

COMMANDER'S INFORMATION HANDBOOK
ON
SQUADRON OFFICER COLLEGE (SOC)



Commanders,

This handbook is designed to give you an overview of the professional military education programs provided by Squadron Officer College (SOC). You will find that our best known program, Squadron Officer School (SOS), is covered in great detail. The information provided on the 8-week resident course is designed to answer the most common questions and point out the common trouble spots our students experience. A key to understanding the SOS contributions to each student's training report is also provided. We prepared this information to assist you, as a commander, in selecting your officers and Department of the Air Force civilians to attend in-residence primary developmental education. The intent is to explain our processes and foster commander-to-commander engagement in order to avoid potential issues.

This handbook also addresses other aspects of SOC such as the distance learning course, leadership development program, online master's program, and the faculty that make it all happen. All of our programs are focused on improving your officers' abilities to lead, enabling them to better fly, fight, and win.

Please take time to review this handbook and help us with the SOC mission of educating, motivating, and inspiring our future senior leaders.

Colonel Gerald V. Goodfellow
Commander and Commandant

TABLE OF CONTENTS

SOC VISION & MISSION STATEMENT..... 1

SOC ORGANIZATION..... 2

 1. Purpose..... 2

 2. Programs..... 2

SOS RESIDENT PROGRAM..... 4

 1. The SOS Experience - Eight Week Course..... 4

 2. New Experiences & Opportunities..... 5

 3. Return on Investment..... 6

 4. SOS Process..... 6

 5. Post-Arrival Information & Course Administration..... 9

SOS DISTANCE LEARNING COURSE (MSOS003)..... 13

LEADERSHIP DEVELOPMENT PROGRAM (LDP)..... 14

ONLINE MASTERS PROGRAM – LEADERSHIP CONCENTRATION (OLMP-LC)..... 15

FACULTY..... 16

 1. Instructor Duty..... 16

 2. Faculty Development..... 17

ACRONYMS 18

SOC CONTACT INFORMATION..... 19

SOC VISION STATEMENT

SOC's vision for the future is to be the USAF's premier leadership-development institution. SOC will achieve this vision by creating and maintaining a team dedicated to:

- ³⁵₁₇ Coaching and mentoring airpower leaders today, preparing the senior leaders of tomorrow.
- ³⁵₁₇ Recruiting the right people in the right numbers to develop the most respected military faculty in Professional Military Education.
- ³⁵₁₇ Developing and wielding relevant, agile, and engaging curriculum based on a defensible core that is focused on the specific needs of SOC's customers.
- ³⁵₁₇ Delivering unparalleled educational opportunities through robust academic partnerships and state-of-the-art learning environments.
- ³⁵₁₇ Identifying, obtaining, and leveraging financial, manpower, physical and technological resources to ensure mission success.

SOC MISSION STATEMENT

SOC develops Company Grade Officers as leaders of integrity ready to fly, fight, and win.

SOC ORGANIZATION

1. Purpose

SOC's first Commandant, Colonel Russell Ritchey, stated the school's purpose (circa 1950) was to "educate, motivate, and mentor Captains as current and future Air Force leaders." While the instructional techniques and delivery methods of SOC have changed over the years, our purpose has not. SOC is an environment where our company grade officers learn about leadership skills, enhance their current skills, and get the chance to exercise these skills in a setting where failure doesn't mean the loss of life or national treasure. In short, SOC's purpose is to graduate officers more capable of effectively leading the USAF in the 21st Century security environment.

2. Programs

Squadron Officer College administers four main programs: Squadron Officer School, the Leadership Development Program, a contribution to Air Command and Staff College's (ACSC) online master's program, and faculty development. SOS is available in two formats, an 8-week resident program and a distance learning course. These four programs are highlighted below, and further details about each program can be found in the sections that follow.

Squadron Officer School:

³⁵₁₇ SOS Resident Program: Beginning in January 2012, SOS transitioned to an 8-week course comprised of 196 hours of instruction across five disciplines. The curriculum is delivered through a combination of instructor-guided flight room discussions, formal and informal lectures, and experiential learning events conducted throughout the 8-week course. SOC supports over 3,500 students annually in its resident program, both military and civilian.

³⁵₁₇ SOS Distance Learning (DL) Course: The SOS DL program (MSOS003) was updated in January 2013 to consist of four individual courses. The first three courses are self-paced, each culminating in a proctored multiple choice exam. The fourth module is a 4-week facilitated course that includes monitored discussion threads and various written assignments. Students complete SOS DL by achieving a passing score on each of the four integrated courses of study. SOC supports some 8,000 students annually in its distance-learning course, to include over 1,600 civilians.

Leadership Development Program (LDP): This program is a series of graduate-level professional education courses that expand leadership development opportunities to all USAF and sister service officers in the rank of Second Lieutenant to Captain. The 4 voluntary courses focus on areas not already covered in the SOS curriculum, to include: flight commander leadership, organizational leadership, expeditionary leadership, and officer orientation. It is well-suited to be a flight commander course for those officers serving in traditional wings.

