



ADDENDUM

AIR UNIVERSITY CATALOG ACADEMIC YEAR 2011-2012

We Produce the Future

January 2012

This addendum is to be used in conjunction with the Air University Catalog Academic Year 2011-2012 and is part of that official document. This addendum contains corrections and additions effective 1 October 2011. All changes and addition listed here take precedence over information contained in the Air University 2011-2012 Academic Catalog. All information contained in this addendum is subject to change without notice.

Air University Mission

We produce the future. We launch leaders of character educated to think critically, innovatively, strategically and jointly to master and deliver superior Airpower in support of national security objectives.

Air University Vision

One Team. Leading Edge Education. Preeminent Intellectual and Leadership Development.

Master of Strategic Studies

And

Diploma Program

Air War College

Changes/Deletions/Additions effective 1 October 2011: pages 41-74.

These changes/deletions/additions primarily reflect AWC course changes since April 2011. The resident program (items 2-6) changes show slight modifications in some Grand Strategy Program course titles and new elective courses. The italicized page number references annotate the AU Catalog location for changes.

1. General

References to AFI 36-2301, *Developmental Education*. This AFI is referenced several times. The instruction was updated 16 July 2010, superseding the 27 June 2002 edition and the title changed from *Professional Military Education* to *Developmental Education*.

2. Grand Strategy Program description (addition highlighted) Page 45:

Grand Strategy Program (GSP). The Grand Strategy Program (GSP) is an intense course of study for selected students seeking a deeper understanding of the development and implementation of grand strategy than can be attained through the regular curriculum. The program examines the historical practice of the 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 program are degree eligible students and complete all

courses required for the Master of Strategic Studies. LD 6200-G, NSDM 6300-G, WAR 6500-G, GS 6700-G, and WG 6800-G are enhanced versions of the regular courses. EX 6900-G is an oral comprehensive exam that must be successfully completed to graduate; no credit hours are awarded for exam completion. The descriptions for the GSP core courses follow the regular course descriptions below.

3. Course Title Changes:

- (Page 47) GSP's LD 6200-G sub-course JSL II: Philosophy & Ethics for Strategic Leaders
- (Page 49) GSP's WAR 6500-G sub-title is now Campaign Design and Execution (w/no War Fighting I heading)
- (Page 53) GSP's WG 6800-G sub-title (none listed before) is Wargames and Practicums
- (Page 60) EL 6467 The Vietnam War: What Happened and Does it Matter?
- (Page 64) EL 6545 Special Operations (Classified, US Personnel)
- (Page 69) EL 6744 Guns and Butter: International Economics and National Security

4. Course Description Changes:

- (Page 47) GSP's LD 6200-G sub-course JSL II: First sentence, change "The Advanced Strategic Leadership course" to "This course"

5. Course/Description Deletions:

- (Page 50) GSP's WAR 6500-G sub-course Warfighting II – Practicum Exercises (these are now integrated in the wargame)
- (Page 67) EL 6590 JCLASS Blue Team (Classified, US Personnel)
4 Semester Hours
- (Page 67) EL 6591 JCLASS Red Team (Classified, US Personnel)
4 Semester Hours (One course number now exists for both Red and Blue Teams of JCLASS. See "6. Course Additions" section for update.)

6. Course Additions: beginning on page 54.

Leadership Electives

EL 6243 Health Care Issues for Senior Leaders

2 Semester Hours

This course focuses on the medical issues facing senior leaders all the way from the "tactical" or personal level all the way up to the truly "strategic" level as we consider the national security implications of rising healthcare costs.

Directed at the non-medical officer, the course will bridge the gap between the typical “lay” understanding of these topics and the highly technical world of medical literature. In addition to the readings, lectures, and class discussions, the students will have the opportunity to apply what they have learned about risk analysis to themselves, and will participate in hands-on training in relaxation and other health-enhancing techniques.

