

**Senior Leader Development Program**

# 2016 Course Catalog

Lejeune Leadership Institute



Harry R. Cave  
8/17/2015

*Note: The contents below have been hyperlinked for easy navigation, “control-click” the contents title to navigate to the desired selection.*

## Contents

Overview of the Senior Leader Development Program (SLDP): .....	2
Apex .....	3
Arc of Crisis: Africa.....	4
Arc of Crisis: China and East Asia .....	5
Arc of Crisis: Europe .....	6
Arc of Crisis: Latin America.....	7
Arc of Crisis: Middle East and South Asia.....	8
Capstone.....	9
Capstone (Reserve Component) .....	10
Combined Force Air Component Commander Course.....	11
Combined Force Land Component Commander Course.....	12
Combined Force Maritime Component Commander Course: Bahrain .....	13
Combined Force Maritime Component Commander Course: Florida .....	14
Combined Force Maritime Component Commander Course: Hawaii .....	15
Combined Force Maritime Component Commander Course: Italy.....	16
Combined/Joint Force Special Operations Component Commander Course.....	17
Cyber Security: The Intersection of Policy and Technology.....	18
Enabling Battle Command Workshop .....	19
Joint Flag Officer Warfighting Course .....	20
Joint Force Air Component Commander Course.....	21
Joint Force Land Component Commander Course.....	22
Joint Force Maritime Component Commander Course .....	23
Junior Cyberspace Operations Executive Course.....	24
Leadership at the Peak .....	25
Leading Innovation – Energy Application Focus .....	26
Logistics Executive Course.....	27
Marshall Center Senior Executive Seminar .....	28
NATO Generals, Flag Officers and Ambassadors Course .....	29
Pinnacle.....	30
Pinnacle – United Kingdom.....	31
Senior Cyberspace Operations Executive Course.....	32
Senior Executive Asia-Pacific Orientation Course.....	33
Senior Executives in International and National Security Program .....	34
Senior International Defense Management Course .....	35
Senior Joint Information Operations Applications Course.....	36
Senior Reserve Component Officers Course .....	37
Singularity University Executive Program .....	38
Strategic Thinking.....	39
Transnational Security Cooperation Senior Executive Course.....	40
U.S. – Russia Security Program.....	41
U.S. – South Asia Leader Engagement Program .....	42

## Overview of the Senior Leader Development Program (SLDP):

The Commandant of the Marine Corps established the Senior Leader Development Program (SLDP) in 2004 in order to provide structure to the professional growth and assignment strategy for General Officers and Senior Executives (GO/SES). The intent of the SLDP is to provide GO and SES members opportunities to continue their professional growth, prepare for the challenges associated with future assignments, and remain competitive in the promotion and assignment processes. Please reference CMC Green Letter 01-04 dated 21 Jan 04 for details.

In July 2011, CMC sent a Green Letter to all general officers and senior executives regarding participation in SLDP. The intent of the letter was to reinvigorate awareness and participation within the SLDP. In this letter, CMC also announced that the President, Marine Corps University is responsible for the SLDP and will manage and be the advocate for senior leader educational matters. The end state of CMC's message was to steadily increase GO/SES participation in the program to a minimum of 80% annually. Please reference CMC Green Letter 2-11 dated Jul 8, 2011.

To provide daily management and coordination of the program, the President, Marine Corps University tasked the Director, Lejeune Leadership Institute (LLI), Marine Corps University with coordinating all educational matters and synchronizing efforts with those institutions providing SLDP courses. Key to this responsibility is maintaining and publishing this SLDP course catalog. The SLDP course catalog provides course descriptions and specific course requirements.

Of note, there are only two SLDP courses that are mandatory for GO/SES participation. For Brigadier Generals, participation in CAPSTONE is mandated by federal law (title 10, U. S. Code, Section 663) and requires Brigadier Generals to attend within 24 months of congressional confirmation of their selection to Brigadier General. The course is intended to provide each officer with a clear understanding of joint and combined operations. For Senior Executives (SES), the Department of Defense conducts a CAPSTONE equivalent course known as APEX. APEX provides an overview of DOD and helps provide a knowledge base for new Senior Executives who are often new to the Marine Corps.

Participation in SLDP courses is done through a deliberate slating process. Prior to the start of a new year, the SLDP program coordinator sends a solicitation announcement to all GO/SES requesting their preferences of available courses for the forthcoming year. Those preferences are collected and used to build a draft slate that is coordinated with M&RA. The draft slate is then provided to the President, MCU for review and decision. Once the slate is approved, General Officers and Senior Executives are individually notified of the course they are slated to attend in the upcoming fiscal year.

The following are current SLDP courses.

## Apex

---

MCTFS Code:	KG8
Course Type:	Joint
Grades Supported:	Senior Executive Service members with Senior Leader (SL) and Non-Appropriated Fund 6 (NF6) members by exception
Priority:	New Senior Executives with less than 2-years of service as an SES

---

The APEX program, held in Washington DC, is essentially the civilian counterpart to the military's CAPSTONE program (for general/flag officers) and is targeted to the Department's senior civilians and senior political appointees. The goal of APEX is to improve executive effectiveness on the job through enhanced leadership and decision-making strategies. It has traditionally led to an increased understanding of Department of Defense structure, processes, and priorities by fostering a sense of jointness. The material covered in the APEX Program addresses issues and topics of common concern, regardless of Component affiliation. Topics include: DOD goals and priorities; transformation, the Joint Chiefs and Joint Commands roles and missions; component and agency plans and perspectives; acquisition; budget and financial administration, management controls; personnel and resources; and leadership.

*Policy Note: The Office of the Secretary of Defense has stated that they will allow Senior Leaders (SL) and Non Appropriated Fund 6 (NF6) to attend APEX only if there are slots that cannot be filled with a Senior Executive Service (SES) member. If a Department or Defense Agency submits nominations, a Senior Leader (SL) or Non Appropriated Fund 6 (NF6) should not receive priority over any SES nomination.*

Course Web Address: <http://www.whs.mil/HRD/Civilian/CareerDevelopment/DODSponsoredPrograms/ApexOrientation.cfm>

### Course Objectives:

- Establish a joint approach for interaction among the Office of the Secretary of Defense, the military departments, Defense Agencies, DoD Field Activities and the private sector in order to integrate SES responsibilities with DOD Component priorities.
- Operationalize the SES role with DoDs Transformation.
- Provide an overview of the DOD structure and those processes critical to its operation.
- Provide experiences that expand leadership and strategic thinking skills within the DOD context.
- Provide structured networking opportunities with military and civilian colleagues to reinforce information sharing across functional areas.

### Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

Supporting Information: Apex is a RESIDENTIAL COURSE. Participants will be required to stay at a pre-selected motel during this course; this includes participants who live within the Washington, DC Metro commuting area. This requirement may be waived.

## Arc of Crisis: Africa

---

MCTFS Code: KG8  
Course Type: Regional: Africa  
Grades Supported: BGen (Selects) – MajGen & SES Equivalents  
Priority: MARFORCENT; MARFORCOM; and Africa related billets

---

Other attendees include military officers (senior field grade through two stars) from all four services. These seminars are held at the Capitol Hill Club on 300 First Street, South East, in Washington, DC. Seminars feature a diverse faculty of internationally recognized authorities that demonstrate a unique expertise in providing senior-level public policy training on global issues of national concern.

Drawing upon the knowledge and experience of a diverse group of prominent experts, this seminar will explore the social, political, and economic developments on the African continent. It will address current issues and trends that will affect U.S. national security interests in the years ahead.

Course Web Address: <http://www.publicpolicyseminars.com/>

Course Objectives: Varies by region covered.

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete Section A of the issued SF 182 and return.
- Register on-line at: <http://www.publicpolicyseminars.com/>.

Supporting Information:

- This seminar is offered via coordination with U.S. Air Force contracting efforts. Specific regional seminar offerings vary annually.
- The seminar is held at the Capitol Hill Club, 300 First Street, SE, Washington, DC, 20003 in the Presidential Suites on the Fourth Floor. The Capitol Hill Club <http://www.capitolhillclub.com/> is easily accessible via Metro, directly across the street from the Capitol South Station, which is serviced by the Blue and Orange Lines.

[Return to Table of Contents](#)

## Arc of Crisis: China and East Asia

---

MCTFS Code: KG8  
Course Type: Regional: Asia  
Grades Supported: BGen (Selects) – MajGen & SES Equivalents  
Priority: MARFORPAC and Asia-Pacific related billets

---

Other attendees include military officers (senior field grade through two stars) from all four services. These seminars are held at the Capitol Hill Club on 300 First Street, South East, in Washington, DC. Seminars feature a diverse faculty of internationally recognized authorities that demonstrate a unique expertise in providing senior-level public policy training on global issues of national concern.

Drawing upon the knowledge and experience of a diverse group of prominent experts on China and East Asia, this seminar will address the historic challenges to U.S. national security interests presented by the rise of China and the changes sweeping through East Asia and the Pacific.