Online Master's Program – Leadership Concentration (OLMP-LC): This program is a combined effort between SOC and ACSC. It was developed to provide CGOs with an accredited, graduate-level learning opportunity directly applicable to their careers.

Faculty Development: We prepare our SOC faculty members to teach curriculum in a peer instructional environment while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. Faculty development is a continuous process, as instructors are routinely introduced to techniques and applications that promote effective curriculum delivery. The result is a cadre of inspirational instructors skilled at planting the seeds of leadership development in over 11,500 students annually.

SOS RESIDENT PROGRAM

1. SOS Experience - Eight Week Course

SOS builds upon the knowledge and skills imparted through pre-commissioning and professional experience to deliver a unique learning environment to Air Force CGOs and Department of the Air Force (DAF) civilians. During the course, students comprehend and embrace core values, ethics, and principles of officership that are distinct to the profession of arms and service in the US Air Force.

SOS emphasizes personal, team, and organizational leadership, equipping its students with theory, doctrine, and practical experiences. The curriculum empowers them to seek and capitalize on leadership opportunities through which they spur themselves, their subordinates, their peers, and their units to mission success and organizational excellence. Instruction is illustrated and reinforced through the measured use of military history examples as well as joint and service doctrine.

In support of the school's leadership emphasis, SOS students will comprehend and value the capabilities and limitations of the US Armed Forces and the manner in which joint forces are organized and led to achieve joint force commanders' mission objectives. SOS students are also alerted to the unique challenges inherent in today's international security environment and constantly seek opportunities to achieve success given the myriad constraints and threats this environment encompasses. SOS students are challenged to communicate effectively through the spoken and written word, conveying their ideas and instructions logically in a manner that informs, motivates, and inspires subordinates and peers alike.

The 196-hour, graduate-level curriculum accomplishes the SOS mission by testing and evaluating students on the entire spectrum of the full-range leadership model, as well as the profession of arms, warfare studies, effective communication, and international security studies. During the course, students are presented lessons in a building-block approach of six phases: individual reflection, team-building and leadership, flight and squadron leadership, leadership at the group and wing level, leadership in the joint environment, and USAF at the strategic leadership level. Students thus learn about their personal leadership skills and demonstrate not only how they fit into the Air Force but also how their service supports joint, national, and international operations.

International Officers (IOs): Annually, approximately 100 IOs attend SOS after graduating from the 7-week SOS Preparation Course located at the International Officer School (IOS) at Maxwell AFB. Three times per year, many, but not all, SOS flights have an IO as a member in their flight. This unique opportunity enables IOs and CGOs to share experiences and perspective on their respective cultures and military.

Total Force: On average, SOS annually hosts 3,000 Line of the Air Force (LAF), 218 Non-LAF, 107 Air National Guard, 107 Air Force Reserve officers, and up to 100 DAF civilians. This diversity transfers to the flight rooms, enabling students to see multiple perspectives as they relate to the curriculum.

Academics: The program consists of traditional academics targeted in five areas of study: the Profession of Arms, Leadership, Communications, Warfare, and International Security Studies. A typical academic day consists of 6 hours of contact time with an instructor. This is deliberate, and allows students time for fitness, research, introspection, and flight team-building events. We want each student to maximize the time dedicated to these events to promote personal and professional growth.

Experiential Activities: The primary way we reach application-level learning of the material discussed in the classroom and during lectures is through our experiential activities. These activities include Project X, Field Leadership Exercise (FLEX), and Team Leadership Problems (TLPs). Project X is in essence a combination Obstacle, Confidence and Problem-Solving course. The obstacles force students to use their team-building, leadership and followership, communication, and problem-solving skills in a time-limited scenario. During FLEX, students engage in a doctrinally-based field simulation designed to reinforce basic concepts in Air Force doctrine, strategy, and joint air operations in a situational environment that demands team interaction, problem solving, leadership, and communication. TLPs are physical and mental puzzles the students solve using the critical-thinking and problem-solving skills they have honed here at SOS.

Visiting Instructors: We also integrate guest speakers into our SOS curriculum. We believe that access to inspirational speakers, top leaders, and other subject matter experts is one of the key benefits of our resident program, which is why we host a “Commandant’s Lecture Series” throughout the course and conclude the course with a “Warrior Symposium,” an opportunity for our students to interact with distinguished warfighters from the past and present. Recently, students have had opportunities to learn from guest speakers ranging from the Secretary of the Air Force to some of our original Tuskegee Airmen.

2. New Experiences & Opportunities

SOS Think Tank Elective: This intense, 7-week elective harnesses CGO intellectual capital to provide new perspectives, recommendations, and ideas to senior leaders concerning MAJCOM- and USAF-level strategic problems. Students first go through a rigorous selection process within their student squadron. Once selected, they tackle the provided topic and produce a research paper and presentation for senior leadership. The students must also produce the staffing piece to route their products to senior leadership, much like they would as an Action Officer on a higher headquarters staff.