EL 6244 Getting from Good to Great -- Continuous Process Improvement for Strategic Leaders **2 Semester Hours**

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. The course focuses on continuous process improvement in a military context while avoiding a litany of Japanese terms (gemba, andon, kaizen, heijunka, kanban, etc.) or spending hours perfecting Balanced Scorecard PowerPoint briefings. In a leadership environment characterized by decreasing budgets, personnel shortages, and aging equipment, pressure to find efficiencies while improving effectiveness will only grow. Through the study of books written by some of the most respected authors in the field, guest speakers, visual media, site visits, and challenging classroom discussion, students will gain a practical understanding of continuous process improvement (CPI).

Strategy Electives

EL 6475 Strategic Dilemmas **2 Semester Hours**

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

Warfighting Electives

EL 6564 Combating Terrorism: A Whole of Government Approach

2 Semester Hours

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

(Course Change-delete old JCLASS courses, replace with this one)

EL 6590 JCLASS (Classified, US Personnel)

4 Semester Hours

Joint Land, Aerospace and Sea Simulation (JCLASS) focuses on the strategic and operational levels and is played by students from all Senior Level Colleges (SLCs). JCLASS follows the latest planning procedures using the full range of military operations set in the western Pacific, northern Africa, southwest Asia and the US homeland in the year 2021. In the distributed planning phase, students play from their own schools and develop options in response to multiple regional crises. They prepare campaign plans in coordination with other SLCs to support Combatant Commander Objectives in the event of a major operation/campaign. JCLASS culminates with a warfighting exercise that brings SLC teams together at Maxwell AFB, AL.

International Security Studies Elective

EL 6741 U.S.-East Asia Relations

2 Semester Hours

This elective examines contemporary relations between the United States and the countries of East Asia (including Northeast and Southeast Asia, but not South Asia). This course will cover the military and economic dimensions of US-East Asia relations, Sino-American relations, non-traditional security issues, as well as the connections between Northeast and Southeast Asia.

Air War College **Distance Learning**

Changes/Deletions/Additions effective 1 October 2011: pages 148-156.

These changes/deletions/additions primarily reflect AWC course changes since April 2011. The DL program reflects various core course modifications. The italicized page number references annotate the AU Catalog location for changes.

1. (Page 149): Replace with the following, and delete the second paragraph referencing the READI assessment:

Curriculum. The AWC DL program is a senior developmental education program. The curriculum consists of one elective and four core courses. The elective must be completed first, within 6 months. The core courses should be completed in the following order: Foundations of Strategy (FS), International Security Studies (ISS), Warfighting (WAR) and Joint Strategic Leadership (JSL). All elective and core course requirements must be completed within 36 months of initial enrollment.

2. (Page 151) Deletes NSDM 42B, GS 42C, and JMO 42E; adds ISS 42G International Security Studies and WAR 42E Warfighting; modifies lessons and contact hours listings.

MAWC002 Curriculum Areas	Lessons	Contact Hours
FS 42A Foundations of Strategy	12	69
WAR 42E Warfighting	15	65
JSL 42F Joint Strategic Leadership	13	83
ISS 42G International Security Studies	25	140
EL 42D Elective (one required)	10	60
Total		417

Note: Courses taken in the DL program may not be used to satisfy course requirements of the resident program.

3. (Page 151) replace the introductory paragraph with the following:

Course Descriptions

The DL program (17th edition) includes core curriculum and an elective. The core curriculum consists of five courses: Foundations of Strategy (FS), International Security Studies (ISS), Warfighting (WAR) and Joint Strategic Leadership (JSL). Additionally, students must complete one elective before enrolling in the first core course.

4. (Page 152)

- Change FS 42A Foundations of Strategy contact hours to 69.
- Delete NSDM 42G National Security and Decision Making title, contact hours, and description.
- Delete GS 42C Global Security title, contact hours, and description.

5. (Page 153)

- Replace JMO 42E Joint Military Operations, 99 Contact Hours with WAR 42E Warfighting, 65 Contact Hours. First line of this course description should begin: “The WAR course prepares senior leaders...” with no further changes in the description.
- Change JSL 42F Joint Strategic Leadership contact hours to 83.