Course Web Address: <http://www.publicpolicyseminars.com/>

Course Objectives: Varies by region covered.

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete Section A of the issued SF 182 and return.
- Register on-line at: <http://www.publicpolicyseminars.com/>.

Supporting Information:

- This seminar is offered via coordination with U.S. Air Force contracting efforts. Specific regional seminar offerings vary annually.
- The seminar is held at the Capitol Hill Club, 300 First Street, SE, Washington, DC, 20003 in the Presidential Suites on the Fourth Floor. The Capitol Hill Club <http://www.capitolhillclub.com/> is easily accessible via Metro, directly across the street from the Capitol South Station, which is serviced by the Blue and Orange Lines.

[Return to Table of Contents](#)

## Arc of Crisis: Europe

---

MCTFS Code: KG8  
Course Type: Regional: Europe  
Grades Supported: BGen (Selects) – MajGen & SES Equivalents  
Priority: EUCOM, MARFORCOM and European related billets

---

Other attendees include military officers (senior field grade through two stars) from all four services. These seminars are held at the Capitol Hill Club on 300 First Street, South East, in Washington, DC. Seminars feature a diverse faculty of internationally recognized authorities that demonstrate a unique expertise in providing senior-level public policy training on global issues of national concern.

This seminar is intended to examine the continuing struggles within Europe to define the character of European power and its relationship to the rest of the world. Drawing on the expertise of more than a dozen noted authorities in their fields, this workshop will focus on the economic and political changes taking place in Europe.

Course Web Address: <http://www.publicpolicyseminars.com/>

Course Objectives: Varies by region covered.

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete Section A of the issued SF 182 and return.
- Register on-line at: <http://www.publicpolicyseminars.com/>.

Supporting Information:

- This seminar is offered via coordination with U.S. Air Force contracting efforts. Specific regional seminar offerings vary annually.
- The seminar is held at the Capitol Hill Club, 300 First Street, SE, Washington, DC, 20003 in the Presidential Suites on the Fourth Floor. The Capitol Hill Club <http://www.capitolhillclub.com/> is easily accessible via Metro, directly across the street from the Capitol South Station, which is serviced by the Blue and Orange Lines.

[Return to Table of Contents](#)

## Arc of Crisis: Latin America

---

MCTFS Code: KG8  
Course Type: Regional: Latin America  
Grades Supported: BGen (Selects) – MajGen & SES Equivalents  
Priority: SOUTHCOM and Latin-American related billets

---

Other attendees include military officers (senior field grade through two stars) from all four services. These seminars are held at the Capitol Hill Club on 300 First Street, South East, in Washington, DC. Seminars feature a diverse faculty of internationally recognized authorities that demonstrate a unique expertise in providing senior-level public policy training on global issues of national concern.

This seminar is intended to examine the remarkable economic growth and political transformations sweeping throughout Latin America and explore the diverse pressures, ambitions, and fears playing on America's hemispheric neighbors. This seminar will highlight those key political, economic, and security issues that are of particular concern and analyze alternative American policy responses.

Course Web Address: <http://www.publicpolicyseminars.com/>

Course Objectives: Varies by region covered.

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete Section A of the issued SF 182 and return.
- Register on-line at: <http://www.publicpolicyseminars.com/>.

Supporting Information:

- This seminar is offered via coordination with U.S. Air Force contracting efforts. Specific regional seminar offerings vary annually.
- The seminar is held at the Capitol Hill Club, 300 First Street, SE, Washington, DC, 20003 in the Presidential Suites on the Fourth Floor. The Capitol Hill Club <http://www.capitolhillclub.com/> is easily accessible via Metro, directly across the street from the Capitol South Station, which is serviced by the Blue and Orange Lines.

## Arc of Crisis: Middle East and South Asia

---

MCTFS Code: KG8  
Course Type: Regional: Asia  
Grades Supported: BGen (Selects) – MajGen & SES Equivalents  
Priority: CENTCOM and Middle-Eastern related billets

---

Other attendees include military officers (senior field grade through two stars) from all four services. These seminars are held at the Capitol Hill Club on 300 First Street, South East, in Washington, DC. Seminars feature a diverse faculty of internationally recognized authorities that demonstrate a unique expertise in providing senior-level public policy training on global issues of national concern.

This seminar is intended to examine the profound political, economic, and social transformations sweeping the Middle East and South Asia. The various Muslim-majority states, formerly part of the Soviet Union, are undergoing important social and economic struggle, perhaps portending critical political transformations. The Middle East and South Asia Seminar will combine the knowledge of scholars, journalists, and policymakers.

Course Web Address: <http://www.publicpolicyseminars.com/>

Course Objectives: Varies by region covered.

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete Section A of the issued SF 182 and return.
- Register on-line at: <http://www.publicpolicyseminars.com/>.

Supporting Information:

- This seminar is offered via coordination with U.S. Air Force contracting efforts. Specific regional seminar offerings vary annually.
- The seminar is held at the Capitol Hill Club, 300 First Street, SE, Washington, DC, 20003 in the Presidential Suites on the Fourth Floor. The Capitol Hill Club <http://www.capitolhillclub.com/> is easily accessible via Metro, directly across the street from the Capitol South Station, which is serviced by the Blue and Orange Lines.

[Return to Table of Contents](#)

# Capstone

---

MCTFS Code: KGW  
Course Type: Joint  
Grades Supported: BGen (Selects) – BGen  
Priority: All Brigadier Generals to include Selects within 2-years of senate confirmation date

---

A mandatory (required by law, title 10, U.S. Code, Section 663) for all active duty Brigadier Generals, to include selectees (who must attend within two years after confirmation) and one selected reserve Brigadier General per year. This course is held four times per year at the National Defense University (NDU), Ft McNair, Washington, DC. CAPSTONE consists of seminars, case studies, informal discussions, visits to key US military commands within the continental United States, and overseas trips to Europe, the Pacific, and the Western Hemisphere. CAPSTONE focuses on the employment of U.S. forces in joint and combined operations to support national policy objectives. It provides personal interaction with Combatant Commanders, other senior U.S. commanders and retired four-star general and flag officers to provide advice and guidance. Additionally, NDU offers a unique, optional program for spouses of CAPSTONE attendees. This program is offered in conjunction with the final (sixth) week of the CAPSTONE Course.

Course Web Address: <http://capstone.ndu.edu>

## Course Objectives:

- Analyze the national security policy process, to include the integration of the instruments of national power in support of the national security and national military strategies.
- Enhance the understanding and coordination for Joint Doctrine and the Joint Operational Art.
- Comprehend Service, joint, interagency, and multinational capabilities and how these capabilities are best integrated to attain national security objectives.
- Comprehend how joint, service, and multinational battle space systems are integrated in support of theater strategies.
- Comprehend the impact of defense acquisition programs and policies and their implications for enhancing our joint military capabilities.
- Analyze the relationship between the military and cabinet-level departments, Congress, NSC, DOD agencies, and the public.

## Participant Tasks Once Selected:

- Possess a valid government passport by the issued due date. Ensure passport (burgundy colored) does not expire until at least 6 months after course completion.
- Complete and return the issued Course Registration Datasheets. Denote overseas trip preference and note that listed preference is not a guarantee of assignment.
- Possess Top Secret security clearance and be eligible for SCI access.
- Possess all required immunizations.
- Complete AOR training prerequisites, see the website at <http://capstone.ndu.edu>.

## Supporting Information:

- Capstone is the only course within the United States Marine Corps where congress mandates attendance. Active duty component general/flag officers are required to attend within two years of senate confirmation.
- Reserve component general/flag officer attendance is not mandated.

[Return to Table of Contents](#)

## Capstone (Reserve Component)

---

MCTFS Code: KGW  
Course Type: Joint  
Grades Supported: BGen (Selects) – BGen  
Priority: All Reserve Component Brigadier Generals by seniority

---

This course is *not* mandatory for reserve component general officers and is offered once per year, normally in January, at National Defense University (NDU), Ft McNair, Washington, DC. CAPSTONE consists of seminars, case studies, informal discussions, visits to key US military commands within the continental United States, and overseas trips to Europe, the Pacific, and the Western Hemisphere. CAPSTONE focuses on the employment of U.S. forces in joint and combined operations to support national policy objectives. It provides personal interaction with Combatant Commanders, other senior U.S. commanders and retired four-star general and flag officers to provide advice and guidance. Additionally, NDU offers a unique, optional program for spouses of CAPSTONE attendees. This program is offered in conjunction with the final (sixth) week of the CAPSTONE Course.

Course Web Address: <http://capstone.ndu.edu>

### Course Objectives:

- Analyze the national security policy process, to include the integration of the instruments of national power in support of the national security and national military strategies.
- Enhance the understanding and coordination for Joint Doctrine and the Joint Operational Art.
- Comprehend Service, joint, interagency, and multinational capabilities and how these capabilities are best integrated to attain national security objectives.
- Comprehend how joint, service, and multinational battle space systems are integrated in support of theater strategies.
- Comprehend the impact of defense acquisition programs and policies and their implications for enhancing our joint military capabilities.
- Analyze the relationship between the military and cabinet-level departments, Congress, NSC, DOD agencies, and the public.

