

Executive Education Program

2023 Course Catalog

Lejeune Leadership Institute



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Advanced Flag and Executive Training Course (AFLEX)

MCTFS Code:	K02
Course Type:	Leadership
Grades Supported:	LtGen
Priority:	N/A

The Advanced Flag and Senior Executive Training Symposium (AFLEX) is a 5-day intensive residential learning experience that is designed to ensure the successful transformation of Flag Officers and Senior Executive Service members (SES) into new roles as members of the Navy's most senior leadership team. The course is designed to provide you the opportunity to further explore and refine your professional identities as full partners in the Navy profession, strengthen your ability to assess risk to self, mission, and the Navy in making ethical decisions, deepen your cognitive capacity, and leverage higher-order thinking. Advanced learning methods suited for executive-level leader development will be used. As participants, you can expect disruptive engagement, peer interaction, facilitated discourse, and directed reflection. The FY22 AFLEX is conducted at the Bolger Center in Potomac, MD. Flag/General Officer and SES equivalent attendance at AFLEX is by invitation.

Course Web Address: <https://usnwc.edu/college-of-leadership-and-ethics/Professional-Development>

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 Department of Defense (DoD) Advanced Professional Executive (APEX) Senior Executive Service (SES) Orientation Program provides a high-quality, joint orientation for new SES members. APEX helps new leaders gain an enterprise-wide perspective that encompasses expectations, opportunities, and challenges currently facing DoD leadership.

The two-week executive development program is offered twice a year for newly appointed DoD SES and Senior Professionals. It is designed to provide program participants with a practical and theoretical understanding of the structure and processes of the Office of the Secretary of Defense (OSD), the Combatant Commands (COCOMs), the Joint Staff (JS), and the Military Departments. Week One of the program is conducted in the Washington, DC area; during Week Two, participants travel to CoCOMs and select military installations across the United States.

Course Objectives:

- The structure and processes of the OSD, the CoCOMs, JS, and the Military Departments as they contribute to the DoD mission.
- The priorities and challenges of other Federal agencies and the Defense industry as they contribute to National Security in partnership with DoD.
- The contributions and challenges of the Soldiers, Marines, Sailors, Airmen and Coast Guardsmen within the context of the overarching Defense mission.
- The importance of information sharing and relationship building across the total force through networking opportunities with military and civilian colleagues.
- An enterprise-wide perspective that encompasses leadership expectations and challenges currently facing DoD leaders.
- The changing role of the SES corps within DoD.

Supporting Information:

- Career SES members should attend APEX within three years of their appointment. A minimum of a Secret clearance is required for program participation.

Artificial Intelligence for National Security Leaders

MCTFS Code: HB6
Course Type: Functional
Grades Supported: BGen (Select) - LtGen, SES equivalents
Priority: Open to All

Artificial Intelligence (AI) technologies promise to be the most powerful tools in generations for expanding knowledge, increasing prosperity, and enriching the human experience. AI will fuel competition between governments and companies racing to field it, and it will be employed by nation-states to pursue their strategic ambitions. The 2.5-day Artificial Intelligence for National Security Leaders course in Cambridge, MA provides Department of Defense (DOD) senior leaders with a foundational understanding of AI, what AI means for national security, and how to take advantage of AI. With a focus on the organizational and managerial implications of these technologies, grounded in the technical aspects, participants leave this program armed with the knowledge they need to lead the successful integration of AI into national security. Informed senior leaders will lead the change necessary to help manifest the promise of AI for the DOD and transform how the nation and its strategic goals are defended.

Art of War

MCTFS Code:	KG8
Course Type:	Joint Warfighting
Grades Supported:	CSEL, BGen (Select) - LtGen, SES equivalents
Priority:	Open to All

The Art of War Program (AoW) is an academically rigorous graduate-level executive education program in preparation for leadership roles demanding long-range strategic and critical thinking skills held at The Paul H. Nitze School of Advanced International Studies, Johns Hopkins University, Washington D.C. The AoW supports the National Defense Strategy (NDS) by forming a group of General Officers (GOs) who will be educated to think critically in the design and conduct of war, strategy, and operations in the broader context of national policy objectives to assist civilian leaders in understanding the art of war. This executive education program is unique in its intense focus on the development of joint, cross-service senior officers who can operate in unknown environments, deal with unanticipated challenges, and seek innovative approaches to why, how, when, and where we fight.

