



SWCS TODAY



3,400 Students



**U.S. Army Special Operations
Command (USASOC)**



TRADOC



**Special Operations
Recruiting Battalion**

**U. S. Army John F. Kennedy
Special Warfare Center and School
(USAJFKSWCS)**



**1st Special Warfare Training Group
(Airborne) (SWTG)**



**Directorate of Regional Studies and
Education (DRS&E)**



**Special Warfare Medical Group
(Airborne) (SWMG)**



**Army Special Operations Capabilities
Integration Center (ARSOCIC)**



**Non-Commissioned Officers
Academy (NCOA)**



**Directorate of Training and Doctrine
(DOTD)**



**SF Warrant Officer Institute
(WOI)**



**Directorate of Special Operations
Proponency (DSOP)**



SWCS Roadmap



Where do we want to go?

We will build a well-educated and professionally trained force with the intuitive abilities to work through or with indigenous partner forces.

We will develop innovative, relevant doctrine, informed by insightful future concepts, to produce an agile, adaptive force.

We will ensure that our country has a full-spectrum special-operations force prepared to address the diverse range of threats posed by an uncertain 21st-century environment.

Vision

What must we do?

Professionalize our Force. This will involve creating a climate where our Soldiers and civilians have a demonstrated willingness to learn, accept new responsibilities and a sincere belief that there is always a better way of doing business.

END-STATE:

We have created an environment where the best, the brightest and the most creative Soldiers and civilians are attracted, retained and empowered.

Intent

How will we do it?

1. Provide quality instruction by quality instructors. (hand-picked and well prepared)
2. Be more proactive in battlefield relevant/regionally focused curriculum design.
3. Develop new courses and eliminate old ones. Identify redundancies in training and POIs.
4. Identify future Force Modernization capabilities. (What should the force look like in 2018)
5. Better synchronize our efforts & efficiencies. Eliminate redundancies.

Priorities

What (specific) actions must we do?

- Develop a nominative process for assignments to SWCS.
- Refine our Instructor Training Course.
- Develop a training review process with our regiments input.
- Empower our NCOs to effect POI change.
- Constant collaboration with the operational force. (Our regiments, the TSOC, country teams and IA).
- Determine ARSOF-specific capabilities and capacities.
- TSOC exploration initiative.
- Enhanced knowledge management processes.
- Divest ourselves of low priority activities.

Key Tasks

How do we measure success?

- Non-punitive quality assurance program.
- Life-long learning & continuous improvement culture.
- Structured CTSSB at regiments for input.
- Instructor blogs and course websites.
- CDRs/CSMs input on new/revised curriculum
- Training strategies aligned with TSCP and ongoing operations.
- Empirical evidence validates (or modifies) SOCOM's projected force structure.
- Collaborative & integrated work flow.
- Eliminate duplicate work & capabilities.

Metrics

Change and Transformation



An agile and adaptive organization

- We must all understand that, without change, just about everything will become obsolete and useless to the operational force.
 - Tactics, techniques, technology and organizational constructs.
 - We must identify our own obsolescence before our enemy and environments do.
- “If it’s not broke, why fix it?”
 - That attitude instills a sense of complacency and is a perfect excuse for inaction.
 - It’s a dangerous mindset that assumes that the realities of today’s battlefields will magically reappear in a nice, linear and predictable fashion.
- The Special Warfare Center and School must embrace change.
 - Experience suggests that the more senior we are the more adverse to change we become and, by default, we will stifle great ideas by clinging to our antiquated rice bowls and outdated duty descriptions.
- Reorganization only creates the illusion of progress and is not CHANGE

Pillars of SOF Leader Development



TRAINING + EDUCATION + EXPERIENCE



TACTICAL



OPERATIONAL



STRATEGIC

SWCS will produce leaders who are highly trained in warrior skills and broadly educated with leadership qualities based upon humility, critical thinking, comfort with ambiguity, acceptance of prudent but calculated risks and the ability to make rapid adjustments based upon a continuous assessment of the situation.

Core Attributes (The Character of our Regiments)



Integrity	Being trustworthy and honest; acting with honor and unwavering adherence to ethical standards
Courage	Acts on own convictions despite consequences; is willing to sacrifice for a larger cause; not paralyzed by fear of failure
Perseverance	Works toward an end; has commitment; physical or mental resolve; motivated; gives effort to the cause; does not quit
Personal Responsibility	Is self-motivated and an autonomous self-starter; anticipates tasks and acts accordingly; takes accountability for his actions
Professionalism	Is a standard-bearer for the regiment; has a professional image, to include a level of maturity and judgment mixed with confidence and humility; forms sound opinions and makes own decisions; stands behind his sensible decisions based on his experiences
Adaptability	The ability to maintain composure while responding to or adjusting one's own thinking and actions to fit a changing environment; the ability to think and solve problems in unconventional ways; the ability to recognize, understand and navigate within multiple social networks; the ability to proactively shape the environment or circumstances in anticipation of desired outcomes
Team Player	Able to work on a team for a greater purpose than himself; dependable and loyal; works selflessly with a sense of duty; respects others and recognizes diversity
Capability	Has physical fitness, to include strength and agility; has operational knowledge, able to plan and communicate effectively