### Participant Tasks Once Selected:

- Possess a valid government passport by the issued due date. Ensure passport (burgundy colored) does not expire until at least 6 months after course completion.
- Complete and return the issued Course Registration Datasheets. Denote overseas trip preference and note that listed preference is not a guarantee of assignment.
- Possess Top Secret security clearance and be eligible for SCI access.
- Possess all required immunizations.
- Complete AOR training prerequisites, see the website at <http://capstone.ndu.edu>.

### Supporting Information:

- Capstone is the only course within the United States Marine Corps where congress mandates attendance. Active duty component general/flag officers are required to attend within two years of senate confirmation.
- Reserve component general/flag officer attendance is not mandated.

[Return to Table of Contents](#)

# Combined Force Air Component Commander Course

---

MCTFS Code: KGJ  
Course Type: Joint: Air  
Grades Supported: BGen (Selects) – MajGen  
Priority: Air Combat Element and Aviation related billets (foreign students - classified materials removed)

---

The CFACC is held at Maxwell AFB, Alabama and focuses on understanding combined doctrine and air and space power employment in theater-level operations. All military services send one- and two-stars (or selects) to this course. The focus is on warfighting, military doctrine, and the application of unified, combined combat forces with particular emphasis on air power employment in theater-level operations.

Course Web Address: <https://wwwmil.maxwell.af.mil/au/lemay/main.asp>

## Course Objectives:

- Comprehend the role and functions of the C/JFACC to include relationships with and the perspectives of the Combatant Commanders, JFC and component commanders
- Understand joint and service doctrine applicable to the planning and execution of air operations in support of theater plans and operations
- Understand theater-level strategy development and the development of military objectives, end states and a joint concept of operations
- Understand a theater air strategy that supports the JFC's campaign plan
- Understand the process of developing and executing joint air operations plans
- Understand issues related to C/JFACC functioning (i.e., air defense, airspace coordination, theater missile defense, fire support coordination, targeting, ROE, etc.)

## Participant Tasks Once Selected:

- The issued SAPNP Questionnaire must be completed and submitted DIRECTLY to LeMay Center's Program Security Officers (PSO), Deborah Jones, [deborah.jones.6.ctr@us.af.mil](mailto:deborah.jones.6.ctr@us.af.mil), and Michael Graham, [michael.graham.30.ctr@us.af.mil](mailto:michael.graham.30.ctr@us.af.mil), no later than 30 business days prior to course start date. The Program Security Officers may be reached by phone at (334) 953-2277 or (334) 953-8601, DSN 493.
- Complete the issued TAD Cost Estimate Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

## Supporting Information:

- Complete and submit the SAPNP Questionnaire no later than 30 business days prior to course start date.
- Ground transportation is readily available for arrival and departure of attendees. A continuous shuttle service between lodging and course location is provided. Parking space is limited, use of the daily shuttle is recommended.
- Single refreshment fee is collected at the start of the course. All other charges (reception, working lunches and dinners, quarters, phone calls are consolidated into a single bill paid to the AFDDEC/WEF Protocol Office. Government Travel Credit Card is utilized to pay these fees.

[Return to Table of Contents](#)

# Combined Force Land Component Commander Course

---

MCTFS Code: KGK  
Course Type: Joint: Ground  
Grades Supported: BGen (Selects) – MajGen  
Priority: Ground Combat Element and Ground related billets (foreign students - classified material removed)

---

The CFLCC is a senior-officer level professional education course conducted at the US Army War College, under the direction of Training and Doctrine Command (TRADOC). The course prepares senior officers to function effectively as Land Component Commanders for theater-level operations conducted in a multinational and interagency environment. Commanders will prepare themselves 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 course is conducted at Carlisle Barracks, Pennsylvania and is limited to 14 General Officers from all services. Attendees arrive at Carlisle on the Saturday prior to the course, and depart after completion of the course on the following Friday.

Course Web Address: <https://www.carlisle.army.mil/jflcc/>

## Course Objectives:

- Assess the criticality of guidance to the staff, US, and coalition subordinate commanders. Address functions, organization, and operational level systems used, to include joint functions of command and control, intelligence, fires and effects, movement and maneuver, protection, and sustainment in a multinational environment.
- Identify, organize, and provide mission-readiness information to the regional combatant commander to attain military objectives. Execute the roles and responsibilities of the commander and staff in planning, coordinating, and synchronizing campaign plan execution.
- Anticipate challenges of transitioning operations from combat to stability and support operations throughout the depth and breadth of the area of operations.
- Compose roles and responsibilities in support of international policy objectives.
- Develop and issue guidance on forming and echeloning command post facilities/centers.
- Identify critical interfaces and resolve operational-level systems issues in a joint, coalition, and interagency environment.

## Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

Supporting Information: None.

# Combined Force Maritime Component Commander Course: Bahrain

---

MCTFS Code: KGD  
Course Type: Joint: Specialty  
Grades Supported: BGen (Selects) – BGen  
Priority: MARFORCENT and Middle-Eastern related MEB and Major Subordinate Command Commanders

---

The purpose of the CFMCC course is to develop a network of leaders, focused on the operational level, in support of cooperation in the theater, and oriented toward maritime security. It serves as a forum to develop and deepen relationships based upon trust and confidence among stakeholders/nations in the framework of regional challenges. The CFMCC course addresses the practical challenges confronting the maritime operational commander. Actual regional concerns, and the CFMCC capabilities to address those concerns, are the basis for course discussions and study.

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

## Course Objectives:

- Develop and deepen relationships among partner nations in the framework of regional challenges.
- Serve as a forum to evolve Combined Maritime Command and Control concepts and mechanisms, and eliminate impediments to effective coordination
- Advance the understanding of those security issues facing participating nations.

## Participant Tasks Once Selected:

- Ensure completion of the prerequisite Capstone course.
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

## Supporting Information:

- Capstone is a prerequisite for this course.
- Individual Executive coach assigned for the combined course.

# Combined Force Maritime Component Commander Course: Florida

---

MCTFS Code: KGD  
Course Type: Joint: Specialty  
Grades Supported: BGen (Selects) – BGen  
Priority: SOUTHCOM and Latin-American related MEB and Major Subordinate Command Commanders

---

The purpose of the CFMCC course is to develop a network of leaders, focused on the operational level, in support of cooperation in the theater, and oriented toward maritime security. It serves as a forum to develop and deepen relationships based upon trust and confidence among stakeholders/nations in the framework of regional challenges. The CFMCC course addresses the practical challenges confronting the maritime operational commander. Actual regional concerns, and the CFMCC capabilities to address those concerns, are the basis for course discussions and study.

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

## Course Objectives:

- Develop and deepen relationships among partner nations in the framework of regional challenges.
- Serve as a forum to evolve Combined Maritime Command and Control concepts and mechanisms, and eliminate impediments to effective coordination
- Advance the understanding of those security issues facing participating nations.

## Participant Tasks Once Selected:

- Ensure completion of the prerequisite Capstone course.
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

## Supporting Information:

- Capstone is a prerequisite for this course.
- Individual Executive coach assigned for the combined course.

## Combined Force Maritime Component Commander Course: Hawaii

---

MCTFS Code: KGD  
Course Type: Joint: Specialty  
Grades Supported: BGen (Selects) – BGen  
Priority: MARFORPAC and Asia-Pacific related MEB and Major Subordinate Command Commanders

---

The purpose of the CFMCC course is to develop a network of leaders, focused on the operational level, in support of cooperation in the theater, and oriented toward maritime security. It serves as a forum to develop and deepen relationships based upon trust and confidence among stakeholders/nations in the framework of regional challenges. The CFMCC course addresses the practical challenges confronting the maritime operational commander. Actual regional concerns, and the CFMCC capabilities to address those concerns, are the basis for course discussions and study.

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

### Course Objectives:

- Develop and deepen relationships among partner nations in the framework of regional challenges.
- Serve as a forum to evolve Combined Maritime Command and Control concepts and mechanisms, and eliminate impediments to effective coordination
- Advance the understanding of those security issues facing participating nations.

### Participant Tasks Once Selected:

- Ensure completion of the prerequisite Capstone course.
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

### Supporting Information:

- Capstone is a prerequisite for this course.
- Individual Executive coach assigned for the combined course.

[Return to Table of Contents](#)

# Combined Force Maritime Component Commander Course: Italy

---

MCTFS Code: KGD  
Course Type: Joint: Specialty  
Grades Supported: BGen (Selects) – BGen  
Priority: MARFORCOM and European related MEB and Major Subordinate Command Commanders

---

The purpose of the CFMCC course is to develop a network of leaders, focused on the operational level, in support of cooperation in the theater, and oriented toward maritime security. It serves as a forum to develop and deepen relationships based upon trust and confidence among stakeholders/nations in the framework of regional challenges. The CFMCC course addresses the practical challenges confronting the maritime operational commander. Actual regional concerns, and the CFMCC capabilities to address those concerns, are the basis for course discussions and study.

