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ABOUT JSOU

Mission
DELIVER RELEVANT SOF-SPECIFIC EDUCATION TO THE USSOCOM ENTERPRISE AND PRIORITY PARTNERS TO INFLUENCE THE CURRENT AND FUTURE STRATEGIC ENVIRONMENT.

Vision
TO BE SOF’S ADVANTAGE; SHARPENING MINDS BY INSPIRING IDEAS, CONNECTING PEOPLE, AND ACCELERATING LEARNING.

History
In September 2000, under the leadership of then USSOCOM commander, Army General Peter Schoomaker, JSOU was established as an institution of higher learning. Since its founding, JSOU has strived to provide the highest quality Joint SOF leadership education possible at both the operational and strategic levels. JSOU provides formal, mobile education team (MET), distance learning (DL), and professional military education (PME) courses to the Joint SOF community. JSOU faculty members also support senior and intermediate level PME programs and the emerging educational requirements of numerous US, inter-agency, and international organizations.
The JSOU campus is located at MacDill AFB, Tampa, FL. JSOU liaisons are at or near SOF component headquarters in the Washington, D.C., area; Fort Bragg, NC; Hurlburt Field, FL; Coronado, CA; and North Atlantic Treaty Organization (NATO) SOF Headquarters, Belgium. JSOU also conducts a MET program for educating units worldwide. Contact the university for more information on how JSOU can tailor a course to meet unit-specific educational needs.

SOF Education Network

1. Naval Postgraduate School, Monterey, CA
2. Naval Special Warfare Center, Center for SEAL & SWCC, Coronado, CA
3. U.S. Army Sergeants Major Academy, Ft. Bliss, TX
4. Army Command & General Staff College, Ft. Leavenworth, KS
5. Air Command and Staff College, Air War College, Air Force Senior Noncommissioned Officer (NCO) Academy, Maxwell AFB, AL
7. Joint Special Operations University, MacDill AFB, FL
8. John F. Kennedy Special Warfare Center and School, Ft. Bragg, NC
9. Marine Raider Training Center, Camp Lejeune, NC
10. Joint Forces Staff College, Joint and Combined Warfighting School, Joint Advanced Warfighting School, Norfolk, VA
11. Marine Corps Command and Staff College, Marine Corps War College, Marine Corps University, Quantico, VA
12. National War College, the Eisenhower School, College of International Security Affairs, and College of Information and Cyberspace at National Defense University, Ft. McNair, Washington, DC
13. U.S. Army War College, Carlisle, PA
14. College of Naval Command and Staff, College of Naval Warfare, U.S. Navy Senior Enlisted Academy, U.S. Naval War College, Newport, RI

Not shown: NATO School, Oberammergau, Germany, and the NATO Special Operations School, Chièvres AB, Belgium
JSOU Leadership

Col Steven G. Edwards
President

Col Scott M. Guilbeault
Vice President

CSM Jeremy M. Lile
Command Senior Enlisted Leader

Mr. George McNair
Chief of Staff

CSM Roger G. Watts
Commandant, Enlisted Academy

Mr. Shannon P. Meade
Dean of Academic Affairs

LTC Eric J. D’India
Director, Department of
Special Operations Education

Mr. John Poucher
Director, Department of Strategic
Studies
JSOU SOF Chairs

COL John Crisafulli  
Naval Postgraduate School

Col Roy Oberhaus  
National Defense University

Mr. Michael Bennett,  
Joint Forces Staff College

LTC Jeremy Glauber  
Marine Corps University

Col Jim Rodriguez  
Air University, Air War College

COL Michael Coleman  
Army War College

CAPT Christopher Rohrbach  
Naval War College

JSOU Fellows

DISTINGUISHED FELLOWS

Chuck Cunningham  
Lieutenant General, U.S. Air Force, Retired

Dell L. Dailey  
Ambassador at Large, U.S. Department of State, Retired Lieutenant General, U.S. Army, Retired

Anthony Holloway  
Chief of Police, Saint Petersburg, FL

David Hopley, UK  
Officer of the Most Excellent Order of the British Empire, Colonel, Royal Marines, (Ret)

Wade Ishimoto  
Highly Qualified Expert, Retired, former Special Assistant to the Deputy Under Secretary of the Navy

Frank Kearney  
Lieutenant General, U.S. Army, Retired

Phil Kensinger  
Major General, U.S. Army, Retired

Paul E. Lefebvre  
Major General, U.S. Marine Corps, Retired

James R. Locher III  
Former Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict

Tom Matthews  
Major General, U.S. Army, Retired

Hector Pagan  
Brigadier General, U.S. Army, Retired

David Passage  
U.S. Ambassador, Retired

James Q. Roberts  
Colonel, U.S. Army, Retired  
Senior Executive Service, Retired

Pete Schoomaker  
General, U.S. Army, Retired

Thomas Smith  
Command Sergeant Major, U.S. Army, Retired

Michael Spiegelmire  
Lieutenant General, U.S. Army, Retired

Konrad Trautman  
Colonel, U.S. Army; Retired; Defense Intelligence Senior Leader

Donny Wurster  
Lieutenant General, U.S. Air Force, Retired

AY19-20 SENIOR FELLOWS

Charles Black  
Master of Military Studies  
Marine Corps University, Quantico, VA

Bernd Horn  
OMM, MSM, CD, Ph.D., Colonel, Canadian Army, Retired

James Kiras  
Ph.D., History

William Knarr  
Ed.D., Colonel, U.S. Army, Retired

Chuck Ricks  
M.S., English, Lieutenant Colonel, U.S. Army, Retired

Richard Schultz  
Ph.D., Political Science

Emily Spencer  
Ph.D., War Studies, Canada

Diane Zorri  
Ph.D., Political Science

RESIDENT SENIOR FELLOWS

David Ellis  
Ph.D., International Relations, Comparative Politics

Mark Grzegorzewski  
Ph.D., Government

Will Irwin  
MMAS, Lieutenant Colonel, U.S. Army, Retired

Paul Lieber  
Ph.D., Mass Communications and Public Affairs

Peter McCabe  
Ph.D., Political Science, Colonel, U.S. Air Force, Retired
Faculty and Staff