Electives: Our electives program allows students the chance to engage with experts around Air University through presentations that cover all five of the SOS core curriculum areas, with the purpose of delivering a breadth of graduate-level presentations to our students. Students are required to attend at least one elective course per week and are encouraged to touch on as many curriculum areas as possible to build upon the basic concepts taught in the flight room.

Classified Electives: Classified electives provide CGOs a breadth of knowledge outside their Air Force Specialty at the SECRET level. Some of the classes offered include Intelligence, Surveillance, and Reconnaissance; Space Operations; and Intelligence Community. These

electives provide an introductory level knowledge needed for future commanders to speak intelligently in a joint world when representing airpower, and our USAF, on a broader level.

3. Return on Investment

Eight weeks is a significant amount of time, but a worthy investment toward the personal and professional development of your officers. SOC provides your officers the mentorship and tools to further develop their leadership, followership, and communication skills, as well improve their physical fitness and cross-Air-Force-specialty awareness. At the end of the program, our students will gain tools to be better officers, leaders, and warriors; but to what degree depends on their investment. It will be up to the students themselves to determine how the SOS experience will be used when they return to their operational units.

4. SOS Process

The Road to SOS: AF/A1 determines the total number of in-residence allocations per year. These allocations are provided to AFPC and shared across USAF MAJCOMs/AFRES/ANG. Training Coordinators at these levels then communicate the available allocations to the Wing/DRU level.

Eligible health care and legal officers are selected by their respective MAJCOM staff agency. DAF civilians apply using AF Form 4059 to AFPC/DPIFA. Each Wing/DRU selects nominees who meet eligibility requirements to attend SOS and sends the names of the nominees to the MAJCOM for final selection.

MAJCOM nominees are forwarded to AFPC for compilation. SOC Student Services downloads the class roster from AFPC 2 weeks prior to class start.

Typical Annual Schedule: SOS offers five resident classes per fiscal year. Each class is 8 weeks long and is followed by a 2-3 week instructor preparation and administration period. The typical schedule is as follows:

SOS Class Number	Class Start Date	Graduation Date
FY A (ex. 13A for 2013)	Mid/Late Oct	Mid Dec
FY B	Early Jan	Early Mar
FY C	Mid Mar	Mid May
FY D	Late May	Late Jul
FY E	Early Aug	Early Oct

Eligibility: In accordance with (IAW) AFI 36-2301 *Developmental Education*, Active Duty captains must have more than four years and no more than seven years Total Active Federal Commissioned Service (TAFCS) at class start. The waiver authority for students beyond 7 years TAFCS to attend for SOS is the MAJCOM A1. This authority may be delegated to the Wing level. Wing Commanders should consult with their parent MAJCOM. Students may NOT pin on Major either before or during their SOS class. ANG captains are eligible for resident SOS if the Total Years Commissioned Service (TYCS) is less than 11 years. AFR captains in pay category A or B are eligible for resident SOS if the TYCS is less than 11 years. DAF civilian employees

GS-09-11, (Pay Band) PB 2 are eligible to attend. LAF-J officers are not required to have four years of TAFCS to attend SOS.

Commander's Role : Prior to departure for SOS, commanders are encouraged to meet with and confirm their officer's ability to meet entry requirements, both professionally and physically. Students are required to successfully complete a fitness initial safety test (FIST) on day two of SOS. See the fitness section below for more details.

Waiver Authority & Exception to Policy (ETP): The SOC/CC is the waiver authority for any ETP requests. The SOC/CC is inclined to approve ETP requests and will not disapprove without first speaking to the requesting Wing/CC.

Officers with temporary profiles are normally not authorized to attend SOS. SOS is a physically demanding program, and we want all students to be able to participate in all events. A student's inability to participate hinders his/her potential to excel in SOS and also impacts the flight performance. Normally, if a student has time to complete the program when healthy enough to fully participate, requests for ETP will be denied. If there are extenuating circumstances related to the student's profile, long-term medical concerns, upcoming deployment, promotion boards, etc., then consideration will be given to requests for ETP.

The process for an exception to policy is outlined on the SOS website. The key to this request is that the request be made by the Wing/CC (or equivalent) directly to the SOC/CC. No later than five days prior to class start, any students requesting an ETP should have the completed package routed through the home unit Wing Commander (or equivalent) to SOS Executive Services (soc.dps@us.af.mil).

Profile & Form 469: An AF Form 469 containing Code 31 designates an illness or injury which will be resolved within 31-365 days. This is considered a temporary profile. An AF Form 469 containing a Code 37 designates a condition which requires a medical evaluation board. This is considered a long-term profile.

