

J-NEXT

Strategically Rebalancing
Joint-Combined SOF Education
Across the Learning Continuum
utilizing Outcomes-Based
Military Education (OBME)



Amie Lonas, Ed.D.

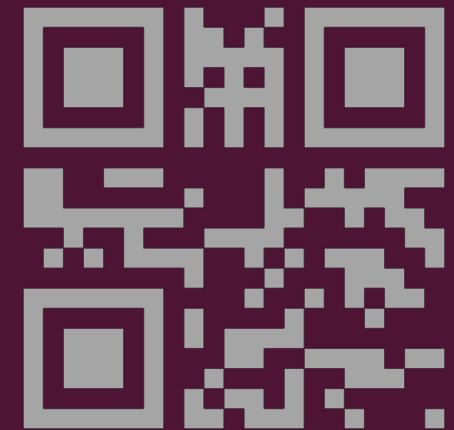
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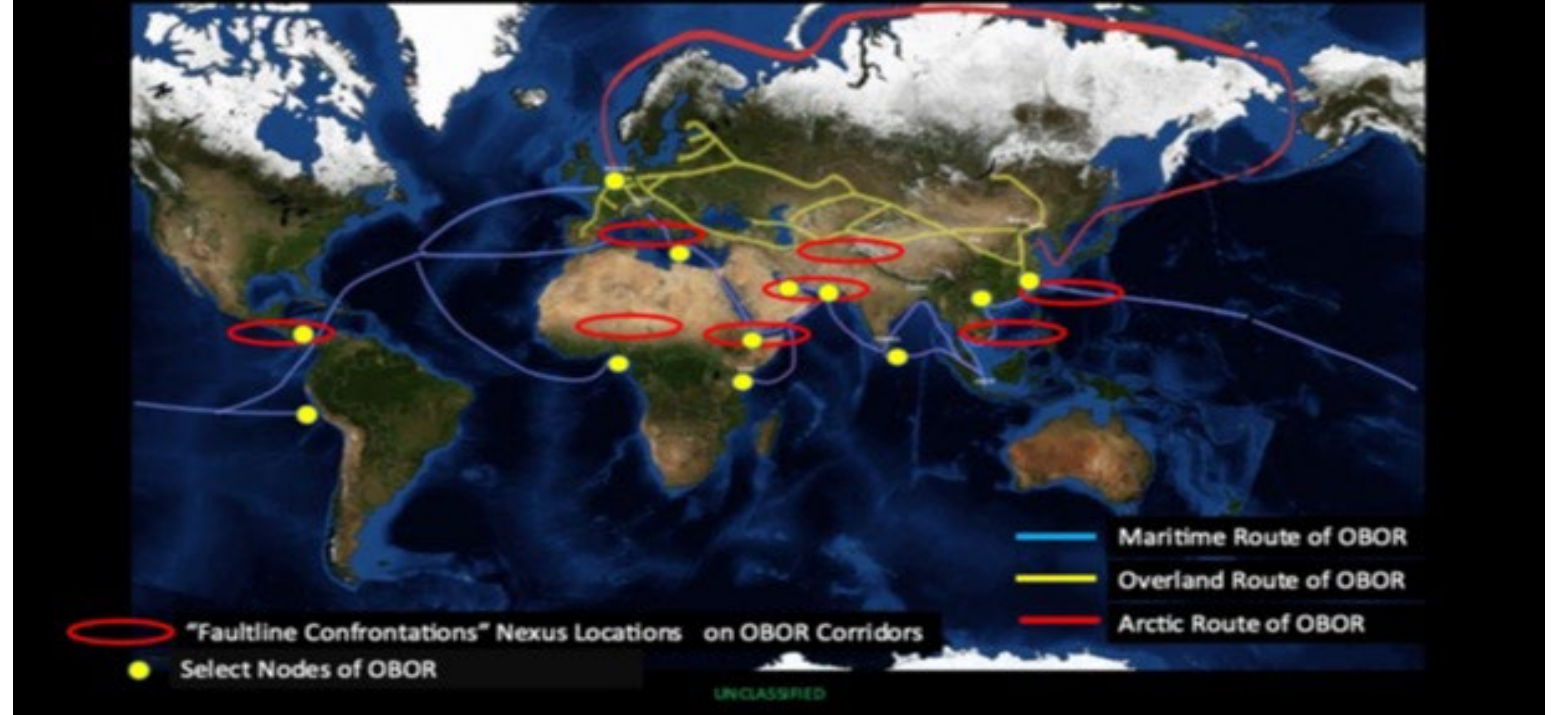
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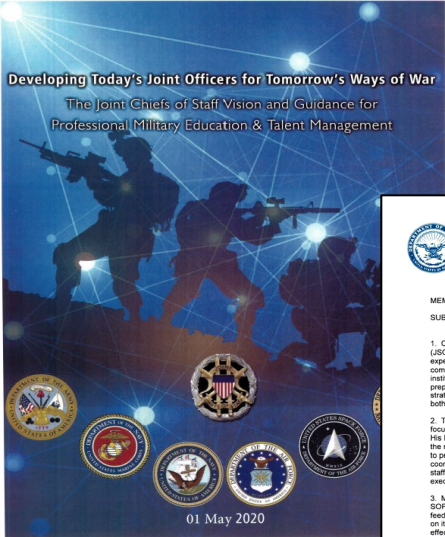
Understanding & 'Moving Out' on our 'Marching Orders' ... Our "REF-As"