Course Objectives:

- Investigate, analyze, and critique complex scholarly works and, where applicable, policy documents relevant to war, strategy, and command and leadership.
- Justify and interpret theoretical propositions, methodologies, and conclusions in strategy, military operations, and command and leadership.
- Synthesize complex theories relating to the conduct of war and strategy.
- Design, evaluate, and analyze developments in war, strategy and learning and adaptation.

Supporting Information:

- The course is taught by a case study method. There are no lectures; the core of the program is classroom discussion and debate, known as the Socratic Method.

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

Capstone is 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.

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.

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Capstone (Reserve Component)

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

The Capstone (Reserve Component) 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.

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.

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Combined/Joint Force Air Component Commander Course (C/JFACC)

MCTFS Code:	KGY (Combined); KGX (Joint)
Course Type:	Joint: Air
Grades Supported:	BGen (Selects) – MajGen
Priority:	<u>Combined:</u> Air Combat Element and Aviation related billets (International Students - classified materials removed) <u>Joint:</u> Air Combat Element and Aviation related billets (No International Students - classified material covered)

The Combined/Joint Force Air Component Commander Course (C/JFACC) 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://www.airuniversity.af.edu/LeMay/Display/Article/1099524/senior-leader-courses/>

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.)

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Combined/Joint Force Land Component Commander Course (C/JFLCC)

MCTFS Code:	KGK
Course Type:	Joint: Ground
Grades Supported:	BGen (Selects) – MajGen
Priority:	Combined: Ground Combat Element and Ground related billets (International Students - classified material removed) Joint: Ground Combat Element and Ground related billets (No International Students - classified material covered)

The Combined/Joint Land Component Commander Course (C/JFLCC) is a senior-officer level professional education course conducted at the US Army War College, Carlisle, Pennsylvania, 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:

- Design, plan, and prepare for the execution of unified land operations that support coalition and joint force commanders in the accomplishment of national security and international policy objectives.
- Form the land component command that executes theater-wide and multinational integrating functions of a C/JFLCC to set the theater.
- Understand the supporting and complementary capabilities provided by the other functional commanders (combined force air component command (CFACC), combined/joint force maritime component command (C/JFMCC), and combined/joint force special operations component command (C/JFSOCC)) and Unified Action partners.
- Conduct sustained unified land operations to win in a complex world.

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Combined/Joint Force Maritime Component Commander Course (C/JFMCC)

MCTFS Code:	KGD
Course Type:	Joint: Specialty
Grades Supported:	BGen (Selects) – MajGen
Priority:	CFMCC Priorities—See 'Supporting Information' JFMCC Priorities— Director, Expeditionary Warfare OPNAV; MEB and Major Subordinate Command Commanders

Combined Force Maritime Component Commander Course (CFMCC)

The purpose of the one-week Combined/Joint Maritime Component Commander Course (CFMCC) is to develop a network of leaders, focused on the operational level, in support of cooperation in the theater, and oriented toward maritime security is held at one of the four regional sites (see supporting information for locations). 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.

Joint Force Maritime Component Commander Course (JFMCC)

The one-week Joint Force Maritime Component Commanders Course (JFMCC) is designed for Major Generals, is held at the U.S. Naval War College, Newport, 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. Sessions will be held up to the TS SCI classification level for the joint course.

Course Web Address: <https://usnwc.edu/college-of-maritime-operational-warfare/Core-Curriculum>

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.