Special Forces Qualification Course



Course Orientation And History

Phase I (2 Weeks)

- » SF Culture
- » SF Core Tasks & Command and Control (C2)
- » SF History
- » Adaptive Leader Methodology
- » Cross Culture Communications
- » Wellness Screening and Assessment
- » Family Programs
- » IODA mentors assigned
- » ARSOF Core Attributes

Language and Culture

Phase II (18-24 Weeks)

- » Cat I & II -18 weeks:
 - French, Indonesian-Bahasa and Spanish
- » Cat III & IV – 24 weeks:
 - Arabic, Chinese-Mandarin, Czech, Dari, Hungarian, Korean, Pashto, Persian-Farsi, Polish, Russian, Tagalog, Thai, Turkish, and Urdu
- » Use of Interpreters
- » Must pass Oral Proficiency Interview (OPI) before beginning Phase III
- » Progressive PT Program

SF Tactical Combat Skills

Phase III (13 Weeks)

- » Special Forces Tactical Combat Skills
- » Advanced Marksmanship
- » Mounted Operations
- » Special Forces Common Tasks
- » Urban Operations
- » Mission Analysis
- » Advanced Special Operations Level 1
- » Sensitive Site Exploitation (SSE)
- » Military Decision Making Process (MDMP)
- » Survival, Evasion, Resistance and Escape (SERE)

MOS Training

Phase IV (14-50 Weeks)

- » MOS – 14 WEEKS:
 - 18 A, Detachment Officer Course
 - 18 B, Weapons Sergeant
 - 18 C, Engineer Sergeant
 - 18 E, Communications Sergeant
- » MOS – 46 weeks:
 - 18 D SF Medical Sergeant

UW Culex (Robin Sage)

Phase V (4 Weeks)

- » Unconventional Warfare Practicum
 - Guerrilla Warfare
 - Support of a Resistance Movement
 - Air Operations
 - Deliberate UW Mission Analysis and Planning
 - SF Infiltration and Exfiltration Techniques
 - Rapport Building
 - Negotiation and Mediation
 - Advanced Special Operations Level 1 (PE)
 - ASO Application Exercises
 - Language and Culture Application

Graduation

Phase VI (1 Week)

- » Regimental Indoctrination
- » Operational Group Assignment
- » Introduction to Group Command Team
- » Individual Academic Achievement Awards
- » Award of the Special Forces Tab and “Green Beret”
- » *Credentialed as a SF Officer or NCO*

**Average Course Completion
51-57 Weeks**

Civil Affairs Qualification Course (Active)



In-Processing (2 Weeks)

- » In-process to qualification course after PCS to Ft. Bragg

Introduction to CA Phase I (2 Weeks)

- » Introduction to Civil Affairs
- » CA History
- » CA Core Tasks
- » Civil Affairs Operations
- » Whole of Government and NGO
- » Family Programs

Language and Culture Phase II (18-24 Weeks)

- » Cat I & II -18 weeks:
 - French, Indonesian-Bahasa and Spanish
- » Cat III & IV – 24 weeks:
 - Arabic, Chinese-Mandarin, Czech, Dari, Hungarian, Korean, Pashto, Persian-Farsi, Polish, Russian, Tagalog, Thai, Turkish, and Urdu
- » Use of Interpreters
- » Must pass Oral Proficiency Interview (OPI) before beginning Phase III
- » Progressive PT Program

CA Core Phase III (11 Weeks)

- » Branch and MOS
 - Core Competencies and Tasks
 - Adaptive Leader Methodology
 - Negotiation and Mediation
 - Link Analysis Processes
 - Civil System Analysis
 - POLMIL Analysis
 - CA Mission Analysis and Deliberate Planning

Culex Phase IV (3 Weeks)

- » CA Culmination Exercise
 - Deliberate Mission Planning and Analysis
 - CA Assessment Practical Exercises
 - Adaptive Leader Application
 - Negotiation and Mediation with Cultural Role Players
 - Language and Culture Application

Graduation Phase V (1 Week)

- » Regimental Indoctrination
- » Operational Assignment
- » Individual Academic Achievement Awards
- » Graduation
- » *Credentialed as a CA Officer or NCO*

**Average Course Completion
37-43 Weeks**

MISO Qualification Course (Active)



In-Processing (2 Weeks)

- » In-process to qualification course after PCS to Ft. Bragg

Introduction to MISO Phase I (2 Weeks)

- » Introduction to MISO
- » MISO History
- » MISO Core Tasks
- » MISO Planning and Operations
- » Whole of Government and NGO
- » Information Operations
- » Family Programs

Language and Culture Phase II (18-24 Weeks)