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

## Course Objectives:

- Develop and deepen relationships among partner nations in the framework of regional challenges.
- Serve as a forum to evolve Combined Maritime Command and Control concepts and mechanisms, and eliminate impediments to effective coordination
- Advance the understanding of those security issues facing participating nations.

## Participant Tasks Once Selected:

- Ensure completion of the prerequisite Capstone course.
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

## Supporting Information:

- Capstone is a prerequisite for this course.
- Individual Executive coach assigned for the combined course.

# Combined/Joint Force Special Operations Component Commander Course

---

MCTFS Code: KGM  
Course Type: Joint: Specialty  
Grades Supported: BGen (Selects) – MajGen  
Priority: Special Operations Component Billets (non-SOF experience preferred); Ground Combat Element and Ground related billets

---

This course is held at the Davis Conference Center, MacDill Air Force Base, Florida and is designed to prepare C/JFSOCCs and other senior leaders for theater-level leadership at the operational level. This course is sponsored and controlled by USSOCOM, with course development and execution delegated to the President, Joint Special Operations University. Instruction for the course comes from senior national-level civilians and military representatives; flag officers serving as combatant commanders; and retired, battle-tested officers. Attendees study warfighting, military doctrine, and application of unified, joint, combined combat forces and interagency synchronization so they will be better prepared to face future crises as a functional component commander. To facilitate a seminar learning experience, each class will not exceed 18 attendees, comprised of flag officers representing all Military Services and senior interagency representatives.

Course Web Address: <https://jsou.socom.mil/Pages/Default.aspx>

Course is referenced in the CJCSI 1800.01D, 15 July 2009 which may be accessed at:

[http://www.dtic.mil/cjcs\\_directives/cdata/unlimit/1800\\_01.pdf](http://www.dtic.mil/cjcs_directives/cdata/unlimit/1800_01.pdf) (see Encl: E, Appendix L)

#### Course Objectives:

- Roles and functions of the C/JFSOCC
- Alliances, coalitions, joint and service doctrine
- Theater-level strategy
- SOF in complex operations
- Joint operations planning
- Interagency partnerships
- Key processes, components and systems

#### Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

Supporting Information: None.

[Return to Table of Contents](#)

# Cyber Security: The Intersection of Policy and Technology

---

MCTFS Code: 22Z  
Course Type: Cyber / Information Technology  
Grades Supported: BGen (Selects) – LtGen and SES equivalents  
Priority: Cyber and Information Operations related billets

---

This course is offered at Harvard University, Cambridge, Massachusetts. In a world with almost limitless data collection capability, where cyber-attacks can propagate instantaneously and where the identity or location of an adversary may not be known, individuals and institutions are increasingly vulnerable to network based intrusions that disrupt productivity, jeopardize privacy, and threaten national security. The security and resilience of critical infrastructure and technology in the U.S. and around the world requires constant vigilance against cyber threats. Despite the magnitude of the problem, the field of cyber security strategy, policy, and management is nascent.

The curriculum will focus on the technical and policy aspects of security, surveillance, and conflict; however, participants will come away with skills applicable to other situations in which policy and technology interact. Based on case studies drawn from recent events, participants will develop techniques of risk analysis and threat-modeling applicable to a broad set of problems.

The intensive curriculum is led by a team of Harvard faculty members, policy makers, and leading practitioners in the field of cyber security, many of whom advise governments, agencies, and industry around the world on security and technology. Lectures and case studies will bring focus to issues at the intersection of cyber policy and technology, while collaborative group sessions will enable participants to engage directly with the issues, solve problems, and discuss how insights and cyber security measures can be applied in their own countries and organizations.

Course Web Address: <https://exed.hks.harvard.edu/Programs/cs/overview.aspx>

## Course Objectives:

- Innovative approaches to leadership in the fields of cyber security strategy, policy, and management
- Strategy development in response to emerging threats around issues of identity, traceability, and protection
- The evolution of hacking from recreational to professional, and its impact on international security
- Notions of privacy, data and metadata, and what they all mean for international security
- Ongoing evaluation of cyber security strategy and policy responses to technology and security threats.

## Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Complete Section A of the issued SF 182 and return.
- Complete on-line registration at: <https://exed.hks.harvard.edu/Programs/cs/overview.aspx>.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

## Supporting Information:

- Rigorous week of formal classes, discussion groups, interactive seminars, guest speakers, and informal conversations.
- All class members are expected to be free of official duties while in attendance.
- Tuition costs cover room, course materials and board.

[Return to Table of Contents](#)

## Enabling Battle Command Workshop

---

MCTFS Code: KDY  
Course Type: Cyber / Information Technology  
Grades Supported: BGen (Selects) – LtGen and SES equivalents  
Priority: Open to All: Intelligence and Operations related billets

---

The EBCW is held at the MITRE-1 Building, 7525 Colshire Drive, McLean, VA 22102-7539. This course provides an overview of the power of information technology, threats and options for senior leaders in the “Being Digital” mode. MITRE Corporation follows with a presentation on the basics of information technology in the Transport, Software and Information Assurance modules. Intelligence, Operations, and Signal leaders then discuss current struggles and the session concludes with a module for future combat systems.

Course Web Address: None.

Course Objectives: Pending.

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

Supporting Information:

- Airports. Utilize Dulles International (closest) or Reagan national Airport.
- Parking. When approaching the MITRE1 building, parking is available directly to the right. Participants will have a reserved spot indicated by name. Additional spots will roll over to the West Parking Lot.
- Entrance. Enter the MITRE1 building via the main lobby entrance and you will be directed to room 2H390.
- Dress. Civilian Business Casual – collared shirts and slacks.
- Security Clearance. Participants fax their TS/SCI credentials (must have SI/TK tickets) to Ms. Gail Shelton at Fax: (703) 983-6012. Office phone: (703) 983-6358.
- Hotels. The following hotels are suggested for use:

McLean Hilton Tyson's Corner  
7920 Jones Beach Drive  
McLean, VA 22102  
(703) 847-5000

Staybridge Suites  
6845 Old Dominion Road  
McLean, VA 22101  
(703) 448-5400

The Ritz-Carlton, Tyson's Corner  
1700 Tyson's Boulevard  
McLean, VA 22102  
(703) 917-5700

Tyson's Westpark Hotel  
8401 Westpark Drive  
McLean, VA 22102  
(800) 533-3301

[Return to Table of Contents](#)

# Joint Flag Officer Warfighting Course

---

MCTFS Code: KGS  
Course Type: Joint  
Grades Supported: MajGen  
Priority: Joint Billets and then all other Major Generals

---

This course is held at Maxwell AFB, Alabama and the chiefs of staff of all four branches of the US armed forces own and control the course. The course prepares two-star officers of all four services for the responsibilities of theater-level combat leadership. It is tailored to provide our future theater commanders in chief (CINC), service component, and joint task force (JTF) commanders with a broad perspective of the strategic and operational levels of war. Instruction comes from senior national civilian and military representatives, flag officers serving as CINCs, and retired, battle-tested officers. Attendees study warfighting, synchronization of interagency operations, military doctrine, and the application of unified, joint and combined combat forces so they will be better prepared to face future crises. Each class is limited to 18 flag officers representing all Military Services.

Course Web Address: <https://wwwmil.maxwell.af.mil/au/lemay/main.asp>

## Course Objectives:

- Apply theater strategic and operational-level decision-making skills
- Understand the linkage between national values and interests, national security strategy, national military strategy and the application of joint military power
- Analyze the complexities of unified, joint and combined operations
- Comprehend the unique challenges of command at three-and four-star levels

## Participant Tasks Once Selected:

- The issued SAPNP Questionnaire must be completed and submitted DIRECTLY to LeMay Center's Program Security Officers (PSO), Deborah Jones, [deborah.jones.6.ctr@us.af.mil](mailto:deborah.jones.6.ctr@us.af.mil), and Michael Graham, [michael.graham.30.ctr@us.af.mil](mailto:michael.graham.30.ctr@us.af.mil), no later than 30 business days prior to course start date. They may be reached by phone at (334) 953-2277 or (334) 953-8601, DSN 493.
- Complete the issued TAD Cost Estimate Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

## Supporting Information:

- Capstone is a prerequisite of this course.
- The issued SAPNP Questionnaire must be completed and submitted DIRECTLY to LeMay Center's Program Security Officers (PSO), Deborah Jones, [deborah.jones.6.ctr@us.af.mil](mailto:deborah.jones.6.ctr@us.af.mil), and Michael Graham, [michael.graham.30.ctr@us.af.mil](mailto:michael.graham.30.ctr@us.af.mil), no later than 30 business days prior to course start date. The Program Security Officers may be reached by phone at (334) 953-2277 or (334) 953-8601, DSN 493.
- Ground transportation is readily available for arrival and departure of attendees. A continuous shuttle service between lodging and course location is provided. Parking space is limited, use of the daily shuttle is recommended.
- Single refreshment fee collected at the start of the course. All other charges (reception, working lunches and dinners, quarters, phone calls are consolidated into a single bill paid to the AFDDEC/WEF Protocol Office. Government Travel Credit Card is utilized to pay these fees.

