

# SCO-220 FUNDAMENTALS AND APPLICATION OF SCO OPERATIONS COURSE

## Syllabus

Defense Security Cooperation Agency  

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DEFENSE SECURITY COOPERATION UNIVERSITY



*- Educational Purposes Only - Not to be released outside of DSCU - U.S.  
Government Personnel Only*

# GENERAL INFORMATION

## ACADEMIC FREEDOM

Defense Security Cooperation University (DSCU) observes a strict policy of academic freedom and non-attribution. It is important that we have a free exchange of information in our classrooms. Candid observations by students, instructors, and guest speakers are important to this process. Students should not quote or attribute any comments made by fellow students, DSCU instructors, or guest speakers. DSCU observes a strict policy of academic freedom and non-attribution. It is important that we have a free exchange of information in our classrooms. Candid observations by students, instructors, and guest speakers are important to this process. Students should not quote or attribute any comments made by fellow students, DSCU instructors, or guest speakers.

## STUDENT FEEDBACK

DSCU solicits your constructive suggestions for improvement of the course for the benefit of future students. Every lesson is surveyed and evaluated by the student on a daily basis. There is an overall final survey at the end of the course for comments concerning all other aspects of your time here. You can provide input through these class surveys or by approaching the Class Manager or other DSCU instructor with your comments or recommendations.

## STUDENT CODE OF CONDUCT

Any behavior by a student that is disruptive to the class, hinders the learning experience of other students, or violates official policy shall constitute grounds for dismissal from the class. Habitual tardiness, returning late from class breaks, or rude comments directed at the instructor or other students are examples of behavior that could also lead to dismissal. In addition, incidents of sexual harassment or prejudice will not be tolerated and are grounds for immediate dismissal.

## ATTENDANCE

Students are expected to attend all lessons and participate in all course activities in order to successfully complete the course. Students may be excused for up to two hours with prior coordination with the class manager but will be required to complete any missed course work as homework. Students who miss more than two hours of class will be disenrolled from the course.

DSCU does not have the authority to release students earlier than the scheduled graduation date. Except in cases of emergency leave, early departure approval must be obtained from the student's organization.



# COURSE INFORMATION

## WELCOME

Welcome to the SCO 220 Fundamentals and Application of SCO Operations course. This course meets the educational requirements of U.S. Security Cooperation Office (SCO) personnel and geographic combatant command (CCMD) staff personnel directly supporting SCOs. The course blends lectures, seminars, and practical exercises with instruction provided by Defense Security Cooperation University (DSCU) faculty members and guest lecturers, including senior DoD officials, representatives of other U.S. Government (USG) agencies, university professors, and members of private organizations.

In addition to lecturing and testing, learners are immersed in a cognitive learning environment where they leverage personal and professional tactics, techniques, and procedures to navigate through classroom interactive learning, computer simulations, and "real-world" situational events. Students will work with assigned, experienced faculty mentors in order to ask questions and exchange ideas on the concepts presented during the entire course. Mentors will assist the student in developing the art of applying the broad spectrum of tools, resources, and personal skills learned through the foundational phase.

Graduates will have the skills needed to effectively implement Security Cooperation (SC) aspects of U.S. foreign policy. Graduates will be able to crucially analyze, evaluate, and align U.S. SC interests and partner nation requirements.



## COURSE GOAL

The goal of SCO 220 Fundamentals and Application of SCO Operations course is to educate SCO personnel and CCMD staff members to develop solutions to complex SC issues at the field level, given legislative and policy restrictions, stakeholder interests, and resource challenges.

## COURSE OBJECTIVE

The objective of this course is for the student to creatively combine the art and science of SC in developing solutions to complex SC issues, while operating in the SCO environment, and given legislative and policy restrictions, stakeholder interests, and resource challenges.

By the end of this course the student will be able to:

- Interpret how to plan for, oversee, and execute the many complex and interrelated aspects of Security Cooperation and Security Assistance (SA)
- Evaluate and exhibit integrative knowledge, application, and synthesis of the core SC concepts, tools, considerations, and programs involved with Case execution and lifecycle management; SC planning, oversight, and execution; international student training, and SCO operations
- Measure strategic level guidance, evaluate the partner nation's (PN's) will and ability to achieve desired Security Cooperation objectives, create solutions, and propose courses of action (considering risks/assumptions) to align U.S. and PN strategic objectives
- Successfully navigate the Security Cooperation Organization Operational Environment
- Assess and reflect on the political, military, economic, social, informational, and infrastructural operational environment of an international region and/or country
- Simulate appropriate cross-cultural competence concepts during routine interactions with partner nations in the implementation of Security Cooperation initiatives
- Compose and defend recommended solutions to various stakeholders in order to solve SC issues, while aligning U.S. and partner nation interests
- Collaborate professionally, diplomatically, and influentially with defense industry contractors as well as within Combatant Commands (CCMDs), U.S. embassy country teams, and the broader DoD and U.S. government (USG) interagency communities
- Facilitate how to effectively develop, implement, and manage administrative, procedural, and personal/physical security programs of a Security Cooperation Organization



