



U.S. AIR FORCE

CY2014

Senior Leader Development Program Portfolio

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FOREWORD

This “Portfolio” is the senior leader catalog that provides a compilation of all courses and programs available to a selected group of Air Force senior executives. It identifies a complete listing of each course/program, including a brief description; details on course provider, schedule, logistics, and institutional competencies addressed; and identification of the senior leader population(s) who will be selected by the senior leader management teams to attend these courses and programs.

This Portfolio will be updated annually to reflect all course/program changes.



**SENIOR LEADER
DEVELOPMENT (SLD)
POLICY & PROGRAM
INFORMATION**



SENIOR LEADER DEVELOPMENT POLICY MEMO



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

NOV 13 2012

MEMORANDUM FOR ALMAJCOM/CV
AIR FORCE GENERAL OFFICERS
AIR FORCE SENIOR EXECUTIVE SERVICE MEMBERS

FROM: HQ USAF/CV
1670 Air Force Pentagon
Washington DC 20330-1670

SUBJECT: Senior Leader Development Policy

The deliberate development of Air Force leaders is extremely important and consists of a process that involves education, training, experience, and ongoing mentoring. Our institutional competency development programs (i.e., programs where the focus is on improving leadership, management, and warrior ethos) are a scarce resource that are designed to produce Airmen who possess the tactical expertise, operational competence, and strategic vision to lead and execute Air Force requirements. Air Force senior leader development (AF SLD) education targets general officers, members of the Senior Executive Service, and selected colonels, GS-15 employees, and chief master sergeants, through their respective senior leader management teams, to deliver developmental education opportunities.

Not all senior leaders can be developed equally and specific educational opportunities must be targeted to maximize effectiveness and limit expenses. Therefore, I request that each of you make your senior leaders available when they are selected for developmental opportunities and elevate cancellations or withdrawals to the major command vice commander or Headquarters Air Force-equivalent level. Finally, due to the price of executive-level education, organizations seeking to purchase courses for their senior members outside of the AF SLD program should receive approval from the Force Development Integration Division in AF/A1DI.

Thank you for your support in this endeavor to ensure the best use of our senior leaders' developmental education opportunities.


LARRY O. SPENCER
General, USAF
Vice Chief of Staff



AIR FORCE SMART OPERATIONS (AFSO21) SENIOR EXECUTIVE TRAINING POLICY MEMO



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

JUN 7 2012

MEMORANDUM FOR USAF GENERAL OFFICERS
USAF SENIOR EXECUTIVE SERVICE
USAF COMMAND CHIEF MASTER SERGEANTS
USAF CAREER FIELD MANAGERS

FROM: HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

SUBJECT: Air Force Smart Operations (AFSO21) Senior Executive Training

Your leadership is critical to the effective implementation of AFSO21 principles throughout the Air Force. As stated in the 2012 Air Force Posture Statement, we have entered this era of fiscal austerity with significantly fewer uniformed personnel, with older equipment, and with a smaller budget share than any military Department in half a century. Our ability to make proper investments to modernize and sustain the capabilities of the Air Force is directly tied to the economic health of the United States. Therefore, the effective application of AFSO21 principles is important to our ability to recognize and solve problems, exploit opportunities, and maximize efficiencies.

To this end, I have directed the AF/A1 team to schedule all general officers, senior executives, command chief master sergeants and career field managers to attend the AFSO21 Executive Leadership Course. I expect your full compliance when it is your turn to attend. As presented by the University of Tennessee's Center for Executive Education, this course will help our senior leaders better understand how to manage performance and align continuous process improvement.

If you have further questions about AFSO21 Senior Executive Training, please contact your respective AF/A1 senior leader management team.


NORTON A. SCHWARTZ
General, USAF
Chief of Staff



SENIOR LEADER MANAGEMENT TEAM (SLMT) POINTS OF CONTACT (POCs)

<u>USAF Senior Leader Development Policy and Program Administration</u>	Force Development Integration Division (HQ USAF/A1DI) Air Force Senior Leader Development (SLD) Email: AFA1DI.Workflow@pentagon.af.mil Phone: (703) 697-9012, DSN 227-9012
<u>Active Duty General Officer Development</u> <i>(AD Officers, O-7 through O-9)</i>	Air Force General Officer Management (HQ USAF/DPG) Email: AFDPG.Workflow@pentagon.af.mil Phone: (703) 697-1181, DSN 227-1181
<u>Senior Civilian Development</u> <i>(SES, DISES, ST, SL, DISL)</i>	Air Force Senior Executive Management (HQ USAF/DPS) Email: AFDPS.Workflow@pentagon.af.mil Phone: (703) 697-2388, DSN 227-2388
<u>Reserve Officer Development</u> <i>(AFR Officers, O-6 through O-9)</i>	Air Force Reserve General Officer Management (HQ USAF/REG) Email: AFREG.Workflow@pentagon.af.mil Phone: (703) 614-5747, DSN 224-5747
<u>Colonel Development</u> <i>(AD Officers, O-6)</i>	Air Force Colonel Management (HQ USAF/DPO) Email: AFDPO.Workflow@pentagon.af.mil Phone: (703) 571-3423, DSN 671-3423
<u>GS-15 Development</u> <i>(GS-15 participants, primarily those selected through CDE process)</i>	Air Force Senior Executive Management (HQ USAF/DPS) Email: AFDPS.Workflow@pentagon.af.mil Phone: (703) 697-2388, DSN 227-2388
<u>Chief Master Sergeant Development</u> <i>(AD Enlisted, E-9)</i>	Air Force Chief Master Sergeant Management (HQ USAF/DPE) Email: AFDPE.Workflow@pentagon.af.mil Phone: (703) 571-3309, DSN 671-3309
<u>Air National Guard Officer/Enlisted Development</u> <i>(ANG Officers, O-6 through O-9 and ANG Enlisted, E-9)</i>	National Guard Bureau, Training & Development Division (NGB/HRT) Email: ANG.ForceDevelopment@ang.af.mil Phone: (240) 612-8692, DSN 612-8692



**SENIOR LEADER
DEVELOPMENT (SLD)
COURSE DESCRIPTIONS**



AIR FORCE SENIOR EXECUTIVE WARFIGHTER PERSPECTIVE SEMINAR (AFSEWPS)

The Air Force Senior Executive Warfighter Perspective Seminar (AFSEWPS) gives Air Force civilian senior leaders insight on how the Air Force fights at the operational level of war, how the Air Force mission and capabilities fit into the Joint arena, and how civilians can contribute to Air Force and joint mission accomplishment at the operational level.

This program prepares newly-appointed SES members (and other Flag Officer-level civilians) to serve at the senior level by giving them an understanding of how the U.S. military Services plan, deploy, employ, and sustain their forces. The program also gives participants a deeper understanding and appreciation of current air, space, and cyberspace power operations, and the unique contribution that the Air Force brings to the fight. Attendees study warfighting, military doctrine, and application of unified, joint, and combined combat forces so they will be better prepared to support the future fight.

Program Provider:

Air University, Curtis E. LeMay
Center for Doctrine
Development and Education

Program Location:

Maxwell AFB, AL

Program Frequency:

One session per year

Program Duration:

4 days

Target Population:

- SES/DISES members (Tiers 1, 2, and 3)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Embodies Airman Culture

Program Funding:

Tuition is funded by AETC and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.au.af.mil/au/lemay/content/afsewps.htm>

Pre-Course Requirements:

None.

Remarks:

Program is mandatory for new Tier 1 SES members and equivalents.



AIR FORCE SMART OPERATIONS FOR THE 21ST CENTURY (AFSO21) EXECUTIVE LEADERSHIP COURSE

The Air Force Smart Operations for the 21st Century (AFSO21) Executive Leadership Course augments General Officer (GO), Senior Executive Service (SES), Career Field Manager (CFM), and Command Chief Master Sergeant (CCM) leadership skills with an understanding of how to manage performance and strategically align continuous process improvement using AFSO21 tools. The course includes one full-day immersion in process improvement concepts and one half-day visit to an industry operation that provides first-hand exposure to Lean tools. Industry senior executives complement course material with real-world experiences in applying Lean to daily, weekly, and monthly management processes.

Program Provider:

University of Tennessee (UT),
College of Business
Administration

Program Location:

Knoxville, TN (most sessions)
and Washington, DC

Program Frequency:

Six sessions per year
(bimonthly)

Program Duration:

1.5 days

Target Population:

- General Officers (O-7, O-8, and O-9), AD, AFR, and ANG
- SES/DISES members (Tiers 1, 2, and 3)
- Chief Master Sergeants (E-9), AD, AFR, and ANG

Air Force Institutional Competencies Addressed:

- Managing Organizations and Resources
- Strategic Thinking

Program Funding:

Tuition is funded by SAF/US(M) and includes program materials, some meals, and course-related travel. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

None.

Pre-Course Requirements:

None.

Remarks:

Program is mandatory for all GOs, SESs, CCMs, and CFMs. Please see the CSAF AFSO-21 Policy Memo in the "Senior Leader Development Program Policy & Information" section of this document for further information.



ANTI-TERRORISM FORCE PROTECTION – LEVEL IV (ATFP4)

Anti-Terrorism/Force Protection Level IV (ATFP4) training is an executive tier seminar conducted three times per year in the Washington, DC area. It targets senior leaders (military and civilian), commanders, and staff personnel responsible for anti-terrorism program policy, planning and implementation. It also offers a forum for exchanging ideas on a host of ATFP subjects, gaining better understanding of terrorists, and examining technology to enhance ATFP programs. It employs updates, briefings, guest speakers, panel discussions, and a tabletop war-game.