To accomplish its mission, JSOU employs an extremely diverse workforce, all of whom are hired or assigned to a variety of staffing programs. The staff and faculty include active duty, active reserve, temporary duty reserve, government civilians, civilian contractors, private consultants, guest lecturers, and speakers. Simply put, the university could not perform as well as it does without the diverse efforts of all of these people. JSOU’s active duty military personnel are assigned by USSOCOM or the Service components. Reserve component military personnel serve in whatever way best supports the organization’s mission as directed by JSOU leadership. Government civilians are hired through the U.S. civil service personnel system, and non-government civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct faculty and guest speakers/lecturers are hired on an as-needed basis to support specific educational requirements. Active duty and reserve military personnel are typically assigned to specific educational support requirements, i.e., to act as instructors of record or subject matter experts, but some are assigned to support mission and unit administration positions. Government civilians and civilian contractors also fill both educational and support roles. Personnel funding is obtained from standard and nonstandard sources. For example, reserve personnel positions are not funded by JSOU, while some civilian staff positions are paid by limited grants or unfunded requirement requests. All faculty members attend the Faculty Development Course (FDC) or an approved substitute course. The FDC prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum, while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. The curriculum is based on the joint PME instructional systems design (ISD) model applied in the joint special operations environment. Instructors are categorized as instructor, senior instructor, and master instructor.

Certified Higher Education Professional

A Certified Higher Education Professional (CHEP) certification recognizes employees of career education institutions who strive for excellence in their respective positions. Through completion of educational programs, individuals have enhanced their skills necessary to deliver the highest quality education to diverse student populations. The programs are designed to increase strategies for teaching and learning in adult educational environments, techniques for engaging and motivating students of various learning styles, and methods for improving both retention and student learning outcomes.
Academic Guidance for AY20

In AY20, JSOU will continue to be SOF’s Advantage; sharpening minds by inspiring ideas, connecting people, and accelerating learning.

JSOU will develop SOF-specific curricula, focused research efforts and supporting programs derived from priorities. We will remain engaged with appropriate operational commands, headquarters’ sections, and subject matter experts to fully meet the needs of the SOF community. Our end state will be an updated spectrum of relevant educational activities that foster individual and organizational learning and knowledge applications that make JSOU a unique and valued part of the SOF Enterprise.

Strategic Objective
Our strategic objective is to be DOD’s competitive advantage by enabling SOF to cognitively outpace our competitors.

General Guidance
What we do: Joint Special Operations Education: Joint, Interagency, Intergovernmental and Multinational (JIIM) Students and Educators.

• Core Activities and Coordinating Authorities
  * Compete and Win for the Nation
    Introduce and advance education for Joint SOF operations and USSOCOM coordinating authorities.

• Leader Development
  * Preserve and Grow Readiness
    Develop agile, ethical JIIM leaders who think differently, critically, and creatively in order to adapt to the future SOF operating environment.

• Future Operating Environments
  * Innovate for Future Threats
    Maintain and advance our competitive advantage.

• Network Development and Outreach
  * Advance Partnerships
    As part of the larger Joint force, develop and sustain networks with military and civilian academia, components, agencies, priority international partners, and industry.

AY19 Highlights and Accomplishments

DEPARTMENT OF ACADEMIC AFFAIRS

The Department of Academic Affairs supported the evolving mission of USSOCOM and the JSOU commitment to student achievement. Continuing the example of providing education to SOF through innovative ways, Academic Affairs implemented several major initiatives for the improvement of student learning.

At the institutional level, the Curriculum Management and Institutional Effectiveness Divisions collaborated with Strategic Planning to map courses to the JSOU Lines of Effort. This operational and curriculum review assessed the need, course delivery, expertise, time, method, and target audience. Strategic Planning added a risk assessment of impacts. This committee set the model for upcoming reviews as JSOU maintains its alignment with USSOCOM. With JSOU residing in its new building since 2017, these two divisions also completed an analysis and evaluation of classroom usage and instructor preferences which led to a re-evaluation of classroom technology to increase usage.

At the department level, Curriculum Management assembled Instructional Systems Designers to determine best fit for the variety of courses offered. ISDs enhance the JSOU objective to remain current and effective. The Division of Admissions successfully refined a classroom management and scheduling process that optimizes the scheduling and support of all JSOU courses, USSOCOM sponsored events, and all other outside room events. The electronic reservation process includes classroom features that can accommodate the request of facilities, information technology, and equipment to support the learning process. The Division of Distance Learning assembled Learning Management System Managers to heighten focus on platforms for online and classroom teaching and learning experiences. The Division of Faculty Development maintained a variety of faculty development opportunities for those who present in JSOU courses. All opportunities will be reviewed in AY20 for best practices in developing instructors at JSOU.

Academic Affairs maintained its list of partner schools to include George Washington University, New England College, Excelsior College, Norwich University, Fayetteville State...
University, and the University of Charleston, West Virginia. At a glance, almost 500 JSOU students have received their bachelor's or master's degrees since 2013 resulting in approximately $1,200,000 saved per year in Military Tuition Assistance. Academic Affairs also assisted the JSOU President in building the processes for Title 10 hiring authority approved by the John S. McCain National Defense Authorization Act for Fiscal Year 2019.

