learning Outcomes

- Demonstrate competencies required to effectively lead people and manage resources within both installation-level and higher headquarters staff environments
- Demonstrate comprehension of the Occupational Competencies required to perform the full-range of Force Support capabilities within both home-station and deployed environments
- Demonstrate competencies required to perform a range of highly specialized functional skills within both installation-level and higher headquarters staff environments

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

40 Contact Hours

This resident course intensifies and broadens the skills of full-performance-level EMR specialists, enabling 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.

MAFHRMS119 Labor Management Relations Course 76 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 working with and negotiating written agreements between labor organizations and the installation commander.

MAFHRMS140 Air Force Sexual Assault Response Coordinator Course

82 Contact Hours

This resident course educates and provides essential information, processes, and resources through interactive lecture, guided discussions, and exercises to develop the knowledge and skills of Air and Space 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 and Space 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

59 Contact Hours

This resident course educates and provides essential information, processes, and resources through interactive lecture, guided discussions, and exercises to develop the knowledge and skills of Air and Space Force Sexual Assault Prevention and Response Victim Advocates (SAPR VA). This course is intended to standardize SAPR services throughout the DOD.

MAFHRMS404 Master Resiliency Trainer Course

40 Contact Hours

This in resident/DL-FL course 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 exploring scientific research supporting the resilience skills develop, real world application, and effective facilitation strategies. 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. Upon graduation, military graduates' records are up-dated 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

76 Contact Hours

This resident course is taught at the Air Force Manpower Analysis Agency at Randolph AFB, TX. It 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 Foundational Course

40 Contact Hours

This in-resident/DL-FL course is designed to provide entry-level, human and social services enrichment 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 foundational service delivery guidance and programs to include critical thinking, strategic consultation, case management, and crisis response. Students are introduced to policy, core service programs, personal and family readiness, and self-care.

MAFHRMS415 Leadership Strategies for Civilian Personnel Advisors Course

31 Contact Hours

This resident and DL-FL (offered once annually) course arms base-level civilian personnel leaders with tools and techniques to enhance their strategic advisory capabilities. The course includes lessons on classification, personnel programs, hostile work environments, labor-management and employee-management relations, injury compensation, and perspectives from senior leaders.

MFSS100 Force Support Basic Contingency Course

20 Contact Hours

This is a mandatory distance learning course for all 38F total force personnel 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. **RECOMMENDED PRE-WORK:** Initial Force Support Officer Course (IFSOC).

MFSS200 Protocol Fundamentals Course

56 Contact Hours

This resident course provides personnel with a fundamental knowledge of protocol presented from a base-level perspective. It encompasses procedures of administration, meeting and conference planning, entertaining and social events, ceremonies, funding sources, distinguished visitor visits, flight-line protocol, flag usage, and escort duties.

MFSS250 Mortuary Officers' Course

36 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, program management, and search and recovery operations will be discussed, as well as Air Force and contract mortuaries, honor guard, family assistance representative, 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 over-view; 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 non-viewable 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**39.5 Contact Hours**

This distance learning-faculty led (DL-FL) course is open to 38Fs, 3FXs, and Force Support Civilians. This class is mandatory for personnel deploying to a contingency operation. The following personnel may also attend the course: 38Fs with less than 18 years in the career field, 38Fs assigned to lead UTCs, personnel assigned to 3F0 and 3F1 specialty codes, current Silver Flag cadre, Force Support planners at MAJCOMs/COCOMs, and personnel assigned to or in their first 6 months of 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: Basic Contingency Course is not required but highly recommended.

MFSS300 FSS Flight Leadership Course**36.5 Contact Hours**

This distance learning-faculty led (DL-FL) course is open to 38F Force Support officers, equivalent civilians and SNCOs currently sitting or selected, as a Flight Chief, Flight Commander, or Flight Superintendent. This class focuses on general flight leadership topics including critical thinking, financial management, marketing, ethical leadership, force development, performance measurement, advisor skills, and customer service.

MFSS375 Force Support Operational Leadership Course**40.5 Contact Hours**

This resident course is open to Force Support total force civilians, officers, and SNCOs selected as FSS Operations Officers and Superintendents. This course focuses on and provides specific skillsets to Force Support leaders that define, shape, develop, sustain, and deliver properly developed Airmen and Space Professionals across the force. The Force Support Deputy Director, 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 operational level.