Program Provider:

Joint Staff, J-34 and Booz Allen
Hamilton (BAH)

Program Location:

Tyson's Corner, VA

Program Frequency:

Three sessions per year
(seasonal schedule varies)

Program Duration:

4 days

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES members (Tiers 1 and 2)
- Colonels (O-6), AD and AFR
- GS-15 participants

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective

Program Funding:

Tuition is funded by J-3 and includes program materials and some meals. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, a \$55 course fee, and other miscellaneous charges.

Program Website:

<https://intelshare.intelink.gov/sites/atlevel4/default.aspx>

Pre-Course Requirements:

Attendees must submit security clearance information through JPAS prior to course attendance.

Remarks:

None.



APEX SENIOR EXECUTIVE ORIENTATION

The APEX Senior Executive Orientation program provides a high-quality, joint orientation for new Department of Defense (DoD) executives. This DoD-wide executive development opportunity provides newly appointed Senior Executives with both a practical and theoretical understanding of the structure and processes of the Office of the Secretary of Defense (OSD), the Combatant Commands, the Joint Staff, and the Military Departments. Additionally, the program helps new leaders gain an enterprise-wide perspective that encompasses expectations, opportunities and challenges currently facing DoD leadership. It also affords newly-appointed executives the opportunity to reflect on the level of SES responsibilities, as defined by the Executive Core Qualifications (ECQ).

The program includes one week in Washington, DC during which new executives gain a joint and enterprise perspective from Office of the Secretary of Defense, Joint Chiefs of Staff, Military Departments, and Interagency senior leadership. The second week is spent “on the road” at Combatant Commands and selected military installations. This week focuses on exposing executives to Service and joint operating concepts and environments.

Program Provider:

Office of the Secretary of Defense (OSD) and Booz Allen Hamilton (BAH)

Program Location:

Washington, DC and various DoD locations

Program Frequency:

Two sessions per year (March and September)

Program Duration:

2 weeks

Target Population:

- SES/DISES members (within 1-3 years of appointment)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships
- Embodies Airman Culture
- Strategic Thinking

Program Funding:

Tuition is funded by OSD and includes program materials, lodging, some meals, and course-related travel. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.apexnet.org>

Pre-Course Requirements:

Attendees must submit security clearance information through JPAS prior to course attendance.

Remarks:

Week Two includes CONUS travel to Combatant Commands and selected military installations.



BLACK SEA SECURITY PROGRAM (BSSP)

The Black Sea Security Program (BSSP) aims to deepen participants' understanding of global and regional strategy, defense organizations, and military reform and restructuring. The program seeks to identify the very broad common areas of agreement that exist among the Black Sea nations and expose their officials and the U.S. participants to the strong common history and shared values of the region.

The program curriculum highlights the specific areas of current cooperation and issues of vital interest to these countries and, at the same time, identifies those issues that divide them and present challenges to regional cooperation. It also exposes the Black Sea regional officials to the free flow of ideas inherent in the pluralistic American system and within the U.S. national security community by engaging them with policy makers who represent a wide range of viewpoints.

Program Provider:

Harvard University, John F.
Kennedy School of Government

Program Location:

Cambridge, MA

Program Frequency:

One session per year
(April)

Program Duration:

1 week (7 days)

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES members (Tiers 1 and 2)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Strategic Thinking
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, and most meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.harvard-bssp.org/bssp/about>

Pre-Course Requirements:

None.

Remarks:

The full program is two weeks in length; Week One is held in one of the countries in the Black Sea Region. Air Force members attend only Week Two, which is held at Harvard's Kennedy School in Cambridge, MA.

CAPSTONE



CAPSTONE is designed to reinforce new General/Flag Officers' comprehension of joint matters and national security strategy. It focuses on the employment of U.S. forces in joint and combined operations to support national policy objectives. It consists of seminars, case studies, informal discussions, visits to key U.S. Military Commands within the continental United States, and overseas trips to Europe, the Pacific, and the Western Hemisphere. CAPSTONE provides personal interaction with Combatant Commanders, other senior U.S. commanders, and retired four-star General and Flag Officers. Additionally, CAPSTONE offers a unique, optional program for spouses of participants in conjunction with the final (fifth) week.

Program Provider:

National Defense University
(NDU)

Program Location:

Washington, DC and various
O/CONUS locations

Program Frequency:

Four sessions per year
(January, April, July, and
September)

Program Duration:

5 weeks

Target Population:

- General Officers (newly-promoted O-7), AD, AFR, and ANG
- SES/DISES members (Tiers 1 and 2) (space-available)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Strategic Thinking
- Embodies Airman Culture
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by NDU and includes program materials, lodging, per diem (meals and incidentals), course-related travel, and travel to and from the course location. Units are responsible for funding other miscellaneous charges.

Program Website:

<http://www.ndu.edu/capstone/>

Pre-Course Requirements:

Pre-reading materials are available through the program website. Prior to attending this course, nominees may be required to complete the Senior Leader Airpower Doctrine Seminar (SLADS), a ½-day program that updates attendees on current doctrine, prepares them to think about and discuss Air Force and Joint issues, and allows them to speak with one voice on Air Force policies.

Remarks:

The Goldwater-Nichols DoD Reorganization Act of 1986 requires that all Active Duty General and Flag Officers attend CAPSTONE within 2 years of Senate confirmation. All CAPSTONE participants must have appropriate U.S., NATO, and SCI security clearances.



CAREER MANAGEMENT SEMINAR FOR GENERAL OFFICERS

The purpose of Career Management Seminar for General Officers is to help Air Force senior officers prepare for retirement and plan for their transition to civilian workforce. Topics addressed during the program include:

- Post-retirement benefits and entitlements
- TRICARE and VA medical coverage
- Financial planning
- Post-retirement employment issues
- Planning for a career transition
- Résumé building, interview skills, and salary negotiation

Program Provider:

AF/DPG and Ruehlin & Associates

Program Location:

Washington, DC

Program Frequency:

Four sessions per year
(February, April, June, and September)

Program Duration:

1 week (5 days)

Target Population:

- General Officers, AD (also AFR and ANG who qualify for AD retirement)
- Spouses of General Officer attendees (space-available)

Air Force Institutional Competencies Addressed:

- Managing Organizations and Resources
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.ruehlinassociates.com/CareerTransition.aspx>

(material referred to at this website is covered in the program)

Pre-Course Requirements:

None.

Remarks:

General Officers are required to attend this course upon selection to Major General. This course may be attended more than once, and spouses may attend on a space-available basis.



COMBINED FORCES AIR COMPONENT COMMANDER (CFACC) COURSE

The Combined Forces Air Component Commander (CFACC) course is hosted by the U.S. Air Force, sponsored by all four Services, and is attended by Service Chief-selected Flag Officers and international Air Force Officers. The program is designed to prepare participants for theater-level combined force air combat leadership.

Topics covered include leadership at the senior level, operational-level warfighting, military doctrine, and the application of joint and combined air combat forces, with particular emphasis on air and space power employment in preparation for future crises in theater-level operations. Content is very similar to that of the Joint Forces Air Component Commander (JFACC) course.

Program Provider:

Air University, Curtis E. LeMay
Center for Doctrine
Development and Education

Program Location:

Maxwell AFB, AL

Program Frequency:

One session per year
(usually June)

Program Duration:

8 days

Target Population:

- General Officers (O-7 and O-8), AD and AFR

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by AETC and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges. TDY funding is available through AETC for a limited number of attendees.

Program Website:

<http://www.au.af.mil/au/lemay/content/cfacc.htm>

Pre-Course Requirements:

Participants must have attended CAPSTONE prior to attending this program. Prior to attending this course, nominees may be required to complete the Senior Leader Airpower Doctrine Seminar (SLADS), a ½-day program that updates attendees on current doctrine, prepares them to think about and discuss Air Force and Joint issues, and allows them to speak with one voice on Air Force policies.

Remarks:

The program may include a visit to an operational Combined Air and Space Operations Center (CAOC) to meet with an operational CFACC, witness scenarios, etc.



COMBINED FORCE MARITIME COMPONENT COMMANDER (CFMCC) COURSE

The Combined Force Maritime Component Commander (CFMCC) course provides executive-level attendees from each of the U.S. military services (including the Coast Guard), with background and perspective to effectively and efficiently integrate unique maritime capabilities within the combined force in support of the objectives of the combined force. The CFMCC develops a network of leaders focused on operational level support and cooperation in the theater oriented toward maritime security. The course helps develop and deepen relationships based upon trust and confidence among stakeholders/nations in the framework of regional challenges. It also helps to evolve CFMCC concepts and mechanisms, while advancing understanding of those security issues facing participating nations.

The program addresses the practical challenges confronting the maritime operational commander. Actual regional concerns, and the CFMCC capabilities to address those concerns, are the basis for discussions and study. The program also considers existing CFMCC concepts and doctrine, operational-level capabilities, command and control processes and applications, and the considerations and expectations of the combined force commander and supporting functional component commanders. Content is very similar to that of the Joint Force Maritime Component Commander (JFMCC) program.

Program Provider:

Naval War College (NWC)

Program Location:

Various locations (Bahrain or Pearl Harbor, HI)

Program Frequency:

Three sessions per year

Program Duration:

1 week (5 days)

Target Population:

- General Officers (O-7 and O-8), AD and AFR

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by Naval War College (NWC) and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.usnwc.edu/Academics/Flag-And-General-Officer-Courses/Combined-Force-Maritime-Component-Commander.aspx>

Pre-Course Requirements:

Participants must have attended CAPSTONE prior to attending this program.

Remarks:

None.