The Department of Academic Affairs is dedicated to quality education and to helping our students achieve student success. The JSOU educational philosophy is grounded within a dynamic and technologically supported learning environment. With student learning as a fundamental component of the mission, using results of program, course, and student learning outcomes will improve teaching effectiveness and student learning. The Department of Academic Affairs will fully support the way forward in JSOU academic standards, classroom management and technology, curriculum review, and faculty development during AY20.

DEPARTMENT OF SPECIAL OPERATIONS EDUCATION

In AY19, the Center for Continuing Education (CCE) provided tailored special operations education support to the USSOCOM, components, TSOCs, PME institutions, and throughout the global network of partners with over 200 iterations of 44 courses reaching over 8,000 students across the world. CCE conducted nearly 100 events for USSOF and enablers at JSOU, TSOCs, or component unit locations, and 100 educational events in support of TSOC partnership engagement strategies. Notably, funding support for the TSOC partnership engagement strategy comes entirely from non-Major Force Program 11 (MFP-11) funding.

In mid- to late AY19, JSOU underwent a reorganization process designed to implement the new JSOU vision. JSOU courses were centralized under the newly formed Department of Special Operations Education (excluding Academic Affairs and Enlisted Academy courses).

Moving forward into AY20, the Department of Special Operations Education consists of eight centers responsible for supporting the USSOCOM enterprise. Additionally, Academic Chairs serve as principal advisers to leadership and senior staff of USSOCOM Components regarding special operations joint education for the President, JSOU and the Commander, USSOCOM. Regional Desk Officers coordinate JSOU international engagement activities in their assigned theaters with all USSOCOM stakeholders through participation at security cooperation education and training working group, regional education and training conferences, SOF force management events, USSOCOM Joint Synchronization Boards, and weekly operations updates. They also develop and maintain international education network with emphasis on TSOC and US Embassy security cooperation relationships to meet Special Operations education requirements. The Department’s individual centers are detailed below.

Center for Advanced SOF Studies
The Center for Advanced SOF Studies (CAS) educates SOF, SOF Enabler, and select Non-SOF globally in the areas of special operations intelligence, CWMD, and cyberspace for duty on USSOCOM, TSOC, GCC, and Component staffs in order to develop and strengthen unique special operations intelligence requirements and capabilities, understand USSOCOM’s role as the DOD Coordinator for CWMD, and shape valued members of a TSOC CWMD or Cyber planning team in accordance with national-level and USSOCOM guidance.

Center for Design and Innovation
The Center for Design and Innovation (CDI) delivers a set of mixed-method (military and commercial) Design and Creative Problem Solving courses supporting the USSOCOM enterprise, International Partners, PME, general purpose force, and interagency. CDI leads and contributes to an ever expanding global Military Design & Innovation field of study and community of practice through METS, workshops, academic exchanges, lectures, guest speakers, symposia, and conference participation.

Center for International Education
The Center for International Education provides TSOCs and combatant commands with focused security cooperation efforts that directly support theater plans. Through both residence courses in Tampa and MET events conducted in-country, JSOU responds to requests for education at the operational and strategic levels that engage our partner nations and, when appropriate, build partner capacity and capability. These events are not funded by MFP-11 funds, but rather are made possible through a variety of security cooperation funding authorities and appropriations such as the Combating Terrorism and Irregular Warfare Fellowship Program, 333 BPC cases, and many others.

Center for Irregular Warfare
The Center for Irregular Warfare (CIW) provides courses for USSOCOM professionals and partners on the doctrine and theory of irregular warfare and its relevant SOF core activities. Subjects include unconventional warfare, foreign internal defense, counterterrorism, counterinsurgency, stability operations, and influence operations. There is a heavy focus on the joint, interagency, intergovernmental, and multinational aspects of irregular warfare. The subject of national resistance is also covered in program material. The principal audience is United States SOF and US partners but foreign students can attend most courses.
Center for Leadership and Ethics Education
The Center for Leadership and Ethics (CLE) delivers tailored pre-command courses to O5, O6, and Theater Special Operations Command (TSOC) command teams as they prepare to assume command of Special Operations commands throughout the SOCOM Enterprise. The Center also plans and executes the Combined/ Joint Force Special Operations Component Commander (C/JFSOCC) Course on behalf of USSOCOM and IAW Chairman of the Joint Chiefs, Officer Professional Military Education Program (OPMEP). Additionally, the Center is the University’s focal point for the incorporation of ethics curriculum into JSOU courses as well as the coordination and action office for contemporary ethical topics and issues across the SOCOM Enterprise.

Center for Operations and Planning
The Center for Operations and Planning (COP) educates SOF, SOF Enabler, and Non-SOF globally in the areas of special operations planning, joint doctrine, joint air operations and NATO air integration for duty on USSOCOM, TSOC, JSOAC, Geographic Combatant Command (GCC), and Component staffs in order to develop and strengthen unique special operations planning and integration requirements and capabilities.

Center for Sensitive Activities
The Center for Sensitive Activities (CSA) educates mid to senior officers, NCOs, warrant officers and civilians to effectively plan, manage, enable, and oversee sensitive special operations activities in accordance with law, authorities, DOD policy, and regulations and in coordination with Geographic Combatant Commander, other US Government agencies and US Country Teams in pursuit of U.S. national security objectives.

Center for Staff Education
The Center for Staff Education provides introductory education to personnel newly arrived to HQ, USSOCOM and the TSOCs. It also provides advanced professional development education to various staff sections within HQ, USSOCOM, the USSOCOM Service Components, and the TSOCs. The CSE provides this educational support both in residence on the JSOU Campus and at the Component and TSOC HQs.

DEPARTMENT OF STRATEGIC STUDIES
The Department of Strategic Studies successfully completed its AY19 goals to conduct and coordinate research and publish on emerging strategic issues affecting the SOF enterprise, support USSOCOM’s role in PME, and orchestrate applied research inquiries for the force. During the third quarter, the department re-organized to continue mission support through the Center for Strategic Research, the Center for Outreach and Engagement, the JSOU Press, and the USSOCOM Research Library.