6. (Page 154)

- Delete last two sentences of the JSL 42F description – no longer relevant.
- Add ISS 42G International Security Studies, 140 Contact Hours and the following description:

ISS 42G International Security Studies

140 Contact Hours

The International Security Studies (ISS) course assesses the processes for developing US security strategy and policy as well as the use of the national instruments of power in support of that policy and strategy. The course evaluates the current US national security strategy and interests, the state and non-state threats, and the roles of the instruments of power in countering those threats. A strong focus is placed on the national security decision making processes by assessing the role and impact of elements such as civil-military relations, the interagency process, Congress, and public opinion in policy development and execution. Growing and emerging security concerns are addressed, specifically those beyond the military capabilities of state and non-state actors (e.g., energy security, environmental security, migration, population growth, etc.). The course uses a comparative approach to examine the political and economic elements of actors and their impact across a wide range of global issues. Emphasis is placed on assessing the relationship between efforts to democratize states, economic development, national/international security and international order. Finally, the course analyzes power politics on a region-by-region basis and the impacts of these regional issues with regard to our US National Security Strategy.

Master of Military Operational Art and Science Degree
Online Master's Program

Addition: Page 89. Note and asterisks added to Curriculum Summary table.

MACSC010 Joint Warfare Concentration	Semester Hours
OC5510 Orientation Course	Noncredit
LW5510 Leadership and Warfare	3
AP5510 Air, Space, and Cyberspace Power Studies*	3
NS5510 International Security Studies*	3
WS5510 Warfare Studies*	3
CS5510 Regional/Cultural Studies	3
RE5610 Research and Electives I	3
RE5611 Research and Electives II	3
LC 5510 Practice of Command*	3
JP5510 Joint Forces*	3
JA5510 Joint Air and Space Operations*	3
JF5510 Joint Planning*	3
Total	33

Note: Military students may request a JPME Phase I record update upon completion of the seven core 5510 series courses (AP, JA, JF, JP, LC, NS, and WS.)

Air Command and Staff College
Nonresident
IDE-Nonmaster's Program

Changes/Additions: Pages 156-163.

1. (Page 160): Change Graduation Requirement statement to: Students must pass all graded assessments for each course.

2. (Page 160): Change Contact Hours and add curriculum in the table:

Curriculum Summary

MACSC003 Self Paced Curriculum Areas	Contact Hours
00030A Leadership and Command	30
00030B National Security	30
00030C Warfare Studies	30
00030D Air, Space, and Cyberspace Power	30
00030E Joint Forces	36
00030F Joint Planning	36
00030G Joint Air and Space Operations	36
Total	228

3. (Pages 160-163):

Course Descriptions

00030A Leadership and Command

30 Contact Hours

The Leadership and Command course equips field-grade officers with the knowledge and tools to assist them in today's dynamic environment. It builds upon leadership information introduced during previous Air Force PME experiences. Officers must challenge themselves to sharpen inherent skills while striving to become better leaders. The course further introduces students to the special leadership situation of command. Command is based on relationships and is a unique position that brings with it special responsibilities. The course explores these responsibilities and common resources available to individuals to help meet the challenges of command.

00030B National Security Studies

30 Contact Hours

The National Security (NS) Studies Phase I course enables military officers to better understand today's complex and dynamic national and international security environment so they may operate more effectively at all levels—including the operational level. Military officers must realize how US policymakers develop ends, ways, and means to respond to the evolving

security environment through the development of national-level strategies and plans. In order to challenge student's critical thinking abilities, the NS course combines a computer based national decision-making simulation with a follow on Phase II course to create a virtual national security council environment. The primary learning objectives are for students to apply International Relations theories to analyze major changes in the international environment, how they impact U.S. security interests, and then develop appropriate recommendations based on guidance from US senior leadership. Students must effectively account for strategic/operational limitations and ensure optimum integration of US instruments of power.

00030C Warfare Studies

30 Contact Hours

The Warfare Studies course introduces students to the canon of military theory, focusing on issues such as the nature of war, the levels of war, just war theory, the range of military operations, and military strategy. The course examines key concepts associated with the use of military force—both the preferred American way of war and other types of warfare more prevalent in some cultures. Students also see how the DOD is addressing the evolving emphasis on security and stability operations. Military practitioners must be prepared for the difficult challenges they will face when attempting to apply operational art to achieve strategic goals in complex cultural contexts.