CHANGING GEOPOLITICAL COMPETITION ARENA → COMPOUND SECURITY COMPETITION





Understanding & ‘Moving Out’ on our ‘Marching Orders’ ... Our “REF-As”





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UNITED STATES SPECIAL OPERATIONS COMMAND

OFFICE OF THE COMMANDER

7701 TAMPA POINT BOULEVARD

MACOLLA AIR FORCE BASE, FLORIDA 33621-5223

5 June 2020

MEMORANDUM FOR INCOMING PRESIDENT, JOINT SPECIAL OPERATIONS UNIVERSITY

SUBJECT: Command Guidance Memorandum

1. Congratulations on your selection as the President of the Joint Special Operations University (JSOU). As you prepare to preside over JSOU, I wanted to provide you with some initial expectations and guidance. You will preside over JSOU as our Nation and global partners face complex security challenges and ongoing disruption to social and geopolitical norms, institutions, and structures. Through these turbulent times, JSOU will be instrumental in preparing Special Operations Forces' (SOF) leaders to address current and unforeseen strategic and operational challenges, among them with the ability to think through problems with both knowledge and insight.

2. The Deputy Commander will provide you broad guidance and direction, ensuring JSOU is focused on Command priorities and supporting our forces in the most effective way possible. His leadership of the SOF Education Council will be the primary driver for aligning JSOU with the needs of the SOF enterprise. I am very interested in the direction of JSOU and look forward to periodically meeting with you to maintain awareness of your efforts. Day to day, you will coordinate with the Chief of Staff to ensure JSOU remains integrated with the Headquarters staff and SOF enterprise business processes. Provide him any concerns with your ability to execute the JSOU mission, now and in the future.