MFSS400 FSS Commanders/Directors Leadership Course

72.5 Contact Hours

This resident course provides Force Support Squadron (FSS) commanders and civilian directors with a thorough familiarization of force support key competencies, capabilities, , 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 installation's strategic advisor for A1 issues. During the course, students receive instruction from senior A1 leaders and functional experts. Students also participate in seminars with open discussions to receive insight on subordinate, peer, and senior command experiences, as well as application exercises and student capstones.

MFSS400 FSS Commanders/Directors Leadership Course

72.5 Contact Hours

This resident course provides Force Support Squadron (FSS) commanders and civilian directors with a thorough familiarization of force support key competencies, capabilities, 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 installation's strategic advisor for A1 issues. During the course, students receive instruction from senior A1 leaders and functional experts. Students also participate in seminars with open discussions to receive insight on subordinate, peer, and senior command experiences, as well as application exercises and student capstones.

MFSS400 FSS Commanders/Directors Leadership Course

71.5 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 competencies, 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 installation's strategic advisor for A1 issues. During the course, students receive instruction from senior A1 leaders and functional experts. Students also participate in seminars with open discussions to 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.

CIVILIAN LEADERSHIP DEVELOPMENT SCHOOL

<https://www.airuniversity.af.edu/Eaker-Center/CLDS>

School Description: The Civilian Leadership Development School (CLDS) was formally established 1 March 2022. The school's mission provides Department of the Air Force civilians undergraduate education, competency development, mandatory training, and orientation for the Department of the Air Force's 170,000 civilian employees and over 2,000 military personnel who supervise civilians. The CLDS is also chartered to help Department of Air Force civilians understand foundational competencies at the tactical and operational levels. (Note: Description and program information for the school's Civilian Associate Degree Program is provided in the Undergraduate Education section of the catalog.)

Program Description:

The CLDS operates its education and training program through its Manager/Supervisor Development Department, which combines Leadership Development, Coaching, and Mandatory Managerial and Supervisory Training (MST), and the Workforce Development Department. These sections provide educational opportunities, fill critical needs in the civilian continuum of learning, and meet federal and Department of Defense guidelines for succession and talent management for supervisors and managers, as well as orientation for all new DAF civilian employees. The school's courses are rooted in law and policy and meet the applicable learning objectives of both the Office of Personnel Management and Department of Defense frameworks for the respective categories of leadership, management, and supervisory development. Leadership development courses are also tied to succession and talent management and are required based on an individual's needed competencies as determined through MyVector, precision learning assessments, and/or as identified via supervisory vectoring in the Individual Development Plan process.

Courses. The CLDS offers courses within their program areas (Undergraduate, Supervisory, and Workforce Development) which support achievement of the Program Learning Outcomes established within each program area. The school offers the majority of its courses via distance learning, but it also delivers residence courses at Maxwell AFB, AL.

Eligibility. Requirements for participants vary for each course. Students can locate the course requirements on the Education and Training Course Announcements (ETCA) ETCA website at <https://etca.randolph.af.mil> for additional information.

Target Audience: Department of the Air Force civilian employees and supervisors of civilian employees.

Program Learning Outcomes

- Know personal competencies needed to create a cohesive unit fully supportive of its mission
- Understand competencies required to advance the organization's responsibilities within the framework of the operational mission
- Interpret competencies in effecting mission accomplishment

Course Descriptions

MAFHRMS419 New Employee Orientation Course

This mandatory DL course is designed to prepare newly-hired civilian personnel to be more effective in their roles as civilian employees of the Department of the Air Force team. The curriculum provides an introductory understanding of the Department of the Air Force culture with its unique mission. The course covers institutional, developmental, and pertinent information through awareness of topics such as DAF Heritage, Core Competencies, Core Values, Customs and Courtesies, Force Development, and Personnel Administration. The curriculum is designed to enable students to assimilate into their role as members of the total force by providing broad overviews into related basic foundational subject matter. It is delivered asynchronously via the AF myLearning platform.

MAFHRMS428 Developing Team Leader Course 76 Contact Hours

This DL course is designed to enable civilian personnel to acquire the 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. The course satisfies the federal law requirement for systematic development of emerging leaders to become supervisors as prescribed in 5 CFR, Section 412.202.

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.