Students who have undergone a Medical Board and retained by the Air Force will not need to submit an ETP request; however, this profile must be communicated to SOC/OD NLT five days prior to class start.

Fitness: A major component of the SOS experience revolves around fitness. IAW AFI 36-2301 *Developmental Education*, all students must have a current physical fitness assessment for the duration of the class. Students are also required to successfully complete the FIST (day two) to ensure they are physically fit to complete the course. IAW AFI 36-2905 *Fitness Program*, students failing to meet FIST standards will be evaluated for administrative elimination.

Male	<30	30-39	40-49	50-59
1.5 Mile	13:36	14:00	14:52	16:22
Sit up	42	39	34	28
Push-up	33	27	21	15
Female	<30	30-39	40-49	50-59

1.5 Mile	16:22	16:57	18:14	19:43
Sit up	38	29	24	20
Push-up	18	14	11	9

Exceptions to this requirement (e.g., recent return from deployment) are outlined on the SOS website. Requests for ETP must be routed as per the guidance in the Waiver Authority & Exception to Policy section of this document. Regardless, the individual’s physical fitness assessment must be annotated as “Exempt” for the duration of the course.

Students must maintain a consistent fitness regimen during their course. All students will actively participate in a fitness program to meet weekly mandatory conditioning points. The program is designed to gradually improve endurance and cultivate a long-term commitment to physical fitness as expeditionary Airmen.

Unaccompanied TDY & Lodging: SOS is designed around the unaccompanied TDY student. At times, students will need to be able to transition to and from outdoor events within a short amount of time. Residing in on-base lodging best facilitates this need.

SOS lodging is managed by 42 ABW/FSS and rooms are automatically reserved for unaccompanied students through their graduation date. Late departures must be coordinated in advance with the Lodging office. Students who intend to make other lodging arrangements must notify SOC Student Services not later than (NLT) 14 days prior to class start. Students residing on base will receive partial per diem for Maxwell AFB.

Accompanied Students: Current lodging policy does not allow students to have children in Officer’s Quarters, but does allow spouses. Students need to submit the request for spouse to reside in the dorm through SOC Student Services NLT 14 days before class start. Additionally, lodging non-availability slips will not be provided unless the student’s family members are on their travel orders. Students who bring families must find lodging off-base at their own expense. Students who are authorized (i.e. family members on travel orders or lodging non-availability slips) to stay off-base will receive full per diem for the Montgomery area.

SOS is a time-intensive course and requires work outside the classroom, so spouses should expect students to spend a large portion of after-hours time on SOS projects. During week one, spouses are invited to attend an ice-breaker event to meet other student spouses, gain a better understanding of SOS, and learn about activities at Maxwell AFB and the Montgomery area. Additionally, spouses are invited to see the last Project X event and are invited to watch Field Day activities. At the end of each class, the SOS Student Council selects a spouse to be the recipient of the Sidney G. Ellis Spouse Participation Award.

TDY Enroute Student Billeting: Accompanied students with children that are TDY enroute to SOS will be given preference for on-base Temporary Living Facility (TLF) use. If occupancy does not allow, students will be given a non-availability slip to procure lodging off-base. Additionally, SOS will group these students with other accompanied students to the maximum extent possible for mutual support, off-duty teambuilding, etc.

Late Adds: When allocations are not filled, when a student leaves due to administrative elimination during week one, or when a student does not show up for SOS, AFPC coordinates with Wing Training Coordinators to fill vacancies. If this process does not fill these vacancies, then SOS will use local replacements or seek unit-funded replacements depending on the status of the student they are replacing.

Flying at SOS: IAW AFI 11-401 *Aviation Management*, rated officers will not perform flying duties during periods of non-flying TDY, permissive TDY, or while on leave. MAJCOM/A3 may approve exceptions on an individual case basis. We request commander-to-commander notification if you elect to pursue this waiver.

Computer Access: SOS curriculum is now delivered via the in-residence SOC Blackboard® Learning Management System. No hardcopy materials are provided. SOS requires students to bring a computer/laptop to access public internet sites while at SOS. The device may be personal or unit-issued government owned equipment, but must be able to connect to a commercial internet service provider and will not be plugged into the base af.mil network. SOS does not require students to print any materials; therefore, if they wish to print, they are encouraged to bring their own printing device.

5. Post-Arrival Information & Course Administration

Administrative Recall: Once enrolled in the course, units may recall students as required (family emergency, ops requirement). If the recall is within the first week of the course, units may send a replacement. Students recalled within the first 10 education days are normally allowed to return for a later course.

Disenrollment: Students may be disenrolled for multiple reasons, including plagiarism and uncorrected marginal or deficient performance as well as discipline problems. IAW AFI 36-2406 *Officer and Enlisted Evaluation Systems*, a student will receive an AF Form 475 on completion or elimination from SOS. In the event of student marginal or deficient performance, the STUS/CC will contact the student's Sq/CC or supervisor equivalent as required to ensure the home unit is aware. Depending on the reason for disenrollment, a student will either be disenrolled "With" or "Without Prejudice." "With Prejudice" indicates that the officer may not return to the SOS resident program.

