25 January 2022

Dear Future SOS Student

　　Welcome to the beginning of your Squadron Officer School (SOS) experience! SOS has a long heritage, dating back to the formative years of the Air Force. Founded in 1950 by Colonel Russell Ritchey, SOS was designed as a leadership development center for junior officers that blended graduate-level instruction with thrilling experiential activities to strengthen leadership, team building, and critical-thinking skills. Today's SOS goes farther. We offer relevant, cutting-edge leadership instruction and experiential applications that you'll find both challenging and rewarding.

　　SOS employs the LEAD to Prevail curriculum. LEAD - Leadership Experience and Attribute Development executes across three phases. The first phase challenges you to know yourself and your team. You will conduct deep introspection to grasp who you are and chart a course to become a better version of yourself. The second phase takes an in-depth look at solving problems. You'll incorporate diverse perspectives to address a range of complex and complicated challenges through a dependable, repeatable process. The third phase will lead you through air and space power doctrine, international relations, and joint operations. During your capstone exercise, you'll use the lessons learned in the first two phases and apply them to the execution of air and space power in a joint environment.

　　Now, I have a question for you as you prepare mentally, physically, socially, and spiritually. Are you ready to think, communicate, cooperate, and above all – be *Better Together*? As a member of our nation's armed service, you will work in concert with other elements of national power and by, with, and through partners and allies to accomplish our mission. This will hold true in your experience here at SOS and in the decades that follow your graduation.

　　See you soon #SOS22C,

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LANCE ROSA-MIRANDA, Colonel, USAF
Commandant

WELCOME TO SOS, CLASS 22C!

You have been registered to participate in the SOS In-Residence course **22C** from **28 FEB – 1 MAR**.

*If you find this message to be an error, please contact your <u>unit training manager</u> to be removed from the course immediately.

This letter will outline your expectations and what you need to know to successfully complete the IR course. **<u>Please read the welcome letter in its entirety for detailed instructions. Attached at the end of this document is the SOS 22C Reporting Guide.</u>**

You are expected to complete between 120 -130 hours of instruction which includes self-paced readings and homework assignments, electives, and guest speakers.

1. In order to complete class assignments and participate in class discussions you will need:
    i.   Internet access (provided by on-base lodging and SOS bldg.)
    ii. A laptop or computer with a webcam or video enabled device with a camera and microphone (a personal device is preferable). AFNET is not required for any of SOS's coursework.
         *Smartphones and tablets are optional tools and can access our learning platform, but highly encourage the use of a laptop or computer.
    iii. Access to the following apps (recommend they be downloaded to your device)
         a. Microsoft Teams
         b. Google Calendar

2. All lesson modules and assignments are located on AU Canvas (https://lms.au.af.edu). You will receive your Canvas login information at in-processing.

3. Education Day 0 – In-processing (reference Reporting Guide for specific details)
    i.   Sunday, 27 February from 1300-1700 CDT at SOS Bldg 1403
    ii. Setup your Canvas account and check-in to lodging/receive room key
    iii. After 1700 CDT, go straight to lodging to receive your room key

4. Education Day 1
    i.   Your first event of the day will be in Bldg 1403 in your flight room.
    ii. UOD:
         a. (Military): OCPs/ FDUs
         b. (Civilian): Professional and Casual business attire
    iii. Reserves: Bring 2x copies of your orders

5. Your Flight Commander will be contacting you in some form NLT **24 February**. Please check your .mil email as this is likely the only initial contact information your Flight Commander has for you. If you do not receive an initial contact from your instructor by COB 24 February, please email Student Services at SOS-studentservices@au.af.edu.

6. If you are having issues with login credentials and Canvas access, please reach out to Canvas Support at SOS-canvas-help@au.af.edu. Please provide your name, email address, and explain the issue you are having in your email. Canvas help questions are common and come in high volume during the start of a new class. Please be patient as our team works diligently through them to assist you.

7. If you have any issues with the Maxwell AFB University Inn, please inform your Flight Commander and talk to the front desk. Report the issue to the front desk by dialing 0 and ask for a reference number for your situation. There is a policy where the staff will need to come change your sheets at least once every 3 days, regardless of a Do Not Disturb sign. Any changes to that will need to be coordinated with the hotel staff.

8. COVID-19 guidelines: Please adhere to local base and area policies. Maxwell AFB is currently in HPCON Bravo, and there is currently a mask mandate for all personnel. If you have received a medical/religious exemption to the COVID vaccine, you will be required to wear a mask in the buildings on base and be tested for COVID weekly. If you have any further questions about local guidelines, consult your Flight Commander or reach out to Student Services. You may also consult the MAFB website https://www.maxwell.af.mil/.

9. **Student Status:** While enrolled in SOS have your home unit change your duty status from "**Present for duty**" to "**Student**".

If you have further question, please visit our website at https://www.airuniversity.af.edu/SOS or contact SOS student services.

Email SOS-studentservices@au.af.edu   - DSN 493-3231 - COMM (334) 953-3231

Follow us on social media for additional messages as your class date approaches.
Facebook: https://www.facebook.com/squadronofficerschool
Instagram: Squadron Officer School (@squadron_officer_school) • Instagram photos and videos
LinkedIn: https://www.linkedin.com/company/squadron-officer-school/
Twitter: https://twitter.com/SOSUSAF

Squadron Officer School Course Outline

Leader Prep:
Students will accomplish the readings and other preparation requirements ahead of the associated lesson. Check Canvas daily for required readings, activities, and videos. Please be prepared each day with a laptop/personal device with video and audio ON for each virtual lesson.

Leadership Lessons Numbers	Strategic Design Lesson Numbers	Joint Warfare Lesson Numbers
L-6000: Introductions & Course Dynamics L-6010: Culture & Climate L-6020: Know Yourself L-6030: Know Your Team L-6040: Clarity of Purpose L-6050: Understanding Thinking L-6060: Ethical Reasoning L-6070: Ethics Writing Assessment L-6080: Followership L-6090: Full Range Leadership Model /Meta Leadership L-6100: Team Building Considerations L-6110: Team Problem Solving L-6120: LEAD Perspective Workshop L-6125: LEAD Perspective Refinement L-6130: LEAD Perspective Presentations	S-6000: Introductions to Strategic Design S-6010: Empathize Interview Intro Workshop S-6011: Empathize and Analyze Workshop S-6020: Define Workshop S-6030: Ideate Workshop S-6040: Prototype and Test Workshop S-6050: Persuasive Presentations S-6060: Strategic Design Presentations S-6070: Strategic Design Course Review	J-6000: Intro to Joint Warfare J-6010: Strategic Competition J-6020: Instruments of Power and National Security J-6100: Intro to Joint Operations/Joint Force Employment J-6110: Joint Planning J-6200: Introduction to Doctrine J-6200S: Spacepower Doctrine Suite (USSF students) J-6210: Air Fundamentals J-6220: Space Fundamentals J-6230: Cyberspace Fundamentals J-6240: Information Warfare Fundamentals J-6250: Land and Maritime Fundamentals J-6300: Joint All-Domain Operations J-6310: Nature of Conflict in the 21st Century J-6400: Joint Warfare Capstone

Assignments	Assignments	Assignments
Leader Reflections Ethics Writing Assessment LEAD Perspective Presentation MRLx Pre Assignment	Four Frames Analysis Point of View Statement/ HMW Statement Idea Selection Presentation SD Reflection Discussion Post (initial post only-no responses)	Joint Warfare Pre-Test Airpower Doctrine Discussion Post Space Fundamentals Discussion Post Joint All-Domain Operations Discussion Posts (two discussion posts) Joint Warfare Capstone Joint Warfare Post-Test

Leadership Course Description

L-6000 Introductions & Course Dynamics
The purpose of this lesson is to acclimate students to the course dynamics, provide a time for student introductions, and address admin information.