MAFHRMS426 Introduction to Performance Management Coaching

2 Contact Hours

The Introduction to Performance Management asynchronous DL course provides an introductory overview of performance management coaching in the workplace. Coaching concepts are examined along with real-world Air Force examples relating to the employee performance management process. Students will be introduced to the fundamentals, competencies, principles, and philosophy of coaching necessary to become a coaching-leader, foster a coaching culture, and improve individual and organizational performance.

MAFHRMS427 Performance Management Coaching for USAF Supervisors and Leaders

24 Contact Hours

The course supports the implementation of the DoD Performance Management and Appraisal Program (DPMAP) as well as other DoD appraisal systems currently in use. This DL course supports new supervisors and leaders to develop their coaching skills. There are three modules in the two weeks of readings, videos, and weekly webinars. The first module addresses the role of coaching, benefits of high emotional intelligence for supervisors, as well as coaching principles and skills essential for success in Performance Management Coaching. The second module addresses how to choose effective coaching techniques as an antidote to toxic leadership in the workplace. The final module addresses the importance of the performance planning meeting and how coaching can improve this process. The course is designed for Air Force civilian supervisors and leaders. Students must complete the Intro to Performance Management Coaching Course (MAFHRMS 426) prior to enrolling in this course. Students self-identify and register online for this course.

MAFHRMS429 Performance Management Coaching for USAF Organizations

20.5 Contact Hours

This DL course provides an understanding of the role of coaching in organizational programs. It also assists new managers in acquiring the coaching competencies needed to coach themselves and others. The curriculum provides an intermediate understanding of the most current and relevant coaching information to USAF civilian leaders for creating a professional environment which promotes commitment, appropriate mindset, productive relationships, and a supportive coaching culture. Students gain a better understanding of their roles as leaders within their respective organizations as well as enhance their performance capabilities. Students must complete the Intro to Performance Management Coaching Course (MAFHRMS 426) prior to enrolling in this course. Students self-identify and register online for this course.

MAFHRMS416 Military Personnel Management Course

16 Contact Hours

This DL course provides essential knowledge-based training to civilian employees who will supervise 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. The course covers Air Force-specific subject matter and is not intended for those who supervise members of our sister services. The target population for this course is first-level civilian supervisors of Air Force military personnel. NOTE: 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).

MAFHRMS425 USAF New Supervisors Course (NSC)

Up to 36 Contact Hours

This DL course is federally mandated and is classified as priority one training in DAFI 36-2670. It is a requirement for all first-time supervisors of civilian employees, and completion of this course must appear in the students' official training record within one year of being assigned to a supervisory position. The NSC consists of approximately 36 hours of self-directed work, with weekly, optional 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.

MAFHRMS423 USAF New Manager Course

Up to 27 Contact Hours

This DL course is federally mandated and is a requirement for all first-time civilian managers. The course is comprised of approximately 27-hours of self-directed work, with optional online instructor-led webinars. The curriculum meets federal requirements contained in 5 U.S.C. 9902 and 5 CFR 412.201 as well as DoD, OPM Manager and Supervisory framework requirements. The course provides Civilian Managers (coded Supervisory Responsibility Level 3 or equivalent) with a sound foundation in managerial skills and civilian personnel management fundamentals.

MAFHRMS420 USAF Experienced Supervisor Course (ESC)

Up to 20 Contact Hours

This DL course is federally mandated and is classified as priority one training in DAFI 36-2670. It satisfies the legal requirement for supervisory refresher training. Completion of this course must appear in the student's official training record within three years of completing the initial or last supervisory course. This course is targeted to civilian supervisors (including civilians occupying ART positions). The course provides a refresher in civilian personnel management

fundamentals and key supervisory competencies. The ESC is approximately 20 hours of self-directed work, with one 60-90, online instructor-led webinar for students who require remediation. 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.

MAFHRMS422 USAF Experienced Manager Course

Up to 27 Contact Hours

This DL course is federally mandated and is a requirement for all civilian managers who have completed the New Managers Course 3 years prior. The course is comprised of approximately 27 hours of self-directed work and includes an interactive, group-based case study emphasizing a collaborative problem-solving approach and shared senior leader experiences. The curriculum meets federal requirements contained in 5 U.S.C. 9902 and 5 CFR 412.201 as well as DoD and OPM Managerial and Supervisory framework requirements. The course provides Civilian Managers (coded Supervisory Responsibility Level 3 or equivalent) with a refresher in managerial skills and civilian personnel management fundamentals as well as a refresher on up-to-date federal human resource policy changes.

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 not on the schedule at this time; check the CPD website for updates and when it may be available.