COMBINED/JOINT FORCE LAND COMPONENT COMMANDER (C/JFLCC) COURSE

The Combined/Joint Force Land Component Commander (C/JFLCC) course prepares senior officers to function effectively as Land Component Commanders for theater-level operations conducted in joint, multinational, and interagency environments. Participants learn to formulate and execute complex land operations that provide Combatant Commanders with a full spectrum of rapid, decisive, and sustained land dominance capabilities that are critical to effective national policy accomplishment. The program explores developing and executing functional land component command operations at the theater level in support of joint force commanders and in conjunction with air, maritime, and special operations functional commands, as well as the challenges of maintaining sustained land dominance in a complex operating environment. The program also includes a rigorous exercise that challenges participants to issue guidance and devise solutions to deploying, forming, controlling, protecting, operating, and sustaining a combined and joint land command at the theater and operational level of war.

Program Provider:

Army War College (AWC)

Program Location:

Carlisle Barracks, PA

Program Frequency:

Three sessions per year
(March, June, and October)

Program Duration:

1 week (5 days)

Target Population:

- General Officers (O-7 and O-8), AD

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by Army War College (AWC) and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

<https://www.carlisle.army.mil/jflcc/>

Pre-Course Requirements:

Participants must have attended CAPSTONE prior to attending this program.

Remarks:

On-post lodging will be arranged for all participants by Executive Services.



COMBINED/JOINT FORCE SPECIAL OPERATIONS COMPONENT COMMANDER (C/JFSOCC) COURSE

The Combined/Joint Force Special Operations Component Commander (C/JFSOCC) course is designed to prepare senior warfighting leaders for theater-level leadership at the operational level. The course advances senior leader understanding of special operations and the complexities of major joint, combined, interagency, and multinational activities and operations conducted to accomplish strategic objectives. The program will cover a number of topics, including:

- The roles and functions of the C/JFSOCC;
- C/JFSOCC doctrine and case studies;
- Coalition, joint, and interagency relationships;
- Service doctrine;
- Theater-level strategy development;
- SOF in complex operations;
- Coalition/joint special operations planning, activities, & operations with interagency partners;
- Key C/JFSOCC processes, components, and systems; and,
- Senior leader/subject matter presentations on a variety of topics that pertain to C/JFSOCC activities and operations in a multinational environment.

Program Provider:

Joint Special Operations
University (JSOU), U.S. Special
Operations Command
(USSOCOM)

Program Location:

MacDill AFB, FL

Program Frequency:

One session per year
(usually June)

Program Duration:

1 week (5 days)

Target Population:

- General Officers (O-7 and O-8), AD

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by U.S. Special Operations Command (USSOCOM) and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

<https://jsou.socom.mil/Pages/CourseInformation.aspx?CourseName=Combined/Joint Force Special Operations Component Commanders Course>

Pre-Course Requirements:

None.

Remarks:

None.



COMMAND CHIEF MASTER SERGEANT TRAINING COURSE (CCMSTC)

The Command Chief Master Sergeant Training Course (CCMSTC) is a Chief Master Sergeant of the Air Force (CMSAF)-hosted program geared toward making newly-selected Command Chief Master Sergeant (CCM) candidates more effective representatives for Wing Commanders and the Air Force. The course provides an opportunity for the candidates to receive instruction regarding Command Chief roles and responsibilities, discuss Air Force and wing-level issues, as well as interface with sitting Wing Commanders.

During the course, Command Chiefs and their spouses will have the opportunity to lunch with Basic Trainees and tour the Basic Expeditionary Airman Skills Training (BEAST) course, the Basic Military Training (BMT) confidence course, and a BMT dormitory. This program is mandatory for new Active Duty Command Chiefs. Spouses are invited to attend.

Program Provider:

HQ USAF/DPE

Program Location:

San Antonio, TX

Program Frequency:

One session per year
(seasonal schedule varies)

Program Duration:

4 days

Target Population:

- Chief Master Sergeants (E-9; CCM Candidates), AD, AFR, and ANG

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Managing Organizations and Resources
- Leading People
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials. Units are responsible for funding lodging, per diem and travel to and from the course location. Participants are required to pay a course fee upon course arrival.

Program Website:

None.

Pre-Course Requirements:

None.

Remarks:

All participants will be billeted on base.



CYBERSPACE OPERATIONS EXECUTIVE COURSE (COEC)

The Cyberspace Operations Executive Course (COEC) provides Air Force senior leaders with an understanding of the network, its vulnerabilities, threat activity, and ongoing efforts to protect and operate within it. The objective of this program is to broaden participants' knowledge of cyber issues as they shape cyber-related Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF).

Topics covered include Cyber 101, Cyber as a Warfighting Domain, Information Assurance, Legal Implications, Academic Perspective, Cyberspace Integration into the Fight, Foreign Policy, Operating and Defending the Network, and Network Warfare. Instructors are senior national-level industry, academic, and military experts, and learning takes place through small group discussions and insights offered by the program's senior mentor.

Program Provider:

Air University, Curtis E. LeMay
Center for Doctrine
Development and Education

Program Location:

Maxwell AFB, AL

Program Frequency:

Two sessions per year:
(April/May (Senior Session) and
October/November (Junior
Session)

Program Duration:

1.5 days

Target Population:

- General Officers (O-7, O-8 for Junior Sessions; O-9, and O-10 for Senior Sessions), AD & AFR
- SES/DISES members (Tiers 1 and 2 for Junior Sessions; Tier 3 for Senior Sessions)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Embodies Airman Culture
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by AETC and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.au.af.mil/au/lemay/content/coec.htm>

Pre-Course Requirements:

None.

Remarks:

The Senior Session of this program is targeted for GOs, O-9 and above, and their civilian equivalents (Tier 3 SESS). The Junior Session of this program is targeted for GOs, O-8 and below, and their civilian equivalents (SESS, Tiers 1 and 2).



ENERGY FOR PERFORMANCE (EFP)

Energy for Performance (EFP) is a science-based energy management program designed to help participants become more productive and effective under pressure by managing their energy. Based on scientific research, this program emphasizes the connection between personal purpose and daily behaviors with mission accomplishment.

Participants work side-by-side with highly skilled Human Performance Institute (HPI) experts in performance psychology, nutrition and exercise physiology. Their goal is to help leaders become more productive and effective under pressure and to do so without compromising their personal health and happiness. Participants learn how to strengthen and align energy across four dimensions: body, heart, mind, and spirit. This multi-disciplinary approach helps them to become physically energized, emotionally connected, mentally focused, and completely aligned with whatever mission is most important to them.

Program Provider:

Human Performance Institute (HPI)

Program Location:

Washington, DC and Orlando, FL; other locations, as appropriate

Program Frequency:

Two to four sessions per year (seasonal schedule varies)

Program Duration:

2 days

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES members (Tiers 1, 2, and 3)
- Colonels (O-6), AD and AFR
- GS-15 participants
- Chief Master Sergeants (E-9), AD and AFR

Air Force Institutional Competencies Addressed:

- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials and some meals. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<https://www.hpoinstitute.com/training-solutions/corporate-athlete>

(program referred to at this website is similar to the EFP curriculum)

Pre-Course Requirements:

Participants must complete an online registration form. Program requires pre-coursework (online assessments and evaluations).

Remarks:

Participants will have blood taken during the course for a blood chemistry analysis.



ENTERPRISE LEADERSHIP SEMINAR (ELS)

The Enterprise Leadership Seminar (ELS) provides a collaborative and powerfully engaging opportunity for participants to increase their effectiveness by gaining an understanding of business skills within the context of current Air Force issues and Washington AOR perspective. The program heightens awareness and deepens insights related to the Air Force enterprise, business transformation, human resources, and financial management. Participants will discuss current Air Force issues and expand their Air Force leader network.

Topics include Strategic Sourcing, Decision Making, Financial and Risk Management, Ethics, Strategic Human Resource Management, Negotiation and Collaboration across Organizations, and Leading Change. Prominent speakers from private industry, government, defense, and academia motivate participants to broaden their thinking and expand their intellectual comfort zones through interaction with one another and the senior mentor. Through the use of data, sound business approaches, and best practices, the program challenges participants to test their assumptions and discover new possibilities.

Program Provider:

University of Virginia (UVA),
Darden School of Business

Program Location:

Charlottesville, VA

Program Frequency:

Three to five sessions per year
(target audience and seasonal
schedule vary)

Program Duration:

1 week (7 days)

Target Population:

- Colonels (O-6), AD and AFR
- GS-15 participants selected via CDE process (Core; Strat II)
- Chief Master Sergeants (E-9), AD and AFR

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Managing Organizations and Resources
- Strategic Thinking
- Leading People
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials and some meals. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.darden.virginia.edu/web/executive-education/partnership-programs/us-military-partnership/programs/air-force/>

Pre-Course Requirements:

Pre-reading materials will be mailed to the attendee.

Remarks:

Separate sessions may be offered for three different cohort groups: GOs (and Selects) and SES members (sessions offered as needed), Colonels and GS-15s, and CMSgts.



ENTERPRISE PERSPECTIVE SEMINAR (EPS)

The Enterprise Perspective Seminar (EPS) gives participants executive level insights into the inner workings of government. Participants will examine the local and global implications of congressional decisions; Administration policies and their impact on DoD; the Supreme Court and its role in policy; and issues in the economic, national security, and political arenas. Speakers at this program are high-level internationally-recognized experts with extensive professional experience and insight into current issues. Participants will have the opportunity to walk the corridors of the Capitol, view congressional hearings, visit the Supreme Court, and witness the legislative process firsthand.

Program Provider:

Alan L. Freed Associates

Program Location:

Washington, DC

Program Frequency:

Two to three sessions per year
(seasonal schedule varies)

Program Duration:

4 days

Target Population:

- General Officers (O-7, O-8, and O-9), AD and AFR
- SES/DISES Members (Tiers 1, 2, and 3)
- Colonels (O-6), AD and AFR
- GS-15 participants selected via CDE process (Core; Strat II)
- Chief Master Sergeants (E-9), AD and AFR

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Strategic Thinking
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials and some meals. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

None.