L-6010 Culture & Climate
The purpose of this lesson is for students to start to value and cultivate a positive organizational climate and culture.

L-6020 Know Yourself
The purposes of this lesson are to (1) understand different personality preferences and how they affect relationships; (2) analyze personality preferences in relation to leadership; and (3) foster relationships using social awareness and relationship management skills.

L-6030 Know Your Team
The purpose of this lesson is to introduce students to the 5 Voices model as it relates to emotional intelligence, leadership, and self-awareness.

L-6040 Clarity of Purpose
The purpose of this lesson is to provide the student with the tools to develop a purpose statement for their flight that provides clarity, meaningfulness, authenticity and is action oriented. Students will comprehend how the purpose statement interrelates with the mission and vision statements.

L-6050 Understanding Thinking
The purpose of this lesson is to provide the student with an understanding of how the human mind generally works, cognitive biases, and the ways people think to better understand how people operate and what they need.

L-6060 Ethical Reasoning
To provide students with the tools to make ethical decisions based on our shared values of the profession of arms.

L-6070 Ethics Writing Assessment
To assess student's ability to use the Locate, Options, Weigh, and Decide (LOWD) model to resolve an ethical dilemma within the Profession of Arms.

L-6080 Followership
The purpose of this lesson is to provide students with the tools to recognize and evaluate followership types in order to more effectively apply appropriate leadership behaviors.

L-6090 Full Range Leadership Model (FRLM)/Meta Leadership
The purposes of this lesson are to (1) discuss, differentiate, and examine the application of transactional and transformational leadership behaviors of the Full Range Leadership Model (FRLM) in various situations; (2) introduce Meta-Leadership as a relevant framework for leading in volatile, uncertain, complex, and ambiguous (VUCA) environments; and (3) understand ways in which FRLM behaviors can be practiced in the Meta-Leadership framework.

L-6100 Team Building Considerations
The purpose of this lesson is to provide students with the basic understanding of different factors and considerations that affect team building and relationships.

L-6110 Team Problem Solving
The purpose of this lesson is to (1) discuss, differentiate, and examine problem-solving processes; (2) discuss the benefits of using a problem-solving process in a team environment; and (3) understand ways in which team dynamics affect problem-solving.

L-6120 LEAD Perspective Workshop
The purpose of this lesson is for students to understand that storytelling is a powerful tool that can be used to transform and inspire their team. Students will begin to develop their own LEAD Perspective.

L-6125 LEAD Perspective Refinement
The purpose of this lesson is to provide students with new tools to enhance story writing and storytelling as they continue to write and practice delivery of their LEAD Perspective.

<u>**L-6130 LEAD Perspective Presentations**</u>
The purpose of this lesson is to assess students' LEAD perspective and delivery.

Strategic Design (SD) Course Description

<u>**S-6000 Introduction to Strategic Design (SD)**</u>
This lesson (1) creates a logical transition from Leadership to Strategic Design; (2) introduces students to the Stanford d.school framework for human-centered design thinking; (3) introduces the 4 Frames Analysis tool, and (4) assigns the SD Presentation assignment.
<u>**S-6010 Empathize Interview Intro Workshop**</u>
The purpose of this lesson is to (1) use the 4 Frames Analysis method to de-construct and analyze a fictitious Air Force unit; (2) collaborate with a team to synthesize information using one of the four frames; (3) organize information in a digestible format to be shared with the class; and (4) work as a group to synthesize information from all four frames.
<u>**S-6011 Empathize and Analyze Workshop**</u>
The purpose of this lesson is to (1) Demonstrate critical thinking in the context of complex organizational challenges using information from a selected unit. (2) Application: Apply the Four Frames Analysis method to reflect, collect, and organize relevant details from multiple sources and frames of analysis on a unit of interest. (3) Understanding: Develop and discuss interview techniques to hone empathy insights.
<u>**S-6020 Define Workshop**</u>
The purpose of this lesson is to (1) evaluate empathy findings from Empathize and Analyze Workshop; (2) reframe the problem based on needs and insights of "users"; and (3) create an actionable point of view statement and generate several potential How Might We reframed issues to take into the next workshop.
<u>**S-6030 Ideate Workshop**</u>
The purpose of this lesson is to (1) stimulate dialogue, discussion, and idea generation to demonstrate the necessity and importance of divergent thinking; (2) practice divergent and convergent thinking; and (3) select a HMW statement as well as one singular group idea to continue refining as a potential solution.
<u>**S-6040 Prototype and Test Workshop**</u>
The purpose of this lesson is to (1) stimulate dialogue and discuss the importance of iterative prototyping and testing; (2) practice prototyping through an in-class activity; (3) illustrate and discuss the importance of planning for potential second and third-order effects (STOEs) of a chosen solution, and (4) generate progress towards students' solutions to their in-class scenario through collaborative feedback from their peers.
<u>**S-6050 Persuasive Presentations**</u>
The purpose of this lesson is to (1) explain the role of strategic messaging in conveying personal, organization, and higher HQ's initiatives to motivate, inspire, and guide people through change. (2) understand the importance of target audience awareness in order to achieve individual or organizational goals. (3) understand how storytelling can amplify and improve any message. (4)- Understand and demonstrate strategic messaging via certain mediums.
<u>**S-6060 Strategic Design Presentations**</u>
Apply skills from the Strategic Design curriculum to define a problem, develop a solution, and explain the Design Thinking process that produced them. All students will describe 4 Frames as an Empathy tool. Students will also choose one other step of the Design Thinking process to explain how they arrived at their solution.
<u>**S-6070 Strategic Design Course Review**</u>
The purpose of this time is to reflect and ensure students understand the ways lessons taught in the Leadership Department impacted their work in the Strategic Design Department, and how those lessons carry over to the Joint Warfare Department.

Joint Warfare Course Description

<u>**J-6000 Intro to Joint Warfare**</u>

The Joint Warfare Curriculum begins with an introduction to Joint Warfare. This lesson outlines the intent, purpose, and objectives of the curriculum. It also assigns and outlines the Joint Warfare presentation that students give at the end of these lessons.

J-6010 Strategic Competition

This lesson provides students with a baseline understanding of Strategic Competition. The US military is shifting away from the idea of continuous wars against insurgents and instead must focus on competition between great powers, specifically China and Russia. This lesson is meant as an overview that frames the remainder of the Joint Warfare curriculum.

J-6020 Instruments of Power and National Security

In this lesson, students learn the instruments of power (IOP); National Security Strategy (NSS) and the role of the National Security Council (NSC); National Defense Strategy (NDS); role the military plays in supporting all IOPs, especially in context to strategic competition.

J-6100 Intro to Joint Operations/Joint Force Employment

This lesson provides students with an understanding of how the DoD organizes military forces to approach actions as an instrument of power across a full range of military operations, establish unity of command in joint operations globally and within a theater of operations; and demonstrate application of joint force employment within given scenarios/case studies.

J-6110 Joint Planning Process

This lesson will build upon understanding of the Joint Forces Structure and reinforce the Joint Planning Process (JPP) with a focus on Orders Production. This lesson will help lay the foundation necessary to understand roles within the Joint All-Domain Operations Construct and help captains understand how to contextualize what their teams do in support of Operational Priorities.

J-6200 Introduction to Doctrine

In this lesson, student learn the difference between attrition, annihilation, strategies of war and effects-based approach to operations (EBAO); understand what doctrine is, how it is developed, and understand how doctrine can be applied to modern scenarios to provide an effective strategy to engage a competitor or adversary.