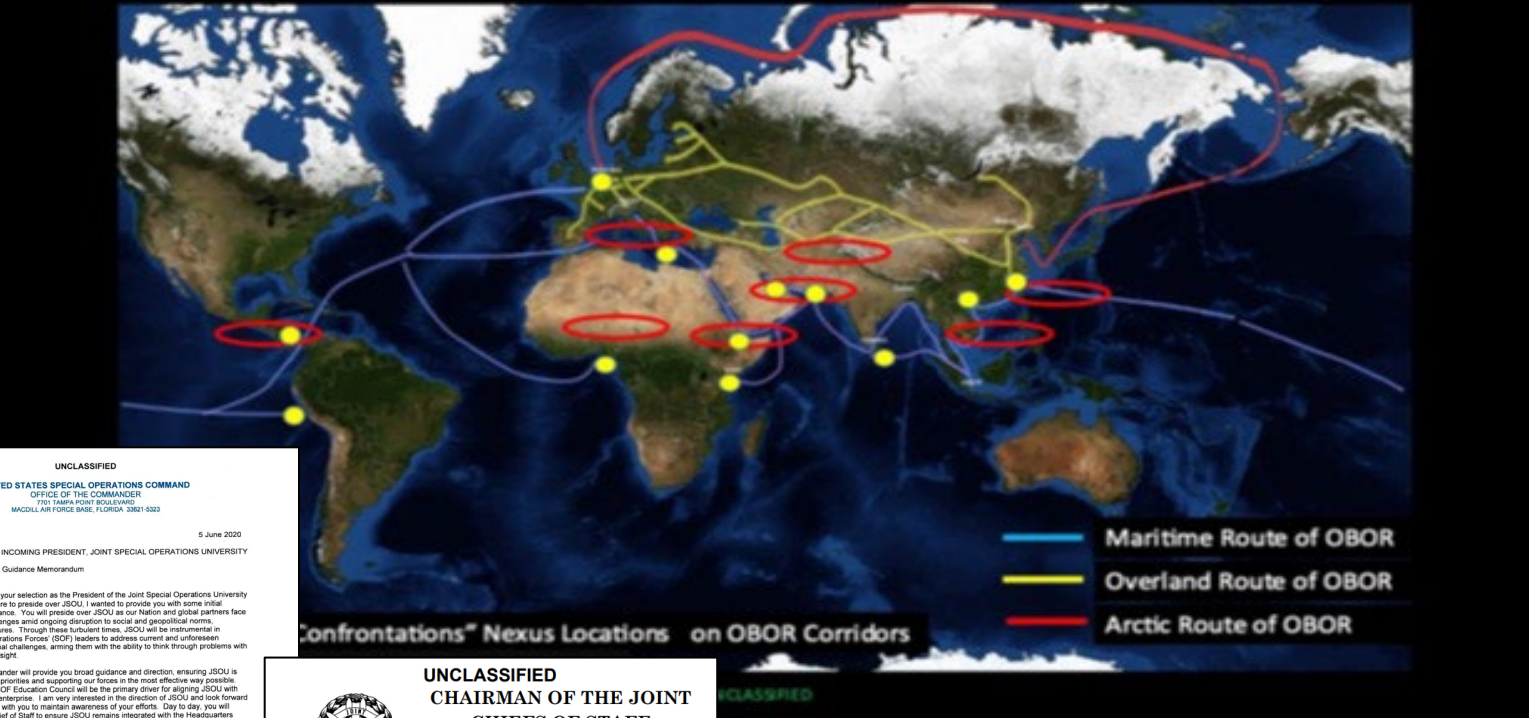
3. Make the time early on to talk with each of the J-Staff Directors to gain their perspectives on SOF education and how their functions relate to JSOU. The Directors are a valuable source of feedback as you shape JSOU to be the center of Joint SOF thinking. JSOU's success hinges on its integration with all the Headquarters functions so that our support to the enterprise effectively anticipates warfighter requirements. As you navigate JSOU through the coming years, guard against "business as usual" patterns—the dynamic nature of our operating environment demands flexibility and adaptation in our thinking. The undercurrent of continuation bias can be difficult to overcome if not recognized and addressed.


4. **Vision and Mission.** The current JSOU vision is to be SOF's advantage, sharpening minds by inspiring ideas, connecting people, and accelerating learning. I ask that you and your team review this vision and provide any recommended changes for JSOU's next. Develop a vision that reinforces JSOU's identity and direction, a vision that binds your team in a common goal. The JSOU mission is to deliver SOF-specific education to the SOF enterprise and priority partners to influence the current and future strategic environment. Along with JSOU's revised vision, provide me a proposed updated mission within the next 60 days that clearly reflects the essential tasks that your team will pursue each day. Orient on SOF support to the National Defense Strategy—the touchstone for our priorities—and USSOCOM's unique role in the Joint Force.

5. **Priorities.** Listed below are some specified focus areas. To prioritize your time and resources, start with the five SOCOM priorities and ask how can JSOU best support and

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF

INSTRUCTION

J-7

DISTRIBUTION: A, B, C, S

OFFICER PROFESSIONAL MILITARY EDUCATION POLICY

References:

See Enclosure C

1. **Purpose.** This Instruction provides policy guidance for the Professional Military Education (PME) of officers in the Armed Forces of the United States, with particular emphasis on Joint PME (JPME). It assigns responsibilities, establishes Joint Learning Areas (JLAs), and provides instructions regarding oversight and execution of Officer JPME. The Chairman of the Joint Chiefs of Staff (CJCS) authority for this instruction is found in Federal law (reference a), wherein CJCS is responsible for "...formulating policies for coordinating the military education of members of the armed forces."

2. **Superseded/Cancellation.** CJCSI 1800.01E, 29 May 2015, is hereby superseded.

3. **Applicability.** This policy is applicable to the CJCS, Service Chiefs, Combatant Commanders (CCDRs), President of the National Defense University (NDU-P), the President of the National Intelligence University (NIU), and their staffs and components, and to PME programs that are accredited as JPME per statute and listed in this policy.

4. **Vision.** The PME vision for 21st Century Joint Leader Development is a fully aligned PME/Talent Management system that develops leaders who are skilled in the art of war and the practical and ethical application of lethal military power. The intent is the development of strategically minded joint warfighters who think critically and can creatively apply military power to inform national strategy, conduct globally integrated operations, and fight under conditions of disruptive change.