[Return to Table of Contents](#)

# Joint Force Air Component Commander Course

---

MCTFS Code: KGJ  
Course Type: Joint: Air  
Grades Supported: BGen (Selects) – MajGen  
Priority: Air Combat Element and Aviation related billets (no foreign students - classified material covered)

---

The JFACC course is held at Maxwell AFB, Alabama and focuses on understanding joint force doctrine and air and space power employment in theater-level operations. All military services send one- and two-stars (or selects) to these courses. The focus of the course is on warfighting, military doctrine, and the application of unified, joint combat forces with particular emphasis on air power employment in theater-level operations.

Course Web Address: <https://wwwmil.maxwell.af.mil/au/lemay/main.asp>

## Course Objectives:

- Comprehend the role and functions of the JFACC to include relationships with and the perspectives of the Combatant Commanders, JFC and component commanders
- Understand joint and service doctrine applicable to the planning and execution of air operations in support of theater plans and operations
- Understand theater-level strategy development and the development of military objectives, end states and a joint concept of operations
- Understand a theater air strategy that supports the JFC's campaign plan
- Understand the process of developing and executing joint air operations plans
- Understand issues related to JFACC functioning (i.e., air defense, airspace coordination, theater missile defense, fire support coordination, targeting, ROE, etc.)

## Participant Tasks Once Selected:

- The issued SAPNP Questionnaire must be completed and submitted DIRECTLY to LeMay Center's Program Security Officers (PSO), Deborah Jones, [deborah.jones.6.ctr@us.af.mil](mailto:deborah.jones.6.ctr@us.af.mil), and Michael Graham, [michael.graham.30.ctr@us.af.mil](mailto:michael.graham.30.ctr@us.af.mil), no later than 30 business days prior to course start date. The Program Security Officers may be reached by phone at (334) 953-2277 or (334) 953-8601, DSN 493.
- Complete the issued TAD Cost Estimate Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

## Supporting Information:

- Complete and submit the SAPNP Questionnaire no later than 30 business days prior to course start date.
- Ground transportation is readily available for arrival and departure of attendees. A continuous shuttle service between lodging and course location is provided. Parking space is limited, use of the daily shuttle is recommended.
- Single refreshment fee is collected at the start of the course. All other charges (reception, working lunches and dinners, quarters, phone calls are consolidated into a single bill paid to the AFDDEC/WEF Protocol Office. Government Travel Credit Card is utilized to pay these fees.

[Return to Table of Contents](#)

# Joint Force Land Component Commander Course

---

MCTFS Code: KGK  
Course Type: Joint: Ground  
Grades Supported: BGen (Selects) – MajGen  
Priority: Ground Combat Element & Ground related billets (no foreign students - classified material covered)

---

The Joint Force Land Component Commander (JFLCC) Course is a senior-officer level professional education course conducted at the US Army War College, under the direction of Training and Doctrine Command (TRADOC). The course prepares senior officers to function effectively as Land Component Commanders for theater-level operations conducted in a joint and interagency environment. Commanders will prepare themselves 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 course is conducted at Carlisle Barracks, PA and is limited to 14 General Officers from all services. Attendees arrive at Carlisle on the Saturday prior to the course, and depart after completion of the course on the following Friday.

Course Web Address: <https://www.carlisle.army.mil/jflcc/>

## Course Objectives:

- Assess the criticality of guidance to the staff and subordinate commanders. Address functions, organization, and operational level systems used, to include joint functions of command and control, intelligence, fires and effects, movement and maneuver, protection, and sustainment in a multinational environment.
- Identify, organize, and provide mission-readiness information to the regional combatant commander to attain military objectives. Execute the roles and responsibilities of the commander and staff in planning, coordinating, and synchronizing campaign plan execution.
- Anticipate challenges of transitioning operations from combat to stability and support operations throughout the depth and breadth of the area of operations.
- Compose roles and responsibilities in support of international policy objectives.
- Develop and issue guidance on forming and echeloning command post facilities/centers.
- Identify critical interfaces and resolve operational-level systems issues in a joint and interagency environment.

## Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

Supporting Information: None.

# Joint Force Maritime Component Commander Course

---

MCTFS Code: KGD  
Course Type: Joint: Specialty  
Grades Supported: MajGen  
Priority: Director, Expeditionary Warfare OPNAV; MEB and Major Subordinate Command Commanders

---

The JFMCC course, designed for Major Generals, is held at the Naval War College, New Port, Rhode Island. The purpose of the JFMCC course is to prepare future Maritime Component Commanders to plan and execute complex maritime operations. The JFMCC course addresses the practical challenges confronting the maritime operational commander. Actual regional concerns, and the JFMCC capabilities to address those concerns, are the basis for course discussions and study. Further, 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.

## JFMCC Web Address:

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

## Course Objectives:

- Develop and deepen relationships among partner nations in the framework of regional challenges.
- Advance the understanding of those security issues facing participating nations.

## Participant Tasks Once Selected:

- Ensure completion of the prerequisite Capstone course.
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Possess Top Secret security clearance and be eligible for SCI access if selected for JFMCC.

## Supporting Information:

- Sessions will be held up to the TS SCI classification level for the joint course.
- Capstone is a prerequisite for this course.
- Individual Executive coach assigned for the combined course.

[Return to Table of Contents](#)

## Junior Cyberspace Operations Executive Course

---

MCTFS Code: KEE  
Course Type: Cyber / Information Technology  
Grades Supported: BGen (Selects) – MajGen and SES equivalents  
Priority: Cyber and Information Operations billets

---

The Junior COEC is held at Maxwell Air Force Base, Alabama and while not a warfighting course, the focus of Junior COEC is primarily centered on the strategic decision-making aspects of cyber policy and is led by experienced senior mentors. Instruction for the course comes from national-level civilians, industry and academic experts and leaders who offer senior perspectives on defining the cyberspace problem set; executive/legislative perspectives; information assurance; legal implications; academic perspectives; cyberspace integration; foreign policy; and national options.

Course Web Address: <https://wwwmil.maxwell.af.mil/au/lemay/main.asp>

Course Objectives: Prepare senior leaders to interpret the intricacies of strategic decision-making of national cyber policy. Content includes:

- Defining Cyberspace and the Problem Set
- Executive / Legislative Perspective
- Information Assurance
- Legal Implications
- Academic Perspective
- Cyberspace Integration into the Joint Fight
- Foreign Policy
- Operating and Defending in the Network

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

Supporting Information: None.

## Leadership at the Peak

---

MCTFS Code:	KG9
Course Type:	Leadership
Grades Supported:	BGen (Selects) – LtGen and SES equivalents
Priority:	Open to All

---

This program is held at the Center for Creative Leadership's Colorado Springs Campus, CO. This course focuses exclusively on the demands of senior-most leaders, guaranteeing a comfortable, secure environment in which they can evaluate their leadership style and effectiveness and focus on high-level challenges in the company of their peers. It blends self-discovery, self-development and fitness activities and sets it all against a backdrop of contemporary business themes.

Course Web Address: <http://www.ccl.org/leadership/forms/programs/tuitionDatesListing.aspx?pagelId=1225>

### Course Objectives:

- Receive a full assessment of whom and where you are as a leader; a comparison of yourself and others at the same professional level; and a thorough fitness evaluation, with an emphasis on how to handle stress and workplace health issues. The program includes optional fitness hikes and Pilates or yoga workouts.
- Learn about how you are perceived by others. You will get intensive personalized feedback from colleagues in the program and 360-degree feedback from direct reports back home.
- Focus on improving your public image and your communication skills through a simulated television interview.
- Understand how you, as a leader, create or improve the environment in which you lead.
- Enhance your executive capabilities around talent management.
- Begin behavioral changes that will have long-term value for you, your organization and your company's shareholders.
- Broaden your network of executive colleagues.
- Develop a plan of action that encompasses both fitness and leadership development goals.

### Participant Tasks Once Selected:

- **Registration and course work** should be started **08-12 weeks in advance** utilizing the course website: <http://www.ccl.org/leadership/forms/programs/tuitionDatesListing.aspx?pagelId=1225>.
- LAP will provide registration confirmation and all pre-course work required via a separate web link.
- Pre-course work consists of surveys, forms and questionnaires that participants are required to complete once registered.
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete Section A of the issued SF 182 and return.

Supporting Information: Individual executive coach assigned.