J-6200S Spacepower Doctrine Suite (Space Gray Rhinos students)

As part of the United States Space Force (USSF) track within SOS, USSF students split off from their core flights and complete this lesson instead of the Airpower Doctrine Suite lesson. Students will view doctrine from the USSF perspective, looking at how the space domain has evolved, several theories that could guide operations, and doctrine will drive USSF operations. The lesson is in line with the airpower version the USAF students receive.

J-6210 Air Fundamentals:

This purpose of this lesson is for students to understand how airpower doctrine has evolved through time and some of the major theorist involved, establish a fundamental understanding of the major doctrinal concepts of airpower, and understand how airpower fits into joint operations and enables effective operations.

J-6220 Space Fundamentals

This lesson provides students with basic knowledge and foundational tools to understand the space domain and advocate for it in the joint environment. They will look at the basics of the domain, primary capabilities, and threats to our dominance in space.

J-6230 Cyberspace Fundamentals

The purpose of this lesson is to provide students with a basic understanding of the Cyberspace domain and enhance students' ability to advocate for cyberspace across all and mission partners to include joint and interagency.

J-6240 Information Warfare Fundamentals

The purpose of this lesson is for students to gain an understanding of how our principal adversaries and the United States government view information as a crucial component of modern warfare. This lesson is meant to introduce students to IW fundamentals and inspire them to think critically about the information they receive on a daily basis and be conscience about the messages we are sending to the international community.

J-6250 Land and Maritime Fundamentals

The purposes of this lesson are to understand how sister services are organized, establish a fundamental understanding of the major doctrinal concepts of land and sea power, and understand how land and sea power fit into joint operations and enables effective operations.

J-6300 Joint All-Domain Operations

This lesson provides students with an understanding of the DOD's vision for Joint All-Domain Operations (JADO) and the Joint All Domain Command and Control (JADC2) effort to ultimately create an advantage over our adversaries.

J-6310 Nature of Conflict in the 21ˢᵗ Century

This lesson will help students understand what national interests are and attempt to consider national interests from our competitors' perspective. This should help students understand why Russia and China do what they do in order to compete with them more effectively on an international level.

United States Space Force at Squadron Officer School

The welcome meeting for the Space Gray Rhinos is on Day 1, 1500-1600 Central Time. All Guardians must attend.

<ins>Space Gray Rhinos Core – All Guardians</ins>

All Guardians enrolled in SOS will take part in the core Space Gray Rhinos program. Given the standup of the United States Space Force (USSF), Squadron Officer School (SOS) has created the Space Gray Rhinos track for USSF officers. SOS is a great place for space officers to learn, think, and theorize about challenges in space. The students will not focus on tactical operations. Instead, they will focus on space as it strategically applies across the instrument of power, particularly in this era of Strategic Competition.

The core portion of the Space Gray Rhinos includes space-specific lessons:

- Spacepower Theory
- Spacepower Doctrine
- Space Law
- Principles of Mission Command

<ins>Project Nova – Competitively Selected</ins>

As part of the Space Gray Rhinos program, Guardians (officer, space civilians, all functional areas) and Airman will have the opportunity to apply to work with a small team and mentor where they recognize and seek out to strategically counter looming threats in line with the CSO Planning guidance focus areas. Everyone who is selected will have the opportunity and gain experience of presenting their ideas to Space Force senior leaders and will receive an additional bullet on their training report annotating that they worked on a strategic issue in support of our service. Project Nova is a learning atmosphere where the SOS Guardian Staff and an O-6 panel serve as coaches through vector checks for their excellent intellectual efforts concerning our space domain.

More information will be given at the welcome meeting for the Space Gray Rhinos on Day 1.

Semper Supra!

Squadron Officer School Electives

As an SOS student you will participate in one of three types of electives during the five-week course.
- Blocked/ Series electives
- Think Tank
- Air University Advance Research (AUAR) elective

SOS Electives
SOS electives are sessions taught by SOS faculty on a variety of subject. Upon the start of SOS, students will have the opportunity to select from a list of electives they would like to participate in during the five-week course.

Project Nova
As mentioned above, this project is competitively selected for Guardians (officer, space civilians, all functional areas) and Airman.

Think Tank
Think Tank is an opportunity for a select group of students to tackle a major issue and present creative solutions to senior leaders. It is physically, mentally, and emotionally challenging and students are expected to work well beyond the SOS curriculum. The rewards for both the students and the USAF, however, can be enormous. Team members receive intensive coaching on design principles adapted from the best practices in industry, academia, and militaries from across the world. What you will learn, and practice are directly applicable to the strategic thinking skills that are highly valuable to leaders at all levels. In the past, this approach has generated innovative ideas at all levels of the Air Force. **On Welcome Day is when students will receive the 22C topic.**

Air University Advance Research (AUAR)
The Air University (AU) Advanced Research Elective is an opportunity for a selective group of students to conduct independent research on topics of strategic concern. This is a five-week elective requiring approximately 20-40 hours beyond SOS curriculum. Selected students are assigned mentor(s) who guide research efforts and define deliverables. Student researchers receive a bullet on their AF 475 Training Report. Student benefits include advanced study on exciting topics, networking with communities of interest throughout the research experience, and opportunity to shape the Air Force's and Space Force's future.

Current AUAR Topics
AF Maker:
Get your creative thinking cap on and help make progress on a current, relevant Air Force problem. Innovate to find solution(s). Investigate applications for additive manufacturing of rapid prototypes and potentially deployable solutions for various AF customer challenges. Additionally, if you have access to a 3D printer or design software, this elective is intended to connect with the growing community if AF makers under the mentorship of AFWERX SPARK Cell Lead, as well as a 3D printing nerd straddling the guard & civilian communities. Don't know how to design and/or 3D print? We'll do our best to connect you to resources to take your ideas to print!

Advanced Battle Management System:
In a data dependent world, victory belongs to the side with decision superiority—the ability to sense and make sense of a complex and adaptive environment faster and better than the adversary. In coordination with the ABMS program team and AU SMEs, students will apply their experience and critical thinking skills to develop research-based solutions for the problems encountered in achieving a decision advantage in strategic

competition. Students will explore how command and control is changing and what new tools, data, and TTPs will be needed to ensure decision advantage for the next conflict.

Barrier Analysis Working Group Collaborative:
In coordination with the Department of the Air Force's Barrier Analysis Working Group (DAFBAWG), Air Command and Staff College, and Air War College, students will leverage their experiences and expertise to help drive positive change across the Air Force through research aligned with current Lines of Effort provided by the BAWG Teams. Students will have access to subject matter experts and mentors from across AU and from the BAWG Teams: Women's Initiative Team (WIT), Black/African American Employment Strategy Team (BEST), Pacific Islander and Asian American Community Team (PACT), Hispanic Employment Analysis Team (HEAT), LGBQT Initiative Team (LIT), Disability Team (DT), and Senior Leader Advancement Team (SLAT).

Students may work individually or in teams. Students have the option to bring their own topic or work on a current Line of Effort within a BAWG. Potential topic areas include, but are not limited to, the following:
- Specialized healthcare programs (WIT/LIT)
- Facial Hair Policy Changes (HEAT/BEST)
- Racial Injustice (ALL perspectives requested)
- Overcome Language Barriers (HEAT)
- Persons with Targeted Disabilities and Access to Professional Development Programs
- Retention In Career Fields/Demographics (HEAT/BEST/WIT)
- LGBTQ Medical Policies, Procedures and Practices (LIT)
- Family Matters (LIT/WIT)

ISR Considerations for US National Security:
In coordination with the ISR Chair at the LeMay Center for Doctrine, and the Air War College/Air Command and Staff College ISR Research Task Force, students will apply experience and critical thinking skills to research specific problems submitted by senior leaders and subject matter experts across the USAF ISR enterprise. Advisors will be made available to guide student efforts. For this iteration of the program, students will submit findings focused on China or Russia as a strategic competitor. If there are other topics of interest that students desire to focus on, these will be approved by the Next Gen ISR facilitators. Efforts will be scoped to a specific operational-level problem and the resulting strategic implications (for example, China's aggressive posturing for a takeover of Taiwan or a Russian incursion of a Baltic nation). Potential topics centered on an operational crisis will include:
- USAF and Joint Application of ISR
- The status of regional security partnerships
- Chinese or Russian military capabilities vs. regional US/partner military capabilities
- Adversary and friendly force information warfare/operations
- Competitor and/or US use of non-kinetic or cyber effects
- And many more potential avenues of research on China, Russia, North Korea, Iran, etc!