Pre-Course Requirements:

Participants must complete an online registration form. Pre-reading materials will be mailed to the attendee.

Remarks:

None.



EXECUTIVE COACHING & 360-DEGREE LEADERSHIP ASSESSMENT PROGRAMS

The Executive Coaching and 360-Degree Leadership Assessment Programs provide unique professional development opportunities for Senior Executive Service (SES) members and Senior Professionals (SL/ST) across the Department of Defense (DoD). Executive Coaching (sometimes called leadership coaching) is the process of working one-on-one with an executive coach in a thought-provoking and creative process to help individuals develop their personal and professional potential. A 360-Degree Leadership Assessment is a multi-rater tool for professional development utilizing assessment from superiors, peers, subordinates, and self to create a more balanced circle of feedback.

Participants may choose to participate in the Executive Coaching only or combine it with a 360-Degree Leadership Assessment. During Executive Coaching sessions, participants work directly with an executive coach for 10 hours of personalized leadership coaching. If participants opt for the 360-Degree Leadership Assessment, they will complete the Office of Personnel Management's (OPM's) Leadership 360™ assessment tool. This instrument provides feedback on the OPM leadership competencies. The results of this assessment will be incorporated into each participant's Executive Coaching sessions.

Program Provider:

Office of Personnel Management (OPM)

Program Location:

N/A (conducted by phone & online)

Program Frequency:

One session per year

Program Duration:

8-9 months, depending on program selection

Target Population:

- SES/DISES Members (Tiers 1, 2, and 3)
- SL and ST Members, on a space-available basis

Air Force Institutional Competencies Addressed:

- Leading People
- Embodies Airman Culture
- Strategic Thinking

Program Funding:

Tuition is funded by OSD and includes program materials. Units are responsible for funding any local travel (if required).

Program Website:

Executive Coaching:

<http://www.leadership.opm.gov/Coaching/index.aspx>

Leadership 360™ Assessment: <https://www.opm.gov/services-for-agencies/assessment-evaluation/leadership-assessments/#url=Leadership-360>

Pre-Course Requirements:

Participants must complete an application form and submit a current biography.

Remarks:

Coaching sessions are conducted by phone or in person (if both participant and coach are in the same metro area).

GETTYSBURG LEADERSHIP EXPERIENCE (GLE)



The Gettysburg Leadership Experience (GLE) brings into sharper focus the dual role of Chief Master Sergeants (CMSgts) as leaders and followers. The program explores the changing requirements and challenges of the CMSgt role, especially considering the expanding role of senior enlisted leaders in today's force. The course integrates a variety of learning methods such as group discussion, video illustrations, and use of the Gettysburg battlefield as a "leadership laboratory" to reinforce key learning objectives so participants can learn to apply timeless leadership lessons to current organizational situations and challenges.

Program Provider:

FCC Services

Program Location:

Gettysburg, PA

Program Frequency:

Two sessions per year
(usually spring and fall)

Program Duration:

4 days

Target Population:

- Chief Master Sergeants (E-9), AD and AFR

Air Force Institutional Competencies Addressed:

- Strategic Thinking
- Leading People
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials, some meals, and course-related travel. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://gettysburgleadershipexperience.com/>

(material referred to at this website is similar to the USAF GLE program)

Pre-Course Requirements:

Program requires some pre-coursework (reading and online assessments). Pre-reading materials will be mailed to the attendee.

Remarks:

None.



HARVARD SEMINAR FOR NEW PRESIDENTS

The Harvard Seminar for New Presidents provides first-time college and university presidents with a practical and conceptual orientation to the presidency. Productive, articulate, responsive leadership is expected as soon as a new president assumes office. Multiple institutional pressures do not permit the luxury of learning on the job. This program helps new presidents overcome these challenges by familiarizing them with the opportunities and hazards they will likely face and preparing them to respond to the multiple responsibilities and constituencies of their new role.

In sessions ranging from fundraising to building the administrative team, the Seminar focuses on the critical issues of the first months and years of the presidency. It also provides a chance for new presidents to reflect on their own situations and to consult with experts about their special concerns and circumstances. Most importantly, the seminar introduces presidents to an extraordinary peer group of colleagues from around the country.

Program Provider:

Harvard University, Graduate School of Education

Program Location:

Cambridge, MA

Program Frequency:

One session per year (usually July)

Program Duration:

6 days

Target Population:

- General Officers (O-7, O-8, and O-9), AD (newly-selected leaders of Air Force educational institutions, as appropriate)

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Managing Organizations and Resources
- Fostering Collaborative Relationships

Program Funding:

Tuition is unit-funded, and includes program materials, some meals, and lodging. Units are also responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.gse.harvard.edu/ppe/programs/higher-education/portfolio/new-presidents.html>

Pre-Course Requirements:

Nominees must submit an online application, which includes a letter of interest and current résumé.

Remarks:

None.



JOINT FLAG OFFICER WARFIGHTING COURSE (JFOWC)

The Joint Flag Officer Warfighting Course (JFOWC) provides future theater Combatant Commanders, Service Component, and Joint Task Force (JTF) Commanders with a broad perspective of the strategic and operational levels of war. Instruction for the course comes from senior national-level civilian and military representatives, Flag Officers serving as Combatant Commanders, and retired, battle-tested Officers that draw from their Combatant and Component Commander experience to lead war-gaming scenarios focused in various parts of the world, across the continuum of conflict.

Topics covered during the program include: warfighting; synchronization of interagency operations; military doctrine; and the application of unified, joint, and combined combat forces. Part of the curriculum is devoted to campaign planning, with Senior Leader Perspective presentations and discussion groups led by senior mentors on five recent Task Forces.

Program Provider:

Air University, Curtis E. LeMay
Center for Doctrine
Development and Education

Program Location:

Maxwell AFB, AL

Program Frequency:

Two sessions per year
(March and September)

Program Duration:

2 weeks

Target Population:

- General Officers (O-8), AD and AFR

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by AETC and includes program materials, lodging, per diem (meals and incidentals), course-related travel, and travel to and from the course location. Units are responsible for funding other miscellaneous charges. TDY funding is available through AETC for a limited number of attendees.

Program Website:

<http://www.au.af.mil/au/lemay/content/jfowc.htm>

Pre-Course Requirements:

Participants must have attended CAPSTONE at least one year prior to attending this program. Prior to attending this course, nominees may be required to complete the Senior Leader Airpower Doctrine Seminar (SLADS), a ½-day program that updates attendees on current doctrine, prepares them to think about and discuss Air Force and Joint issues, and allows them to speak with one voice on Air Force policies. A current SF-86 must be submitted 30 days prior to the course start date.

Remarks:

Ideal candidates are those who have attended the CFACC or JFACC programs, and who are sitting on or headed to a Combatant Commander's staff or CJTF.



JOINT FORCES AIR COMPONENT COMMANDER (JFACC) COURSE

The Joint Forces Air Component Commander (JFACC) course is hosted by the U.S. Air Force, sponsored by all four Services, and is attended by Service Chief-selected Flag Officers to prepare potential JFACCs for theater-level combat leadership responsibilities. It is modeled after the Joint Flag Officer Warfighting Course (JFOWC) and is tailored to provide future JFACCs with a broad perspective of the operational level of war.

Topics include leadership at the senior level, warfighting, military doctrine, application of joint and combined air combat forces, with emphasis on air and space power employment as preparation for future crises in theater-level operations. Course instruction comes from senior national-level civilian and military representatives, and retired battle-tested officers. Content is very similar to that of the Combined Forces Air Component Commander (CFACC) course.

Program Provider:

Air University, Curtis E. LeMay
Center for Doctrine
Development and Education

Program Location:

Maxwell AFB, AL

Program Frequency:

One session per year
(usually December)

Program Duration:

8 days

Target Population:

- General Officers (O-7 and O-8), AD and AFR

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by AETC and includes program materials, lodging, per diem (meals and incidentals), and course-related travel. Units are responsible for funding travel to and from the course location and other miscellaneous charges. TDY funding is available through AETC for a limited number of attendees.

Program Website:

<http://www.au.af.mil/au/lemay/content/jfacc.htm>

Pre-Course Requirements:

Participants must have attended CAPSTONE at least one year prior to attending this program. Prior to attending this course, nominees may be required to complete the Senior Leader Airpower Doctrine Seminar (SLADS), a ½-day program that updates attendees on current doctrine, prepares them to think about and discuss Air Force and Joint issues, and allows them to speak with one voice on Air Force policies. A current SF-86 must be submitted 30 days prior to the course start date.

Remarks:

The program may include a visit to an operational Combined Air and Space Operations Center (CAOC) to meet with an operational CFACC, witness scenarios, etc.



JOINT FORCE MARITIME COMPONENT COMMANDER (JFMCC) COURSE

This course prepares future Maritime Component Commanders to plan and execute complex maritime operations. Attendees from each of the military services (including the US Coast Guard) are selected by their service headquarters. As the senior executive component of the Navy's Professional Military Education (PME) continuum, and part of the Senior Joint PME continuum, the JFMCC Flag Course addresses the practical challenges confronting the maritime operational commander.

Topics covered include actual regional concerns and the JFMCC capabilities to address those concerns. The course considers existing JFMCC concepts and doctrine, operational-level capabilities, command and control processes and applications, and the considerations and expectations of joint force commanders as well as supporting functional component commanders. Content is very similar to that of the Combined Force Maritime Component Commander (CFMCC) program.

Program Provider:

Naval War College (NWC)

Program Location:

Newport, RI and Naples, Italy
Locations vary

Program Frequency:

Two sessions per year

Program Duration:

6 days

Target Population:

- General Officers (O-7 and O-8), AD and AFR

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by Naval War College (NWC) and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

<https://www.usnwc.edu/Academics/Flag-And-General-Officer-Courses/Joint-Force-Maritime-Component-Commander.aspx>

Pre-Course Requirements:

Participants must have attended CAPSTONE prior to attending this program.