00030D Air, Space, and Cyberspace Power Studies

30 Contact Hours

The Air, Space, and Cyberspace Power course is designed to help students understand the most effective methods for employing air and space power by surveying historical examples, leadership influences, and doctrine. The course describes the transformation of air, space, and cyberspace power from the end of World War I through Operation Iraqi Freedom, reveals how that transformation is reflected in current USAF doctrine, and explains how USAF air and space expeditionary force operations provide air and space power for use by combatant commanders. The course introduces such basic Air Force doctrinal concepts as USAF distinctive capabilities and the operational functions of air, space, and cyberspace power and helps students grasp the unique capabilities and limitations of modern air, space, and cyberspace power. Taken as a whole, this course equips students with the practical information they need to become effective advocates for air, space, and cyberspace power.

00030E Joint Forces

36 Contact Hours

The Joint Forces course prepares students for assignments in joint environments and provides a baseline of knowledge for further studies in joint operations. It explores the intent, organizing principles, and command relationships of joint organizations, while focusing on concepts central to effective joint operations—unity of command, unity of effort, integration, and interdependence. The course then reviews the influences that the individual services have on joint force operations. This is accomplished through a review

of how the services present forces, capabilities and limitations of key forces, and service doctrine. Central to this effort is a review of both joint and service doctrine—the best way to conduct military affairs. The course is presented in three phases and provides an operational-level perspective of joint forces.

00030F Joint Planning

36 Contact Hours

The Joint Planning course provides students with an analysis and comprehension-level understanding of how combatant commanders support global security for US interests at home and abroad. The course summarizes the national-level systems as the driving force behind the complex planning performed by combatant commanders, and then explains doctrinal concepts, including non-US military integration, common terminology, and tools used in joint operation planning. Next, it distinguishes between the two planning processes used at the strategic and operational levels: the contingency and crisis-action planning processes.

00030G Joint Air and Space Operations

36 Contact Hours

The Joint Air and Space Operations course examines the people, processes, and products involved in planning, directing, and executing joint air and space operations in support of the joint force commander's operations plan. Using both joint and Air Force doctrine, the course addresses the roles and responsibilities of the joint force air component commander (JFACC) and his or her war-fighting headquarters—the joint air operations center (JAOC). The course describes considerations for employing joint and multinational forces at the operational level of war. The course further introduces students to the fundamentals of space, nuclear, cyber and information operations.

Squadron Officer School **Resident Program**

Change is effective 1 October 2011: Pages 166-171.

Squadron Officer School (SOS) provides the second level of joint professional military education (PME) as described in the Chairman, Joint Chiefs of Staff Instruction 1800.01; *Officer Professional Military Education Policy (OPMEP)*. SOS also provides Air Force Primary Development Education, as described in AFI 36-2301, *Developmental Education*, by offering professional military education (PME) specific to the needs of the Air Force's company-grade officers (CGOs).

Philosophically the School can trace its roots to the Air Corps Tactical School (ACTS) founded in 1920 at Langley Field Virginia and relocated to Maxwell Field, Alabama in July of 1931. ACTS was the cornerstone for all Air Force officer education. In terms of junior-officer education, however, SOS traces its roots more directly to the Air Tactical School (ATS) formerly at Tyndall Field in Florida. After the creation of Air University, in 1946, ATS was moved to Maxwell Field – later Maxwell Air Force Base – where it continued to produce graduates until it was terminated in 1950, coincident with a major force-structure change at the beginning of America’s involvement in the Korean War.

In that same year, Colonel Russell V. Ritchey founded the Squadron Officer School as a directorate within the Air Command and Staff School. Designed as a leadership-development center for junior officers, the School blended graduate-level instructional techniques with thrilling experiential activities to teach and reinforce leadership, team-building and critical-thinking skills. In 1959 SOS became a separate Air University school reporting directly to the Air University commander. In 2000 SOS merged with the Air and Space Basic Course (ASBC) under the newly formed Squadron Officer College (SOC), consolidating those activities focused on delivering PME to CGOs. In the intervening years, however, the mission of the College expanded significantly to include a variety of tactical and functional lessons far beyond the founder’s intent. In 2009, the College initiated a massive overhaul of its curriculum and teaching methodologies in both ASBC and SOS to recapture Col Ritchey’s original vision of a centralized leadership-development center for junior officers. SOC’s mission changed again in 2011 with a decision by the Air Force to eliminate ASBC, extend SOS from 5 to 8 weeks, and pursue a 100% resident-attendance opportunity for all Line-of-the-Air-Force captains. Today’s SOS offers cutting-edge leadership instruction and experiential applications that students find both challenging and rewarding.