Mobility Air Forces (MAF) Operation in Contested, Degraded and Operationally limited (CDO) Environments:
In coordination with the MAF Faculty Chair at Air War College, students will apply their experience and critical thinking skills to develop research-based solutions for the problems encountered in sustaining and operating mobility forces in contested environments. Subject matter experts from across Air University serve as senior mentors who will guide research and connect student researchers to stakeholders within the larger Mobility Forces community, particularly Air Mobility Command and U.S. Transportation Command.

Technology Integration:
In support of CSAF Brown's Strategic Approach "Accelerate Change or Lose" (August 2020) and the supporting action orders: A) Airmen, B) Bureaucracy, C) Competition, and D) Design Implementation; Integrating Technologies is a topic geared towards exploration, discovery and collaboration of ways units can integrate technology in the short term for long term success. No experience or expertise is required. All that is asked is a willingness to partner with other students for a collaborative effort researching one of the topics below:
- Advanced Visualization: Virtual Reality/Augmented Reality
- Implementing Change
- Artificial Intelligence/ Artificial General Intelligence
- Blockchain Technology
- Learning/Training Technologies
- Communication/Collaboration
- Resource Optimization

Social Media:
Social Media seeks passionate storytellers to develop a social media strategy for the organization, preparing them to be the champions of their units upon their return. Students will work as a team to generate content that highlights their student experience, while also examining resources and constraints unique to a military organization. In short, AUAR-SM is a no-fail strategic communication mission that just happens to be a ton of fun.

End product will be the SOS 22A grad video, along with a presentation to the SOS Commandant to discuss their social media strategy, and the victories and challenges they experienced.

Frequently Asked Questions:

Do we need to bring blues/service dress?
-No, blues/service dress are not required for SOS.

What does the average day look like at SOS?
-Typically, 0800-1600 with some variation depending on the events of the day. You are usually afforded an hour for lunch.

I'm arriving outside the window for in-processing, what should I do?
-Notify your Flight Commander so they can provide you additional details and report to Air University Inn Front Desk to check-in.

I'm overseas and I'm arriving Saturday night, will my room be available?
-Yes, please call the University Inn prior to your arrival so they can adjust your reservation. Contact your Flight Commander if there are any issues.

Do the old ABUs need ranks for Project X?
-No, they do not need to be serviceable for the duration of Project X. However, you will need to have a serviceable uniform (OCPs/Flight Suit) while you are in transit to and from Project X.

What are the COVID protocols while at SOS?
-Please visit the Maxwell Air Force Base Website COVID-19 Information & Updates for the latest information (https://www.maxwell.af.mil/RESOURCES/Coronavirus/).

Are there gym/workout area restrictions?
-The 42 FSS Fitness facilities are currently open. Please visit https://www.lifeatthemax.us/maxwell-fitness-center-annex for the latest information regarding their hours of operation and visiting requirements.

Do we PT on our own time or do we do it with our flight/squadron?
-PT is not built into the daily schedule. You will coordinate with your flight and Flight Commander to find time in the day for your fitness requirements.

Will we have holidays off?
-Yes, SOS observes all Federal holidays and AETC family days.

Are there facilities for laundry in lodging and how much do they cost?
-Yes, there is a laundry room in each of the buildings in lodging. The machines are free, but you need to bring/purchase your own detergent and dryer sheets.

What will the flights look like?
-Flights typically consist of 14 students from various AFSCs, Civilians, ANG and AFRC.

What type of payments does the DFAC take? Can Civilians use the DFAC?
-The Riverfront Inn dining facility takes both cash and card. Civilians who are TDY (with orders) are authorized to use the dining facility.

How much of the course is dedicated to USSF curriculum for USSF personnel?

-There are 4 space specific lessons that are given during the course. You will receive more instructions regarding USSF lessons once you arrive.

Are we allowed to travel on the weekends? How far can we travel?
-Yes, you are allowed to travel on the weekends. You will need to get all travel plans approved through your Flight Commander/Squadron Commander. Each squadron will go over their travel policy and weekend locator requirements.

I'm flying in and my unit won't issue me a rental car. Will I be able to walk to get where I need to go?
-University Inn is across the street from the SOS building, the Maxwell Fitness Center is also nearby, and the DFAC is about a third of a mile walk. The BX and commissary are about a 1-mile walk.

I'm working DTS, but I have not received my LOA, can you help me?
-SOS does not handle the LOAs, that is an AETC TDY-to-School function. They can be contacted DSN 487-2971/COMM 210-652-2971 or tdy.school@us.af.mil. They should cross-org you the LOA a few days after you have signed and returned your RIP.

Do we book lodging through DTS?
-SOS reserves the lodging for students so you do not need to book it through DTS. Any Non-Availability letter or notification of no lodging available received through DTS should be ignored.

How do we get from the airport to Maxwell?
-SOS does not offer transportation services. There are several Taxi companies that can get on base. Some Uber/Lyft can also get on base, but you would have to make sure the driver has access.

Welcome To SOS Class 22C!

SOS Reporting Guide

See our website for more details:

https://www.airuniversity.af.edu/SOS/

SOS Welcome
22C In-Residence

Welcome to the **SOS In-Residence** course!

During your stay here at Maxwell, you will experience the "LEAD to Prevail" curriculum with a flight of your peers.

You will conduct deep introspection, identify your strengths and weaknesses, and chart a course to improve. You will engage with each other on concepts of leadership and examples from across the Air and Space Forces. You will apply leadership competencies to solve complex, human-centered problems. You will apply lessons learned and incorporate diverse perspectives to address a range of complicated and complex challenges using multidisciplinary design approaches. You will also learn airpower doctrine, international relations theory, instruments of national power and joint all-domain operations, and practice applying your knowledge of leadership and complex problem solving to the business of Air and Space Power.

This guide along with the SOS 22C Welcome Letter will provide you with everything you need to know to be successful during this PME course.

COVID-19 guidelines: Please adhere to local base and area policies. Maxwell AFB is currently in HPCON Bravo, and there is currently no mask mandate for vaccinated personnel. If you have received a medical/religious exemption to the COVID vaccine, you will be required to wear a mask in the buildings on base and be tested for COVID weekly. If you have any further questions about local guidelines, consult your Flight Commander or reach out to Student Services. You may also consult the MAFB website https://www.maxwell.af.mil/.

For additional information feel free to contact SOS student services
Email SOS-studentservices@au.af.edu - DSN 493-3231 - COMM (334) 953-3231

Eligibility Requirements

Read below and ensure eligibility! Ineligible students will be sent home at <u>parent unit's expense</u>.

- Students are not allowed to go overdue on their PT Test while attending SOS. If you are going to be due during SOS, you will need to take the test prior to attending. You cannot take a PT test at SOS.