Supporting Information:

- Capstone is a prerequisite for this course.
- Individual Executive coach assigned for the combined course.
- There are **four locations** for the **CFMCC** course. Below are the locations and priority for each—
 - **Bahrain**—MARFORCENT and Middle Eastern related MEB and Major Subordinate Command Commanders
 - **Miami**—SOUTHCOM and Latin-American related MEB and Major Subordinate Command Commanders
 - **Hawaii**—MARFORPAC and Asia-Pacific related MEB and Major Subordinate Command Commanders
 - **Italy**—MARFORCOM and European related MEB and Major Subordinate Command Commanders

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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, Ground Combat Element and Ground related billets

The five-day Combined/Joint Force Special Operations Component Commander Course (C/JFSOCC) 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://www.socom.mil/JSOU/layouts/15/jsou.public/pages/CourseItem.aspx?View=View&id=37&courseid=37&Filter=>

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

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Cybersecurity: The Intersection of Policy and Technology

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

The Cyber Security: The Intersection of Policy and Technology 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://www.hks.harvard.edu/educational-programs/executive-education/cybersecurity>

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.

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Cyberspace Operations Executive Course (COEC)

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

The focus of COEC is primarily centered on the strategic decision-making aspects of cyber policy. 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. The attendee level rotates every 6 months from the Senior COEC (3- and 4-star level) to the COEC (1- and 2-star level). 2-day course offered twice annually with 12 to 18 attendees per course. The course is held at Maxwell Air Force Base, Alabama.

Course Web Address: <https://www.airuniversity.af.edu/LeMay/Display/Article/1099524/senior-leader-courses/>

Course Objectives:

To 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

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Human Resource – Executive Suite Connection Course

MCTFS Code:	K03
Course Type:	Functional
Grades Supported:	CSEL, BGen (Selects) – LtGen and SES equivalents
Priority:	Human Resource Executives

This course is offered at Harvard University, Cambridge, Massachusetts. Today's most successful business leaders understand that they must manage their human capital as strategically as their financial capital. To that end, executives focused on an organization's people and talent have an important role to play in designing business strategy and aligning the organization to execute.

In HBS Executive Education's HR leadership program, designed exclusively for chief human resources officers and other senior human resources executives, you will explore the questions that keep CEOs up at night—and improve your ability to contribute insights to address core business opportunities and challenges. You will expand your ability to predict outcomes, diagnose problems, recommend bold moves, and be the creative, strategic leader your organization needs.

In this program, you will expand your ability to fill that seat at the senior leadership table. Learning alongside other accomplished chief human resources officers and senior HR executives, you will broaden your contribution from a focus on the people dimension to full engagement in every aspect of senior management discussion. You will leave with new perspectives, skills, and insights that will help you contribute more fully to your organization's growth and success.

Course Web Address <https://www.exed.hbs.edu/hr-executive-suite-connection/>

Course Objectives:

- Addressing issues that typically arise in both acquisition-led growth and organic growth
- Designing systems that improve the chances of success when implementing new business models or offerings
- Planning and leading organizational transformation
- Assessing and improving business performance
- Analyzing your company's business systems to diagnose performance problems and develop solutions
- Ensuring that employees have the skills and tools needed to operate effectively and efficiently
- Developing service as a competitive differentiator—and improving service levels without raising costs
- Creating a more effective senior management team
- Building strategies and business models that help the organization identify, develop, and retain top talent
- Evaluating and developing leaders at all levels

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Impact Human Performance

MCTFS Code:	WAN
Course Type:	Functional
Grades Supported:	CSEL; BGen (Selects) – LtGen and SES equivalents
Priority:	Open to All

The Impact Immersive Experience/Impact Human Performance course (IIE/IHP) is a 2.5-day course that provides participants with an understanding and experience of the Human Energy System to achieve sustained high performance. The interconnected system that consists of our Mind (storytelling), Body (physiology), Spirit (purpose), and Heart (emotional regulation) drives both performance and resilience. Participants gain greater awareness of how to optimize energy, recover more effectively from stress and anxiety, while increasing the frequency of moments where they are being at their best. Individuals and/or teams work side-by-side with highly skilled experts in performance psychology, nutrition, and exercise physiology. This multi-disciplinary approach helps practitioners to become physically energized, emotionally, and mentally resilient, and completely aligned with whatever objective is most important.