## Leading Innovation – Energy Application Focus

---

MCTFS Code: KGE  
Course Type: Supporting  
Grades Supported: BGen (Selects) – MajGen and SES equivalents  
Priority: Supporting Establishment (Base and Station Commanders)

---

This seminar is held at the Naval Postgraduate School (NPS), Monterey, CA. The Leading Innovation – Energy Application Focus (LIEAF) seminar is designed to provide leaders with both the skill set and the mindset to understand the critical nature of innovation as it relates to organizational success. The program focuses on building and sustaining an innovative organization that produces measurable results in a business and organizational context. The LIEAF course delves into the practice of innovation through case studies, small-team exercises, and interactive class discussions. The energy application focus allows for energy content culminating in a group exercise that focuses on the challenge of how the Navy can use energy smartly. Participants will be challenged to broaden their thinking process through exposure to new ideas and thoughtful examination of their own roles as “leaders of innovation”. Academic experts are joined by senior executives from the Navy, companies and speakers from the Silicon Valley, and the private sector to provide participants with a range of perspectives through which course objectives are addressed.

Course Web Address: [https://nedp.nps.navy.mil/home/pages/course\\_description\\_lieaf.php](https://nedp.nps.navy.mil/home/pages/course_description_lieaf.php)

### Course Objectives:

- Apply critical and strategic thinking skills
- Understand the linkage between strategic thinking and tactical action as it relates to ‘business decisions’
- Analyze non-traditional executive business options
- Understand how to create a learning environment that emphasizes success through creativity and proactive leader action

### Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete Section A of the issued SF 182 and return.

Supporting Information: None.

## Logistics Executive Course

---

MCTFS Code: KGT  
Course Type: Logistics  
Grades Supported: BGen (Selects) – LtGen and SES equivalents  
Priority: Commanding Generals, Marine Logistics Groups and logistics related billets

---

This course is held at the Kenan-Flagler Business School, University of North Carolina, Chapel Hill, NC. The LEC enables and energizes participants to improve current operations and accelerate adoption of future logistics capabilities throughout their organizations. Through its integrated programs and sustained opportunities for “shoulder to shoulder” interaction between the military, private sector, and academic communities, the LEC provides a dynamic and unique educational experience.

Since 2001, the LEC has brought together key military officials, Department of Defense (DOD) and U.S. government executives, academic thought leaders, and senior private sector participants to explore crucial and timely issues in logistics, supporting technologies, and business practices in an enriching learning environment.

Course Web Address: <http://logtech.org/>

### Course Objectives:

- Emerging information technology innovations that are driving logistics practices and organizational performance
- Integration of information and decision-support systems in logistics and the management of the supply chain
- Demand uncertainty, improved forecasting, and new responsive manufacturing practices
- Technology and organization innovation (smart supply chains)
- Performance-Based Logistics (PBL)
- The impact of disruptive innovations, technology convergence, and standard-setting for various technology protocols on global logistics, and the nature of competition and cooperation among key players
- Transforming organizations for joint operability and synergistic interplay of systems, strategies, structures, and organizational culture

### Participant Tasks Once Selected:

- Complete and return the issued LEC Registration Datasheet.
- Complete and return Section A of the issued Standard Form 182.

### Supporting Information:

- APPLICATION PROCESS: The SLDP will issue, collect, complete, collate and submit required participant registration datasheets and SF 182 as required. The SLDP will also provide official participant biographies. Detailed coordinating instructions will be issued to participants via U.S. Army Materiel Command.
- FUNDING: All funding support (tuition, materials, lodging, meals and travel) are centrally funded by the LEC Program Manager, U.S. Army Materiel Command. The LEC Program Manager will provide travel orders and instructions. Participants must have an active government credit card and a current DTS profile to cover travel expenses.
- CANCELLATIONS: All confirmed participants must notify the SLDP for any cancellations. CG, EDCOM must approve any cancellations once an applicant is accepted / confirmed into the program.

[Return to Table of Contents](#)

## Marshall Center Senior Executive Seminar

---

MCTFS Code: KDU  
Course Type: Regional: Europe  
Grades Supported: BGen (Selects) – LtGen and SES equivalents  
Priority: MARFORCOM and European related billets

---

This seminar is offered at the Marshall Center in Garmisch, Germany. Each seminar is unique and high impact, providing an in-depth focus on specific topics ranging from national security management and defense planning in democratic societies to regional security studies. The seminars typically engage regional experts from more than thirty nations. Participants engage in lectures, discussions, small group seminars, debates, readings, case studies, and practical exercises. Participants include high-level government officials, general officers, senior diplomats, ambassadors, ministers, and parliamentarians.

Course Web Address: <http://www.marshallcenter.org/mcpublicweb/nav-main-wwd-res-courses-ses-en.html>

### Course Objectives:

- Terrorism, including waging the “Battle of Ideas” to delegitimize terrorism
- Internal instability jeopardizing the territorial integrity of nation states, regional stability and peace
- Regional and local crises that could turn into transnational threats and/or spur transnational terrorism
- Proliferation of weapons of mass destruction and attempts to prevent it
- Security implications of the information revolution, revolution in military affairs, and interoperability
- Missile defense
- New role of NATO
- Peace and stabilization operations, crisis management for humanitarian and emergency situations
- Dialog between “Western nations” and Islam
- Role of European Union (EU) after enlargement
- Relationship between EU and NATO

### Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Complete the issued Registration Datasheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Utilize Government Travel Credit Card to pay MCSES lodging, meals, and administrative fees. Such charges should be reflected during the TAD settlement process.

Supporting Information: Provide registration information as required.

## NATO Generals, Flag Officers and Ambassadors Course

---

MCTFS Code: KG7  
Course Type: Regional: Europe  
Grades Supported: BGen (Selects) – LtGen and SES equivalents  
Priority: MARFORCOM and European related billets

---

The SLDP nominates (via nomination letter) potential participants. Final participant selections are made by the NATO Defense College and joint staff. Subsequent joining instructions will be provided to selected participants via the NATO Defense College. This course is held in Rome, Italy and is designed to enhance individual understanding on current politico-military affairs by familiarizing selected general/flag officers with current and prospective issues facing the alliance and to examine NATO's role in co-operation in the European Security field. GFOAC seeks to enhance mutual understanding of security concerns and of NATO's interests and capabilities among General and Flag Officers and high-ranking civilians including ambassadors from NATO, PFP, and Mediterranean Dialogue countries. It also provides opportunities for networking among one- to three-star officers and civilians of equivalent rank. Also addressed are issues relating to security and stability in the Mediterranean region.

Course Web Address: <http://www.ndc.nato.int/education/courses.php?icode=11>

### Participant Tasks Once Selected:

- Complete the issued TAD Worksheets and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Ensure Passport and Visa requirements are met.

### Supporting Information:

- Passports and Visa required.
- Hotels are pre-booked.
- Course fee is charged to cover formal lunches and coffee breaks.

[Return to Table of Contents](#)

# Pinnacle

---

MCTFS Code: KGN  
Course Type: Joint  
Grades Supported: MajGen – LtGen  
Priority: Quotas are controlled by the Joint Staff through a tier system:

Tier 1: COMMARFORCOM / COMMARFORPAC / COMMARFORCENT / Commanding General, I MEF / Commanding General, III MEF

Tier 2: Deputy Commandant, Plans, Policies & Operations / Deputy Commandant, Combat Development & Integration & Commanding General, MCCDC / Director, Strategic Plans & Policies, J-5 / Director Logistics, J-4 / Commander, CYBERCOM / Deputy, Military Operations (AFRICOM)

---

This program is held at National Defense University (NDU), Ft McNair, Washington DC. Pinnacle is designed to help prepare prospective joint/combined force commanders to lead joint and combined forces. It builds upon CAPSTONE and the Joint Flag Officer Warfighting Course (JFOWC). The course is conducted through classroom interactive seminars guided by retired three and four-star and equivalent interagency senior mentors reinforced by video teleconferences with commanders in the field and high-level guest speakers.

Course Web Address: <http://pinnacle.ndu.edu> <<http://pinnacle.ndu.edu/>>

Course Objectives:

- The Joint/Combined Force Environment
- Building the Joint/Combined Force
- Commanding the Joint/Combined Force
- The Joint/Combined Force Commander and the Inter-Agency, National Command Authority, the National Military Strategy, and the Congress

Participant Tasks Once Selected:

- Complete and return the Pinnacle Course Registration Datasheet.

Supporting Information:

- Builds upon Capstone and the Joint Flag Officers Warfighting Course (JFOWC).

[Return to Table of Contents](#)

## Pinnacle – United Kingdom

---

MCTFS Code: RFO  
Course Type: Joint: Specialty  
Grades Supported: MajGen – LtGen  
Priority: MARFORCOM; and European related billets

---

The SLDP nominates potential participants to the Deputy Director for Joint Education & Doctrine, Joint Staff J7 and final participant selections are made by the Director J7, Joint Staff. This program is held at the Permanent Joint Headquarters (PJHQ), Northwood in Middlesex England. The aim of UK PINNACLE is to inform and update senior officers and officials on strategic issues that bear upon the security of the UK and its principal allies within the next 5 years and to address the strategic aspects of campaigns.

The course is designed to guide personal preparation for 2/3 Star level appointments through the provision of context provided by high-level guest speakers. Dynamics and value are added by the interactions and discussions of course Fellows. The course is conducted at the strategic level to inform and update carefully selected senior officers and officials from across the Government on issues that impact upon the security of the UK and its principal Allies. The intention is to stimulate discussion and debate not to replicate academic study; the Chatham House Rule will apply throughout.