- If you are need of an Exception to Policy (ETP), you will need to submit an ETP memo NLT COB 11 February. Please go to the reference website link for more information

  - If you are on a duty limiting medical profile, you will need to submit an ETP

  - Reference https://www.airuniversity.af.edu/SOS/Display-Article/Article/1043031/eligibility-requirements/

- Students are expected to participate in all physical activities throughout the course

Finance & Travel Info

- **SOS does NOT handle DTS fund cites, per diem or orders**
- Questions should be directed to your unit DTS POC, ODTA/FDTA
- If you didn't receive the TDY-to-School email or cross org LOA please contact
  AETC TDY-to-School at DSN 487-2971/COMM 210-652-2971 or tdy.school@us.af.mil
  - If you are coming TDY then you will create your orders on DTS
  - If you are coming TDY-en-Route your MPF will have SOS listed on
    your PCS orders

- **SOS does NOT provide transportation from the airport**

- **Government Charge Card (GTCC)**
  - Before you leave for SOS verify your GTCC is not expired
    and ready to accept charges
  - GTCC limit must be high enough to cover transportation,
    lodging, and meals

> **Base facilities & amenities:**
> See 42nd Force Support Squadron website:
> **http://www.lifeatthemax.us/**
>
> **If you have lodging questions…**
> **Call Maxwell Lodging:**
> **334-953-3931 (comm)**
> **493-3931 (DSN)**

- CONUS: you are authorized 1 travel day
- OCONUS: you are authorized 2 travel days
- Ex: If the course is 9 Sep – 23 Oct, then 8 Sep is travel/In-processing and the 9th is the 1st day of class

- **Graduation Planning:** Under **NO** circumstances will graduating SOS students make return air travel
  arrangements out of Montgomery on flights that depart **before 1400 hours (2:00 PM)** on their Graduation
  Date. **Early departures** that require students to miss graduation must be requested from the student's
  home station Wing Commander.

DTS

Lodging

Do not book Lodging through DTS!

- Single lodging rooms are **automatically** reserved for students
  - Shared buildings and floors w/ flight (usually)
  - Room keys assigned at lodging Bldg. #682 (across from the flight line)
  - All rooms have refrigerators & microwaves, some have kitchenettes
  - Children & pets are **NOT** allowed in SOS lodging rooms
  - Joined Spouses attending at the same time, please contact student services

- **Non-A slips NOT** received through or in coordination with SOS will not be honored
  - Ignore anything generated through DTS or system generated email

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- All Students are **required** to stay in on-base Lodging. You must receive pre-approval from SOS to stay off-base. Email SOS-studentservices@au.af.edu to request approval.

  - Staying off-base is reserved for those students who choose to bring their families.

  - Requests should be sent in **NLT 14 days** prior to class start.

  - You will then be required to book your own lodging off-base. You will be reimbursed up to the Maxwell University Inn lodging rate.

- Local students are **NOT** required/authorized base lodging or per diem

---

DTS cont.

- # Fund site & Travel Orders
  - POC for these issues are your UTM & MAJCOM/A1
  - You won't be cross-org'd until you return your signed training RIP

- # SOS does not provide Rental cars
  - If you desire a rental car, it will be at your parent unit's expense

DTS cont.

A Proportional Meal rate is authorized. Please follow instruction below.

On DTS, under Per Diem, Click the three dots next to M&IE Allowed

LODGING ALLOWED	M&IE ALLOWED	
$96.00	$41.25	⋮
$96.00	$55.00	⋮
$0.00	$41.25	⋮

Select Meals available at TDY location (Breakfast and Dinner)

🍴 Meals   Hide Options ⌄

Specify whether any meals are available at your TDY location.

⚪ Receive Full Meal Rate

🔘 Meals Available at TDY Location   Select Available Meals

⚪ Government Meals Provided at   ☑ Breakfast
TDY Location   ☐ Lunch

⚪ Occasional Meals Required   ☑ Dinner

⚪ Special Meal Rate

DTS cont.

Scroll down to Duty Conditions and select Quarters Available

Save adjustments and M&IE should be adjusted to $40

You will need to adjust the lodging rate to $85 a night.

Dress & Appearance – Military

- **AFI 36-2903: Dress & Appearance of AF Personnel for guidance on uniform wear**

- **Daily uniform wear will be OCPs/FDUs – to include Day 1**

- **Home station rules don't apply while TDY**
  - We understand there are unique operational requirements & waivers for uniform items
  - <u>AFI 36-2903 is the ultimate authority on Maxwell</u>
  - Questions? See your Flight Commander on Day 1

- **You will need to have the following Uniform Items:**
  - OCPs
  - FDUs (optional for authorized personnel)
  - PTUs (any variant)
    - Additionally, it is also recommended to bring civilian athletic gear for personal PT
  - <u>**Reservists Only**</u> **–** per waiver, ABUs will be allowed

- Service Dress/Blues are **NOT** required for 22C

Dress & Appearance – DoD Civilians

- Applies ONLY during officially scheduled activities

Enhance Air- & Space-minded Leaders

- **Business Professional and Casual attire is <u>required</u>**
  - **<u>NO</u>** jeans or T-shirts (during duty day)

- **Athletic gear is <u>required</u>**
  - Bring conservative athletic gear
    - **<u>Solid colors</u> DARK/NAVY BLUE** or **BLACK** athletic shorts/pants — Small logos OK
    - Athletic tights are authorized but cannot be worn without shorts/pants
    - No sleeveless shirts or tank tops

- Additionally, it is recommended to pack additional clothes for personal wear for after duty hours

Civilian attire equivalent to AF uniform

Operational Camouflage Pattern Uniform (OCP)

Fitness Uniform (PTUs)

Recommended Additional Items

- **Old OCPs/ABUs/FDUs & Boots/Shoes (for Project X)**
  - MUST be in *reasonably* good service
  - Black or desert boots are authorized
  - A pair of working gloves for obstacles

- **GOOD pair of running shoes**
  - Expect multiple running events, sporting events & personal PT time, culminating in an approximately 5.6-mile event
  - Students will run on paved surfaces and gravel roads
  - Recommend 2 pairs of running shoes

- **Pair of rubber/plastic cleats for Field Leadership Exercise**

- **Weather-appropriate attire as needed**

- **Medical Personnel – If you need to access the MEDCOI network while you are here, you will need to bring your own MEDCOI laptop**

Before Arriving to SOS

In-Processing

- **Time**: 1300-1700 (Day Prior to Class) – takes ~30 minutes
- **Where**: SOS Bldg 1403
  125 Chennault Circle, Maxwell AFB, 36112
  (Map on next slide)
- **Attire**: Appropriate Civilian Clothes
- **Bring your laptop or personal device**
- **During in-processing, you will**:
  - Gain access to SOS calendars
  - Setup your SOS Canvas account
  - Check-in to lodging & receive room key

- **If you cannot get a flight that arrives in Montgomery before In-Processing ends:**
  - **After hours arrivals**: No need to call SOS. Go straight to 450 N. LeMay Plaza (University Inn, Bldg 682) to receive room key

- **Missed/delayed flights or other travel problems contact**
  - Your assigned Flight Commander
  - Duty hours – Student Services (334) 953-3231
  - After 1700 – Ops Director (508) 868-1687

Day 0 In-Processing

SOS Faculty Parking

Student Lodging Parking

Main Entrance

In-processing Entrance

SOS Bldg 1403

Note: Luggage Can be left in your vehicle

Education Day (ED) 1

- **Where:** Bldg 1403 – Flight Room
- **When:** 0730 CDT
- **Attire:**
  - Military – OCP/FDU
  - Civilians – Business casual

- **Bring:**
  - AFRC: Copy of orders
  - **Bring your laptop or personal device.**