Course Web Address: [Impact Human Performance](#)

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The Indo-Pacific Orientation Course (IPOC)

MCTFS Code:	0G1
Course Type:	Regional
Grades Supported:	BGen (Selects) – LtGen and SES equivalents
Priority:	COMMARFORPAC, Major Subordinate Commanders. and Pacific related billets

The one-week IPOC seminar is held at the Asia Pacific Center for Security Studies, Honolulu, Hawaii. The seminar brings together senior United States military and civilian leaders, along with ally and partner counterparts, to consider the complex security challenges and opportunities in the evolving Indo-Pacific region. This five-day course provides intensive and interactive executive education in which fellows and faculty work together to identify and evaluate opportunities for international cooperation. Fellows will critically assess the complex and dynamic security environment in the Indo-Pacific region, its security architecture, and emerging trends. They will build upon their senior leadership skills to advance effective security sector governance in the Indo-Pacific region. The Senior Executive Seminar will be embedded within the IPOC course, with several hours of daily seminar discussions complemented by the full range of plenary and elective lectures in the regular IPOC.

Course Web Address: <https://apcss.org/courses/>

Course Objectives:

Educate:

- Understand strategic issues, trends, and challenges in the Indo-Pacific.
- Critically and objectively analyze key security dynamics and trends in the region.
- Demonstrate enhanced knowledge and shared understanding of countries and sub-regions in the Indo-Pacific.
- Identify and assess opportunities and barriers for building good governance and resilient capacity in the Indo-Pacific.
- Understand the strategic significance of regional security cooperation for the U.S. and its allies and partner nations.

Connect:

- Develop extensive networks and relationships among a community of security practitioners on whom to draw to better accomplish their institutional missions.
- Enhance civil military relations and security sector cooperation and effectiveness.
- Integrate into an alumnus of academics, analysts, and practitioners working the Indo-Pacific.

Empower:

- Enhance capacity to capitalize on opportunities for collaboration and cooperation.
- Increase capacity to advance good governance, and security sector integration and cooperation.
- Identify limits and enablers of security cooperation.

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Intermediate Flag and Executive Training Course (IFLEX)

MCTFS Code:	K01
Course Type:	Functional
Grades Supported:	MajGen
Priority:	Open to All

The Intermediate Flag and Senior Executive Training Symposium (IFLEX) is a week-long intensive residential learning experience that is designed to ensure the successful transformation of new Flag Officer and Senior Executive Service (SES) into new roles as members of the Navy's senior leadership team. The course is designed to provide you the opportunity to explore and refine your professional identities as partners in the Navy profession, strengthen your ability to assess risk to self, mission, and the Navy in making ethical decisions, deepen your cognitive capacity, and leverage higher-order thinking. Advanced learning methods suited for executive-level leader development will be used. As participants, you can expect disruptive engagement, peer interaction, facilitated discourse, and directed reflection. The FY22 IFLEX is conducted at The National Conference Center in Leesburg, VA. Attendance at IFLEX is mandatory for all newly selected Navy 2-Star Flag Officers and is by invitation for General Officer and SES equivalent.

Course Web Address: <https://usnwc.edu/college-of-leadership-and-ethics/Professional-Development>

Joint Flag Officer Warfighting Course

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

This five-day, in-residence 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://www.airuniversity.af.edu/LeMay/Display/Article/1099733/jfowc-information-guide/>

Course Objectives:

The four areas of study are—

- Warfighting
- Synchronization of interagency operations
- Military doctrine
- Application of unified, joint, and combined combat forces

There are seven learning areas—

- National Security Strategy
- National Planning Systems and Processes
- National Defense Strategy
- National Military Strategy and Organization
- Theater Strategy and Campaigning
- Role of Strategic Communication in 21st Century Warfare
- Strategic Leader Development

Supporting Information:

- To be eligible to attend, it must be at **least a year** since attending Capstone.
- The four areas of study are—
 - Warfighting
 - Synchronization of interagency operations
 - Military doctrine
 - Application of unified, joint, and combined combat forces

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Leadership at the Peak

MCTFS Code:	KG9
Course Type:	Leadership
Grades Supported:	CSEL; BGen (Selects) – LtGen and SES equivalents
Priority:	N/A

This five-day 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. It maximizes personal leadership power to develop clear action plans for organizational challenges, clarify organizational vision, and improve external influence skills with boards, shareholders, partners, and critical stakeholders.