Department of Strategic Studies faculty supported all JSOU educational mission areas by providing instruction and research support for the Joint Senior Enlisted Academy, the Department of Special Operations Education effort’s supporting TSOC joint education requirements, as well as completing organic research projects, publication, and facilitation of academic engagements to include symposia, special guest speakers, and institutional exchanges.

Center for Strategic Research
The Center for Strategic Research includes the Resident Senior Fellows and drives the research plan and major academic engagements. Of particular note was a multi-phase applied research effort in support of Special Operations Command Africa to examine ways to conceptualize regional Counter-Violent Extremist effects in and around Burkina Faso. A similar effort kicked-off during AY19 to support Special Operations Command Pacific effort to stimulate thinking on how to reimagine China during an era of great power competition. Additionally the Resident Senior Fellows delivered a symposia in cooperation with the Naval Postgraduate School and the Special Operations Research Association focused on Global Competition and conducted a tailored seminar on Russia in direct support of the Joint Intelligence Center Special Operation Command.

Center for Outreach and Engagement
The Center for Outreach and Engagement efforts leveraged student talent within civilian academic institutions and U.S. military PME, matching student research efforts to topical areas valued by USSOCOM leadership and staff. The initiatives included research and presentations by students from the Georgia Institute of Technology and Arizona State University Center on the Future of War. The center was also responsible for presenting a diverse set of topics and expertise through the Guest Speaker Program at MacDill AFB and virtually through All Partner Access Network webcasts. Of note, Mr. Peter Theil was among several individual guest speakers on the topics of Artificial Intelligence and Machine Learning. Dr. Jennifer Lerner addressed ethics and decision making, and Dr. Orit Gal on strategy and complexity. Inspiring presentations from Pittsburgh Steeler lineman and former U.S. Army Ranger, Mr. Alejandro Villanueva and Navy SEAL, Captain Christopher Cassidy, a NASA astronaut, rounded out the year.

ENLISTED ACADEMY
The Joint Special Operations Enlisted Academy (JSOU-EA) achieved its goals for educating Special Operations Forces (SOF) enlisted leaders. This past year, the Academy wrapped up 14 separate courses through four programs.
graduating over 1000 students. JSOU-EA values the importance of relationships and partnerships with organizations outside the Academy to foster curriculum sharing, innovation and provide the best quality instruction for enlisted students. The Academy accomplishes its education mission through four Career Education Programs (CEP 1 through CEP 4).

**CEP 1, Joint Fundamentals**
The Joint Fundamentals Course (CEP-1) which runs four to five times a year, develops E6 enlisted special operators for leadership careers in SOF and the joint environment. Students develop skills in written, oral, and visual communications as well as generate creative ideas and evaluate ethical decision making. Additionally, students analyze the history and unique function of the USSOCOM enterprise down to the subcomponent commands. Course length is 7 weeks through distance learning.

**CEP 2, Enterprise Management**
The Enterprise Management Course, which also runs four to five times a year, provides E7 SOF leaders with a broad understanding of traditional and organizational leadership/management concepts preparing them to assume high-level roles in large organizations. Each lesson gives students a view of Joint and SOF Operations from a mature and reflective perspective. Students experience contemporary scenarios with near “real world” timeliness and look at SOF Operations through a strategic lens. Critical thinking is a hallmark of the course. Course length is 7 weeks through distance learning.

**CEP 3, Joint Special Operations Forces Enlisted Academy (JSOFSEA)**
JSOFSEA prepares E8/E9 SOF operators and enablers to assume leadership roles in operational positions throughout USSOCOM. The foundation of the course is the analysis of key concepts based on current Department of Defense guidance in relation to the current and future operating environments. Topics key to the course are Profession of Arms, Leadership, Communication that Policy to Action that culminate into a Magnate Capstone group projects. JSOFSEA runs four times a year and the course length is 33 weeks broken down into a 24-week distance learning phase, and a 9-week residence learning phase. JSOFSEA is a Services recognized/equivalency Senior Enlisted PME.

**CEP 4, Summit Course**
The Summit course prepares the E-9 SOF Senior Enlisted Leader for a nominative-level Command Senior Enlisted Leader position at the General/Flag officer level. The Summit course educates all SOF services and selected conventional force senior enlisted leaders in mission-oriented leadership and strategic thinking skills to prepare them to effectively advise, lead, and mentor at the operational and strategic levels. Key topics are Strategic thinking, National Policy and Strategy, Interagency, Organizational Leadership and USSOCOM Enterprise. Summit Course length is 12-weeks with 8-week distance learning, 2-week resident learning and 1-week offsite in National Capital Region. The course runs twice a year.

In AY19, both Career Education Programs 1 & 2 hit a milestone at class number 25, marking six years since their inception in 2013.

JSOFSEA has enjoyed continued success with integrating Interagency partner students in the program. Their diverse perspective on national security challenges has been invaluable to the SOF students.

The JSOU-EA continues to receive recognition. Early AY19, the United States Marine Corps (USMC), Marine Corps University, developed a six-week “Senior” EPME equivalency. From an outreach perspective, JSOU-EA contributed to the annual Service Academy’s Enlisted Commandant’s Workshop at the Marine Corps Education Command in Quantico, VA and provided SOF-specific PME at the Joint Enlisted Curriculum Conference (JECC) hosted by Joint Knowledge Online (JKO) in Suffolk, VA.

The Academy continues to foster mutually benefiting partnerships with outside academic institutions providing additional educational opportunities for Career Education Program graduates. Through JSOU, the Academy continues to reinforce its alignment with degree granting programs from Norwich University, University of Charleston, Excelsior College, New England College, George Washington University and Fayetteville State University. JSOU-EA graduates may earn undergraduate and graduate-level credits through these partnerships.