Arrival without Exemption to Policy (ETP): Students unable to meet SOS policies who arrive without an ETP will be sent back to their home units. The most common ETP is for fitness. IAW AFI 36-2301 *Developmental Education*, all students must have a current physical fitness assessment for the duration of the class. Students are also required to successfully complete the FIST (day two) to ensure they are physically fit to complete the course. IAW AFI 36-2905 *Fitness Program*, students failing to meet FIST standards will be evaluated for administrative elimination.

Excused Absences & Passes: Absences from any scheduled activity or instructional period are allowed per discretion of STUS/CC or SOC/CC. STUS/CCs may authorize student duty absences up to three days. If in excess of three duty days, the SOC/CC or CV is the approval authority. SOC will ensure student absences are covered by an authorized special pass, appropriate leave, or special orders.

Injuries and Notifications: In the event a student becomes injured while at SOS, the STUS/CC will contact the home unit (as needed) based on the severity of the injury.

TDY Enroute Student ADCON: SOC/CC has ADCON, but will contact the losing and/or gaining commander.

Uniforms: Military uniform of the day (UOD) is typically ABU/flight suit Monday through Friday. Certain academic days will require students to wear Blues. Service Dress is required for the opening day ceremony, flight photo, and graduation ceremony. USAF PT gear is also required for all military students, and more than one set is recommended.

Students must bring at least one serviceable ABU combination for rugged outdoor activities; an additional set of boots is recommended. Students are required to wear standard issue ABU/flight suit headgear while at SOS. Unit hats, t-shirts, and morale patches are not authorized.

Civilian attire for the classroom should be comparable to the military short-sleeve Blues combination. Khakis and slacks or skirts with collared shirts or blouses are examples of acceptable wear. When military students are in Service Dress, civilians should wear coat and tie or equivalent professional wear. Civilian students should also bring blue PT shorts (mid-thigh or longer) with no writing or designs.

BDUs will be issued to civilians for classes requiring field gear. Civilian students may wear boots or personal athletic shoes with issued BDUs, but personal combat boots or ankle supported athletic shoes are highly recommended.

International Officer uniform guidance is provided by the International Officer School.

Graduation: Graduation is an education day. For planned non-attendance, an ETP must be requested from the Wg/CC (or equivalent) to SOC/CC prior to graduation.

SOS Training Reports (AF 475): IAW AFI 36-2406 *Officer and Enlisted Evaluation Systems*, a student will receive an AF Form 475 upon completion of or elimination from SOS. SOC will ensure the AF Form 475s are developed and delivered to AFPC NLT 60 days after graduation. SOC will expedite each AF Form 475 as required for students meeting upcoming boards. Students must confirm their records are reflected accurately in automated records management system (ARMS).

The following categories are used to evaluate student performances at SOS.

Category I --Top

- Displayed the highest moral and physical courage--took charge in extremely challenging leadership situations
- Significant positive impact on flight cohesion--professionally tackled conflict--forged unified & focused team
- Independent critical thinker--provided key data and formulated clear solutions for difficult analytical problems
- Superb communicator--exhibited outstanding proficiency in all facets of formal and informal communication
- Expeditionary focus--clearly articulated dynamics of national security strategy in changing global environments
- Stand-out among peers--talented Airman & leader--demonstrated thorough mastery of demanding curriculum

Category II -- Middle

- Excellent leadership ability--skillful performance in extremely challenging leadership situations
- Contributor to flight cohesion--used interpersonal skills to resolve conflicts and enhance team unity
- Problem solver--gathered/processed data resulting in solutions for difficult analytical problems
- Effective communicator--exhibited proficiency in all facets of formal/informal communication
- Expeditionary focus--understands national security strategy and its role in global environment
- Dedicated professional--comprehended tough curriculum and played an important role in the flight

Category III -- Bottom 15%

- Made solid contributions during dynamic leadership activities
- Team player--capable, constructive, and conscientious flight member
- Helped identify data resulting in solutions to difficult analytical problems
- Demonstrated ability to communicate formally and informally
- Understands how national security strategy affects the Air Force
- Professional--grasped curriculum and contributed to the flight's mission

Category IV -- Discretionary

- Contributed during dynamic leadership activities
- Helped flight solve difficult analytical problems
- Communicated formally and informally
- Learned about national security strategy

Category V -- One Line Report (Should Be A Rare Exception)

- Met minimum requirements for graduation

Other bullets on the training report indicate highly rated Distinguished Graduates (DG), student council participation, or SOS think tank participation.