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, *Negotiation and 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 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.

Defense Financial Management and Comptroller School

<http://www.airuniversity.af.edu/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 & Space Forces Professional Financial Management Course (A&SF 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 individual presentations and assessments. 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.

Program Learning Outcomes.

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 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 instructors representing the Army, Navy, and Air Force.

Duration. The DFMC consists of approximately 20 hours of pre-course 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 typically taught as a mobile course conducted upon request at installations throughout the world. The A&SF PFMC consists of approximately 4 hours of pre-coursework followed by 14 academic days in-residence at Maxwell AFB.

Eligibility. The target audience for DFMC students are DOD Financial Managers with grades O-4 and above, GS-12 and above, and E-8 and above. Lower grades are authorized to attend by exception only. Individual Services and DoD Agencies prioritize their nominees and may further restrict attendance. The target audience for the DDSC varies depending on the location. 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 A&SF PFMC is Department of the Air Force GS- 9 through GS-12s with at least four years of financial management experience (target less than 10 years) and 60+ higher education credit hours; Department of the Air Force Financial Management Captains between 4-9 years of time inservice (or officers accepted to the Financial Management Leadership Pro-gram); Department of the Air Force Master Sergeants with no more than 15 years of time in service who have an associate's degree and are vectored by the FM Enlisted Development Team to attend PFMC.

Completion Requirement. Participants must successfully 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

The Defense Financial Management Course (DFMC) is a DoD course and bridges the gap between technical competencies and strategic financial management and leadership orientation. The course enhances students' critical thinking, analytical, leadership and conflict resolution skills while broadening their financial management experience. The DMFC curriculum includes three education blocks: Leadership and Communications, DoD Strategic and Financial Management Environment, and Decision Support. The curriculum is delivered through presentations, interactive seminars, networking, small group discussions and instructor- facilitated exercises. Instructors lay a solid foundation of principles in each education block. Guest lecturers then discuss the application of these principles and practices. Successful completion of this course and all prerequisites fulfills all educational requirements for DoD FM Level 3 certification.

MLMDC504 Defense Decision Support Course 26 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 and Space Force Professional Financial Management Course 110 Contact Hours

The Air and Space Force Professional Financial Management Course (A&SF PFMC) enhances mid-level financial managers' skills through competency- based education focusing on leadership skills; critical thinking, analytical, and decision support capabilities; and expanding overall financial management abilities. The faculty uses lectures, interactive seminars, small group discussions, guest speakers and facilitated practical exercises to help students achieve the learning objectives. Most of the course content will focus on financial management within an operational environment rather than an acquisition organization. The A&SF PFMC is primarily mapped to meet the educational requirements for DoD FM Level 2 certification.

USAF Chaplain Corps College

<http://www.airuniversity.af.mil/Eaker-Center/afccc/>

Program Description. The curriculum provides the highest-quality professional continuing education 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, religious affairs, one senior chaplain course, one religious affairs Airman senior leadership course, and one religious affairs Airman, crisis intervention crisis counseling course each year. If funding is available, the college may offer additional PCE courses each year covering topics of interest to the Chaplain Corps

Program 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 30 days.

Eligibility. The prerequisites for the Basic Chaplain Course are selection for duty as a chaplain. Chaplains must complete Officer Training School 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

MAFCSII101 Basic Chaplain Course (BCC) 160 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 airmen 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.

MAFCSII114 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.

MAFCSII115 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.

MAFCSII118 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.

MAFCSII123 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 considering 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 Chaplain Corps 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 geo- political 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 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.

MAFCSII132 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.

MAFCSII133 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.

MAFCSII136 Religious Affairs 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.

MAFCSII137 Superintendent/NCOIC, Religious Affairs Course (SNRAC)

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

<http://www.airuniversity.af.edu/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 Six Sigma (LSS), 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 and training required by all AF and USSF members charged with process improvement.

Course Learning Outcomes. Learning in this course will allow students to provide value to the AF and USSF 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 and Space Forces.

Faculty. All instructors are experienced (AF CPI 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, USSF, 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 Lean, Six Sigma, and ToC projects or to assist experienced GBs in conducting their respective process improvement events. The students will also be prepared to mentor new students by teaching the Lean/Six Sigma/ToC/BPR methodologies in just-in-time lessons associated with process improvement events or other venues as required.

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 AF course, sponsored by SAF/ MGM, satisfies AF CPI BB certification training requirements.