- Lead a role-playing scenario which demonstrates the analysis, assessment, and management techniques to administrate foreign training programs in order to support the formulation and execution of a country-level (U.S./Partner Nation) international training plan

By design, this course allows students to freely engage in real-world scenarios in a controlled learning environment where mistakes, which may have National Security implications, are made in the classroom and not on assignment.

## ONLINE CO-REQUISITES

(Prior to arrival and during week one)

Three (3) supporting DSCU online courses are integral to the overall SCO 220 course. These courses are asynchronous, and students should endeavor to complete them before the in-residence portion of the course. These online courses are designed to meet the basic-level educational requirements of all workforce members, including those in the SCO Operations and Maintenance Area of Concentration (AoC). Due to the unique requirements associated with the assignment of personnel to SCOs in embassies around the world, students may not have the opportunity to achieve certification at the basic level before attending the SCO 220 intermediate-level course. Allowing time for students to fulfill both the basic and intermediate requirements while attending the resident course is thus an important factor in the development of this course.

The three online courses are:

1. **SC-101 Introduction to Security Cooperation (12 hours)**
2. **ACQ 1300 Fundamentals of Technology (8 hours)**
3. **SC-121 Introduction to End Use Monitoring (2 hours)**



## SCO 220 COURSE NARRATIVE

The Security Cooperation Organization (SCO) is only one of many organizations within the United States Government (USG) and the Department of Defense (DoD) that contribute to the Security Cooperation (SC) and Security Assistance (SA) mission. However, the role of the SCO is unique in that it acts as the primary interface with the partner nation for most issues related to SC and DoD-administered SA.

As defined in DoD Directive 5132.03, SC should focus on three basic areas: creating access, building relationships, and creating or improving capabilities/capacities in partner nation security forces. The complexities of negotiating, planning, authorizing, funding, executing, and assessing these mission areas keep most SCOs intensely engaged, both with USG elements and partner nations. The SCO needs access to host nation counterparts to ensure USG objectives can be met. Central to this access are the SCO's relationships with the partner nation. In some cases, personal relationships are required before professional interactions are possible. Developing these crucial relationships takes time and patience—the Security Cooperation business is not an overnight enterprise. The SCO's fundamental task is to effect USG foreign policy and, in many cases, to build host nation capabilities and capacities to meet future USG and partner nation challenges.

The role of the SCO is complex, sophisticated, and critical to USG interests. SCOs must leverage and synthesize a vast array of skills. In this course we will use Bandaria as a fictitious (yet taken from real-world events) partner nation case study to examine and simulate how SCOs can leverage both art and science in approaching SC solutions to complicated issues at the field level.



## PHASE NARRATIVES

The course consists of seven overarching phases. They are:

**PHASE 1 - SC STRATEGY AND POLICY**

**PHASE 2 - REGIONAL EXPERTISE**

**PHASE 3 - CASE LIFECYCLE MANAGEMENT**

**PHASE 4 - INTERNATIONAL TRAINING MANAGEMENT**

**PHASE 5 - PLANNING & PROGRAMS**

**PHASE 6 - SCO OPS/CAPSTONE PREP**

**PHASE 7 - CAPSTONE**

### Phase 1 (SC Strategy and Policy) Narrative

Security Cooperation is rooted in U.S. strategy and policy. In Phase 1, we'll examine what SC is and how SC furthers U.S. interests. You'll review the foundations and building blocks of SC and learn how Security Cooperation Organizations (SCOs) fit into the overall SC map of stakeholders. You'll hear from distinguished guest speakers on SCO perspectives from the field, and we'll lay out a vision of how SCOs can be successful in such an important role. You'll examine the importance of SC within the context of "strategic competition" and explore the importance of Women, Peace, and Security issues as SC continues to evolve.

#### Key High-Level Takeaways

The U.S. competitive advantage in the era of strategic competition is our network of allies and partners. The SCO has a critical role in the implementation of foreign policy and achieving U.S. security goals. SCO personnel must understand SC fundamentals and apply its building blocks to effectively further U.S. interests.