In AY19, the JSOU-EA received its first international faculty member from Lithuania, who has successfully integrated into the JSOFSEA program paving the way for future international instructors.
The USSOCOM Library serves a dual mission, supporting the special operations-specific academic research endeavors of HQ USSOCOM and JSOU. The library provides access to a collection of special operations-relevant materials in both print and digital format, including numerous academic databases.

The library also offers services to facilitate patron and student access to and effective use of special operations-related informational resources through reference services, interlibrary loan, and a variety of faculty support options. Additionally, the library conference room, collaboration areas, computers, printers and scanner are available for all to use. Eligible patrons include HQ USSOCOM personnel located at the MacDill AFB site, JSOU faculty, staff, and students currently enrolled in an active JSOU course. Personnel actively assigned to a TSOC are also eligible to access a limited selection of digital library resources. Staff should contact the library to register for an account. Library contact information, resources, and explanatory guides are available 24/7 through the website at jsou.libguides.com.
The JSOU Education Outreach Center was established to help the SOF community further their civilian education and to enhance their professional knowledge and capabilities. The center can assist each SOF member as they navigate their educational journey and help prepare them for academic and professional success. JSOU has articulation agreements with civilian colleges and universities so that our students can maximize their military training and education by receiving upper-level and graduate-level college credit for JSOU courses. JSOU is partnered with Excelsior College, Fayetteville State University, George Washington University, New England College, Norwich University, and the University of Charleston. JSOU’s partnerships allow the SOF community to be able to complete either a bachelor’s or master’s degree from a regionally accredited school within two years fully online. Each of the schools have also offered reduced tuition rates within the tuition assistance cap. The center advises over 1,500 students annually across the SOF enterprise. This year the center is expanding its partnerships and degree program offerings and is in negotiations with an additional two universities for articulation agreements. The intent is that through tailored support, more SOF enlisted personnel will achieve an educational milestone that supports the USSOCOM Commander’s commitment to educating SOF.

The Education Outreach Center staff is available to provide guidance to students on their path to academic success.
JSOU Press is the publishing arm of the university. JSOU Press products include over 170 published monographs, occasional papers, special reports, case studies, Quick Looks (new for 2019), and directed studies in both printed and digital format. Established in April 2005, JSOU Press is largely identified through the line of JSOU Press monographs. During AY19, JSOU Press published five monographs and four occasional papers authored by JSOU Senior Fellows, PME students, and other scholars on topics relevant to the joint SOF community. The Special Operations Research Topics publication is promulgated each academic year to stimulate interest for research projects relevant to the SOF enterprise. Widely distributed, the topics list is aligned with the USSOCOM Commander’s priorities and serves to influence and guide SOF-relevant research throughout academia, think tanks, and PME institutions.

AY19 JSOU Press Publications:

ISIS 2.0: South and Southeast Asia Opportunities and Vulnerabilities by Namrata Goswami

Exploitation of Big Data for Special Operations Forces by Tammy Low

Warrior Pose: Building Readiness through Resilience—Yoga and Meditation by Ajit V. Joshi

Political Strategy in Unconventional Warfare: Opportunities Lost in Eastern Syria and Preparing for the Future by Carole A. O’Leary and Nicholas A. Heras

Support to Resistance: Strategic Purpose and Effectiveness by Will Irwin with foreword by Lieutenant General John F. Mulholland, Jr.

Information Age Proxy Warfare by Andrew Maher


Tickling the Dragon’s Tail: The Destabilizing Effects of an Irregular Warfare Critical Mass by Ned B. Marsh

How Civil Resistance Works (And Why It Matters To SOF) by Will Irwin with foreword by Lieutenant General Charles T. Cleveland

All JSOU Press publications can be found on the JSOU library website at: jsou.libguides.com/jsoupublishings

A free digital subscription for JSOU Press publications is available at jsou.libguides.com/jsoupublishings
In 2017, JSOU opened the doors to its new main campus. Collocated with the USSOCOM Headquarters at MacDill AFB in Tampa, this modern facility was specifically designed with education in mind, serving as the central hub for innovative, joint SOF education while supporting traditional resident courses. The campus is an instructional system composed of classroom/seminar rooms with adjoining breakout spaces, two auditoriums, faculty and staff office spaces, the USSOCOM Library, media development areas, organizational support facilities, and student areas. It also boasts an array of integrated modern capabilities to best facilitate resident, blended, and distance learning courses.

Within the campus halls is the JSOU Enlisted Academy, the Department of Special Operations Education, the Department of Strategic Studies, and the Department of Academic Affairs. This world-class facility represents the significant commitment of USSOCOM to educate its force. This new building ensures the university is well on its way to becoming a preeminent 21st century educational institution recognized as the center for joint special operations learning and research.
- Main Auditorium (150 students)
- 2 Lectionaries (52 students each/104)
- Enlisted Academy Auditorium (92 students)
- 4 Enlisted Academy Seminar Rooms (15 students each/60)
- 4 Seminar Rooms (32 students each/128)
- 8 Breakout Rooms (6 students each/48)
- Digital Classroom (28 students)
- SCIF Classroom (17 students)
- Executive Classroom (50 students)

Lobby and Visitor Center

The Enlisted Academy auditorium.
COURSE DEMOGRAPHICS AND EVALUATIONS

Demographics
Course demographic data are gleaned from the university’s student registration system for courses taught on station, off station, and online. Course data are organized into five categories: Resident, JSOU-EA, MET, DL, and support to PME activities.

Data Validity
Student information is gathered directly from student electronic registration or by submitted paper forms. Consequently, as with any database of this kind, errors may exist in spite of every effort to prevent them. The numbers most accurately represent the student population that completed JSOU courses.