Senior Leader Course

<http://www.airuniversity.af.edu/Eaker-Center/>

Program Description. The Air Force Continuous Process Improvement (CPI) Senior Leader Course (SLC) is intended to provide an understanding and equip leaders with the ability to assess the gaps in systems and organizational structure that need to be addressed in order to allow a culture of problem-solving and continuous improvement to develop. The course will provide basic instruction for an understanding of the concepts related to process improvement methodologies of Lean, Six Sigma, Theory of Constraints (ToC), and Business Process Reengineering (BPR).

Course Learning Outcomes. Learning in this course will provide senior leaders with the tools and techniques to lead efforts to maximize process value in all environments—operational, support, and otherwise—and fully integrate CPI across their entire organization.

Faculty. All instructors are experienced (BB certified) active duty, Reserve, or Guard members of the US military or DOD civilians.

Duration. This course lasts 16 academic hours.

Eligibility. This course is open to all active duty Air Force, USSF, Reserve, and Guard officers, and DOD civilians and senior enlisted personnel in the grades of O-6, GS-15 and E-9. It is also appropriate for subordinate commanders and other key senior leaders to attend. There are no prerequisites for attending this course.

Completion Requirements. Upon completion of the course, leaders are prepared to lead, assist, support and guide members of their respective organization in executing Lean, Six Sigma, and ToC projects or to assist practitioners in conducting process improvement events that contribute to the execution of their organization's strategy.

Course Description

MAFSO2102 Senior Leader Course

16 Contact Hours

The objective of the CPI Senior Leaders Course is to augment O-6/GS-15/CMSgt/Sq CC/Superintendents/other key senior leaders' leadership skills with an understanding of how to manage process performance and strategy execution by strategically aligning the outcomes continuous process improvement using CPI tools and techniques. The course includes 1.5 days of classroom instruction on process improvement concepts, roles, responsibilities and a one half-day visit to an Air Force or industry operation that provides first-hand exposure to Lean tools in operation. There are no prerequisites for the SLC. The course, sponsored by SAF/MG, satisfies senior leader change management training requirements.

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.

USAF First Sergeant Academy

<https://www.airuniversity.af.edu/Eaker-Center/fsa/>

Program Description. The AF First Sergeant Academy (FSA), a CCAF-affiliated course, consists of 160 hours of blended and resident learning. The USAF FSAs mission is to train, develop, and deploy mission ready first sergeants to the field. The FSA is a total force academy and has one course curriculum. The resident course supports Reg AF, AFRC, ANG, Sister Services and Coalition Partners. The courses are validated by the CCAF and have been accredited for nine semester hours in Human Resource Management, Maintenance of Discipline, administration and Readiness. Upon graduation, students are awarded the special duty identifier (SDI) 8F000.

In addition, each component has a non-CCAF-affiliated First Sergeant Additional Duty Seminar, overseen by the FSA through the FSA Share Point. The FSA is responsible for updating the curriculum ensuring each installation im- parts the exact same curriculum. The areas of study are human resource management, maintenance of discipline, readiness, and administration.

Course Learning Outcomes. The FSA graduate will be 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
- prepare the unit's enlisted force to best execute all assigned tasks through effective written and oral communication
- maintain balance/harmony throughout first sergeant tour (personal and professional)

Faculty. All personnel selected as FSA faculty must carry the first sergeant SDI. FSA faculty members are required to have an associate 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 of in-residence learning. The academy can support up to 106 students per resident class.

Eligibility. The AF FSA course enrolls master sergeants from Reg AF, 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 Education Training Course Announcement (ETCA) page https://app10-eis.aetc.af.mil/etca/SitePages/ETCA_BCI_CourseDetail_

AU.aspx?BCIListID=316 for additional information.

Program Plan

Instructional Area Titles	Contact Hours
Administration	13
Physical Training	8
Block 1–Human Resource Management	77
Block 2–Maintenance of Discipline	44
Block 3–Readiness	18
Total	160

Instructional Area Descriptions

Administration

13 Contact Hours

Accomplish the administrative details incidental to the USAF FSA, conduct in processing, and review course curriculum.

Physical Training

8 Contact Hours

Participate in an extensive physical training program.

Block 1–Human Resource Management

77 Contact Hours

Comprehend and value how preventive intervention impacts the unit.

Block 2–Maintenance of Discipline

44 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

18 Contact Hours

Comprehend the first sergeant's role and responsibilities in a deployment process and apply the information in a deployment scenario.