Course Web Address: None

Course Objectives:

- To provide senior officers (2-3 Star) and their counterparts from Partners Across Government with an opportunity to consider the strategic issues that will determine the security of the UK and its principal allies in the next 5 years.
- To consider lessons identified from operational theatres, wherever possible, by direct interaction with current operational commanders.
- To promote and facilitate the understanding and practice of the Comprehensive Approach, including greater knowledge of the workings of other government departments.
- To provide insight into the strategic and operational contexts in which future crises may occur.
- To promote efficient working relationships between senior officers and partner officials.

Participant Tasks Once Selected:

- Complete and return Course Registration Datasheet.
- Complete and return TAD Worksheet.

Supporting Information:

- Daily accommodation and food costs are borne by PJHQ.
- SLDP provides all associated TAD costs.

[Return to Table of Contents](#)

## Senior Cyberspace Operations Executive Course

---

MCTFS Code: KEE  
Course Type: Cyber / Information Technology  
Grades Supported: LtGen and SES equivalents  
Priority: Cyber and Information Operations billets

---

The Senior COEC is held at Maxwell Air Force Base, Alabama and while not a warfighting course, the focus of the Senior COEC is primarily centered on the strategic decision-making aspects of cyber policy and is led by experienced senior mentors. Instruction for the course comes from national-level civilians, industry and academic experts and leaders who offer senior perspectives on defining the cyberspace problem set; executive/legislative perspectives; information assurance; legal implications; academic perspectives; cyberspace integration; foreign policy; and national options.

Course Web Address: <https://wwwmil.maxwell.af.mil/au/lemay/main.asp>

Course Objectives: Prepare senior leaders to interpret the intricacies of strategic decision-making of national cyber policy. Content includes:

- Defining Cyberspace and the Problem Set
- Executive / Legislative Perspective
- Information Assurance
- Legal Implications
- Academic Perspective
- Cyberspace Integration into the Joint Fight
- Foreign Policy
- Operating and Defending in the Network

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

Supporting Information: None.

## Senior Executive Asia-Pacific Orientation Course

---

MCTFS Code: KEI  
Course Type: Regional: Asia  
Grades Supported: BGen (Selects) - LtGen and SES equivalents  
Priority: MARFORPAC and Asia-Pacific related billets

---

SEAPOC is held at the Asia Pacific Center for Security Studies, Honolulu, Hawaii. The curriculum includes an orientation to the major trends and potential outcomes in the Asia-Pacific and a consideration of the challenges presented by a multi-actor, multi-sectoral Asia-Pacific security environment. The curriculum supports critical thinking about these topics through an intensive program of lectures and interactive discussions, as well as elective sessions, and collaborative seminar workshops.

Course attendees join an expanded network of contacts among regional security practitioners that include their fellow classmates and APCSS faculty, as well as a regional "community of expertise" via a dedicated web portal used by APCSS alumni and others.

Course Web Address: <http://www.apcss.org/college/#seapoc>

Course Objectives. To achieve the course purpose stated above, the SEAPOC has specific educational objectives in four areas:

- Enhance knowledge and understanding of the security dynamics and security architecture of the Asia-Pacific region.
- Apply the concept of problem framing to address complex security issues where successful management requires interagency, cross-sectoral and/or international cooperation.
- Analyze and evaluate complex problems of security cooperation, involving U.S. policy making in a regional context.
- Within a workshop setting, collaboratively work to identify and evaluate opportunities for improving regional security architecture.

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete the Senior Executive Registration / Biographic Data Form located on the course webpage at: <http://www.apcss.org/graphics/index.htm>.

Supporting Information: Senior Executive Registration / Biographic Data Form is located on the course webpage at: <http://www.apcss.org/graphics/index.htm>.

[Return to Table of Contents](#)

## Senior Executives in International and National Security Program

---

MCTFS Code:	KG4
Course Type:	Supporting
Grades Supported:	BGen (Selects) - LtGen and SES equivalents
Priority:	Open to All: Recommended to those who deal with international security issues such as policy & strategy, liaison, intelligence, defense attaches, combatant commands, etc.

---

This program is offered at Harvard University, Cambridge, Massachusetts. The program provides a setting for senior executives to deepen their understanding of current security issues, and exercise evaluation and decision-making skills within a group of their peers. This course examines the roles of military officers; senior civilians; political appointees; Congress; the media; leaders of industry; and international organizations within the upper echelons of the national and international security community.

The Senior Executives in National and International Security (NIS) program provides a forum for senior executives to deepen their understanding of current security issues and exercise their evaluation and decision-making skills in a group of their peers, all while contributing their own ideas and perspectives. The program is a rigorous two-week session consisting of formal classes, discussion groups, interactive seminars, exercises, guest speakers, and informal conversations with faculty, colleagues, students, and staff.

Course Web Address: <http://ksgexecprogram.harvard.edu/app/nis.pdf>

### Course Objectives:

- Analyze the development of US security policy
- Comprehend global economic forces and how these forces impact the US economy
- Analyze regional security issues and their impact on US foreign policy
- Enhance negotiation skills
- Apply business skills to current DOD issues

### Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Complete Section A of the issued SF 182 and return.
- Complete on-line registration at: [www.hks.harvard.edu/ee/nis](http://www.hks.harvard.edu/ee/nis).
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

### Supporting Information:

- Rigorous two weeks of formal classes, discussion groups, interactive seminars, exercises, guest speakers, and informal conversations.
- All class members are expected to be free of official duties while in attendance.
- Tuition costs cover room, course materials and board.

[Return to Table of Contents](#)

## Senior International Defense Management Course

---

MCTFS Code: KEF  
Course Type: Logistics  
Grades Supported: BGen (Selects) - MajGen  
Priority: Commanding Generals, Marine Logistics Groups and logistics related billets

---

The SIDMC is offered via a service rotational basis with initial Marine Corps participation scheduled for 2011. This course, offered through the Defense Resource Management Institute (DRMI), Naval Postgraduate School in Monterey, CA. enables participants to evaluate relationships between national security strategy and objectives with competing programs in an environment of limited resources. The course further provides exceptional opportunities for networking with peers from international partner nations.

Course Web Address: <http://www.nps.edu/Academics/Centers/DRMI/Courses/Resident.html#SIDMC>

### Course Objectives:

Participants will be able to clearly define and evaluate the relationship among national security objectives, defense strategies, program alternatives/capabilities, and their budgetary resource requirements. They will be able to plan for the broadest set of security requirements and will be capable of contributing to the capacity building of their national military and security forces.

### Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

Supporting Information: None.

## Senior Joint Information Operations Applications Course

---

MCTFS Code: KGZ  
Course Type: Joint: Specialty  
Grades Supported: BGen (Selects) – MajGen and SES equivalents  
Priority: Joint billets

---

This course is held at Maxwell AFB, Alabama. The SJIOAC is designed to prepare one- and two-stars (or selects) and senior executive service member equivalents for leadership responsibilities in the planning and execution of information operations from CONUS and deployed sites. Attendees explore the major pillars of IO, military doctrine, and application of IO resources so they will be better prepared to as future senior leaders. To facilitate a seminar learning experience, each class is limited to about 18 G/FOs or civilian equivalents, representing all Military Services and the United States Coast Guard.

Course Web Address: <http://www.cadre.au.af.mil/main.htm>

### Course Objectives:

Participants will be able to clearly define and evaluate the relationship among national security objectives, defense strategies, program alternatives/capabilities, and their budgetary resource requirements. They will be able to plan for the broadest set of security requirements and will be capable of contributing to the capacity building of their national military and security forces.

### Participant Tasks Once Selected:

- The issued SAPNP Questionnaire must be completed and submitted DIRECTLY to LeMay Center's Program Security Officers (PSO), Deborah Jones, [deborah.jones.6.ctr@us.af.mil](mailto:deborah.jones.6.ctr@us.af.mil), and Michael Graham, [michael.graham.30.ctr@us.af.mil](mailto:michael.graham.30.ctr@us.af.mil), no later than 30 business days prior to course start date. The Program Security Officers may be reached by phone at (334) 953-2277 or (334) 953-8601, DSN 493.
- Complete the issued TAD Cost Estimate Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.

### Supporting Information:

- Complete and submit the SAPNP Questionnaire no later than 30 business days prior to course start date.
- Ground transportation is readily available for arrival and departure of attendees. A continuous shuttle service between lodging and course location is provided. Parking space is limited, use of the daily shuttle is recommended.
- Single refreshment fee collected at the start of the course. All other charges (reception, working lunches and dinners, quarters, phone calls are consolidated into a single bill paid to the AFDDEC/WEF Protocol Office. Government Travel Credit Card is utilized to pay these fees.