- **Late Arrivals:**
  - Coordinate with your Flight Commander

Student Lodging Building

Outer Circle and Lodging

POLIFKA

Courtyard

Find Flight Info

Parking Lot

Faculty

SOS

SQUADRON OFFICER SCHOOL
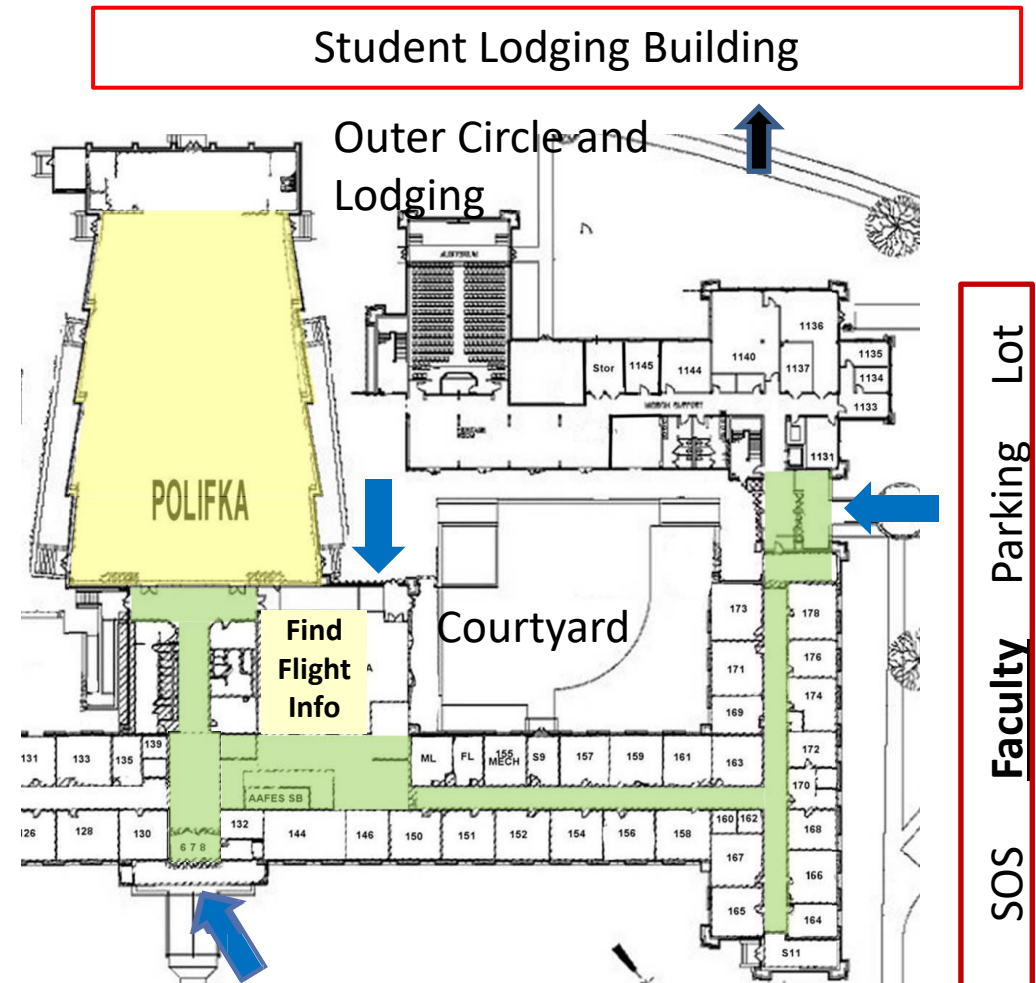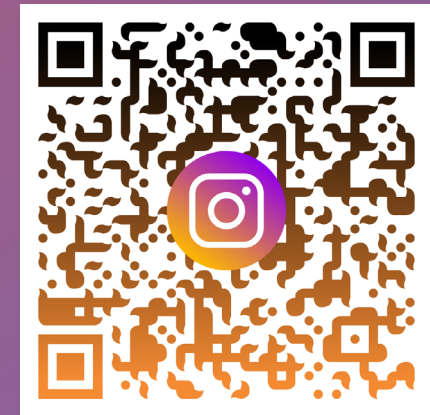
Join us on your journey through #SOS22C

Welcome To SOS!

Additional information on how to ROOT Certificates to your personal computers

Root Certificates

- **STEP ONE: Log into Canvas https://lms.au.af.edu/login/canvas**

ROOT CERTIFICATES LOADED

ROOT CERTIFICATES NOT LOADED
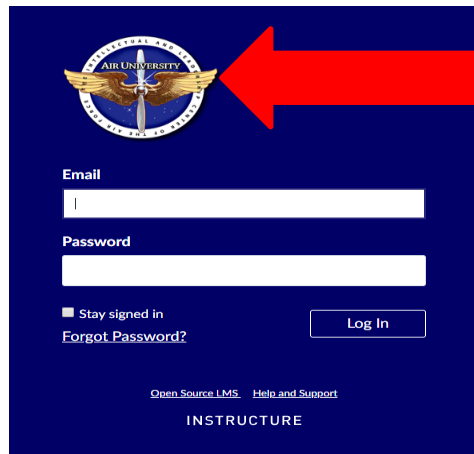
If image appears the root certificate is loaded proceed to Step 3
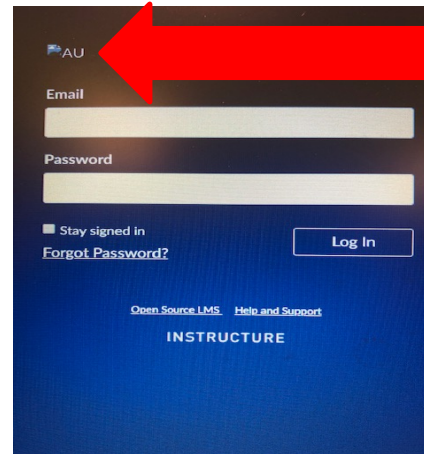
If image DOES NOT appear the root certificate is NOT loaded proceed to Step 2

- **STEP TWO: Update root certificates follow the steps for your type of machine**
  - **WINDOWS MACHINES ONLY** go to: (*Apple users go to page 11*)
    https://public.cyber.mil/pki-pke/pkipke-document-library/?_dl_facet_pkipke_topics=trust-store-management

Home ▸ Public Key Infrastructure/Enabling (PKI/PKE) ▸ PKI/PKE Document Library

Show 10 ⇅ entries   Search:

TITLE	SIZE	UPDATED
DoD and ECA Cross Certificates	10.46 KB	26 Feb 2019
DoD PKE Tool Configuration File URLs Crosswalk	16.84 KB	20 Aug 2019
Editing Certificate Group Locations for InstallRoot via the GUI	243.26 KB	20 Aug 2019
InstallRoot 5.2: User Guide	2.56 MB	30 Nov 2018
InstallRoot 5.5 NIPR 32-bit Windows Installer	27.98 MB	24 Oct 2019
InstallRoot 5.5 NIPR 64-bit Windows Installer	28.62 MB	24 Oct 2019
InstallRoot 5.5 NIPR Non-Administrator 32-bit Windows Installer	27.73 MB	24 Oct 2019
PKI CA Certificate Bundles: PKCS#7 For DoD PKI Only - Version 5.6	83.99 KB	09 May 2019
PKI CA Certificate Bundles: PKCS#7 for DoD WCF B&I Only - Version 5.7	67.74 KB	07 Nov 2019

Be Sure to load InstallRoot 5.5 NIPR 64-bit Windows Installer, **SAVE**, then select **RUN**