AY19 Student Contact Hours

- Resident 198,817 38%
- JSOU-EA 218,076 42%
- MET 46,514 9%
- DL 43,216 8%
- PME 12,008 2%

TOTAL HOURS 518,631 100%

AY19 Students By Profession/Specialty

- Acquisitions
- Civil Affairs
- Communications/IT
- Diplomatic
- Finance
- Intelligence
- Law Enforcement/Security
- Legal
- Log/Maint
- Medical
- Operations
- Personnel/Admin
- Public Affairs
- Religious Support
- Resource Mgmt
- SOF Operator
- Strategy/Plans
- Trng/Doctrine/Ed

Sample: 6,690
AY19 Student Demographics by Service and Method of Instruction

<table>
<thead>
<tr>
<th>Method of Instruction</th>
<th>USA</th>
<th>USAF</th>
<th>USN</th>
<th>USMC</th>
<th>USCG</th>
<th>CIV</th>
<th>CTR</th>
<th>IA</th>
<th>INT'L</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident</td>
<td>26%</td>
<td>12%</td>
<td>9%</td>
<td>4%</td>
<td>0%</td>
<td>9%</td>
<td>3%</td>
<td>1%</td>
<td>36%</td>
</tr>
<tr>
<td>JSOU-EA</td>
<td>26%</td>
<td>34%</td>
<td>23%</td>
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**COURSE DEMOGRAPHICS AND EVALUATIONS**

### AY19 Monthly Output (Students)

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### End-of-Course Evaluations

At the end of each Resident, JSOU-EA, MET, and DL course, students are asked to indicate the extent to which they agree with the following overall course evaluation statements:

1. The course was well organized.
2. The objectives of the course were successfully achieved.
3. The content of the course was what I expected or better.
4. The information provided in the course will be useful to me in my job.
5. I would recommend this course to others.
6. Please indicate your overall level of satisfaction with this course.

Each student response is rated on a five-point scale, ranging from strongly disagree, or 1, to strongly agree, or 5. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors. The overall score reflects the mean of the responses for the five end-of-course evaluation responses. The university average is shown in the last row of the table. This information is also included with each course description on the pages that follow. Evaluations of supported PME, pilot courses, and unique/tailored educational events are not included in the university average.

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**University Average/Total Students**

| 4.7 | 4.7 | 4.6 | 4.6 | 4.7 | 4.7 | 8,590 |

*Note: Some courses were offered at both the graduate and undergraduate level. Please visit the JSOU website for a complete course listing.*
Target Population

For individual courses, SOF and SOF enabling students are given priority while remaining open course quotas are offered to conventional units on a space-available basis. Course capacity is determined by the size of the course’s target populations and practical scheduling considerations. Major target populations include: SOF and SOF enablers, interagency partners, and coalition partners. Registering students were asked to select the appropriate SOF category to describe their overall career experience using the definitions provided.

**SOF:** A person whose skill, function, or specialty is designated to the successful conduct of a special operations core objective.

**SOF Enabler:** A person whose skill, function, or specialty is essential and designated to support a special operations core objective or a person whose job or duty is not specifically designated as a SOF specialty.

**Non-SOF:** A person whose skill, function, or specialty is not essential to the successful conduct of a special operations core objective.

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### Overall SOF Attendance by Course Type

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</tr>
</thead>
<tbody>
<tr>
<td>RESIDENT</td>
<td>4,051</td>
<td>4,168</td>
<td>3,969</td>
<td>4,084</td>
</tr>
<tr>
<td>JSOU-EA</td>
<td>585</td>
<td>1,033</td>
<td>870</td>
<td>1,036</td>
</tr>
<tr>
<td>MET</td>
<td>576</td>
<td>313</td>
<td>760</td>
<td>811</td>
</tr>
<tr>
<td>DL</td>
<td>4,747</td>
<td>4,060</td>
<td>4,084</td>
<td>3,597</td>
</tr>
<tr>
<td>TOTAL</td>
<td>9,959</td>
<td>9,574</td>
<td>9,683</td>
<td>9,528</td>
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</table>

#### Student Contact Hours

<table>
<thead>
<tr>
<th></th>
<th>AY16</th>
<th>AY17</th>
<th>AY18</th>
<th>AY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESIDENT</td>
<td>193,203</td>
<td>197,205</td>
<td>187,250</td>
<td>198,817</td>
</tr>
<tr>
<td>JSOU-EA</td>
<td>104,814</td>
<td>193,308</td>
<td>181,164</td>
<td>218,076</td>
</tr>
<tr>
<td>MET</td>
<td>20,053</td>
<td>12,400</td>
<td>31,046</td>
<td>46,514</td>
</tr>
<tr>
<td>DL</td>
<td>55,472</td>
<td>50,265</td>
<td>52,138</td>
<td>43,216</td>
</tr>
<tr>
<td>TOTAL</td>
<td>373,542</td>
<td>453,178</td>
<td>451,598</td>
<td>506,623</td>
</tr>
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</table>

#### Avg Hrs Per Student

<table>
<thead>
<tr>
<th></th>
<th>AY16</th>
<th>AY17</th>
<th>AY18</th>
<th>AY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESIDENT</td>
<td>48</td>
<td>47</td>
<td>47</td>
<td>49</td>
</tr>
<tr>
<td>JSOU-EA</td>
<td>179</td>
<td>187</td>
<td>208</td>
<td>210</td>
</tr>
<tr>
<td>MET</td>
<td>35</td>
<td>40</td>
<td>41</td>
<td>57</td>
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<tr>
<td>DL</td>
<td>12</td>
<td>12</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL</td>
<td>38</td>
<td>47</td>
<td>47</td>
<td>53</td>
</tr>
</tbody>
</table>
Professional Military Education

PME

JSOU provides academic support to formal PME courses conducted by recognized military and government (U.S. or international) schools, colleges, institutions, and universities. PME support, as an instructional category, provides the most influence of general purpose force knowledge of SOF and associated operational capabilities.