[Return to Table of Contents](#)

## Senior Reserve Component Officers Course

---

MCTFS Code: CE1  
Course Type: Reserve  
Grades Supported: BGen (Selects) – MajGen (Reserve Component)  
Priority: Reserve Component Only

---

Open to reserve component flag officers from all of the services, and the Canadian Land Forces, the Senior Reserve Component Officers Course (SRCOC) is held at the Army War College in Carlisle, PA. The SRCOC hosts seminars at the strategic levels of war and provides tailored learning events that are based upon participant interests. The SRCOC provides a rich context for the development of professional networking among participants and orients participants to the resources of the U.S. Army War College. Participating flag officers prepare for and attend seminar discussions with resident students where they provide mentorship and the unique perspective of senior reserve leaders on various seminar topics.

Course Web Address: None

Course Objectives: Varies by seminar topic.

Participant Tasks Once Selected:

- Complete and return the issued Nominee Information form.
- Read ahead materials will be mailed to identified participants.

Supporting Information:

- Lodging will be pre-arranged for all participants.
- Shuttle services to and from Harrisburg International Airport is available upon request within the travel questionnaire.
- Shuttle bus service is provided to all hotels during the course.
- Collection of event fee for working lunch and Commandant's reception.

# Singularity University Executive Program

---

MCTFS Code: KEX  
Course Type: Supporting  
Grades Supported: BGen (Selects) – MajGen and SES equivalents  
Priority: Open to All

---

Singularity University's Executive Program (SUEP) informs, educates, and prepares executives to recognize the growth opportunities and disruptive influences of exponentially growing technologies and how these key fields can affect their careers, companies, and industries in the years to come.

The SUEP is designed for decision-makers, strategists, CEOs, CTOs, entrepreneurs, venture capitalists, investors, and government leaders – anyone thinking about or planning for how future technologies will affect their companies and their industries.

Course Web Address: <http://singularityu.org/ep/>

## Course Objectives:

Top level critical concepts will be discussed that enable you to understand the biggest ideas in transformative technologies. Participants will be able to recognize exponential trends and inter-disciplinary breakthroughs in news and industry reports. The top six breakthroughs in each field that you should watch out for in the next decade will be explored including key indicators and implications. Participants will learn how to effectively monitor trends and receive updates from leading researchers and companies in advancing technology fields.

## Participant Tasks Once Selected:

- Register on-line within 4-weeks of the course start date at <http://singularityu.org/register/>
- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete Section A of the issued SF 182 and return.

## Supporting Information:

- Program participants stay at a NASA hotel located adjacent to Singularity University (the program fee includes hotel accommodations on the NASA Ames Research Park). It takes about 5 minutes to walk from the hotel to the program location.
- San Jose International Airport (SJC) is the closest airport approximately 15 minutes away by car. San Francisco International Airport (SFO) is also close at approximately 30 minutes away by car. Transportation to and from the airports is NOT provided, utilize either taxi or a shuttle bus service. From San Francisco airport, a taxi costs approximately \$120.00 and a shuttle bus approximately \$30.00. From San Jose airport, a taxi costs approximately \$40.00 and a shuttle bus approximately \$20.00.
- Dress code is Silicon Valley business casual. This is a dress shirt and jeans or a skirt. For men, no ties are required. A suit is optional for site visits. The programs usually have optional exercise activities, exercise clothes are recommended.

[Return to Table of Contents](#)

## Strategic Thinking

---

MCTFS Code:	KG3
Course Type:	Supporting
Grades Supported:	BGen (Selects) – MajGen and SES equivalents
Priority:	Supporting Establishment (Base and Station Commanders)

---

This course is conducted at the University of North Carolina, Chapel Hill, NC. This intensive program is designed to provide senior executives (uniformed and civilian) with the skills needed to successfully navigate the complex policy, strategy, and execution issues confronting them at both the command and Enterprise levels. ST provides a collaborative environment for participants to examine a wide range of issues and learn new skills in topics ranging from innovation, business transformation and financial management to diversity, information technology and strategic planning. Academic experts are joined by senior executives from both the Navy and the private sector to provide participants with a range of perspectives through which course objectives are addressed.

ST brings participants together with the Navy's most senior leaders for opportunities to discuss policy and strategy issues that impact their commands. Private sector executives and prominent thought leaders share their insights on established and emerging business trends and best practices that may have application in participants' organizations.

Course Web Address: [http://nedp.nps.navy.mil/home/pages/course\\_description\\_st.php](http://nedp.nps.navy.mil/home/pages/course_description_st.php)

### Course Objectives:

- Apply critical and strategic thinking skills
- Understand the linkage between strategic thinking and tactical action as it relates to 'business decisions'
- Analyze non-traditional executive business options
- Understand how to create a learning environment that emphasizes success through creativity and proactive leader action

### Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete Section A of the issued SF 182 and return.

### Supporting Information:

- Rooms are reserved at the standard GSA rate.
- Meals are included within tuition.
- Dress is business casual. PT gear is recommended as there are optional group and individual fitness sessions available.

## Transnational Security Cooperation Senior Executive Course

---

MCTFS Code: KEJ  
Course Type: Regional: Asia  
Grades Supported: MajGen - LtGen  
Priority: MARFORPAC and Asia-Pacific related billets

---

The SLDP nominates potential participants to the MARFORPAC G5 and final participant selections are made by the Asia Pacific Center for Security Studies and PACOM leadership. The TSCSEC is held at the Asia Pacific Center for Security Studies, Honolulu, Hawaii and is patterned after the George C. Marshall Center for Security Studies. The TSCSEC is an intensive program for current leaders on the upward track for positions of significant national and possibly international responsibility. The curriculum emphasizes the impact of change in the region, as well as capacities - leader and institutional - to manage change. The course integrates a challenging program of guest speakers, along with interactive seminar workshop dialogues and action-planning.

Course attendees join an expanded network of contacts among regional security practitioners that include their fellow classmates and APCSS faculty, as well as a regional "community of expertise" via a dedicated web portal used by APCSS alumni and others.

Course Web Address: <http://www.apcss.org/college/#tsc>

Course Objectives. To achieve the course purpose stated above, the SEC has specific educational objectives in three areas:

- Enhance Senior Fellow knowledge.
- Improve Senior Fellow leader and collaborative skills.
- Expand Senior Fellow security-practitioner networks. Primary venue is moderated discussions following short topical presentations and security issues updates. A table-top exercise during the course encourages consideration of practical application of concepts presented during plenary lectures.

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Complete the Senior Executive Registration / Biographic Data Form located on the course webpage at: <http://www.apcss.org/graphics/index.htm>.

Supporting Information: Senior Executive Registration / Biographic Data Form is located on the course webpage at: <http://www.apcss.org/graphics/index.htm>.

[Return to Table of Contents](#)

## U.S. – Russia Security Program

---

MCTFS Code: KDW  
Course Type: Regional: Europe  
Grades Supported: BGen (Selects) – LtGen  
Priority: MARFORCOM and European related billets

---

This program is held at Harvard's John F. Kennedy School of Government in Cambridge, MA. The program provides a setting for senior civilian executives, senior U.S. and Russian military officers to discuss national security issues. It focuses on gaining a deeper understanding of both Russian and U.S. worldviews through open discussion of global and regional security issues, defense organization and military reform. Participants include flag and general officers and senior civilian executives in government and their Russian counterparts.

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

### Course Objectives:

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

### Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Utilize Government Travel Credit Card to pay Harvard's lodging, meals, and administrative fees. Such charges should be reflected during the TAD settlement process.

### Supporting Information:

- Billeting, meals and local transportation is arranged by the Kennedy School.
- Delegates visit Brussels for briefing at NATO and SHAPE headquarters.
- Pentagon briefing and military installation visit is conducted at the conclusion of the seminar.
- Completion certificate awarded.

## U.S. – South Asia Leader Engagement Program

---

MCTFS Code: KEK  
Course Type: Regional: Asia  
Grades Supported: BGen (Selects) – LtGen  
Priority: MARFORPAC; MARFORCENT and Asia-Pacific related billets

---

This program is held at Harvard's John F. Kennedy School of Government in Cambridge, MA. Participants will consist of approximately equal numbers of leading professionals from India, Pakistan, and Afghanistan and a lesser number from the United States. The majority of the invitees will be former high ranking public servants from the military and government and a select group of academics, think tank representatives and NGOs. Many participants will be former ambassadors, military general officers, and leading academics.

Course Web Address: None

Course Objectives:

- Provide dialog among professionals concerned with the security of South Asia.
- Enhance stability by broadening the understanding of strategic perspectives.
- Hone policy-making skills.
- Develop and deepen relationships.

Participant Tasks Once Selected:

- Complete the issued TAD Worksheet and return.
- Utilize the issued SLDP cross-organizational LOA within DTS when initiating travel.
- Utilize Government Travel Credit Card to pay Harvard's lodging, meals, and administrative fees. Such charges should be reflected during the TAD settlement process.

Supporting Information:

- Registration begins on Sunday at Harvard's John F. Kennedy School of Government in Cambridge, MA.
- Billeting, meals and local transportation arranged by the Kennedy School.
- Completion certificate awarded.