Remarks:

None.



KEYSTONE

KEYSTONE is the enlisted parallel to the CAPSTONE course for new General Officers tailored for the specific challenges of the Senior Enlisted Leader (SEL). The course is designed for Command Senior Enlisted Leaders (CSELs) currently serving in or slated to serve in a general or flag officer level joint headquarters or Service headquarters that could be assigned as a joint task force. Participants visit the Combatant Commands, Joint Task Forces (JTF), and both officer and enlisted senior leaders in the Washington, DC area to explore the relationships and challenges of operating in a joint environment. The course covers the very special relationship between the Command Senior Enlisted Leader of a Joint Force Commander and the enlisted personnel from all the services operating under the Commander.

The course also includes a three-day Joint Operations Module (JOM) conducted by the Director of the Joint Staff (J7) at the Joint Coalition War Fighting Facility in Suffolk, VA. The course parallels CAPSTONE but is tailored for the specific challenges of the Enlisted Leader.

Program Provider:

National Defense University
(NDU)

Program Location:

Washington, DC and other
CONUS locations

Program Frequency:

Two sessions per year
(January/February and July)

Program Duration:

2 weeks

Target Population:

- Chief Master Sergeants (E-9), AD and AFR

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Strategic Thinking
- Embodies Airman Culture
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by NDU and includes program materials, lodging, per diem (meals and incidentals), course-related travel, and travel to and from the course location. Units are responsible for miscellaneous charges.

Program Website:

<http://www.ndu.edu/keystone>

Pre-Course Requirements:

Participants must have completed the Senior Enlisted Joint Professional Military Education (SEJPME) Course (previously SNCO-JPME) prior to attending this program. Pre-reading materials are available through the program website. Attendees must submit security clearance information through JPAS prior to course attendance.

Remarks:

None.



LEADERSHIP AT THE PEAK (LAP)

Leadership at the Peak (LAP) is an opportunity for senior-most leaders to delve into the specific and complex challenges of leading at the top. The program focuses on key executive skills, such as creating and articulating a vision, executive image, developing a leadership and talent strategy aligned with business strategy, leading beyond organizational boundaries, communication, influence, and self-awareness. In addition to developing these skills, participants are provided with a comprehensive view of leadership that will enable them to handle the pressures and demands of leading at the top. Participants are able to link leadership behaviors, perception, and best practices with executive image, vision and personal health. The program is designed to help senior leaders begin behavioral changes that have long-term career value while interacting with other participants to broaden their network of executive colleagues.

Program Provider:

Center for Creative Leadership
(CCL)

Program Location:

Colorado Springs, CO

Program Frequency:

Ten sessions per year
(monthly, March-December)

Program Duration:

1 week (5 days)

Target Population:

- General Officers (O-9), AD and AFR
- SES/DISES Members (Tier 3)

Air Force Institutional Competencies Addressed:

- Managing Organizations and Resources
- Leading People
- Embodies Airman Culture
- Strategic Thinking

Program Funding:

Tuition is funded by HQ USAF and includes program materials, some meals, and course-related travel. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.ccl.org/leadership/programs/LAPOverview.aspx>

Pre-Course Requirements:

Program requires extensive pre-coursework (online 360-degree assessments and self-evaluations). If pre-coursework is not completed by the deadline, attendees may be deferred to a later session.

Remarks:

The program location in Colorado Springs has an elevation of over 6,000 feet above sea level. Upon registration, attendees will be provided information on avoiding high-altitude illness.

LEADERSHIP DECISION MAKING (LDM) PROGRAM



Leadership Decision Making: Optimizing Organizational Performance offers important new insights into leadership based on breakthrough scientific discoveries about decision making. The goal of the program is to prepare participants with the skills to become effective “decision architects,” who design optimal decision making environments within their organizations and improve overall organizational performance.

The program also includes an opportunity for self-assessment in the Harvard Decision Science Laboratory, a state-of-the-art facility featuring cutting-edge technologies that enable researchers to analyze the link between human physiology and decision-making behaviors. Using the laboratory, participants will learn more about their own biases, their attitudes toward risk, their ability to regulate emotions, and other key personal insights that can sharpen decision-making.

Program Provider:

Harvard University, John F.
Kennedy School of Government

Program Location:

Cambridge, MA

Program Frequency:

One to two sessions per year
(June and/or November)

Program Duration:

1 week (6 days)

Target Population:

- General Officers (O-7), AD and AFR
- SES/DISES Members (Tier 1)
- Colonels (O-6), AD and AFR
- GS-15 participants selected via CDE process (Targeted; Strat III)

Air Force Institutional Competencies Addressed:

- Strategic Thinking
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, and some meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://ksgexecprogram.harvard.edu/Programs/lDM/overview.aspx>

Pre-Course Requirements:

Nominees must submit an online application, which includes essay questions. The application requirement for an individual organizational endorsement letter is waived for Air Force applicants. Pre-reading materials will be provided to the attendee.

Remarks:

None.



LEADERSHIP ENHANCEMENT PROGRAM (LEP)

The Air Force Leadership Enhancement Program (LEP) is designed to enhance individual leadership capabilities and organizational impact through extensive assessment, group discussions, small group activities, and personal coaching. The first day centers on leading one's self. The second day focuses on leading others, with a particular emphasis on dealing with conflict. The third day centers on leading the organization, and the fourth day integrates the prior days' elements and includes individual coaching sessions. The fifth day helps attendees plan for individual and organizational growth and continuing the developmental process after the program has ended.

Program Provider:

Center for Creative Leadership
(CCL)

Program Location:

Greensboro, NC

Program Frequency:

Up to seven sessions per year
(target audience and seasonal
schedule varies)

Program Duration:

1 week (5 days)

Target Population:

- SES/DISES Members (newly-appointed Tier 1)
- Colonels (O-6), AD and AFR
- GS-15 participants selected via CDE process (Core; Strat II)
- Chief Master Sergeants (E-9), AD and AFR

Air Force Institutional Competencies Addressed:

- Managing Organizations and Resources
- Leading People
- Embodies Airman Culture
- Strategic Thinking

Program Funding:

Tuition is funded by HQ USAF and includes program materials and some meals. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.ccl.org/leadership/programs/LDPOverview.aspx>

(program referred to at this website is similar to the LEP curriculum)

Pre-Course Requirements:

Program requires extensive pre-coursework (online 360-degree assessments and self-evaluations). If pre-coursework is not completed by the deadline, attendees may be deferred to a later session.

Remarks:

None.



LEADERSHIP FOR A DEMOCRATIC SOCIETY (LDS)

Leadership for a Democratic Society (LDS) uses the U.S. Constitution as the principal guide in understanding the diverse goals of the government and the citizens it serves. During this program, participants will learn to operate in a 21st-century world while remaining connected to the Constitutional principles forged in the 18th century. The themes of this program reflect and enhance the Constitutional underpinning of Federal Government work. Participants will build skills in personal leadership and gain insights into organizational theory, the policy framework in which Government leadership occurs, and the broad global trends and events that shape Government agendas.

The Federal Executive Institute's approach builds a learning community where Federal executives and faculty are both teachers and participants. This program is custom-designed to fit the particular interests of each participant through individual feedback, small- and large-group sessions, one-on-one coaching from a faculty facilitator, and assistance from program colleagues in a small leadership development team.

Program Provider:

Office of Personnel Management (OPM), The Federal Executive Institute (FEI)

Program Location:

Charlottesville, VA

Program Frequency:

One to two sessions per year (seasonal schedule and Air Force participation varies)

Program Duration:

4 weeks

Target Population:

- GS-15 participants selected via CDE process (Targeted; Strat III)

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Managing Organizations and Resources
- Leading People
- Embodies Airman Culture
- Strategic Thinking
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, and some meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.leadership.opm.gov/programs/Executive-Leadership-Development/LDS/Index.aspx>

Pre-Course Requirements:

Program requires some pre-coursework (reading and online assessments). Pre-reading materials will be mailed to the attendee.

Remarks:

This program provides up to 12 hours of graduate-level credit.



LEADING EDGE: EXECUTIVES DRIVING GOVERNMENT EXCELLENCE

The Leading EDGE program is inspired by the complexities and pressures of today's government, which require a new level of creative thinking, partnership, and collaboration among the Federal executive corps. Participants will attend a series of leadership workshops covering various topics and featuring leaders from government as well as thought leaders from the private, non-profit, and academic sectors. The program also offers assessments, coaching, and hands-on government performance projects; providing participants with the opportunity to:

- Identify, modify, and create solutions that have impact across agencies;
- Inspire a shared, government-wide identity and vision; and
- Reignite the highest ideals of public service

Leading EDGE allows participants to collaborate and network with their peers in an exclusive, Federal executive-only network from over 15 participating agencies in person and via a Web portal that contains links to videos, leadership assessments, executive coaching registration, community of practice discussions, and more.

Program Provider:

Veterans' Administration (VA)
and the President's
Management Council

Program Location:

Washington, DC

Program Frequency:

Ten to twelve sessions per year
(seasonal schedule and Air
Force participation varies)

Program Duration:

½ day

Target Population:

- SES/DISES Members (Tiers 1, 2, and 3)

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Managing Organizations and Resources
- Leading People
- Embodies Airman Culture
- Strategic Thinking
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials. Units are responsible for funding per diem, travel to and from the course location, and other miscellaneous charges (if applicable).

Program Website:

<https://max.omb.gov/community/display/CrossAgency/Leading+EDGE>

Pre-Course Requirements:

Participants must complete an online registration form.

Remarks:

None.