Officer Accessions

Officer Training School (OTS)

<http://www.airuniversity.af.edu/Holm-Center/OTS/>

Program Description.

The OTS course is designed to provide experiential and classroom leadership training. Officer Trainees are challenged both physically and mentally through a rigorous and dynamic training environment that builds warrior ethos. Activities are divided between academic graded measures, scenario-based leadership evaluations, military studies, and physical training to meet institutional competencies outlined in AFI 36-2014.

Program Learning Outcomes. Officer Trainees are able to:

- Leadership - Apply leadership traits in dynamic environment
- Warfighting - Understand service specific elements in a war-fighting environment
- Communication - Apply the elements of effective communication
- Profession of Arms - Value the attributes of a military professional

Program Services Outcomes:

- Provide student academic prep time for faculty and student to make curriculum inquiries
- Conduct Test Review Board to assess student's performance, quality of test items and alignment with curriculum and instruction
- Provide faculty and student resources to enhance their teaching and learning
- Offer on-demand customer service with subject-matter expertise to address curriculum concerns and other academic challenges

Faculty. Officer Training School and Academic Affairs Directorate faculty selected through Air Force assignment system.

Duration. OTS offers three courses: Officer Training School (59 calendar days/8 classes annually), Officer Training School – Abbreviated (31 calendar/8 classes annually), and Reserve Commissioned Officer Orientation (15 calendar days).

Eligibility. Reference AFI 36-2013, AFI 36-2005, ANGI 36-2005 Chapter 2 paragraph 2.1, Officer Training School (OTS) and Enlisted Commissioning Programs (ECPS).

Completion Requirement.

All trainees must successfully accomplish certain requirements to graduate or complete the OTS program. Details of these requirements will be provided to trainees upon their arrival to OTS.

Course Descriptions

MOTS005 Officer Training School (OTS)

485 In-Residence Training Hours; 21.5 Hours of Pre-Course Assignment; Course Length-59 Calendar Days

Officer Training School (OTS) is a rigorous nine-week program that imparts to its Air and Space Force Active Duty, Reserve, and Air National Guard graduates the importance of leadership, discipline, resilience, attention to detail, and dedication to service. OTS includes physical training, communication skills, leadership studies, professional knowledge, warfare studies, and application of military competencies. It stresses commitment to the profession of arms and motivates graduates to adhere to the highest standards of integrity, service, excellence, character, connection, commitment, and courage. This challenging environment provides numerous tests of teamwork and leadership skills through classroom and field-training exercises, and internal operation of the Officer Trainee Wing.

MOTS002 Officer Training School - Abbreviated

(OTS-A) 242 In-Residence Training Hours; 21.5 hours of Pre-Course Assignment; Course Length-31 Calendar Days

Officer Training School-Abbreviated (OTS-A) is a rigorous five-week program designed to provide post-commissioning training to newly commissioned Active Duty AF, ANG, and AFRC medical professionals focusing on leadership, discipline, resilience, attention to detail, and dedication to service. OTS includes physical training, communication skills, leadership studies, professional knowledge, warfare studies, and application of military competencies. It stresses commitment to the profession of arms and motivates graduates to adhere to the highest standards of integrity, service, excellence, character, connection, commitment, and courage. This challenging environment provides numerous tests of teamwork and leadership skills through classroom and field-training exercises, and internal operation of the Officer Trainee Wing. 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. The ranks of OTS-A trainees range from second lieutenant to lieutenant colonel depending on the newly commissioned officer's professional qualifications. OTS-A attendees will go through their five-week course concurrently with full OTS course trainees in order to provide a universal experience.

MOTS003 Reserve Commissioned Officer Orientation (RCOO) 172.0 In-Residence Training Hours; 21.5 hours of Pre-Course Assignment; Course Length-15 Calendar Days

The Reserve Commissioned Officer Orientation (RCOO) course is an abbreviated course

designed to provide post commissioning training to hard-to-recruit, non-prior accessions within the ANG and AFRC medical professional communities. Training consists of leadership instruction as well as training in basic military subjects essential in developing directly commissioned officers to serve in the United States Air Force. It stresses commitment to the profession of arms and motivates graduates to live by the Air Force core values. The ranks of RCOO students range from second lieutenant to lieutenant colonel depending on the newly commissioned officers' professional qualifications.