#### To Think about:

- What do we mean by Security Cooperation – what is it?
- What does our nation hope to achieve through Security Cooperation?
- How might my partner nation appear in the context of strategic competition?
- How do law, policy, and stakeholders come together to shape, enable, and restrict the effectiveness of Security Cooperation?
- Who are my stakeholders?





## Phase 2 (Regional Expertise) Narrative

Security Cooperation is about ensuring U.S. interests by maintaining strong relationships with our partners across the globe. In Phase 1, we looked at the basics of SC from a U.S. perspective. In Phase 2, you'll turn your attention to cultivating an understanding and a mutually beneficial relationship with your partner nation. You'll learn how to work more effectively in sensitive cross-cultural environments. Through a series of seminars led by guest speakers with regional expertise, you'll examine cultural, geographic, economic, historical, societal, and political characteristics within respective regions. You'll also examine U.S. regional strategic priorities and review how to make informed recommendations to various stakeholders.

### Key High-Level Takeaways

SCOs should develop an understanding and appreciation of their partner nation and the region. SCOs must be able to build mutually beneficial relationships by engaging with effective cross-cultural skills. SCOs must also be able to make informed recommendations to U.S. stakeholders.

### To Think about:

- How does my partner nation fit in the context of strategic competition?
- What personal and cultural dimensions do I need to consider to work most effectively with my partner nation?
- What cross-cultural skills do I need to be effective with my partner nation?
- How would I explain the SC strategy priorities for my partner nation and the region?

## Phase 3 (Case Lifecycle Management) Narrative

SCOs serve as the primary SC liaison between the USG and our partners. In Phases 1 and 2 we looked at U.S. and partner nation interests through an SC lens. In Phase 3, you'll focus on the SCO's role in Foreign Military Sales (FMS) Case management for the duration of its lifecycle. An "FMS Case" is basically a government-to-government agreement on the transfer of defense articles and services. You'll learn how to assist and facilitate the management of an FMS Case for the duration of the Case Lifecycle (Pre-Case Development, Case Development, and Case Management and Closure).

### Key High-Level Takeaways

The SCO serves as the intermediary between the USG Implementing Agency, the FMS Case manager, and the partner nation. They must be able to ensure that each case is both prepared and executed in accordance with USG interests and partner nation desires.





**To Think about:**

- How would I explain the FMS process to my partner nation? To the Embassy?
- What would I need to assist my partner nation to develop the most complete actionable Letter of Request (LOR) to prevent delays and misaligned expectations?
- How will I manage partner nation expectations of FMS timelines?
- What would I do if the system they are requesting is not the right fit for their requirements?
- How do I address a partner nation request for a capability I know they cannot adequately sustain?

**Phase 4 (International Training Management) Narrative**

The SCO coordinates and facilitates all military training conducted or contracted by DoD for the partner nation. In Phase 4, you'll focus on the SCO's role in being able to effectively manage U.S. education and training for our international partners. You will learn how to use and leverage various automated tools in the management of international education and training. You will also learn your role in vetting international students and how to advise them on travel preparation, English language requirements, etc. Additionally, you'll learn how to advise our partners on all aspects of international training management and how to develop and assess education and training plans for your Geographic Combatant Command.

**Key High-Level Takeaways**

The U.S. international military training program may be one of the most important Security Cooperation engagements the U.S. has with another country. The SCO must be able to effectively advise and assist the partner nation in identifying, forecasting, and programming training requirements of all kinds (e.g., professional military education, tactical training, technical skill training, etc.).

**To Think About:**

- How will I make sure my education and training plan supports the overall Security Cooperation strategy for my partner nation?
- How will I ensure the right people from my partner nation attend U.S. education and training?
- How can I help international students be successful in U.S. education and training?



- How do I communicate the vetting requirements to my partner nation?
- How will I advise my partner nation on U.S. education and training opportunities?

### Phase 5 (Planning and Programs) Narrative

SCOs serve critical roles in contributing to SC planning and SC programs implementation. In Phase 5, we examine SC Planning and Programs. You'll learn about various SC programs, exercises, and the importance of Institutional Capacity Building (ICB). You will also learn to use various planning, analytical, and implementation tools, as well as review how to assess, monitor, and evaluate programs.

#### Key High-Level Takeaways

The SCO is the primary U.S. in-country SC interface with the partner nation. The SCO evaluates international partner requirements and contributes to plans to provide U.S. resources and other engagements necessary for the development and sustainment of partner capabilities consistent with U.S. interests. This assessment and preparation are critical in ensuring that U.S. planning, approvals, budgeting, production, and transportation processes can be sequenced and coordinated to effectively deliver capabilities.