NATIONAL AND INTERNATIONAL SECURITY LEADERSHIP SEMINAR (NISLS)

The National and International Security Leadership Seminar (NISLS) is designed to prepare military and civilian officials to address security and intelligence challenges facing the United States. This seminar will cover a range of issues, including the latest regional risk assessments, inter-governmental initiatives, congressional budgeting, and manpower allocations. Each workshop draws upon the knowledge and experience of a diverse group of prominent experts to help attendees learn more about the changing political, economic, and military factors that shape the international security environment.

Topics include key issues such as nuclear weapons proliferation, cyber security threats, the operational structure of terrorist groups and rogue states, and the complexities involved in the protection of the U.S. infrastructure. Talks are informal and off-the-record. Ample time is allowed for discussion and question-and-answer sessions with each speaker.

Program Provider:

Alan L. Freed Associates

Program Location:

Washington, DC

Program Frequency:

Two sessions per year
(seasonal schedule varies)

Program Duration:

1 week (5 days)

Target Population:

- Colonels (O-6), AD and AFR
- GS-15 participants selected via CDE process (Targeted; Strat III)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials and some meals. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

http://www.publicpolicyseminars.com/sl_seminars.html

Pre-Course Requirements:

Participants must complete an online registration form.

Remarks:

None.

NATIONAL SECURITY MANAGEMENT COURSE (NSMC)



The National Security Management Course (NSMC) explores the range of management challenges in the field of national security. Effective managers dealing with a myriad of national security matters must be familiar with the process and implementation considerations that can often determine the success or failure of public policy initiatives. Management in this area involves the central and inter-related responsibilities of allocating scarce resources and dealing with complex institutional relationships, both internal and external to an organization. These responsibilities have profound implications in determining national security strategy and are the primary focus during the program.

Lectures, case studies, simulations, and group discussions are all designed to create a thorough understanding of major topics of concern in the art and science of national security, covering both the "traditional" concerns as well as the newest issues that are increasingly becoming important, such as terrorism and counterterrorism, globalization, global business, public policy, and crisis management. Participants will examine these elements through the strategic context of national security, global economics, interagency coordination, collective defense arrangements, and public and private sector perspectives.

Program Provider:

Syracuse University, Maxwell
School of Citizenship and Public
Affairs

Program Location:

Syracuse, NY

Program Frequency:

One session per year
(April)

Program Duration:

2 weeks

Target Population:

- Colonels (O-6), AD and AFR
- GS-15 participants selected via CDE process (Targeted; Strat III)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, some meals, and course-related travel. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

http://www1.maxwell.syr.edu/exed/sites/nss/national_security_studies_management_course/

Pre-Course Requirements:

Participants must complete an online registration form.

Remarks:

None.



PINNACLE

PINNACLE helps prepare prospective Joint/Combined Force Commanders to lead Joint and Combined Forces, and builds upon the progression of knowledge imparted first by CAPSTONE and then by the Joint Flag Officer Warfighting Course (JFOWC). The program is conducted through interactive classroom seminars guided by retired three- and four-star Generals and equivalent interagency senior mentors, and reinforced by video teleconferences with Commanders in the field and high-level guest speakers. The mission of the program is to convey to prospective Joint/Combined Force Commanders an understanding of national policy and objectives with attendant international implications, and the ability to operationalize those objectives and policies into integrated campaign plans. The over-arching goal of the program is to set conditions for future success in the joint, combined, and interagency arenas by utilizing advanced knowledge of operational art to underpin the instinct and intuition of prospective Commanders.

Program Provider:

National Defense University
(NDU)

Program Location:

Washington, DC and
Norfolk, VA

Program Frequency:

Two sessions per year
(April and September)

Program Duration:

1 week (5 days)

Target Population:

- General Officers (O-9), AD and AFR

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Strategic Thinking
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by NDU and includes program materials, lodging, per diem (meals and incidentals), course-related travel, and travel to and from the course location. Units are responsible funding other miscellaneous charges.

Program Website:

<http://www.ndu.edu/pinnacle/>

Pre-Course Requirements:

Program requires special security clearance requirements; see program website for more information. Pre-reading materials are available through the program website.

Remarks:

Program is mandatory for all flag officers occupying Tier 1 or Tier 2 positions, as defined by CJCSI and OPMED guidance.



PROGRAM FOR EXECUTIVES IN LOGISTICS AND TECHNOLOGY (LOGTECH)

The Program for Executives in Logistics and Technology (LOGTECH) is designed to facilitate the transformation of logistics in DoD by introducing participants to leading-edge developments in logistics thinking in academia and industry. The course advances the critical interchange of current ideas and initiatives between the military services, government agencies and private sector partners. The curriculum is geared toward experienced logistics leaders who set strategic direction and vision for their organizations and must deal with complex logistics and organizational transformation.

Key topic areas covered during this program include:

- The impact of globalization, speed of technological change, and strategic ability
 - Organizational transformation and culture change
 - Customer-driven structures, partnerships, and alliances
 - Product life cycle and supply chain management
 - Technology and organizational innovation (smart supply chains)
-

Program Provider:

University of North Carolina (UNC) at Chapel Hill, Kenan-Flagler Business School, Institute for Defense and Business (IDB), LOGTECH Center for Excellence in Logistics & Technology

Program Location:

Chapel Hill, NC

Program Frequency:

Two sessions per year (June and September)

Program Duration:

1 week (5 days)

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES Members (Tiers 1 and 2)

Air Force Institutional Competencies Addressed:

- Managing Organizations and Resources
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by Army Materiel Command (AMC) and includes program materials, lodging, per diem (meals and incidentals), and travel to and from the course location. Units are responsible for funding other miscellaneous charges.

Program Website:

<http://logtech.org/centers/logtech/executive-education>

Pre-Course Requirements:

None.

Remarks:

None.



REGIONAL SEMINARS

The Regional Seminar series focuses on exploring the social, cultural, political, and economic developments of specific regions of the world. Each program focuses on a single region:

- Africa
- China and East Asia
- Europe , NATO, and the United Nations
- Latin and South America
- Middle East and South Asia

Each seminar draws upon the knowledge and experience of a diverse group of prominent experts to help attendees learn more about a region's strategic interests and international relations. They address current issues and trends within these regions that may affect U.S. national security interests in the years ahead. Talks are informal and off-the-record. Ample time is allowed for discussion and question-and-answer sessions with each speaker.

Program Provider:

Alan L. Freed Associates

Program Location:

Washington, DC

Program Frequency:

Multiple sessions per year
(seasonal schedule varies)

Program Duration:

3 days

Target Population:

- General Officers (O-7, O-8, and O-9), AD and AFR
- SES/DISES Members (Tiers 1, 2, and 3)
- Colonels (O-6), AD and AFR
- GS-15 participants
- Chief Master Sergeants (E-9), AD and AFR

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Fostering Collaborative Relationships
- Strategic Thinking

Program Funding:

Tuition is funded by HQ USAF and includes program materials and some meals. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

http://www.publicpolicyseminars.com/schedule_po.html

Pre-Course Requirements:

Participants must complete an online registration form.

Remarks:

None.



SEMINAR XXI

Seminar XXI is an educational program for senior military officers, Government and Non-Governmental Organization (NGO) officials, and executives in the national security policy community. The program's objective is to provide future leaders of that community with enhanced analytic skills for understanding foreign countries and the relations among them.

The program explores key policy issues by examining countries and problems critical to American interests through a variety of paradigmatic lenses. At each session, eminent speakers present alternative perspectives from which the given country or problem can be understood. The seminar seeks to provide concrete frameworks for examining how different paradigms suggest fundamentally different, even conflicting, answers to the questions American policymakers must resolve.

Program Provider:

Massachusetts Institute of Technology (MIT), Center for International Studies (CIS)

Program Location:

Washington, DC

Program Frequency:

One session per year
(September-May)

Program Duration:

9 months
(1 session per month)

Target Population:

- Colonels (O-6), AD and AFR
- GS-15 participants selected via CDE process (Targeted; Strat III)

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Fostering Collaborative Relationships
- Strategic Thinking

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging (for weekend sessions), and some meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from each monthly session location, and other miscellaneous charges.

Program Website:

<http://semxxi.mit.edu/>

Pre-Course Requirements:

Nominees must submit an online application and be selected by the Seminar XXI Admissions Board. The application requirement for an individual organizational endorsement letter is waived for Air Force applicants. Participants must RSVP online through the program website prior to each monthly session. Pre-reading materials are available through the program website.

Remarks:

Program meets monthly for nine months. Six of the monthly meetings are single-evening sessions, and three of the sessions are weekend events (Friday-Sunday). It is recommended that potential candidates be assigned to the National Capitol Region (NCR) for the duration of the program.



SENIOR EXECUTIVE FELLOWS (SEF)

The Senior Executive Fellows (SEF) Executive Education program helps promising senior-level officials learn the skills needed for practical, effective leadership. The program provides a strategic approach and framework to problem-solving for a variety of issues in the Federal sector and also promotes increased effectiveness in problem-solving, strategic analysis, persuasion, and negotiation. Participants take on a leadership role in the classroom, gaining ways to look at issues from new perspectives. They learn different ways of looking at common organizational problems and challenges, and by doing so; they are exposed to a wide range of possible solutions. Through class work, group work, and individual study, participants practice strategic analysis until it becomes a natural, ingrained response.

Decision-making skills are taught using Harvard's unique case method, which encourages problem-solving training and practice by asking participants to solve real-world problems. In addition, attendees also develop their leadership and analytical skills through problem-solving simulations, role-playing activities, and group- and team-building exercises.