Officer Training School Instructor Qualification Training Academic Instructor Course

<http://www.airuniversity.af.edu/Holm-Center/OTS/>

Program Description. The Officer Training School Instructor Qualification Training (IQT) Academic Instructor Course (AIC) provides lessons designed to train new OTS instructors on leading, instructing, and evaluating officer trainees in flight room lessons, leadership/officership evaluations, military training, and communication skills. Graduates of this course will be certified as OTS instructors and earn the AETC instructor badge.

Course 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.
- **Comprehend** the OTS mission, vision, and purpose, comprehend staff expectations, readiness & core competencies, comprehend the principles of adult learning & teaching, comprehend the role of staff in a military training environment, deliver instruction, demonstrate proficiency in flight room/auditorium & field leadership evaluation, and comprehend instructor administrative duties.

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. 33 calendar days

Eligibility. Officer Training School and Academic Affairs Directorate faculty selected through Air Force assignment system.

Completion. Students must successfully complete AIC and IQT along with the required certification evaluations.

Course Description

MOTS004 OTS Instructor Qualification Training Academic Instructor Course ; Course Length- Thirty-three calendar days)

This course is designed to train and prepare new Officer Training School and Academic Affairs Directorate instructors on leading, instructing, and evaluating officer trainees in flight room/auditorium lessons, leadership/officership evaluations, military training, and communication skills. Graduates of this course will be certified as OTS instructors and earn the AETC Instructor badge. Course learning objectives/outcomes include: Comprehend the OTS mission, vision, and purpose; comprehend staff expectations, readiness & core competencies; comprehend the principles of adult learning & teaching; comprehend the role of staff in a military training environment; deliver instruction; demonstrate proficiency in flight room/auditorium & field leadership evaluation; and comprehend instructor administrative duties.

MOTS012 Holm Center Academic Instructor Course, 64 Contact Hours (Eight-days)

This course prepares instructors to teach in an adult education setting; the primary focus is to educate and teach any DoD instructor. 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

<http://www.airuniversity.af.edu/Holm-Center/>

Course 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.

Course Learning Outcomes:

- Students will practice and develop skills in instructional methodologies to include: formal/informal lectures, guided discussions, experiential activities, and case studies.
- Students will practice and develop skills in student counseling and evaluation to include: observation, documentation, evaluation, and providing feedback.
- Students will practice and develop skills in effective questioning techniques using overhead, rhetorical, and direct questions.
- Students will practice and develop skills in effective classroom management.
- 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 Instructor Qualification Training, IQT001 (if applicable) unless otherwise waived, in accordance with *Holm Center Instruction* 36-2601 Faculty Development and Master Instructor Programs

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 the course 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 practice teaching log located within the syllabus. 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

<http://www.airuniversity.af.edu/Holm-Center/>

Course Description. This course provides lessons designed to enhance the curriculum development capabilities for graduates of Academic Instructor Courses. 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.

Course 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 (AF ROTC) Instructor Course

<http://www.afrotc.com>

Program Description. The Air Force Reserve Officer Training Corps (AF-ROTC) 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.

Program 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 of 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 & Academic Instructor Course 112 Contact Hours (Fourteen-days)

This fourteen-day, mission-essential course, hosted and managed by the Holm Center Academic Affairs Directorate, provides newly assigned AF- ROTC 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 & Academic Instructor Course 80 Contact Hours (Ten-days)

This ten-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 (NCO) Orientation Course 72 Contact Hours (Nine-days)

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 disenrollments. Regulatory guidance and procedures and other topics related to the AFROTC environment are taught.

Air Force Reserve Officer Training Corps (AFROTC)

<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 in AFROTC includes the profession of arms, warfare studies, international security studies, leadership studies, field leadership, and communication skills. Instructional methodologies include informal lectures, guided discussions, case studies, readings, and practical exercises (athletics, group leadership problems, and the leadership reaction course). AFROTC students attend Aerospace Studies (AS) classes along with the classes required in their individual degree plans.

Program Learning Outcomes

- **Leadership:** Apply leadership traits in dynamic environments.
- **Warfighting:** Understand service specific elements in a warfighting environment.
- **Communication:** Apply the elements of effective communication.
- **Profession of Arms:** Value the attributes of a military professional.

Program Services Outcomes

- Provide faculty and student resources to enhance their teaching and learning.
- Offer on-demand customer service with subject-matter expertise to address curriculum concerns and other academic challenges.