Windows Root Certificates con't

- **STEP TWO Con't: Update root certificates follow the steps for your type of machine**
  - After selecting Run InstallRoot Setup should appear, select **Next** and continue selecting **Next** until **Install** appears. You will be prompted if you want to make changes to your device Select **Yes**.
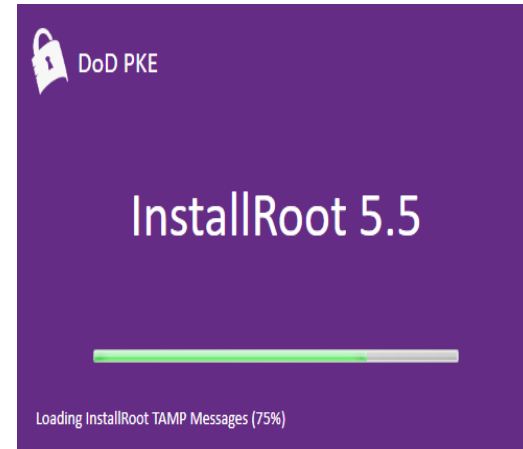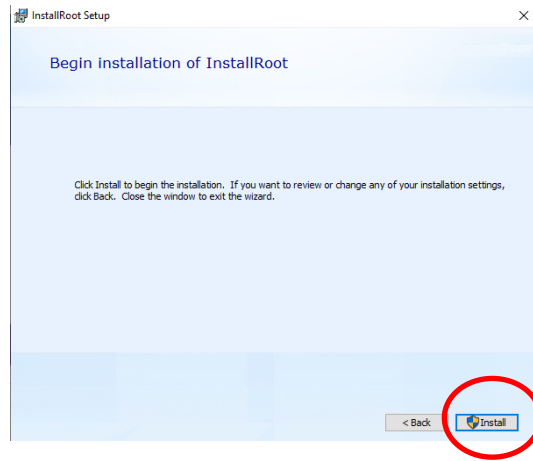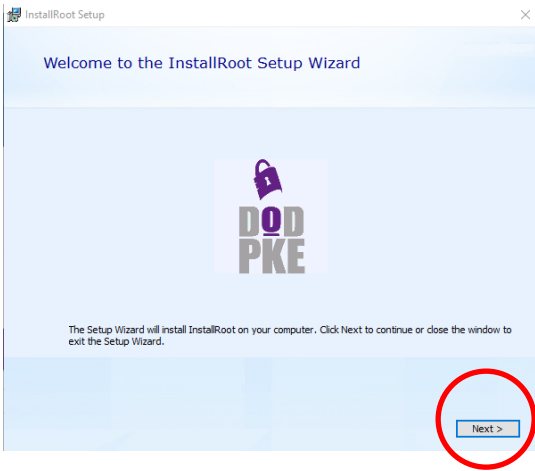
Once installation is complete verify that all 5 root certificates installed. If install is in red continue to next page.
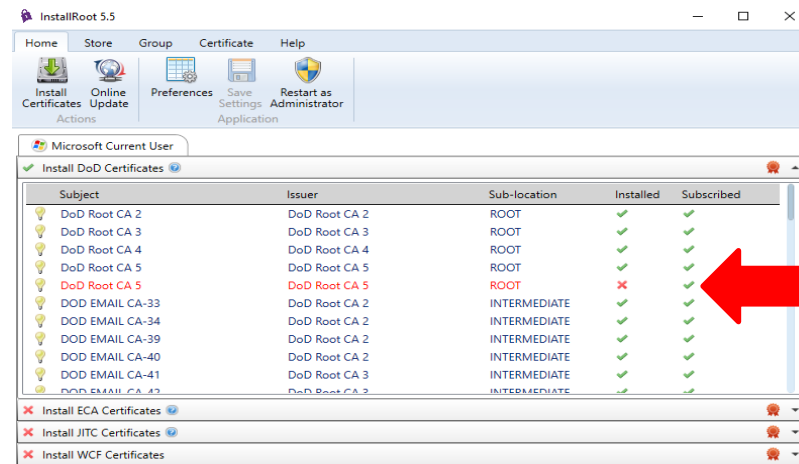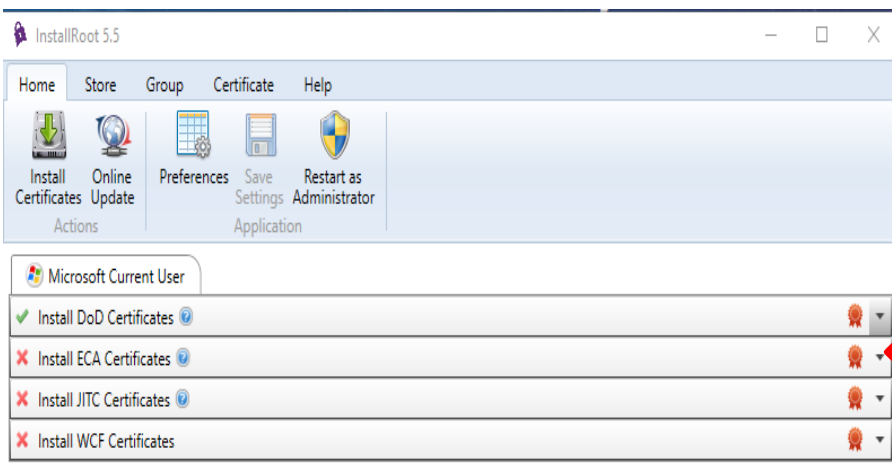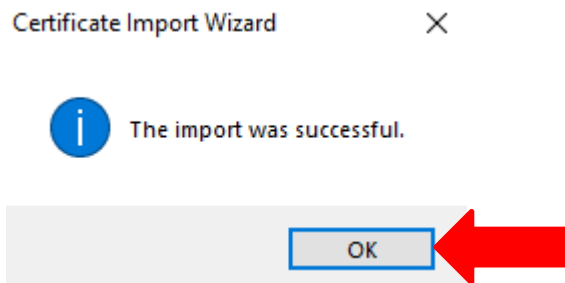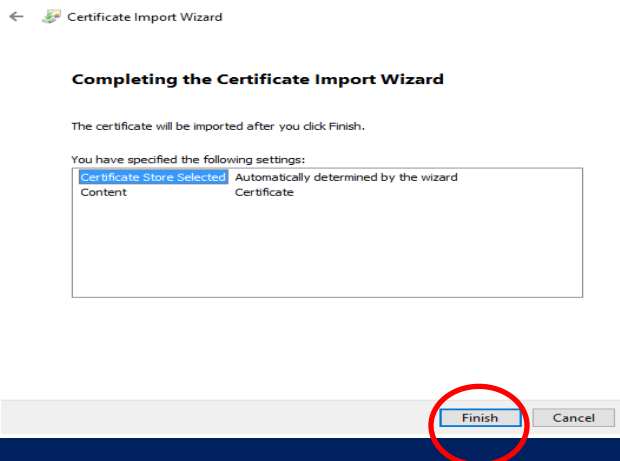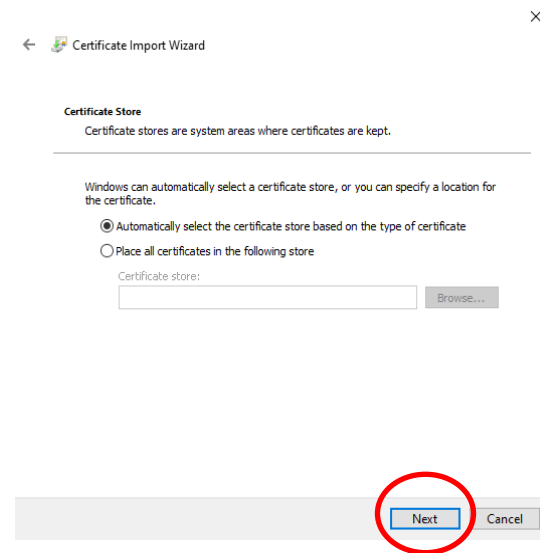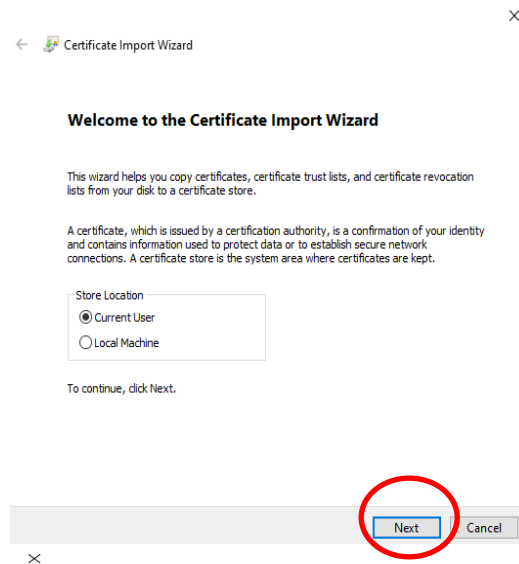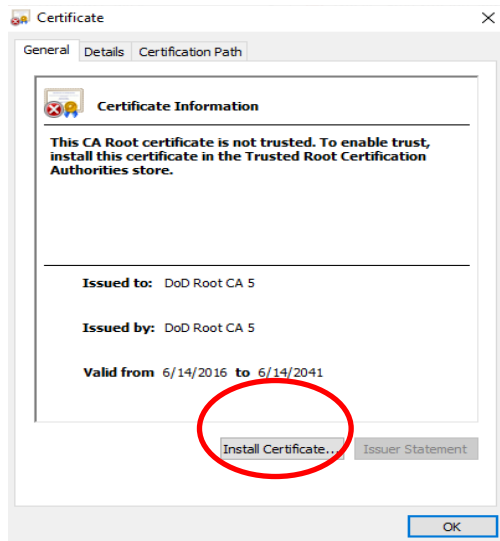
Windows Root Certificates con't