5. **Policy.** In accordance with applicable Federal law (reference b) and Defense Policy (reference c), it is CJCS policy that officer PME programs will:



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Mission: JSOU prepares SOF professionals to address strategic and operational challenges, arming them with the ability to think through problems with knowledge, insight, and foresight.

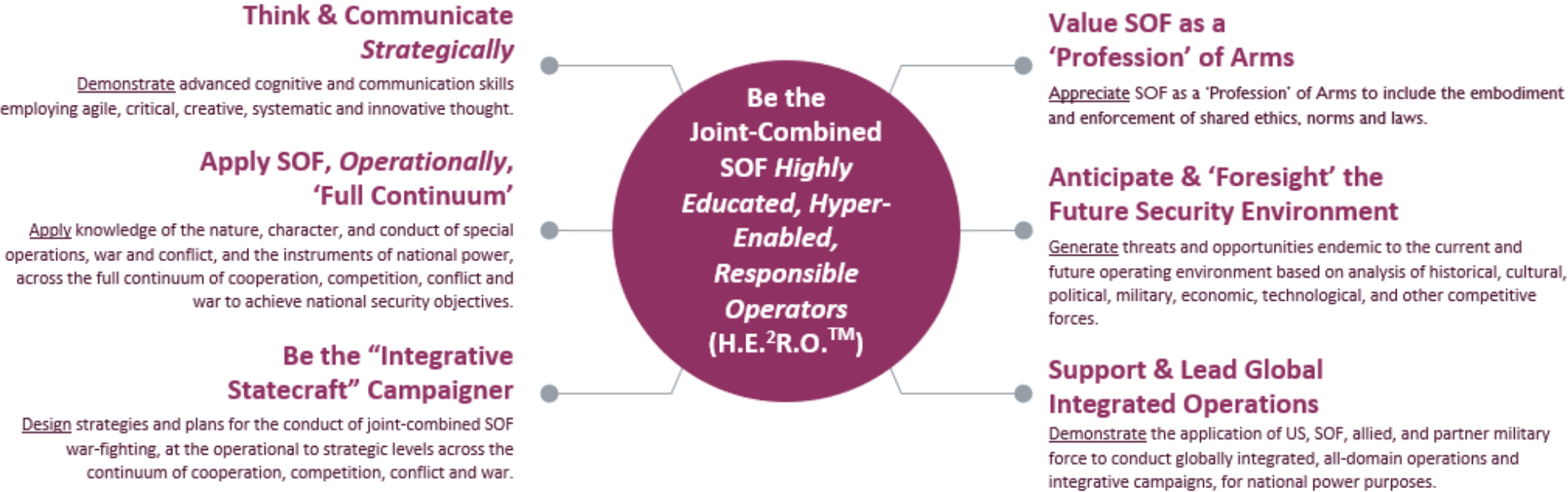


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Fourth Age SOF Education Enabling FUTURE SOF LEADERS to...

Institutional Learning Outcomes (ILOs)





Joint-Combined SOF Core Competencies

LEARNING PATHWAYS IN ACTION (LPiA)
JSOF Support to

Resilience & Resistance

Strategic Influence Thru Informational Advantage

Strategic Intelligence & Emergent Technology

Design-based Integrative Campaigning & Statecraft

Leadership & the Joint SOF Professional Ethos



**Graduates are
Joint-Combined
SOF Enterprise
Highly Educated,
Hyper-Enabled,
Responsible
Operators
(H.E.²R.O.TM)**



Joint-Combined SOF Core Competencies

- **Competency:** Define the applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts.
- **Outcome:** A very specific statement that describes exactly what a student/[professional] will be able to do in some measurable way. There may be more than one measurable outcome defined for a given competency.

Kennedy, Declan & Hyland, Áine & Ryan, N.. (2009). Learning outcomes and competencies. *Using Learning Outcomes: Best of the Bologna Handbook*. 33. 59-76.

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LEARNING PATHWAYS IN ACTION (LPIA)
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Program Learning Outcomes



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Research & Analysis

Service & Outreach

Teaching & Learning

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Anticipatory and Prospective “Ideas Generation”

- Client-Sponsored Applied Research
 - JSOU Press
 - Quarterly Forum
- Student Research & Capstones

Research & Analysis

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Service & Outreach

Discretionary and Non-discretionary Learning Experiences

- Modularity
- OBME
- Multiple Delivery Modalities
- Authentic Assessment
- 5 new Integrated Programs of Study (IPoS)

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Teach-to-Know/Inform

Introduce the competency and provide foundational knowledge necessary for subsequent learning.