#### To Think About:

- What is my role in SC planning with the Geographic Combatant Command? With the Embassy? Within the broad interagency?
- How will I reconcile U.S. interests in SC with my partner nation interests and seek alignment?
  - How will I explain partner nation interests to the USG?
  - How will I explain USG interests to my partner nation?
- How do I know if my SC activities will result/are resulting in the correct outcomes?
- How can I use multiple SC programs and activities to achieve a national strategic effect?



## Phase 6 (SCO Ops/Capstone Prep) Narrative

SCOs must be self-reliant in managing or even directly resolving internal administrative and logistical support issues. In Phase 6, we turn our attention to SCO Operations and preparation for the course capstone. You'll learn to successfully navigate your operational environment, and what it takes to do so while maintaining and exhibiting important principles and attributes. You'll also learn, among other things, how to execute various administrative SCO responsibilities. Equally important, you will take a deep dive into your country team as well as begin learning to prepare and plan for various real-world emergency situations.

### Key High-Level Takeaways

As SCOs are physically located in another country, it is critical that you understand your operational environment, how to navigate within it, and how to execute various administrative functions of the SCO. It is also critical that you understand and adhere to SCO ethics, exhibit successful SCO principles and attributes, and be prepared to plan for a wide variety of unforeseen situations.

### To Think About:

- How will I interact and integrate into the U.S. Embassy, professionally, organizationally, and financially?
- Who do I need to know and connect with at the Geographic Combatant Command for administrative lifelines?
- How do I establish and maintain a cadence of communication between the SCO, the (Defense Attaché Officer (DAO), the Geographic Combatant Command J5, Office of the Secretary of Defense-Policy (OSD-P), and the partner nation? Who else needs to be in that loop?
- How do I make sure that I and those around me maintain our principles and act ethically in what can be an unstructured and ambiguous environment?
- How will I take care of my family?



## Phase 7 (Capstone) Narrative

SCOs serve a critical role in furthering U.S. SC interests. The first six phases can be looked at as the science of SC, with some learning of how to apply the art of SC. In the final phase (7), within the context of real-world simulations, you will pull it all together and demonstrate how to successfully apply the art of Security Cooperation.

### Key High-Level Takeaways

The role of the SCO is unique in that it acts as the primary SC interface with the partner nation. This role is pivotal in aligning the interests of the U.S. and our partners. This phase is your opportunity to develop a unique SCO skillset, as well as realize how an integrated SC Enterprise approach to problem-solving can effectively generate better solutions that benefit all stakeholders.

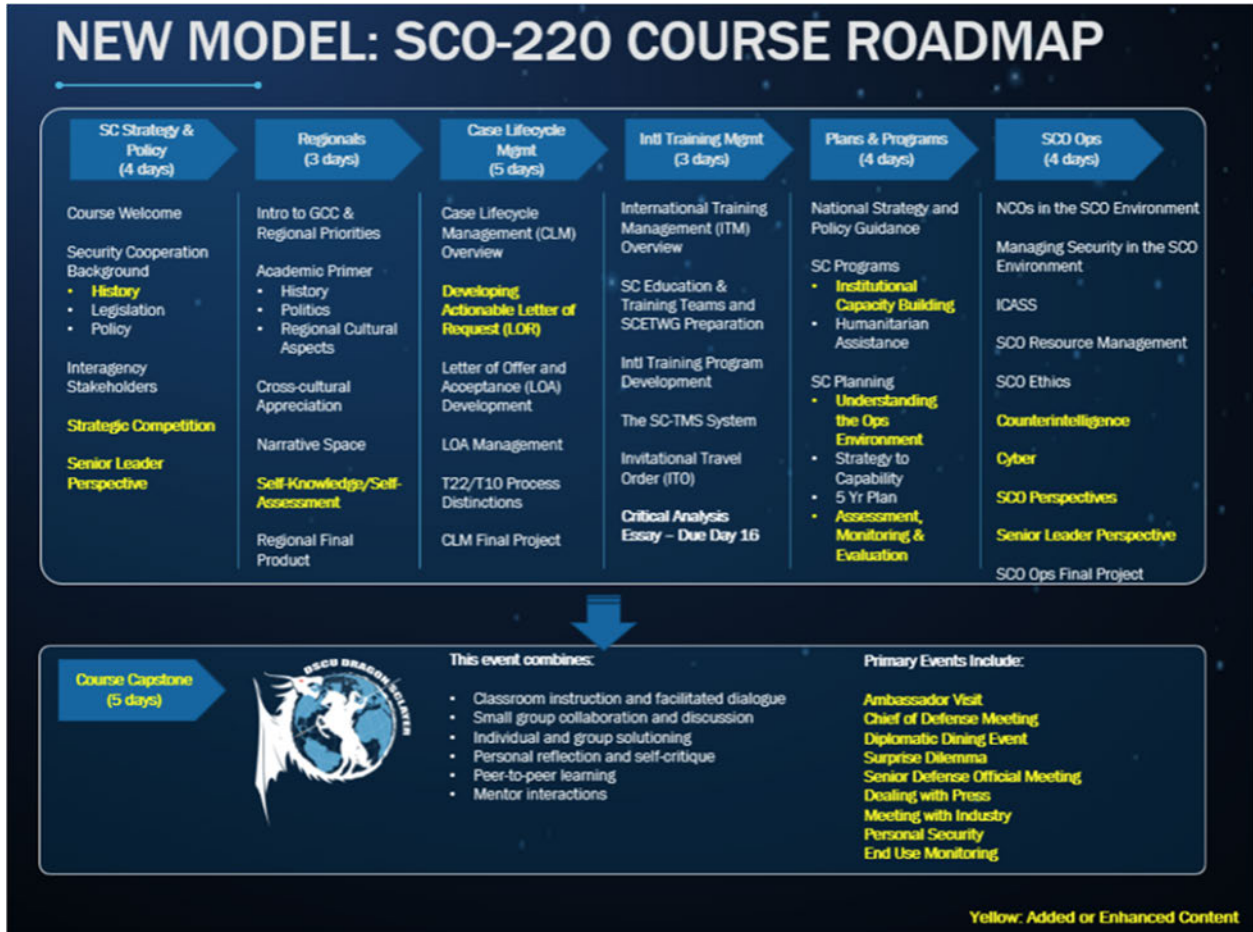
### To Think About:

- What are my personal takeaways from this experience and what should be my personal “to think about” list as I transition to this assignment?
- How should I navigate my Security Cooperation Operational Environment?
- How can I maximize the tools of SC Science and SC Art to maximize strategic effect and improve my nation’s security?



# COURSE ROADMAP

This is the course roadmap to provide students with a high-level view of the course journey.



## SCO 220 GENERAL GRADING CRITERIA

GRADED ASSESSMENTS (TOTAL)	POINTS POSSIBLE	PERCENT OF TOTAL GRADE*
Phases 1-6 Graded Assessments/Assignments/Activities	5230	64%
Phase 7 (SCO Capstone Events) Assessments	3000	36%
<b>Total</b>	<b>8230</b>	<b>100%</b>
<b>Minimum to Pass</b>	<b>6584</b>	<b>80%</b>

**Notes:**

- To pass, you must achieve 80% or higher of total grade.
- You must also achieve 80% or higher on the Posture Statement Essay.
- Participation is built into all exercises/activities and is a must. In order to receive course completion credit ALL quizzes, exercises, and graded activities must be complete in the results center.
- Specific points by graded assessment vary by region (but all Regionals get the same total points).
- There are multiple opportunities for remedial grading built in (multiple attempts, if necessary).
- Once we move into the Capstone phase, you will be participating in a simulated real-world environment and will be assessed on your ability to demonstrate principles of effective SCO engagement and SCO professional attributes.
- Throughout the course there are various assignments and assessments that will be evaluated by facilitators and mentors. You will have access to the rubrics and instructor feedback in the results center in Blackboard.



## DAILY GRADED ACTIVITIES

In addition to your lectures and classroom activities, the following are activities and assignments that you will be graded on. This list does not include the knowledge checks built into many of the asynchronous learning modules. Refer to your instructors for additional information.

### DAY 1 (SC Strategy and Policy - Phase 1)

#### QUIZ – HISTORY OF SECURITY COOPERATION AS FOREIGN POLICY

Description: This quiz covers content delivered in the History of Security Cooperation as Foreign Policy lesson.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 1

#### QUIZ – SCO DIPLOMATIC PRIVILEGES AND IMMUNITIES (DPI)

Description: This quiz covers content based on the SCO Diplomatic Privileges and Immunities (DPI) lesson.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 1





## DAY 2 (SC Strategy and Policy - Phase 1)

### QUIZ – SC LEGISLATION, POLICIES, AND SCO RESPONSIBILITIES

Description: This quiz covers content delivered in the SC Legislation, Policies, and SCO Responsibilities lesson.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 2

## DAY 3 (SC Strategy and Policy - Phase 1)

### REFLECTION – SECURITY COOPERATION IN THE CONTEXT OF STRATEGIC COOPERATION

Description: This reflection covers content delivered in the Security Cooperation in the Context of Strategic Cooperation lesson.