Highly Rated Distinguished Graduates

Background: Along with the Top 5% of the DGs, this block contains the following comments if applicable:

Student Council Participation

- Student Council president--competitively selected by SOC/OD to represent 8XX students from 6 squadrons
 - Leadership contributed to class morale and enhanced the learning opportunity for the student body
- Student Council member--competitively selected by Sq CC to represent 1XX students from the squadron
 - Leadership contributed to class morale and enhanced the learning opportunity for the student body

SOS Think Tank Participation

Think Tank group selected by SOC/CC to present their findings to Senior Leaders:

- Member of leading "SOS Think Tank" team selected by SOC/CC to present strategic level issues and actionable solutions to AF general officers
 - Competitively selected for "SOS Think Tank," 14 hours of intense contact time, 30+ hours of preparation and graduate quality team research deliverables produced beyond SOS curriculum

Think Tank group not selected by SOC/CC:

- Competitively selected for "SOS Think Tank," 14 hours of intense contact time, 30+ hours of preparation and graduate quality team research deliverables produced beyond SOS curriculum
 - Graduate quality team research paper with an actionable solution to a strategic level issue

The following awards capture student performances at SOS. If a student receives an award it will be annotated on the student's training report.

- Commandant's Leadership Award (CLA)
- Squadron Nominee CLA
- Distinguished Graduate
- Chief of Staff Flight
- Squadron Right of Line Flight
- Top Third Flight
- General Hinman Academic Award
- Apollo 13 Problem Solving Award
- Outstanding Contributor

Bullets and further details for the above student awards are listed below.

Commandant's Leadership Award (CLA)

Award goes to the top graduate in each class. The number of students changes for each class. Once each year, the top graduate of each class competes for the SECAF Leadership Award.

1) CLA recipient

- #1 of (8XX), selected for Commandant's Leadership Award
 - Excelled in leadership, followership, teambuilding, problem solving, military studies, & communication

2) CLA nominee

- Squadron nominee for the Commandant's Leadership Award--#1 of (140) students in squadron (# Changes)
 - Excelled in leadership, followership, teambuilding, problem solving, military studies, & communication

Distinguished Graduates

1) All DGs

- Distinguished Graduate: selected as one of (XX) DGs in a class of (XXX) Air Force students (Number changes)
 - Exceptional performance in leadership, teambuilding, problem solving, military studies, and communication

2) Top 5% DGs – Stratification is listed in the Other Comments section instead

- Distinguished Graduate: #1 of (XXX) Air Force students (Number Changes Each Class)

Other Awards

- Member of the Chief of Staff Flight
 - #1 of (XX) flights in SOS: exemplified AF Enduring Leadership Competencies--exercised sound judgment, inspired trust, adapted & performed under pressure, fostered effective communication & teamwork (Number of Flights in SOS Change Each Class)
- Member of Squadron Right of Line Flight
 - #1 of (8) flights in squadron: exemplified AF Enduring Leadership Competencies--exercised sound judgment, inspired trust, adapted & performed under pressure, fostered effective communication & teamwork (Number of Flights in the Squadron Might Change Each Class)
- Member of Top Third Flight: one of (XX) "Outstanding" flights--demonstrated mastery of challenging curriculum (One-third of Number of Class Flights Might Change Each Class)
- Member of Apollo 13 Problem-Solving Award Flight
 - #1 of (XX) flights: exceptional ability to think critically, communicate effectively, & commit to plan of action (Number of Flights Might Change Each Class)
- General Hinman Academic Writing Award Winner (As of Class 12C)

- Received the Gen Hinman Award for Academic Performance; displayed highest standard of effective communication & commitment to excellence

- Outstanding Contributor--peer selected as #1 of 14 officers embodying AF Enduring Leadership Competencies
 - Consistently inspired trust, fostered effective communication, and promoted teamwork

SOS DISTANCE LEARNING (DL) COURSE (MSOS003)

Completion of the SOS Distance Learning course fulfills the Professional Military Education (PME) requirement for captains and presents content similar, but not identical to, the SOS resident curriculum. The course provides CGOs with leadership skills at appropriate points in their personal and professional development. This nonresident curriculum is based on the Institutional Competency List (ICL) provided in Air Force Policy Directive 36–26 *Total Force Development*. The ICL clearly delineates those skills necessary for officers' success. It constitutes a comprehensive set of abilities and knowledge that defines leadership competence. This course of study provides the necessary tools to execute and excel in the daily leadership and management challenges that characterize CGOs' duties.

The course is offered online via the Blackboard® Learning Management System and features web-based instruction that facilitates rapid courseware delivery. Course content focuses on developing critical-thinking skills through the application of principles acquired from the readings and a variety of interactive mediated vignettes and scenarios. The lessons include instruction, practice, and feedback in the thoughtful use of information to guide others, both individually and in groups, toward mission accomplishment. Students achieve lesson objectives online by self-study and then take course exams at designated education offices or other sanctioned testing control facilities (TCFs) where they receive immediate feedback on their performance.