---

**Student Demographics**

- **USA**: 947, 35%
- **USAF**: 496, 18%
- **USN**: 428, 16%
- **USMC**: 182, 7%
- **USCG**: 19, 1%
- **CIV**: 338, 12%
- **CTR**: 114, 4%
- **IA**: 19, 1%
- **INT’L**: 201, 7%

---

**Event Students Hrs**

<table>
<thead>
<tr>
<th>Event</th>
<th>Students</th>
<th>Hrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAPSTONE &amp; APEX</td>
<td>285</td>
<td>1,041</td>
</tr>
<tr>
<td>Joint Forces Staff College</td>
<td>808</td>
<td>1,700</td>
</tr>
<tr>
<td>MARSOC</td>
<td>72</td>
<td>138</td>
</tr>
<tr>
<td>Naval Special Warfare</td>
<td>167</td>
<td>509</td>
</tr>
<tr>
<td>Other (Design)</td>
<td>53</td>
<td>271</td>
</tr>
<tr>
<td>Other (Seminar)</td>
<td>74</td>
<td>740</td>
</tr>
<tr>
<td>School Visit</td>
<td>105</td>
<td>776</td>
</tr>
<tr>
<td>U.S. Air Force Special Operations School</td>
<td>191</td>
<td>1,744</td>
</tr>
<tr>
<td>U.S. John F. Kennedy Special Warfare Center and School</td>
<td>480</td>
<td>3,077</td>
</tr>
<tr>
<td>USNA</td>
<td>33</td>
<td>1,188</td>
</tr>
<tr>
<td>USSOCOM CDR Guest Speaker Program</td>
<td>550</td>
<td>825</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,818</strong></td>
<td><strong>12,008</strong></td>
</tr>
</tbody>
</table>

**Attendance by SOF Category**

- **SOF**: 1,109, 40%
- **SOF Enabler**: 450, 16%
- **Non-SOF**: 1,220, 44%

SOF & Enabler Total: 56%
Online Distance Learning

Many courses involve some aspect of distance learning. Some of the most popular courses are available with continuous enrollment as a self-paced online course. Others are blended courses, which reduce seat time, incorporate online engagement, and provide a forum for key concepts. Resident courses also use the e-Campus for alumni sites, assignment submission, and collaborative classroom projects.

JSOU offers ISOF, I2W-DL, and JSOTF entirely online. Two JSOU-EA courses, Joint Fundamentals and Enterprise Management, are instructor-led and completely online.

Student Demographics

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>1,691</td>
<td>38%</td>
</tr>
<tr>
<td>USAF</td>
<td>1,041</td>
<td>24%</td>
</tr>
<tr>
<td>USN</td>
<td>715</td>
<td>16%</td>
</tr>
<tr>
<td>USMC</td>
<td>530</td>
<td>12%</td>
</tr>
<tr>
<td>USCG</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>CIV</td>
<td>267</td>
<td>6%</td>
</tr>
<tr>
<td>CTR</td>
<td>106</td>
<td>2%</td>
</tr>
<tr>
<td>IA</td>
<td>10</td>
<td>0%</td>
</tr>
<tr>
<td>INTL</td>
<td>32</td>
<td>1%</td>
</tr>
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</table>

DISTANCE LEARNING

<table>
<thead>
<tr>
<th>Course</th>
<th>HRS</th>
<th>STUDENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to Special Operations Forces (Online)</td>
<td>21,736</td>
<td>2,717</td>
</tr>
<tr>
<td>Joint Fundamentals Course</td>
<td>39,804</td>
<td>372</td>
</tr>
<tr>
<td>Enterprise Management Course</td>
<td>67,200</td>
<td>448</td>
</tr>
<tr>
<td>Joint Special Operations Task Force Course</td>
<td>11,400</td>
<td>600</td>
</tr>
<tr>
<td>Introduction to Irregular Warfare (Online)</td>
<td>10,080</td>
<td>280</td>
</tr>
<tr>
<td>AY19 Total</td>
<td>150,220</td>
<td>4,417</td>
</tr>
</tbody>
</table>

Attendance by SOF Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOF</td>
<td>1,446</td>
<td>33%</td>
</tr>
<tr>
<td>SOF Enabler</td>
<td>1,756</td>
<td>40%</td>
</tr>
<tr>
<td>Non-SOF</td>
<td>1,181</td>
<td>27%</td>
</tr>
<tr>
<td>SOF &amp; Enabler Total</td>
<td>73%</td>
<td></td>
</tr>
</tbody>
</table>
International Engagement

IE

The JSOU international education curriculum directly supports the TSOCs Theater Campaign Support Plans. It is designed to employ education as a strategic tool to achieve USSOCOM, TSOC, and Combatant Command objectives and promote a deeper understanding among U.S. and international Special Operations Forces (SOF). With a focus on strategic and operational-level education for our international SOF partners, JSOU provides education on a wide range of topics including planning, irregular warfare, air/maritime integration, combating terrorism, NCO development, and interagency programs. We align our educational goals and objectives with the U.S. National Security Strategy (NSS) and other national-level guidance to pursue a more sustainable approach that prioritizes targeted counterterrorism operations, collective action with responsible partners, and increased efforts to prevent the growth of violent extremism and radicalization that drives increased threats.