Program Provider:

Harvard University, John F.
Kennedy School of Government

Program Location:

Cambridge, MA

Program Frequency:

Three sessions per year
(February, April, and October)

Program Duration:

4 weeks

Target Population:

- Colonels (O-6), AD and AFR
- GS-15 participants selected via CDE process (Targeted; Strat III)

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Managing Organizations and Resources
- Strategic Thinking
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, and some meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://ksgexecprogram.harvard.edu/program/sef/overview.aspx>

Pre-Course Requirements:

Nominees must submit an online application, which includes essay questions. The application requirement for an individual organizational endorsement letter is waived for Air Force applicants. Pre-reading materials will be provided to attendees.

Remarks:

None.

SENIOR EXECUTIVE THRESHOLD SEMINAR (SETS)



The Senior Executive Threshold Seminar (SETS) is designed to prepare newly promoted senior employees of foreign affairs agencies for the challenges they will face leading across agency and national boundaries. The program focuses on the specific skills necessary for successful performance at the most senior levels of government, including strategic thinking and vision, working across organizational boundaries, and dealing with difficult people.

The program utilizes a variety of methodologies including presentations, case studies, simulations, and group discussions. Participants also have opportunities for assessment through a 360-degree instrument, style inventories, peer coaching, and trainer feedback. Program themes are:

- Senior Role: Increase understanding of the challenges and expectations of senior leadership in the foreign affairs context
- Strategic Leadership: Increase the ability to think strategically and act as a strategic leader
- Inspiration: Enhance the leadership skills that foster motivation and inspire achievement
- Collaboration: Increase the ability to build cooperative relationships across organizational and political boundaries
- Interpersonal: Refine executive-level interpersonal skills so that participants can establish effective working relationships with just about anyone
- Leading Teams: Increase the ability to build and lead high performing interdisciplinary teams

Program Provider:

U.S. Department of State,
Foreign Service Institute (FSI)

Program Location:

Arlington, VA and
Hedgesville, WV

Program Frequency:

Two to four sessions per year
(seasonal schedule and Air
Force participation varies)

Program Duration:

2 weeks

Target Population:

- General Officers (O-7), AD and AFR
- SES/DISES Members (Tier 1)

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Fostering Collaborative Relationships
- Leading People
- Strategic Thinking
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, some meals, and course-related travel. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

None.

Pre-Course Requirements:

Program requires some pre-coursework (reading and online assessments). Pre-reading materials are available through the program website.

Remarks:

None.



SENIOR EXECUTIVES IN NATIONAL AND INTERNATIONAL SECURITY (SENIS)

Senior Executives in National and International Security (SENIS) provides a setting for senior leaders to deepen their understanding of current security issues and exercise their evaluation and decision-making skills in a group of their peers, while contributing their own ideas and perspectives. The curriculum format includes formal classes, discussion groups, interactive seminars, hands-on exercises, guest speakers, and informal conversations with faculty, colleagues, students, and staff.

Issues addressed during the program include:

- The Global Terrorist Threat, U.S. Security Policy, and Security Policy Development
- Global Economic Forces and Their Impact on National Economic Policies
- Regional Security Issues from Around the Globe
- Business Decision-Making for Senior Security Managers
- Negotiation and Leadership
- Nontraditional Missions and Interventions
- Ethics and Professional Responsibility
- Legislative, Press, and Civilian-Military Relations

Program Provider:

Harvard University, John F. Kennedy School of Government

Program Location:

Cambridge, MA

Program Frequency:

Two sessions per year (August and December)

Program Duration:

2 weeks

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES Members (Tiers 1 and 2)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, and some meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://ksgexecprogram.harvard.edu/program/nis/overview.aspx>

Pre-Course Requirements:

Nominees must submit an online application, which includes essay questions. The application requirement for an individual organizational endorsement letter is waived for Air Force applicants. Pre-reading materials will be mailed to the attendee.

Remarks:

None.



SENIOR JOINT INFORMATION OPERATIONS APPLICATIONS COURSE (SJIOAC)

The Senior Joint Information Operations Applications Course (SJIOAC) is designed to prepare Flag Officers and civilian equivalents to develop Information Operations (IO) into a warfighting core military competency that will enable Combatant Commanders to target adversary decision-making while protecting our own.

Learning objectives for this program include:

- Provide a common framework for understanding and valuing IO; the necessary laws, policies, and procedures which allow planning and integration of IO into the joint fight
 - Appraise joint and service doctrine applicable to the planning and execution of IO
 - Analyze the means to effectively communicate U.S. Government capabilities and intentions as an important method of combating the plans of our adversaries
 - Identify current and potential roles of interagency and Non-Government Organizations (NGOs)
 - Demonstrate the integration of IO into contingency plans, and evaluate outcomes and lessons
 - Describe IO tools, illustrate outcomes of their employment, and explain lessons learned
 - Illustrate the impact the media has upon operations
-

Program Provider:

Air University, Curtis E. LeMay
Center for Doctrine
Development and Education

Program Location:

Maxwell AFB, AL

Program Frequency:

Two sessions per year
(April and October)

Program Duration:

1 week (5 days)

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES Members (Tiers 1 and 2)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Managing Organizations and Resources

Program Funding:

Tuition is funded by AETC and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges. TDY funding is available through AETC for a limited number of attendees.

Program Website:

<http://www.au.af.mil/au/lemay/content/sjioac.htm>

Pre-Course Requirements:

Participants must have attended CAPSTONE prior to attending this program.

Remarks:

None.

SENIOR LEADER ORIENTATION COURSE (SLOC)



The Senior Leader Orientation Course (SLOC) is a CSAF-hosted program geared toward helping new Brigadier Generals (Active Duty, Air Force Reserve, and Air National Guard) and newly-appointed Senior Executive Service (SES)/Defense Intelligence Senior Executive Service (DISES) members become more effective representatives of the Air Force as they assume greater leadership responsibilities. SLOC provides an opportunity to receive a top-level strategic view of the institutional Air Force. Additionally, the course incorporates sessions designed to fulfill the requirements for the OSD-required Senior Executive Equal Opportunity Seminar (SEEOS).

SLOC attendance is mandatory for new Active Duty Brigadier Generals and newly appointed career SES and DISES members. The first week of the course is held in Washington, DC. Spouses are invited to attend the first week. The second week of SLOC takes place in San Antonio, TX and is for members only.

Program Provider:

HQ USAF/DPG

Program Location:

Washington, DC and
San Antonio, TX

Program Frequency:

One session per year
(July/August)

Program Duration:

2 weeks

Target Population:

- General Officers (newly-promoted O-7), AD, AFR, and ANG
- SES/DISES Members (newly-appointed)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Managing Organizations and Resources
- Leading People
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials, some meals, and course-related travel. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges. Participants are required to pay a course fee upon registration.

Program Website:

<http://www.afsloc.com>

(website access given to SLOC attendees and program staff only)

Pre-Course Requirements:

Participants must complete an online registration form and submit a current biography.

Remarks:

None.



SENIOR MANAGER COURSE IN NATIONAL SECURITY (SMCNS)

The Senior Manager Course in National Security (SMCNS) is held in the heart of Washington, DC, and includes site visits, experiential learning, and briefings from policymakers. The course examines the three sets of forces that influence U.S. defense decision-making: the interagency process; the wider policy community, and; threats and opportunities in the international arena. In addition, the program builds management skills, including speechwriting, working with the media, and negotiation.

The course focuses on the issues and challenges identified in the new 2012 strategic guidance for the Department of Defense entitled "Sustaining U.S. Global Leadership: Priorities for 21st Century Defense." This document articulates the DOD's response to the evolving strategic landscape and the primary missions of the U.S. armed forces and is the 'map' for the course. This program focuses on developing participant's understanding of three critical areas:

- Foundational Knowledge: through instruction, active learning, interactions with policy makers, briefings, and table-top exercises focused on the security environment
- Understanding of Defense Key Issues: through instruction, policy briefings, and site visits
- In-depth Knowledge: through analysis of U.S. foreign policy and defense priorities in the 21st century.

Program Provider:

The George Washington University (GWU)

Program Location:

Washington, DC

Program Frequency:

Two sessions per year (Spring and Fall)

Program Duration:

2 weeks

Target Population:

- Colonels (O-6), AD and AFR
- GS-15 participants selected via CDE process (Targeted; Strat III)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials and some meals. Units are responsible for funding lodging, partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.gwu.edu/~nssp/overview.cfm>

Pre-Course Requirements:

Participants must complete an online application for this program.

Remarks:

None.



SENIOR MANAGERS IN GOVERNMENT (SMG)

Senior Managers in Government (SMG) offers Federal government participants new perspectives on public policy and management practices, strengthened leadership skills, the opportunity to explore trends in managerial practice, and networking with other General Officer and Senior Executive Service-level executives. The course focuses on several complex management issues faced by senior managers, including policy development, mobilizing support in an environment of shared responsibility, performance management, organizational design, strategy implementation, managing risk, negotiation, and leadership.

Participants work through real-life public management situations, discussing problem solving and potential solutions. The diversity of the group brings a wealth of different perspectives and experiences to the table, and helps to foster new conceptions of a problem, new insights into the motivation and goals of the players, and new recommendations for proper action.

Program Provider:

Harvard University, John F.
Kennedy School of Government

Program Location:

Cambridge, MA

Program Frequency:

One session per year
(July)

Program Duration:

3 weeks

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES Members (Tiers 1 and 2)

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Managing Organizations and Resources
- Strategic Thinking
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, and some meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://ksgexecprogram.harvard.edu/program/smg/overview.aspx>

Pre-Course Requirements:

Nominees must submit an online application which includes essay questions. The application requirement for an organizational endorsement letter is waived for Air Force applicants.

Remarks:

None.



SENIOR OFFICER SECURITY SEMINAR (SOSS)

The Senior Officer Security Seminar (SOSS) is a two-day antiterrorism course designed for Air Force General Officers and Senior Executives who have been assigned to, or who frequently travel through, medium- to critical-threat areas. Deploying Joint Task Force (JTF), Wing, and Group Commanders may also attend; other senior officers may attend based on individual circumstances. The program emphasizes recognition and avoidance of potentially hazardous situations, and techniques to effectively respond if caught in such a situation.