Requirements:

- Assignment: Reflection
- Assignment Type: Individual
- Points Possible: 90
- Percentage Needed to Pass: 80%
- Due Date: Day 3

## DAY 4

No graded assignments



## DAY 5 (Regionals - Phase 2)

Assignments vary by region (each region is worth 750 pts total)

REGION	ASSIGNMENTS	POINTS	DUE DATE
ALL REGIONS	Quiz - covering cross cultural communications	50	Day 5
EUCOM	Interactive Exercise/Reflection - covering dimensions of culture	125	Day 5
INDOPACOM	Quiz - covering culture general	50	Day 5

## DAY 6 (Regionals - Phase 2)

REGION	ASSIGNMENTS	POINTS	DUE DATE
CENTCOM	Quiz - covering the day's content	50	Day 6
INDOPACOM	Quiz - covering the day's content	50	Day 6
SOUTHCOM/NORTHCOM	Quiz - covering the day's content	50	Day 6

## DAY 7 (Regionals - Phase 2)

REGION	ASSIGNMENTS	POINTS	DUE DATE
AFRICOM	Final Capstone Exercise	700	Day 7
CENTCOM	Quiz - covering day's content	50	Day 7
	Final Capstone Exercise	600	
SOUTHCOM/NORTHCOM	AM Quiz - covering AM content	60	Day 7
	Final Capstone Exercise	590	
EUCOM	Final Capstone Exercise	575	Day 7
INDOPACOM	Final Capstone Exercise	600	Day 7



## DAY 8 (Case Lifecycle Management - Phase 3)

### ACTIONABLE LETTER OF REQUEST (LOR) GROUP EXERCISE

Description: Students will de-construct the Bandarian F-61 actionable Letter of Request (LOR) and identify key components that go into the SAMM CH5.F14 Generic Letter of Request Checklist. This checklist sets a basis for what should be sent in an actionable LOR and can be used by both the PN and USG to evaluate if the LORs would be considered "actionable".

Using the F-61 Fighting Griffin Scenario and the F-61 actionable LOR, students will answer the questions presented in the exercise and will present their results.

Requirements:

- Assignment: Exercise
- Assignment Type: Collaborative Analysis
- Points Possible: 150
- Percentage Needed to Pass: 80%
- Due Date: Day 8

### QUIZ – COUNTRY TEAM ASSESSMENT (CTA)

Description: This quiz covers content delivered in the Country Team Assessment lessons and from the Country Team Assessment readings.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 8



## QUIZ - CASE DEVELOPMENT TOOLS

Description: This quiz covers content delivered in the Case Development Tools homework readings.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 8

## DAY 9 (Case Lifecycle Management - Phase 3)

### CASE DEVELOPMENT GROUP EXERCISE

Description: Group work to answer various scenario-based questions about LOR submission and Letter of Offer and Acceptance (LOA) Development, students will brief selected answers to the class and then submit all their answers individually.

Requirements:

- Assignment: Short Answers
- Assignment Type: Group
- Points Possible: 120
- Percentage Needed to Pass: 80%
- Due Date: Day 9



## QUIZ – CASE MANAGEMENT TOOLS

Description: This quiz covers content delivered in the Case Management Tools homework readings.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 9

## DAY 10 (Case Lifecycle Management - Phase 3)

### LOA STANDARD TERMS AND CONDITIONS EXERCISE

Description: Students will select the appropriate general Terms and Conditions to answer each scenario along with identifying the specific Terms and Conditions and providing a brief justification of their choice(s).

Requirements:

- Assignment: Exercise
- Assignment Type: Group
- Points Possible: 100
- Percentage Needed to Pass: 80%
- Due Date: Day 10



## QUIZ – CASE CLOSURE

Description: This quiz covers content delivered in the Case Closure homework readings.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 10

## DAY 11 (Case Lifecycle Management - Phase 3)

### CASE MANAGEMENT GROUP EXERCISE

Description: Following group work to answer various scenario-based questions about LOA management (execution), students will brief selected answers to the class and then submit all their answers individually.

Requirements:

- Assignment: Short Answers
- Assignment Type: Group
- Points Possible: 120
- Percentage Needed to Pass: 80%
- Due Date: Day 11

### INTRODUCTION TO SECURITY COOPERATION INFORMATION PORTAL (SCIP) EXERCISE

Description: This quiz covers content (videos) delivered in the SCIP lesson.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 11



## DAY 12 (Case Lifecycle Management - Phase 3)

### CASE FINAL EXERCISE

Description: Following group work to develop a Case Lifecycle Management timeline, students will brief selected answers to the class and then submit all their answers individually.