- » Cat I & II -18 weeks:
 - French, Indonesian-Bahasa and Spanish
- » Cat III & IV – 24 weeks:
 - Arabic, Chinese-Mandarin, Czech, Dari, Hungarian, Korean, Pashto, Persian-Farsi, Polish, Russian, Tagalog, Thai, Turkish, and Urdu
- » Use of Interpreters
- » Must pass Oral Proficiency Interview (OPI) before beginning Phase III
- » Progressive PT Program

MISO Core Phase III (11 Weeks)

- » Branch and MOS
 - Core Competencies and Tasks
 - Adaptive Leader Methodology
 - Negotiation, Mediation, and Influence
 - Target audience Analysis
 - Social-Cultural analysis and understanding
 - Inter/Intra/Cross Cultural Communication
 - Media production and dissemination management
 - Psychological effects of military activities
 - Information Management

Culex Phase IV (3 Weeks)

- » MISO Culmination Exercise
 - Deliberate Mission Planning and Analysis
 - Target Audience Analysis Application
 - Social-Cultural Analysis Application
 - Information Management Application
 - Adaptive Leader Application
 - Negotiation and Mediation with Cultural Role Players
 - Language and Culture Application

Graduation Phase V (1 Week)

- » Regimental indoctrination
- » Operational Assignment
- » Individual Academic Achievement Awards
- » Graduation
- » *Credentialed as a MISO Officer or NCO*

**Average Course Completion
37-43 Weeks**

SWCS' Education Degree Initiatives



Associate's Degree

- Fayetteville Technical Community College pilot program underway (Global Studies) with 23 students enrolled
- Other Service Members Opportunity College – Army Degrees (SOCAD) and ACE Partners on case-by-case basis

Bachelor's Degree (dL BA curriculum through Norwich)

- Norwich University pilot program (projected 15 Students) scheduled for JAN 11 (Strategic Studies and Defense Analysis)
- Other Service Members Opportunity College – Army Degrees (SOCAD) and ACE Partners on case-by-case basis as pilot program validates concept

Masters Degree

- National Defense University (Strategic Security Studies) – 20 students enrolled
- University of Kansas (Interagency Studies) – 17 students enrolled
- Naval Postgraduate School (Defense Analysis) – 74 students enrolled
- Sister Service Schools
- War College

Doctorate Degree

- Currently researching requirements and opportunities
- Modify the USAJFKSWCS TDA to include billets requiring a doctoral degree (e.g. permanent professorship)
- Will require re-coded positions within USSOCOM (currently one billet required/authorized)



Language and Culture Program



Directorate of Regional Studies & Education, USAJFKSWCS, has developed three distinct levels of instruction in 17 core languages:

- **Basic** - Our basic level of instruction (embedded into our qualification courses) is designed for students to achieve a minimum Oral Proficiency Interview (OPI) rating of 1 to 1 (listening and speaking) capability.
- **Intermediate** – Students enrolled in the basic language course who demonstrate the highest foreign language proficiency (approximately the top 15%) will be enrolled in the intermediate course upon graduation. This course is designed to give students a minimum OPI rating of 2 to 2 (listening and speaking), prior to reporting to their units. (28-week course).
- **Advanced** – The advanced program of language instruction is designed for those service members who have demonstrated the highest aptitude in language proficiency in the execution of their duties. Those selected will return to the Directorate of Regional Studies and Education, USAJFKSWCS, where they will enroll into a DLI-modeled curriculum designed to achieve a rating of 3 in all of the following: listening, speaking and reading capability.
- For those low-density languages, not identified as core languages, we will partner with other institutions that specialize in a broader variety of less commonly taught languages.

Regional Studies and Culture Program



Directorate of Regional Studies & Education, USAJFKSWCS, is developing three distinct levels of instruction in Regional Studies comprising the
Regional Expertise Program:

- **Basic** – (Initial Acquisition) Our basic level of instruction (currently embedded into our qualification courses) is designed for students to achieve a minimum understanding of foundational culture and regional analysis with Civil Affairs and Military Information support qualification course students engaging in further analysis using the PMSE-II-PT construct (systems of systems approach with regional flavor)
- **Intermediate** – (In development) – Currently imbedded within the Intermediate Language Course. Instructional outcomes focus on expertise specific to a region or country using the system of systems analysis approach, building on the expertise gained in the basic course as the vehicle to achieve informational dominance
- **Advanced** – (In development) Reapplication of the former Advanced Regional Analysis Course with updated and relevant learning outcome modules. Graduates will be able to demonstrate country and regional knowledge, analyze regional events and issues and apply cultural awareness to major cultural patterns in focus region
- **Cultural Support Team** – Basic cultural orientation for female operational support personnel assigned to support ARSOF operational units. Current emphasis is for the Afghanistan Theater of Operations.

If we don't do this **who will?**

The future of our regiments is predicated upon our ability to produce adaptive SOF leaders who have leadership qualities based upon humility, critical thinking, comfort with ambiguity, acceptance of prudent but calculated risks and the ability to make rapid adjustments based upon a continuous assessment of the situation. These leaders must be highly trained in warrior skills and highly educated.