Eligibility: All U.S. armed forces officers (Active Duty, Reserve, and National Guard) selected for the rank of Captain (O-3) or above are eligible for enrollment in the SOS DL course, to include 1st Lieutenants who possess a line number to Captain. Federal civilian employees in the grades of GS-9 and above who possess regionally-accredited baccalaureate degrees and have finished one year as a federal employee are also eligible for enrollment in SOS DL.

Academics: SOS DL students are required to complete four separate courses of study. The first three modules (Communication & International Security Studies; Leadership; and Warfare & Profession of Arms) are modeled after the five core curriculum areas of the SOS resident program. These modules are self-paced and culminate in proctored multiple-choice exams. The fourth course (Integration and Application) is a four-week instructor-facilitated course delivered on BlackBoard®, which includes monitored discussion threads and various written assignments. Officers can enter a cohort during a time period that best suits their needs. Once enrolled in a cohort we expect officers to be available for the entire 4 week period.

Disenrollment & Reenrollment: Students have 12 months to complete the SOS DL program with the option for a three-month extension, provided they complete the first two courses. Students who do not complete the program within the 12-month period are automatically disenrolled. Additionally, students are allowed one retest attempt after failing a test (minimum test grade of 70%). Students who fail the second test attempt are automatically disenrolled. Students who are disenrolled have the option to reenroll at any time, but will not receive credit for any previous work completed.

LEADERSHIP DEVELOPMENT PROGRAM (LDP)

The Leadership Development Program addresses selected topics from the Air Force ICL in a manner that facilitates students' performance within their individual specialties and jobs. The program is well-suited for a new flight commander and is a good alternative to a wing-led flight commander course. The courses comprising the LDP are specifically focused on students' needs in four select areas. Within each course, there is material that targets the knowledge and skills that students need in order to fulfill specific missions in the face of 21st century challenges. The LDP consists of four, self-paced, voluntary courses. The learning outcomes for each of the courses are listed below:

Expeditionary Leadership: Develops cultural awareness and reinforces a warrior ethos.

Flight Commander: Focuses on flight-commander-level leadership, specifically addressing these leaders' skills in developing and inspiring others, taking care of your people, and diversity awareness.

Officer Development: Improves students speaking and writing effectiveness, active listening and followership skills, and offers guidance to facilitate self-development.

Organizational Leadership: Concentrates on management tasks inherent in leadership today, specifically addressing continuous improvement, resource stewardship and leading change.

These courses are non-credit, Professional Continuing Education (PCE). Completion of these courses does not fulfill Professional Military Education requirements, nor does it award master's level credit in the Master of Military Operational Art and Science degree or any other Air University degree programs. The courses are open to all Lieutenants and Captains and are conducted on Blackboard®. Each course has a maximum time limit of 6 months.

ON-LINE MASTER 'S PROGRAM - LEADERSHIP CONCENTRATION (OLMP-LC)

OLMP is a combined effort between SOC and the ACSC offering an accredited master's degree program in a concentration specifically relevant to the needs of Air Force CGOs. The Leadership Concentration was developed to provide CGOs with an accredited, graduate-level learning opportunity directly applicable to their careers. Students complete the four SOC-provided leadership courses and the seven core courses that comprise the ACSC-offered degree to earn a Master's Degree in Military Operational Art and Science. The four courses comprising the Leadership Concentration of the OLMP are similar in content and approach to those that make up the Leadership Development Program, but are more rigorous and instructor-facilitated. The learning outcomes for each of the courses are listed below:

Team-Building Leadership: Focuses on students' skills in developing and inspiring others, caring for others to enable mission success, and comprehending and employing the unique contributions that every individual brings to the mission.

Expeditionary Leadership in Intercultural Contexts: Reinforces warrior ethos, presents concepts of hardiness of spirit and military bearing, and develops cross-Cultural Competency.

Foundations of Officership: Develops followership, self-assessment, and self-development skills, and effective verbal, written, and interpersonal communication skills.

Organizational Leadership: Addresses classical organization and social systems, open systems and leadership, organizational behavior, organizational communication, resource stewardship, continuous process improvement, and leading change.

FACULTY

1. Instructor Duty

In a memo to all Airmen (dated 8 Mar 12), former Chief of Staff of the Air Force Gen Norton A. Schwartz stated, "Our tomorrow will not be defined by the platforms, roles and missions, or the operations we undertake. It will be defined by our people. By investing our best Airmen to mold the next generation of leaders, we ensure that our Air Force is ready and able to master the challenges ahead." Leading and mentoring peers takes quality individuals. As you mentor your young officers, please consider them for duty at SOC.

Volunteering for SOC duty is a straightforward process. Simply contact the individual's career field functional manager to nominate potential instructor candidates. Every year, each functional team/career field must meet instructor duty quotas to Air Education Training Command. Ideal SOC instructor candidates possess the following: SOS in residence (DG is a desirable, but not necessary); consistent physical fitness test scores above 90 points; personify military standards in dress/appearance and bearing; deployment experience; above average communications skills; and a proven track record of leadership.