Course Web Address: <https://www.ccl.org/open-enrollment-programs/leadership-at-the-peak/>

Course Objectives:

This program will address issues faced by top leaders—

- Business operations: the heart of all other challenges
- Strategic issues: setting and realizing vision, direction, and goals
- Managing change: both day-to-day and long-term
- Leading across boundaries: levels, silos, cultures, backgrounds, and interests
- Talent management: ensuring the current and future talent pipeline
- Individual impact: understanding and adjusting leadership style

Through hands-on exercises, in-depth feedback, and one-on-one coaching, senior leaders leave the program with a clear path forward and the tools to see it through—

- Gain a clear view of the impact on the organization
- Develop clear action plans for organizational challenges and priorities
- Clarify organizational vision
- Explore their leadership effectiveness
- Improve external influence skills with boards, shareholders, partners, and critical stakeholders
- Enhance executive image and communication skills
- Learn to balance and sustain your own energy

Supporting Information:

- Once registered and accepted to LAP, participants will be sent pre-course work required 8 to 12 weeks in advance via a separate web link. Pre-course work consists of surveys, forms, and questionnaires.
- Individual executive coach assigned

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Leading for Organizational Impact

MCTFS Code:	WAP
Course Type:	Leadership
Grades Supported:	CSEL; BGen (Selects) – LtGen and SES equivalents
Priority:	N/A

Leading for Organizational Impact is focused on developing senior executives responsible for organizational functions and divisions. Training will facilitate how to navigate their organization with a broader scope of responsibility; how to develop effective ties across organizations to gain new perspectives; develop skills to understand leadership style and boost resilience; effectively balance tactical concerns with strategic possibilities. This is a 5 day course that has three phases, Prepare, Engage, and Apply. Prepare will involve web-assessments prior to the course; Engage will participate in a simulation that will tie to their specific and personal development needs; Apply the participant will take back the plan they developed and continue to receive development and ongoing communications from Center for Creative Learning instructors.

Course Web Address: [Leading for Organizational Impact \(LOI\) | CCL](#)

Course Objectives:

- Balance tactical concerns with strategic priorities to improve decision-making and respond to market forces
- Navigate the organization as their leadership responsibilities increase
- Work more effectively across boundaries to build strategic ties and gain new perspectives
- Draw on a deeper self-awareness to leverage leadership and boost personal resilience
- Identify the behaviors required to inspire others and align people to organizational outcomes

Additional Information:

Our programs are focused on providing tailored insights into your unique leadership style and abilities. As such, completing any assigned pre-program materials or assessments is critical and required for program enrollment. Specific pre-program assignments will be communicated to you prior to your attendance and with ample time for completion. To ensure that we provide you with the most accurate information, some pre-program materials may not be made available until approximately 8 weeks before the program. Pre-course assignments are a central part of the program experience, and their completion will directly impact your program experience and possibly your enrollment status.

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Logistics & Technology Executive Course (LOGTECH)

MCTFS Code: KGT
Course Type: Functional
Grades Supported: BGen (Selects) – LtGen and SES equivalents
Priority: Logistics related billets

This three-and-a-half-day course is held at the Kenan-Flagler Business School, University of North Carolina, Chapel Hill, NC. LOGTECH provides senior leaders in defense and industry new tools and innovative approaches to sustainment, technology, and supply chain challenges. Collaborate with peers from diverse organizations across the public and private sector to address shared challenges from a big-picture perspective. Key topics include new trends in logistics technological development, emerging threats, and risk management, and improving executive management and learning skills. LOGTECH Executive is taught workshop-style using a combination of lectures, guest speakers, panels, and in-class exercises. It is taught by accomplished faculty, industry practitioners, and executive guest lecturers. Lessons focusing on strategies for successful implementation and adoption of new technologies at the strategic and operational levels within the context of leading organizational effectiveness.