- **STEP TWO Con't: Update root certificates follow the steps for your type of machine**
  - o **Double click** on each DoD Root CA that is not installed. After double clicking you will select **Install Certificate**, select **Next**, and **Next**, and **Finish**. After complete click OK. **Repeat** for **each certificate** until complete. Once all certificates are loaded reload Canvas to see if all images appear. *A **restart** of your machine may be required.

After completing these steps continue to **STEP THREE on page 13**

Apple Root Certificates

- **STEP TWO – for Apple Users only**
  - **APPLE MACHINES** go to: (antivirus may need this site on the whitelist to install, if you are using **avast** Avast antivirus it must be disabled prior to downloading root certificates)
    militarycac.com/macnotes.htm#DoD_certificates

   Download each install certificate below:

    https://militarycac.com/maccerts/AllCerts.p7b,

    https://militarycac.com/maccerts/RootCert2.cer,

    https://militarycac.com/maccerts/RootCert3.cer,

    https://militarycac.com/maccerts/RootCert4.cer, and

    https://militarycac.com/maccerts/RootCert5.cer

    Once it has downloaded, click on each download.
    *If keychain pop-up appears, double check that the dropdown says "login" and click the blue "Add" button, otherwise continue.
    Repeat for each download clicking "Add."

  - **Open keychain and click on the login section in the top left pane, under the Category pane in the lower-left, click on "Certificates"**
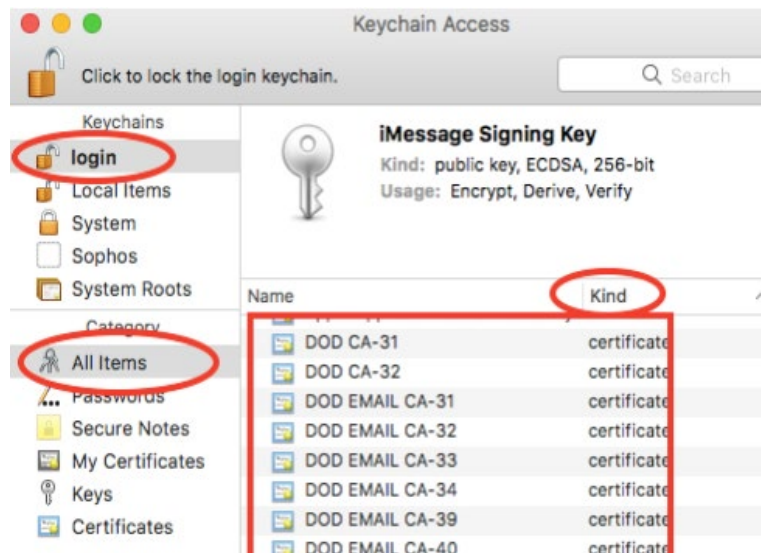
    Certificates should download directly to keychain. If certificates are not visible in keychain look for them under Downloads and move them to keychain.
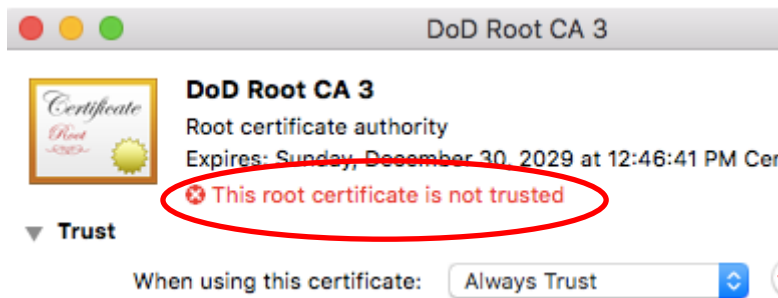
Apple Root Certificates con't

- **STEP TWO - continued**
 - o Scroll until you see DoD Root CAs with red Xs in the right pane, double-click the first DoD Root CA with a red X

DoD Root CA 2	certificate
→ DoD Root CA 3	certificate
DoD Root CA 4	certificate

  - o Expand the "Trust" section by clicking the tiny ▶ and change the top dropdown from "Use System Defaults" to "Always Trust" and close the window

DoD Root CA 3

DoD Root CA 3
Root certificate authority
Expires: Sunday, December 30, 2029 at 12:46:41 PM Cer
⊗ This root certificate is not trusted

▼ Trust

When using this certificate: Always Trust

You will be prompted to enter your password for each change after closing DoD Root CA window

  - o Once the Root is trusted is will show a blue plus, continue for each Root CA until all certificates are trusted

DoD Root CA 2
DoD Root CA 3
DoD Root CA 4
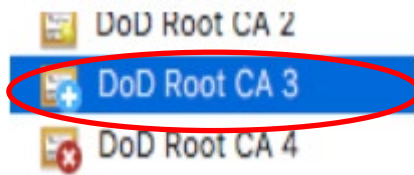
Once completed proceed to **STEP THREE** on the next page

Login to Canvas

- **STEP THREE: Log into Canvas https://lms.au.af.edu/login/canvas**
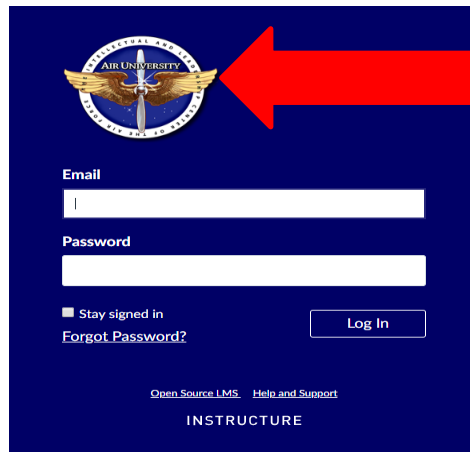
ROOT CERTIFICATES LOADED

Image should now appear

- **STEP FOUR: use the Email and Password provided in an email from your Flight Commander prior to class start date. Note: if you do not receive this email prior to class start, or have computer issues, assistance will available Day 1 of class.**