<table>
<thead>
<tr>
<th>International Students by Method of Instruction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer Enlisted Civilian/Other Total Students Contact Hours Avg Hrs./Student</td>
</tr>
<tr>
<td>Formal Course (CONUS)</td>
</tr>
<tr>
<td>Formal Course (OCONUS)</td>
</tr>
<tr>
<td>ONLINE</td>
</tr>
<tr>
<td>PME</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>
COURSES

CENTER FOR ADVANCED SPECIAL OPERATIONS
- Countering Weapons of Mass Destruction Foundations Course
- Cyberspace and Special Operations Forces
- Special Operations Intelligence Course

CENTER FOR DESIGN AND INNOVATION
- SOF Creative Problem Solving
- SOF Design and Innovation Advanced Course
- SOF Design and Innovation Basic Course

CENTER FOR INTERNATIONAL EDUCATION
- Advanced Special Operations Combating Terrorism Course—Alumni
- Asymmetric Warfare Course
- Countering Violent Extremism
- Information Related Capabilities Seminar
- Inter-Ministerial Collaboration Course
- International Executive Combating Terrorism Seminar
- International Mid-Level Leaders Course
- International SOF NCO Integration Course
- Maritime Operational Planning Course
- Methods of Instruction Course
- Operational Planning Course
- Principles of Resistance in Modern Warfare
- SOF Security Cooperation
- Special Operations Combating Terrorism
- Special Operations Forces Integration Course
- Summit-I

CENTER FOR IRREGULAR WARFARE
- Counter Terrorism Executive Interagency Seminar
- Countering Terrorist Networks Interagency Seminar
- Influence in Special Operations
- Irregular Warfare Course
- Special Operations Forces Interagency Collaboration Course

CENTER FOR LEADERSHIP & ETHICS
- Combined/Joint Forces Special Operations Component
  - Commander Course
- Joint Special Operations Forces Pre-Command Course

CENTER FOR PLANS & OPERATIONS
- Joint Special Operations Air Component Joint Operations Center
- Special Operations Air Integration Course
- Special Operations Air Planning Course
- Special Operations Planning Course

CENTER FOR STAFF EDUCATION
- Civil-Military Operations Seminar
- Introduction to Irregular Warfare—Online
- Introduction to Special Operations Acquisition Course
- Introduction to Special Operations Forces
- Joint Special Operations Medical Orientation Course
- Joint Special Operations Public Affairs Course
- Joint Special Operations Task Force
- SOF Chaplaincy Crisis Care and Counseling
- SOF Chaplaincy Ethical Leadership Advisement
- SOF Chaplaincy Spiritual and Moral Resiliency
- Special Operations Forces Resource Management Course
- Special Operations Liaison Element Orientation
- Special Operations Religious Support Team Orientation
- Theater Special Operations Command Staff Education Course
- Theater Special Operations Command Staff Prep Course
- USSOCOM Staff Education Program—Foundations
- USSOCOM Staff Education Program—National

CENTER FOR SOF SENSITIVE ACTIVITIES
- Logistics Support to Sensitive Activities
- SOF Sensitive Activities in the Contemporary Security Environment

JSOU ENLISTED ACADEMY
- Joint Fundamentals
- Enterprise Management
- Joint Special Operations Forces Senior Enlisted Academy Summit

JSOU OFFERS JOINT SPECIAL OPERATIONS-SPECIFIC COURSES designed for SOF operators, enablers, and international partners. These courses are delivered via resident, online, and blended instruction methods. Courses offered as of the beginning of AY20 are listed below.

Visit www.socom.mil/jsou for updates and new courses.
GLOSSARY

ASD (SO/LIC) Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict
AY Academic Year
CCE Center for Continuing Education
CEU Continuing Education Unit
CHEP Certified Higher Education Professional
CIV Civilian
CJCS Chairman Joint Chiefs of Staff
CONUS Continental United States
CSO College of Special Operations
CSS Center for Strategic Studies
CTFP Combating Terrorism Fellowship Program
CTR Contractor
CRC Curriculum Review Committee
CWMD Countering Weapons of Mass Destruction
DHS Department of Homeland Security
DOD Department of Defense
EUCOM European Command
FDC Faculty Development Course
GPF General Purpose Force
HQ Headquarters
IW Irregular Warfare
ISD Instructional Systems Design
JECC Joint Enlisted Curriculum Conference
JKO Joint Knowledge Online
JSOFSEA Joint Special Operations Forces Senior Enlisted Academy
JSOU Joint Special Operations University
JSOU-EA The Joint Special Operations University Enlisted Academy
MET Mobile Education Team
MFP Major Force Program
NATO North Atlantic Treaty Organization
NAVSPECWARCOM Naval Special Warfare Command
NCO Non-Commissioned Officer
NDU National Defense University
NORTHCOM Northern Command
NSHQ North Atlantic Treaty Organization Special Operations Forces Headquarters
OCONUS Outside Continental United States
PACOM Pacific Command
PME Professional Military Education
POM Program Objective Memorandum
PTEC Partner for Training and Education Centre
SAMS School of Advanced Military Studies
SEL Senior Enlisted Leader
SES Senior Executive Service
SOCAFRICA Special Operations Command Africa
SOCCENT Special Operations Command Central
SOCEUR Special Operations Command Europe
SOCKOR Special Operations Command Korea
SOCNORTH Special Operations Command North
SOCPAC Special Operations Command Pacific
SOCSOUTH Special Operations Command South
SOF Special Operations Forces
STRATCOM Strategic Command
TRANSCOM Transportation Command
TSOC Theater Special Operations Command
UCWV University of Charleston West Virginia
USA United States Army
USAF United States Air Force
USAFCOM United States Africa Command
USASMA United States Army Sergeants Major Academy
USASOC United States Army Special Operations Command
USCENTCOM United States Central Command
USCG United States Coast Guard
USMC United States Marine Corps
USN United States Navy
USSOCOM United States Special Operations Command
UW Unconventional Warfare