Course Web Address: https://www.idb.org/programs/in-residence-learning/logtech-executive-program-for-executive-in-logistics-technology/?doing_wp_cron=1627563989.4475340843200683593750

Course Objectives:

- Learn how to embrace and promote innovation to improve logistics and supply chain management strategy
- Explore new frameworks to examine the most complex logistics and supply chain challenges that impact your organization
- Engage in strategic thinking with a set of peers from different organizations to gather diverse perspectives
- Build a network of peers, faculty, and industry experts who can serve as trusted advisors into the future

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MIT: Cybersecurity Leadership for Non-Technical Executives

MCTFS Code:	K05
Course Type:	Leadership
Grades Supported:	CSEL, BGen (Select) - LtGen and SES equivalent
Priority:	N/A

Cybersecurity Leadership for Non-Technical Executives is a three-day course that provides leaders and managers with frameworks and best practices for managing cybersecurity-related risk separate from the specialized IT infrastructure typically associated with this topic. Course content includes lectures, highly interactive discussions, and case studies related to:

- Overall cybersecurity awareness
- The role of non-tech leaders in cybersecurity management
- Actionable ideas to increase cyber resilience
- How to measure the organization's cyber-safety level—and how it is changing over time
- How to speak the language of cybersecurity to enable informed conversations with your technology teams and colleagues, and ensure your organization is as cybersecure as possible

The cybersecurity course also draws from the U.S. Commerce Department's National Institute of Standards and Technology (NIST) Framework for policy and management planning—a flexible and cost-effective approach to protecting critical infrastructure.

Course Web Address: <https://executive.mit.edu/course/cybersecurity-leadership-for-non-technical-executives/a056g00000URaaBAAT.html>

Course Objectives:

- A framework for how to keep an organization secure and mitigate cyber risk
- An understanding of what cybersecurity leadership looks like—and what you can do right now
- A personalized playbook with actionable next steps for improving a culture of cyber awareness within your organization
- The latest research and thinking on measuring an organization's cybersecurity readiness

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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: <https://www.marshallcenter.org/en/academics/college-courses/senior-executive-seminar-ses>

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

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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 EEP 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>

Supporting Information:

- Passports and Visa required

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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>

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

Supporting Information:

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

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Senior Executives in International and National Security Program (SEINS)

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

This two-week 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: <https://www.hks.harvard.edu/educational-programs/executive-education/senior-executives-national-and-international-security>

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

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.

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Senior Joint Information Operations Applications Course

MCTFS Code: KGZ
Course Type: Joint: Specialty
Grades Supported: BGen (Selects) – MajGen and SES equivalents
Priority: Intelligence; Operations; or Planning billets. Info Ops and JTF Commanders are desirable.

This course is held at Maxwell AFB, Alabama. The purpose of SJIOAC is to prepare selected general/flag officers and senior executive civilians to develop Information Operations (IO) into a warfighting core military competency that will enable Combatant Commanders to target adversary decision-making while protecting our own. 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: <https://www.airuniversity.af.edu/LeMay/Display/Article/1099524/senior-leader-courses/>

Course Objectives:

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

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Singularity University Executive Program

MCTFS Code:	KEX
Course Type:	Supporting
Grades Supported:	CSEL, BGen (Selects) – MajGen and SES equivalents
Priority:	N/A

Singularity University's flagship Executive Program (SUEP) is a five-day immersive executive education and personal transformation course in Silicon Valley that examines how exponential technologies, and their convergence will shape our future, while also exploring ethical leadership in a rapidly changing world.

Participants form deep bonds through uncommon partnerships with entrepreneurs, executives, academics, and policymakers to develop frameworks and 10x business solutions to the world's grand challenges. This intensive program is industry- and technology-agnostic, intended for a highly curated, diverse cohort of 60-80 leaders who want to be empowered with the mindset, toolset and connections that transform industries and create a better world for us all.