Requirements:

- Assignment: Short Answers
- Assignment Type: Group
- Points Possible: 200
- Percentage Needed to Pass: 80%
- Due Date: Day 12

## DAY 13 (International Training Management - Phase 4)

### SAN AND SC-TMS ACCOUNT SETUP EXERCISE

Description: You will need to access the Security Assistance Network (SAN) along with the Security Cooperation Training Management System (SC-TMS) in order to participate in discussions and complete hands-on exercises in this course. Access to these systems will also be necessary in your role as a SCO when dealing with international training management issues. For this exercise, you will log in to the SAN and verify your SC-TMS access. This exercise must be completed in order to do other assignments for this class.

Requirements:

- Assignment: Participation
- Assignment Type: Individual
- Points Possible: 20
- Percentage Needed to Pass: Complete account set up
- Due Date: Prior to start of Day 13





## ITM WEBPAGE AND GUIDANCE DOCUMENTS EXERCISE

Description: This exercise is designed to familiarize you with the available references that support International Training Management via the International Training Management (ITM) website.

Requirements:

- Assignment: Exercise
- Assignment Type: Individual
- Points Possible: 30
- Percentage Needed to Pass: 80%
- Due Date: COB Day 13

## FMS CASE (ROYAL HUMDINGER II) EXERCISE

Description: This exercise is designed to familiarize you with how international military training can appear in and impact an FMS case. Read the FMS Case “Royal Humdinger” and use it to answer questions related to international military training.

Requirements:

- Assignment: Exercise
- Assignment Type: Individual
- Points Possible: 60
- Percentage Needed to Pass: 80%
- Due Date: COB Day 13



## IMET GMAG EXERCISE

Description: This exercise is designed to familiarize you with the requirements outlined in the Department of State (S) International Military Education and Training Grant Military Assistance Guide (IMET GMAG). Requirements stated in the IMET GMAG inform SCOs what DoS is looking for in IMET programs and additional discussion topics that could come up during meetings with DoS, DSCA, and CCMD during the SCETWG.

Requirements:

- Assignment: Exercise
- Assignment Type: Individual
- Points Possible: 60
- Percentage Needed to Pass: 80%
- Due Date: COB Day 13

## IMET CONSTRAINTS (WAIVERS) READING

Description: Based on the specific goals and objectives of the IMET program, DoS will not authorize IMET to be used for every type of course. This reading provides a quick overview of those courses that require an IMET waiver in order to use IMET funds and those courses that IMET will not fund.

Requirements:

- Assignment: Reading
- Assignment Type: Individual
- Points Possible: not graded/part of participation
- Percentage Needed to Pass: N/A
- Due Date: COB Day 13

## CETPP ANALYSIS EXERCISE

Description: This exercise is designed to familiarize you with your country's Combined Education and Training Program Plan (CETPP). The CETPP is put together by the SCO each year and outlines the international military training goals and objectives of the country for the next two years. The CETPP takes into account all authorities/programs that are being used for Security Cooperation training in the country. The SCO will submit the CETPP to the CCMD who will review it and reject or approve it in order for it to be further discussed at the annual Security Cooperation Education and Training Working Group (SCETWG) (or other Security Cooperation working groups in the case of INDOPACOM). This exercise has two



parts: Part 1 Access CETPP on the SAN, and Part 2 Answer questions about the CETPP.

Requirements:

- Assignment: Exercise
- Assignment Type: Individual
- Points Possible: 60
- Percentage Needed to Pass: 80%
- Due Date: COB Day 15

## **DAY 14 (International Training Management - Phase 4)**

### **ITO CLAUSE SELECTION EXERCISE**

Description: This exercise is designed to familiarize you with four areas of the ITO that often contain incorrect clauses selected by the SCO, resulting in an ITO Amendment.

Requirements:

- Assignment: Exercise
- Assignment Type: Individual
- Points Possible: 80
- Percentage Needed to Pass: 80%
- Due Date: COB Day 14

### **LEAHY VETTING GUIDE EXERCISE**

Description: This exercise is designed to familiarize you with the requirements of Leahy vetting by using the Leahy Vetting Guide, published by DoS, to answer questions.

Requirements:

- Assignment: Exercise
- Assignment Type: Individual
- Points Possible: 60
- Percentage Needed to Pass: 80%
- Due Date: COB Day 14



## CONSENT AGREEMENTS READING

Description: Read about the following Consent Agreements that IMS and their adult accompanying family members (AFM) must sign, which is part of the Insider Threat program and DoD Security Vetting procedures.