Curriculum. As its founder intended, SOS is a leadership-development course that equips its students with theory, doctrine and practical experiences that empower them to seek and capitalize on leadership opportunities they encounter throughout their Air Force service. Instruction is illustrated and reinforced through the measured use of examples from military history as well as joint and Air Force doctrine. Equipped with the knowledge and experience gained at SOS, graduates spur themselves, their subordinates, their peers and their units to mission success and organizational excellence.

In support of the School’s leadership emphasis, SOS students learn to comprehend and value the capabilities and limitations of all of the US’ armed forces and the manner in which these forces are integrated, planned and employed to achieve joint force commanders’ mission objectives. SOS students are also alerted to the unique challenges and opportunities inherent in today’s international security environment, foundational instruction to enable their success given in this complex environment. SOS students practice their communication skills, a vital component of leadership success, improving their

ability to convey ideas and instructions logically in a manner that informs, motivates, and inspires subordinates, peers and superiors alike.

During the 186-hour, graduate-level course, students proceed through six modules: Individual Reflection; Team-Building and Leadership; Flight- and Squadron-Level Leadership; Leadership at the Air Force Level; Leadership in the Joint Environment; and Strategic Leadership. This approach aids students in understanding and developing their personal leadership style and skills, but also helps them relate what they have learned to create a positive impact at every level of leadership.

Learning Outcomes. The Air Force values CGOs who possess a thorough understanding of and embrace the values of the profession of arms; are well versed in the capabilities and force- presentation policies of our Service; are well grounded in military history, theory, and doctrine; are capable informal and formal leaders; and can communicate effectively. SOS helps fill the Air Force's developmental requirements in each of the five areas of its curriculum.

- **Learning Area 1 – Profession of Arms Emphasis.** Synthesize the Air Force core values, ethics, and principles of officership distinctive to the profession of arms and service in the US Air Force.
- **Learning Area 2 – Warfare Studies Emphasis.** Comprehend the capabilities and limitations of the US armed forces and the manner in which joint forces are organized, planned and employed to achieve joint force commanders' mission objectives.
- **Learning Area 3 – Leadership Studies Emphasis.** Apply personal, team, and organizational leadership theory, doctrine, and skills to achieve mission success and organizational excellence.
- **Learning Area 4 – International Security Studies Emphasis.** Analyze the unique challenges and opportunities inherent in today's international security environment.
- **Learning Area 5 – Communication Studies Emphasis.** Apply communication skills effectively to convey ideas and instructions logically to inform, persuade, motivate and inspire as appropriate.

Faculty. All SOS classroom instructors are captains or majors who have completed the resident SOS course and MSOC001, Theories and Principles of Adult Education (upon arrival), or its equivalent. Additionally, each instructor completes a follow-on Practicum and Applications in Adult Education (PAAE) course and a supervised instruction period prior to joining the faculty.

Duration. The SOS program is delivered in 40 academic days.

Eligibility. SOS targets four- to seven-year captains and select civilians and international officers in captain-equivalent grades. Captains with at least four but fewer than seven years of total active federal commissioned service who are not in a failed- or deferred-promotion status are eligible to attend SOS. DOD civilians in the grades of GS-9–12 with at least four years of continuous civil service are also eligible. In addition, a limited number of allied international officers are accepted into SOS classes at various times during the year.

Reference AFI 36-2301, *Professional Military Education*, and the Education and Training Course Announcements (ETCA) Web site at <https://etca.randolph.af.mil> for additional information. The ETCA course number for SOS is MSOS001.

Completion Requirements. Students must successfully complete all of the requirements outlined in the course syllabus in order to graduate.