Course Web Address: <https://go.su.org/ep2021>

Course Objectives:

- Harness the power of exponential technology to do better by doing good
- Become the leader the world needs right now
- Create uncommon partnerships with transformative leaders worldwide

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Space Executive Course

MCTFS Code: K04
Course Type: Functional
Grades Supported: CSEL, BGen (Selects) - LtGen and SES equivalents
Priority: USSPACECOM, Cyber, and Intel related billets

SEC is a two-day familiarization course providing an executive space overview for senior members of the Department of Defense (DoD), other US government agencies, and allied nations. The course focuses on the following areas: A brief coverage of space fundamentals (including space environment and orbital mechanics), an overview of space law/policy/doctrine, capabilities/limitations/vulnerabilities of DoD, National, civil, and commercial space systems, and space integration into multi-domain terrestrial operations. This course provides senior personnel with an awareness of unique space capabilities providing combat effects for warfighters. The course is designed for senior members of the DoD, other US government agencies, and allied nations.

The SEC is held at the National Security Space Institute (NSSI), Peterson AFB in Colorado Springs, CO. The NSSI is the US Space Force's focal point for space continuing education, complementing existing space education programs at [Air University](#), the [Naval Postgraduate School](#) and the [Air Force Institute of Technology](#). Their mission is to provide the responsive and relevant professional continuing education component of DoD space professional development.

Course Web Address: <https://www2.peterson.af.mil/nssi/>

Course Objectives:

- Key provisions of US space treaties, law, policy, and doctrine, which shape our current organizations, structure and missions
- Threats to US space systems and the means to mitigate those threats
- Characteristics of the space domain and the basic capabilities, limitations, and vulnerabilities of specific USSPACECOM and NRO space systems, and how they support combatant command operations
- Space integration in terrestrial operations

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Strategic Thinking

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

Strategic Thinking is a five-day course that is conducted at the University of Virginia, Darden School of Business, Charlottesville, VA. 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: None

Course Objectives:

- Strategic Level Awareness
- Operational and Tactical Level Awareness
- Strategic Context
 - Increase awareness of and consider the nature of strategy and strategic thinking. Includes the scope, scale, and complexity of global issues, current environment, and future trends associated with today's National Security Environment
- Leadership
 - Learning events that highlight both challenges and methods to effectively lead, inspire, and guide large and diverse teams in a way that reinforces trust, commitment to mission, and team performance-from a strategic level down to the individual
- Strategy
 - Learning events that sharpen participants in complex cases and hands-on, interactive modules that develop strategic understanding and perspective, illustrate how strategy differs from operational and tactical considerations, and guide them through developing and implementing both elements of strategy and fully integrated strategies
- Ethic
 - Learning events that engage participants in case-driven and interactive ethical and value-based decision-making that reinforces Navy core values and supports character development. These scenarios incrementally build in scope, scale, complexity and impact-at organizational, enterprise, and societal levels.
- Concepts, Tools, and Techniques
 - Learning events that provide perspectives, frameworks and methods that are useful in enabling, implementing, and adjusting strategy. This includes opportunities to soundboard and exchange ideas on the full range of course topics across the spectrum.

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Transnational Security Cooperation Senior Executive Course

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

This is an intensive, one-week program for current security sector leaders – both civilian and military -- on the upward track for positions of significant national and international responsibility. The course will look at a comprehensive array of emergent and over-the-horizon issues such as: terrorism, environmental degradation, natural disasters, geopolitical competition, maritime disputes, cyber threats, civil-military dynamics, and regional governance. The course will also consider "harder" geo-strategic issues such as power shifts among nations as part of the context in which broader security concerns play out. Senior Fellows will interactively exercise strategic thinking and cooperative responses to real-world transnational security scenarios (e.g., the evolving security dynamics on the Korean Peninsula). The program is based on the broad notion that regional security is significantly enhanced by collaborative efforts at monitoring, preventing, preparing for or responding to any transitional security threat. The EEP nominates potential participants to the Asia Pacific Center for Security Studies 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.

Course Web Address: <https://apcss.org/courses/>

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

- Enhancement of Senior Fellow Knowledge
- Strengthened Collaborative Skills and Leadership Capacity
- Senior-level Security Sector Networks

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