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Teach-to-Enable

Unique learning opportunities that provide additional lenses to analyze the operational environment.

Elective & Special Programs



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Integrative Experiences

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Strategic Influence Thru Informational Advantage

Lessons → Modules → Courses → Programs

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WHO?

Joint-combined SOF Professionals

WHAT?

Research-informed anticipatory and prospective OBME supporting the 5 joint-combined SOF competencies

WHERE?

JSOU multiverse

WHEN?

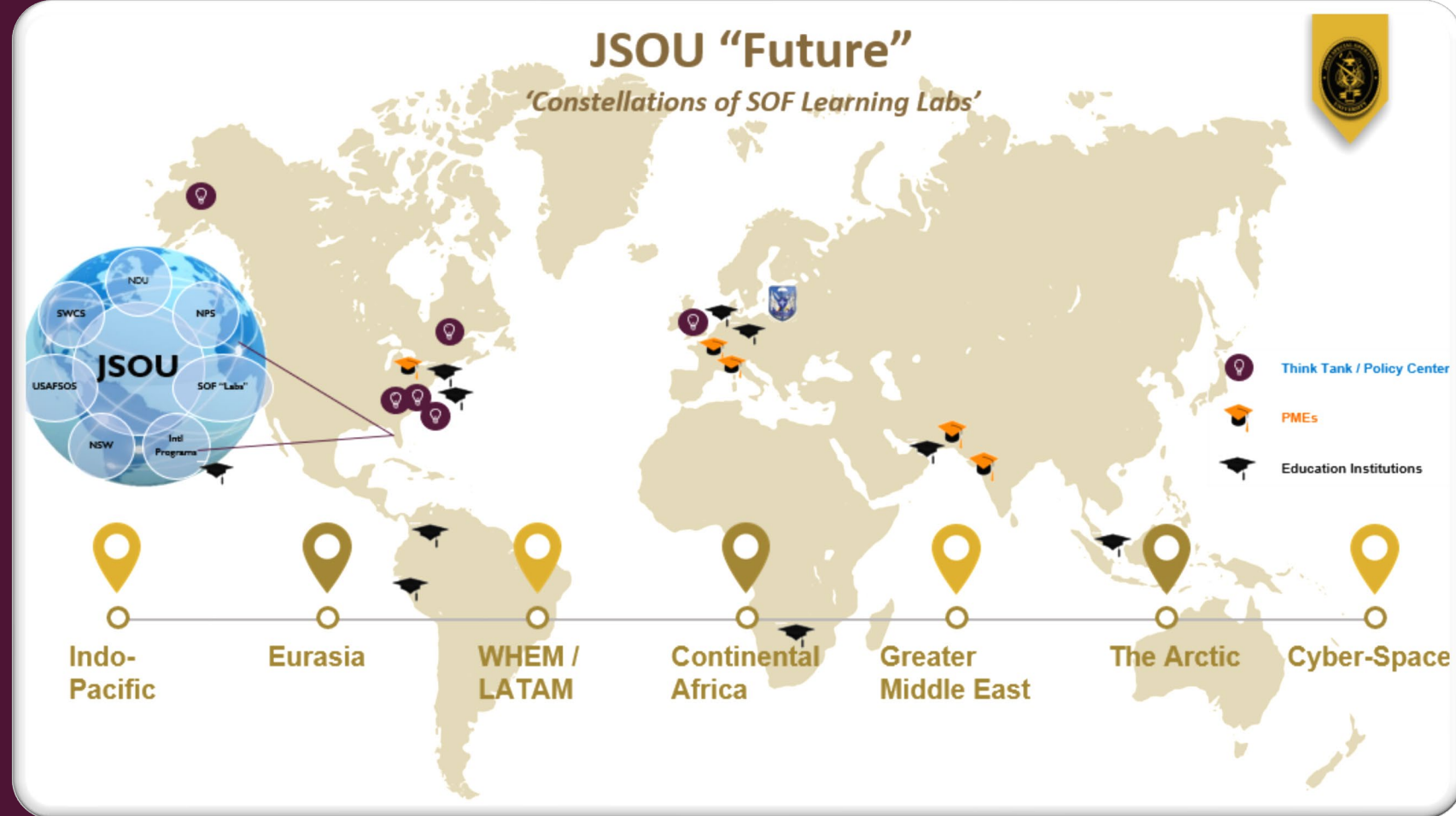
Multiple touch points along the career span

WHY?

National strategic advantage

HOW?

Multiple delivery modalities



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