Instructors are placed on a Code 50 "stabilized tour" IAW AFI 36-2110 *Personnel Assignments*, Table 2.1 Rule 41 & 42, and the length is determined/controlled by HQ USAF and HQ AFPC.

Upon successful completion of a tour as a SOS instructor STUS/CCs work with AFPC Functional Managers to ensure appropriate follow on assignment to meet appropriate career progression goals for that officer.

Instructor - to - IDE program: The Intermediate Developmental Education (IDE) instructor program is a 3-year assignment that begins with 2 years of instructor duty at SOC, followed by ACSC in residence. Instructors for this program are selected off the O-4 promotion board and begin their tour during their first year of IDE eligibility. Typically, IDE program instructors are placed in positions of leadership around SOC in addition to their duties in the classroom. IDE program instructors typically report for duty in February. This winter cycle PCS is necessary so the officers can complete the required instructor training, prep for delivering an 8-week/120-lesson plan curriculum, and fulfill a complete 2-year cycle of instructor duty before attending ACSC.

Report Dates: Report dates for line assignments will be in accordance with orders delivered from AFPC. As noted above, report dates for IDE program instructors are more controlled given training timelines, return on investment, and ACSC start dates (July/August).

Training: Upon arrival at SOC, all instructors are scheduled to attend a 3-week in-house training program called Theories & Principles of Adult Education (TPAE). Through TP AE, we train and educate newly assigned faculty members on basic educational concepts, skills, and tools for delivering SOC's curriculum. Once new instructors complete TP AE, they are awarded the PME instructor badge and embark on their first classroom experience under the watchful eye of a seasoned instructor. Typically, the entire TP AE through rookie class experience is 2-3 months.

Deployments: SOC is not immune from deployments. Our instructors are called upon to fulfill instructor taskings downrange. Most of these deployments are approximately 180 days in duration. Upon in-processing into SOC, all instructors, with the exception of IDE program selects, are entered into an AEF rotation X-band. Occasionally, instructors are tasked to fulfill 365-day deployments within their primary AFSC. These situations are extremely rare and are considered on a case-by-case basis.

2. Faculty development

Since most of the in-class delivery of the curriculum is guided discussion, emphasis is placed on instructional methodologies and classroom-management techniques, as well as emotional and social intelligence training. This rigorous course prepares instructors for the classroom and prepares them for safely executing experiential activities involving 700-800 students at a time.

AETC Master Instructor: Faculty members who have demonstrated sustained outstanding teaching performance may be selected to achieve Master Instructor status from the Air Education and Training Command (AETC). Master Instructors are qualified instructors who have demonstrated sustained outstanding teaching performance and professional growth above the minimum SOC training and performance requirements. This voluntary achievement denotes exemplary subject matter expertise and teaching ability developed by the instructor through supplementary education and training experiences.

Curriculum Development: Our Advanced Principles of Instructional Design (APID) course provides education for faculty members selected to develop curriculum. This course examines and identifies the concepts, principles and models of curriculum as well as the inter-relationships of these elements in developing courses and evaluating them. This course is designed for teachers interested in writing or revising curriculum; as a result, our APID graduates are charged to work with the department chairs to incorporate some of their great ideas into the SOS curriculum.

Partnerships with Area Universities: SOC has fostered great relationships with local area universities. One relationship has resulted in faculty receiving credit for SOC teaching experience towards earning a Master's in Adult Education.

ACRONYMS

ABU	airman battle uniform
ACSC	Air Command and Staff College
AETC	Air Education and Training Command
AFI	Air Force Instruction
AFPC	Air Force Personnel Center
AFRES	Air Force Reserve
AFSC	Air Force Specialty Code
ANG	Air National Guard
APID	Advanced Principles of Instructional Design
ARMS	automated records management system
BDU	battle dress uniform
CGO	company grade officer
CLA	Commandant's Leadership Award
DAF	Department of the Air Force
DG	Distinguished Graduate
DL	distance learning DRU direct reporting unit
ETP	exception to policy
FIST	fitness initial safety test
FLEX	field leadership exercise
FY	fiscal year
IAW	in accordance with
ICL	Institutional Competency List
IDE	Intermediate Developmental Education
IO	international officer
IOS	International Officer School
LAF-J	Line Air Force JAG corps
LAF	Line of the Air Force
LDP	Leadership Development Program
MAJCOM	Major Command
NLT	not later than
OLMP-LC	Online Master's Program – Leadership Concentration
PCS	permanent change of station
PT	physical training
SOC	Squadron Officer College
SOS	Squadron Officer School
TAFCS	total active federal commissioned service
TDY	temporary duty
TLP	team leadership problem
TPAE	Theories & Principles of Adult Education
TYCS	total years commissioned service
UOD	uniform of the day
USAF	United States Air Force