Curriculum Summary

MSOS001 Curriculum Areas	Contact Hours
Profession of Arms Studies	22.40
Warfare Studies	34.55
Leadership Studies	47.20
International Security Studies	19.00
Communication Studies	29.35
Administration	33.00
Total	186.30

Course Descriptions

Profession of Arms Studies

22.40 Contact Hours

At the primary level of PME, officers build upon their understanding of moral and ethical development by applying key concepts of accountability and professionalism to the challenges and opportunities inherent in leadership. Officers will analyze case studies to grasp the unique but vital relationship that binds the US military in obedience to its civilian leadership and in defense of the civilian public. They will also integrate personal and professional values into a warrior ethos consistent with the highest standards of conduct expected of military officers.

Warfare Studies

34.55 Contact Hours

Emphasis at the primary level is on the application of the military instrument of national power. Officers should understand their Service's roles, missions, distinctive capabilities, core competencies and structures both in the context of history and the joint operations that they may be called on to support. Officers should also have a working knowledge of the operational

domains of warfare and comprehend and value the capabilities and limitations of the US Services' contributions to the joint fight. Lastly, they should understand the manner in which joint forces are organized and led to achieve joint force commanders' mission objectives as well as the foundations of military theory and strategy and the ways in which theory and strategy drive both doctrine and operations in the contemporary battlespace.

Leadership Studies

47.20 Contact Hours

The primary leadership team for the Air Force is the flight; therefore, the focus of Leadership Studies at the primary level of PME is on flight leadership. Coverage is focused on tactical leadership to provide tools officers need to build and lead teams and influence organizations. The focus at the primary level is on the individual leadership and followership skills but also on the group interaction that is so vital to successful team-building. Instruction covers concepts and philosophies officers can use to improve individual leadership skills, adjust leadership styles appropriate to context, accomplish assigned tasks, and employ followers' abilities effectively. Opportunities are provided for officers to apply the leadership skills and techniques they have learned.

International Security Studies

19.00 Contact Hours

The emphasis at the primary level of PME is on those aspects of national and international security affairs that provide the broad context within which junior officers and their superiors operate. Officers are taught to comprehend and remain alert to the unique and dynamic challenges and opportunities inherent in today's international security environment in order to maximize the potential for success.

Communication Studies

29.35 Contact Hours

Communication Studies at the primary level builds upon previous instruction equipping students with communications theory and techniques and providing opportunities for students to apply what they have learned and receive feedback on their communication skills. Special attention is given to those listening, speaking, writing and interpersonal-communication skills that are so essential in successful team building. Officers also learn to craft and deliver organized, well-reasoned, and well-supported arguments via the spoken and written word.

Administration

33.00 Contact Hours

Administrative sessions support the dissemination of information, feedback sessions with the faculty and student evaluations to ensure satisfaction of learning requirements.

Squadron Officer School (SOS)

Distance Learning Program

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

Change is effective 1 October 2011: Pages 171-175.

The SOS distance-learning (DL) course equips Company-Grade Officers (CGOs) with leadership skills at an appropriate point in their personal and professional development. Based on the resident SOS course, the DL course achieves the same learning outcomes but employs different teaching techniques to achieve success.

The course helps experienced CGOs hone the skills they need to excel in today's world of rapidly accelerating technology and limitless access to information while preparing them to adapt to overcome challenges and mitigate risks. Students are introduced to principles and applications of ethical leadership, are provided opportunities to explore the Air Force core values and discover, and learn to apply various decision-making models, including Air Force Smart Operations for the 21st Century (AFSO 21). Additionally, they develop tools to create a positive environment for building and leading effective teams and coalitions, examining the stages that development teams encounter en route to mission success.

The course is offered online via the Blackboard® Learning Management System a Web-based approach that facilitates rapid courseware delivery anywhere and at any time. The courseware contains multimedia and interactive exercises to stimulate critical thinking and achieve desired learning levels. Students achieve lesson objectives online and via self-study and then take electronic course exams at designated education offices or other sanctioned testing sites where they receive immediate feedback on their performance.