The curriculum includes:

- Analysis of actual terrorist attacks to derive methods of predicting and preventing attacks
 - Weapons familiarization, including live fire
 - Instinctive driving training, which includes accident avoidance, high-speed driving skills, attack recognition, and evasive tactics.
-

Program Provider:

U.S. Air Force Special Investigations Academy (USAFSIA)

Program Location:

West Point, VA

Program Frequency:

Four sessions per year (seasonal schedule varies)

Program Duration:

2 days

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- Deploying SES/DISES Members (Tiers 1, 2, and 3)
- Colonels (O-6), AD and AFR
- Deploying GS-15 participants

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials and course-related travel. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

None.

Pre-Course Requirements:

Individuals who desire to attend SOSS should submit their names to their respective MAJCOM Training office for consideration. MAJCOMs will forward nominees to the Air Force General Officer Management Office (AF/DPG) at the Pentagon. AF/DPG will finalize the list of attendees and forward to USAFSIA.

Remarks:

Casual attire is appropriate for all aspects of the seminar including any dinner arrangements.



STRATEGIC MINDSET SEMINAR (SMS)

The Strategic Mindset Seminar (SMS) helps enhance attendees' ability to understand, model and resolve complex business issues. Attendees learn to develop the "mental elasticity" needed to anticipate the intended and unintended consequences of today's decisions and understand how those decisions will lead to organizational successes or failures in the future.

This program will help attendees:

- Understand the challenges of their organizations from a systems' perspective and design solutions that leverage their strengths
 - Anticipate the intended and unintended consequences of today's decisions
 - Use Causal Loop Diagrams (the principal tool of Systems Thinking) to properly diagnose and solve the most critical and complex issues within their organizations
 - View their organizations as interrelated and interdependent systems rather than a collection of separate entities
-

Program Provider:

Stimson Associates, Inc.

Program Location:

Arlington, VA

Program Frequency:

Up to six sessions per year
(target audience and seasonal
schedule varies)

Program Duration:

2.5 days

Target Population:

- Chief Master Sergeants (E-9), AD and AFR

Air Force Institutional Competencies Addressed:

- Managing Organizations and Resources
- Strategic Thinking

Program Funding:

Tuition is funded by HQ USAF and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

None.

Pre-Course Requirements:

None.

Remarks:

None.



SYSTEM ACQUISITION MANAGEMENT COURSE FOR GENERAL & FLAG OFFICERS (ACQ-404)

The Systems Acquisition Management Course (ACQ-404) for General/Flag Officers and equivalent civilians provides a senior level of understanding of the Defense acquisition system, key processes, and current issues and initiatives that is appropriate for senior decision makers. Distinguished speakers provide the senior leader participants a forum to discuss motivations, constraints, and perspectives of government and Defense executives and those of the Congress and Government Accountability Office.

Program objectives include:

- Interpret current acquisition policies, processes and lessons learned while assessing your role as an acquisition leader
- Examine your role in the acquisition changing environment
- Critique comparative management styles and techniques to determine a personalized approach to various situations
- Distinguish the characteristics that contribute to the changing acquisition environment
- Assess lessons learned and convey transfer knowledge to fellow learners in the management of defense systems acquisition
- Compose questions related to the health, progress, and status of a program
- Analyze the importance of the "big picture" in acquisition

Program Provider:

Defense Acquisition University
(DAU)

Program Location:

Fort Belvoir, VA

Program Frequency:

Two sessions per year
(June and December)

Program Duration:

4.5 days

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES Members (Tiers 1 and 2)

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Managing Organizations and Resources

Program Funding:

Tuition is funded by SAF/AQ and includes program materials, lodging, per diem (meals and incidentals), and travel to and from the course location. Units are responsible for funding other miscellaneous charges.

Program Website:

http://icatalog.dau.mil/onlinecatalog/courses.aspx?crs_id=7

Pre-Course Requirements:

Participants must complete an online registration form.

Remarks:

None.



TRANSITION SEMINAR FOR CIVILIAN SENIOR LEADERS

The purpose of the Transition Seminar for Civilian Senior Leaders is to help Air Force senior executives plan for their retirement from Federal service. Topics addressed include:

- Financial, tax, and estate planning
- Social Security and Federal retirement benefits and entitlements
- Insurances
- Post-retirement employment opportunities and restrictions
- The psychological aspects of retirement

Attendance is encouraged no later than one year prior to the senior leader's projected retirement date.

Program Provider:

AF/DPS and National Institute of Transition Planning (NITP)

Program Location:

Arlington, VA

Program Frequency:

Two sessions per year
(February and October)

Program Duration:

4 days

Target Population:

- SES/DISES members (Tiers 1, 2, and 3)
- ST, SL, and DISL members
- Spouses of SES/DISES, ST, SL, DISL members (space-available)

Air Force Institutional Competencies Addressed:

- Managing Organizations and Resources
- Embodies Airman Culture

Program Funding:

Tuition is funded by HQ USAF and includes program materials. Units are responsible for funding lodging, per diem (meals and incidentals), travel to and from the course location, and other miscellaneous charges.

Program Website:

http://www.nitpinc.com/AS_3day_FP.html

(material referred to at this website is covered in the program; please note that the Air Force program is the longer 4-day format)

Pre-Course Requirements:

None.

Remarks:

The course may be attended more than once, and spouses may attend on a space-available basis. Spouses pay a fee to cover materials.



U.S.-RUSSIA SECURITY PROGRAM (USRSP)

The U.S.-Russia Security Program (USRSP) offers a neutral environment in which senior U.S. and Russian military officers and executives can discuss security issues in an environment of free thinking inherent to the American democratic system. It focuses on gaining a deeper understanding of both Russian and U.S. worldviews and recognizes the contribution of senior civilians in defense and defense-related establishments.

The objectives of the program include:

- Deepen the understanding of global and regional security issues, defense organization, and military reform and restructuring
 - Explore specific ways to cooperate on issues of vital interest to both countries
 - Engage Russian senior officials in a free flow of ideas inherent in a pluralist American system
 - Promote critical thinking across the entire spectrum of subject matter
 - Provide environment for casual interaction between U.S. and Russian senior defense officials
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Program Provider:

Harvard University, John F.
Kennedy School of Government

Program Location:

Cambridge, MA

Program Frequency:

One session per year
(November/December)

Program Duration:

1 week (6 days)

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES members (Tiers 1 and 2)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Strategic Thinking
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, and some meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<http://www.harvard-rgp.org/rgp/about>

Pre-Course Requirements:

None.

Remarks:

None.



U.S.-SOUTH ASIA LEADER ENGAGEMENT PROGRAM (USSALEP)

The U.S.-South Asia Leader Engagement Program (USSALEP) focuses on major regional and international security issues. It is sponsored by Harvard University's Kennedy School of Government, the Near East South Asia Center for Strategic Studies (NESAS), and the Asia Pacific Center for Strategic Studies

The curriculum focuses on responding to major disasters – including planning, crisis action, decision-making, and building multi-agency and regional capacity. There is significant emphasis in this program on using smaller study groups to ensure the general lessons and skills addressed in the classroom can be regionalized to South Asia. The intent of this program is to help enhance the stability of the region by giving key players the opportunity to better understand strategic perspectives, hone their policy-making skills, and develop deeper relationships with one another.

Program Provider:

Harvard University, John F.
Kennedy School of Government

Program Location:

Cambridge, MA

Program Frequency:

One session per year
(April)

Program Duration:

1 week (6 days)

Target Population:

- General Officers (O-7 and O-8), AD and AFR
- SES/DISES members (Tiers 1 and 2)

Air Force Institutional Competencies Addressed:

- Employing Military Capabilities
- Enterprise Perspective
- Strategic Thinking
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by HQ USAF and includes program materials, lodging, and some meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

None.

Pre-Course Requirements:

None.

Remarks:

None.



VANGUARD SENIOR EXECUTIVE PROGRAM

Vanguard is designed to equip senior executives with enhanced tools to effectively expand collaboration among DoD Components, Federal agency partners and mutual stakeholders for successful mission accomplishment. The unprecedented challenges facing DoD today and tomorrow demand that its civilian senior executives lead across an increasingly complex Defense enterprise that is dynamic, integrated, and joint – often spanning organizational boundaries – to leverage the considerable capabilities of DoD and other Federal agencies, industry partners, and non-governmental organizations.

Program content is designed to prepare executives to overcome challenges, such as constrained resources, and to mitigate increasingly varied threats to national security. Learning objectives include:

- Gain a fuller understanding of the structure and processes of the Office of the Secretary of Defense, the Joint Staff, and Military Departments
 - Explore strategies to lead by way of broad exposure to the whole of government and knowledge of the high degree of departmental interconnectedness
 - Learn more about resolving challenges through interagency cooperation and collaboration.
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Program Provider:

Office of the Secretary of Defense (OSD)

Program Location:

Alexandria, VA

Program Frequency:

Two sessions per year
(seasonal schedule varies)

Program Duration:

1 week (6 days)

Target Population:

- SES/DISES members (Tiers 1, 2, and 3)

Air Force Institutional Competencies Addressed:

- Enterprise Perspective
- Fostering Collaborative Relationships

Program Funding:

Tuition is funded by Office of the Secretary of Defense (OSD) and includes program materials, lodging, and some meals. Units are responsible for funding partial per diem (meals not included in tuition), travel to and from the course location, and other miscellaneous charges.

Program Website:

<https://extranet.apps.cpms.osd.mil/Divisions/Civilian%20Senior%20Executive%20Management.aspx>

Pre-Course Requirements:

None.

Remarks:

Participants must submit a current biography.