Faculty. The teaching staff at AFROTC units is made up of selected experienced Air Force officers based upon professional experience, academic back-ground, and qualifications as instructors. Detachment commanders and AF-ROTC instructors complete faculty development training at Air University, Maxwell AFB, AL, where they enhance their teaching skills and learn more about the mission before reporting to their host universities.

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 and 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 (AFJROTC) Instructor Course

<http://www.airuniversity.af.edu/Holm-Center/AFJROTC/>

Course 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, 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 AF-JROTC lessons using activity-based learning and Turning Point Cloud software. Students also receive AFJROTC instruction in curriculum application, professional relations, leadership and operational responsibilities, AFJROTC technology in education, and Web Intensive New Gains System (WINGS) applications. 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*.

Course Learning Outcomes. Graduates are able to:

- **Plan instruction:** The graduate must comprehend the domains of learning related to AFJROTC lesson plan preparation
- **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 online pre-course requirements and in-residence course work.

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 AFJROTCI36-2001, *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, advanced.org.

Air Force Junior Reserve Officer Training Corps (AFJROTC)

<http://www.airuniversity.af.edu/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
- 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, advanced.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.

Program Learning Outcomes. Graduates are able to:

- Educate and train students in citizenship and life skills

- Promote community service
- Instill a sense of responsibility
- 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 AF- JROTC 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
Course Number and Title
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.edu/Holm-Center/AFJROTC/>

ACADEMIC RESOURCES

Headquarters, Air University Office of Academic Affairs

Reporting to the Chief Academic Officer, the Office of Academic and Faculty Affairs is fundamentally responsible for accreditation, institutional planning, assessment and reporting, strategic academic planning, teaching, research, scholarship and service. In support of the academic mission, OAA advises commanders and senior staff on a wide array of activities involving advisory boards, accreditation, graduate and undergraduate degrees/programs, Joint Professional Military Education certification, the Military Education Coordinating Committee (MECC), Air Force Learning Council, faculty development and relations, research, scholarship, curricula, program assessment, institutional effectiveness, academic research and analytics, innovation and planning, and the execution of the program review. Academic Affairs works closely with the AU community to ensure that a rich variety of high-quality educational programs – pre-commissioning, undergraduate, graduate, and joint professional program – meet Air Force needs. Through the creation of policies and collaborative work with AU schools, centers, and non-instructional programs, OAA advises and provides leadership on all academic-related areas, identifies and reviews solutions for academic planning, research and policy analysis, student achievement and services. Academic Affairs directly supports several special initiatives designed to enhance the quality of education and research at AU.

<https://www.airuniversity.af.edu/Academic-Affairs/>

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 holds over 9,000 student papers in print, with many online. The Library 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-learn- programs, 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/Library/>

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.edu/TLC/>

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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), Blue Horizons, and the USAF Test Pilot School (USAF TPS) master’s, doctoral degree programs and the Air Force Associate of Applied Science in Leadership and Management degree program; 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.edu/Academic-Affairs/Registrar/>

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Educational Technology

AU Student Information System (AUSIS): A comprehensive student life cycle system to support the application, admission, enrollment, completions, graduations, course offerings database, learning records, transcripts and demographic data, etc. as AU's official system of record for education/academic data.

AU Learning Management System (AULMS): A comprehensive learning and learning environment management system to support design, delivery, administration, documentation, tracking, reporting, automation, and delivery of educational courses, training programs, or learning and development programs.

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
AGA	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
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
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
AUL	Air University Library
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
DAF	Department of the Air Force
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
JAO	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
JTFSBC	Joint Task Force Staff Basic Course
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
MSFRIC	Muir S. Fairchild Research Information Center
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
OPMEP	Officer Professional Military Education Policy
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 Planning Course SAASS School of Advanced Air and Space Studies
SASI	Southern Association of Colleges and Schools on Accreditation and School Improvement
SACSCOC	Southern Association of Colleges and Schools, Com- mission on Colleges
SAPR	Sexual Assault Prevention and Response
SCM-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
SJIAOC	Senior Joint Information Operations Analysis Course
SLADS	Senior Leader Airpower Doctrine Seminar
SLC	senior-level colleges
SNCOA	Senior Noncommissioned Officer Academy
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
UCMJ	Uniform Code of Military Justice
USAF PPDS	USAF Personnel Professional Development School
USAF TPS	US Air Force Test Pilot School
USC	United States Code
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



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