Curriculum. The SOS DL course presents content similar but not identical to the resident curriculum. The course focuses on developing critical-thinking skills through the application of principles acquired from the readings and a variety of mediated vignettes and scenarios. The lessons include instruction, practice, and feedback in the thoughtful use of information to guide others, both individually and in groups, toward mission accomplishment.

Learning Outcomes. The Air Force values CGOs who possess a thorough understanding of and embrace the values of the profession of arms; are well versed in the capabilities and force- presentation policies of our Service; are

well grounded in military history, theory, and doctrine; are capable informal and formal leaders; and can communicate effectively. SOS helps fill the Air Force's developmental requirements in each of the five areas of its curriculum.

- **Learning Area 1 – Profession of Arms Emphasis.** Synthesize the Air Force core values, ethics, and principles of officership distinctive to the profession of arms and service in the US Air Force.
- **Learning Area 2 – Warfare Studies Emphasis.** Comprehend the capabilities and limitations of the US armed forces and the manner in which joint forces are organized, planned and employed to achieve joint force commanders' mission objectives.
- **Learning Area 3 – Leadership Studies Emphasis.** Apply personal, team, and organizational leadership theory, doctrine, and skills to achieve mission success and organizational excellence.
- **Learning Area 4 – International Security Studies Emphasis.** Analyze the unique challenges and opportunities inherent in today's international security environment.
- **Learning Area 5 – Communication Studies Emphasis.** Apply communication skills effectively to convey ideas and instructions logically to inform, persuade, motivate and inspire as appropriate.

Faculty. SOS DL course is developed, maintained and supervised by military and credential-civilian faculty members working closely with professional instructional designers.

Duration. Students must complete the entire SOS DL course within 18 months of their enrollment dates.

Eligibility.

- US Air Force active duty, Guard, or Reserve captains and captains-select.
- Air Force federal civilian employees in the grades of GS-9, WG-10, and WS-8 and above, who have completed one year of civil service employment, and have a bachelor's degree from a regionally accredited college or university.
- Civil Air Patrol (CAP) officers selected for captain and above who have a bachelor's degree from a regionally accredited college or university and meet minimum CAP criteria.

Reference the Education Logistics and Communications (A4/6) catalog for more information at <http://www.au.af.mil/au/afiadl/main.htm>. Education and Training Course Announcement (ETCA) program number: 00020.

Completion Requirements. Students must successfully complete all of the requirements outlined in course syllabus.

Curriculum Summary

PROGRAM 00020 Curriculum Areas	Contact Hours
00020A Ethical Leadership	39
00020B Decision Making	51
00020C Builds Teams and Coalitions	36
Total	126

Core Curriculum Area Descriptions

Ethical Leadership

39 Contact Hours

This unit examines personal core values and those of the Air Force and develops the trust and commitment of others, personal accountability, and ability to maintain checks and balances. It enables students to practice acting in accordance with the high standards of the Air Force and to recognize the positive effect of such behavior on co-workers.

Decision-Making

51 Contact Hours

This unit focuses on using proven processes to make effective and timely decisions. This includes processing data/information from multiple streams and employing it to influence decisions, relying on analytic methods in all decision making, understanding interdependencies and interoperabilities across all associated forces, analyzing situations critically to anticipate second- and third-order effects, and establishing metrics to evaluate results and implement feedback.

Builds Teams and Coalitions

36 Contact Hours

This unit establishes alliances, assembles a team, fosters cohesiveness of a team, attends to the diverse interests of team members, and ultimately expands networks and alliances at all levels.

Officer Training School Academic Instructor Course

Change: Page 187 (Duration).

Duration: The OTS AIC is delivered in 10 academic days.

**Air Force Reserve Officer Training Corps Noncommissioned
Officer (NCO) Orientation Course**

Change: Page 205 (Duration and Contact Hours).

Duration: 9 academic days.

Contact Hours: 72 contact hours.

Air Force Human Resource Management School

Addition: Insert in table on page 218.

Course Number and Title	Contact Hours
MAFHRMS417 USAF Supervisor's Course	44

Change: Page 219 in the table (Contact Hours).

Course Number and Title	Contact Hours
MFSS255 Mortuary Technician Course	40