- Prohibition on Privately-Owned Firearms and Ammunition Agreement
- Expectations of Conduct Agreement
- Monitoring of Publicly Available Electronic Information (PAEI) Agreement

These agreements are also available in SC-TMS within the Forms tab.

Requirements:

- Assignment: Reading
- Assignment Type: Individual
- Points Possible: not graded/part of participation
- Percentage Needed to Pass: N/A
- Due Date: COB Day 14

## ADMINISTERING AND SAFEGUARDING THE ECL TEST (VIDEO)

Description: Watch a 9-minute video about administering and safeguarding the English Comprehension Level (ECL) test.

Requirements:

- Assignment: Video
- Assignment Type: Individual
- Points Possible: not graded/part of participation
- Percentage Needed to Pass: N/A
- Due Date: COB Day 14

## E-LEARNING MODULE: HOW TO READ AN ITO

Description: This e-Learning module will take you block by block through an Invitational Travel Order (ITO) explaining how to read each block. The ITO is an important document that is completed by the SCO and outlines who the international student is, what course(s) the student is authorized to attend, and what entitlements are afforded the student while in training.



## Requirements:

- Assignment: e-Learning
- Assignment Type: Individual
- Points Possible: Knowledge checks in lesson/part of participation
- Percentage Needed to Pass: N/A
- Due Date: COB Day 14

**E-LEARNING MODULE: HOW TO READ AN STL**

Description: The Standardized Training List (STL) is one of the most important documents for the SCO in managing an international military training program. The STL helps the SCO track what courses have been requested and the status of the request as well as a host of other information about the training. This e-Learning module will take you block by block through an STL showing you how to read and interpret the information.

## Requirements:

- Assignment: e-Learning
- Assignment Type: Individual
- Points Possible: Knowledge checks in lessons/part of participation
- Percentage Needed to Pass: N/A
- Due Date: COB Day 14

**SC-TMS (AND UPLOAD) EXERCISE**

Description: This exercise is designed to show you functions in the SC-TMS which is an automation system that SCOs use to track and manage the international military training program within country.

## Requirements:

- Assignment: Exercise
- Assignment Type: Individual
- Points Possible: 80
- Percentage Needed to Pass: 80%
- Due Date: COB Day 14



## DAY 15 (International Training Management - Phase 4)

### ITO REVIEW (ANALYZE AN ITO FOR ERRORS)

Description: In this exercise you will review a sample ITO for accuracy and identify any errors. You will enter your answers in the “ITO Review Quiz” below. Requirements:

- Assignment: Exercise
- Assignment Type: Individual
- Points Possible: N/A
- Percentage Needed to Pass: N/A
- Due Date: COB Day 15

### ITO REVIEW QUIZ

Description: Indicate the ITO errors that you found in the exercise above. Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 80
- Percentage Needed to Pass: 80%
- Due Date: COB Day 15

### IMET SUMMARY REPORT ANALYSIS (AND UPLOAD)

Description: Analyze the given (IMET: 1-Year) IMET Summary Report and make recommendations to bring the program into DoS conformance standards.

Requirements:

- Assignment: Exercise
- Assignment Type: Individual Analysis
- Points Possible: 150
- Percentage Needed to Pass: 80%
- Due Date: COB Day 15

If you have not already done so, turn in your answers to Day 15, CETPP Analysis Exercise.



## DAY 16 (Planning and Programs - Phase 5)

### POSTURE STATEMENT ANALYSIS ESSAY (UPLOAD)

Description: Each student will read and analyze a posture statement for their region. Students are asked to research to find outside references using DSCU library resources. Students will write an analysis essay between 500-750 words equating to 2-3 pages double-spaced at 12 pt.

Requirements:

- Assignment: Analysis Essay
- Assignment Type: Individual Analysis
- Points Possible: 800
- Percentage Needed to Pass: 80%
- Due Date: Day 16 no later than 0800

## DAY 17 (Planning and Programs - Phase 5)

### UNDERSTANDING THE OPERATIONAL ENVIRONMENT EXERCISE (SWOT/PMESII ANALYSIS)

Description: Working in groups, students will conduct an operational environment assessment (SWOT/PMESII analyses) on Bandaria.

Requirements:

- Assignment: Exercise
- Assignment Type: Collaborative Analysis/Presentation
- Points Possible: 200
- Percentage Needed to Pass: 80%
- Due Date: Day 17





## DAY 18 (Planning and Programs - Phase 5)

### STRATEGY TO CAPABILITY FRAMEWORK EXERCISE

Description: Working in groups, students will develop a Strategy to Capability Framework for Bandaria to identify alignment between US and Bandaria requirements.

Requirements:

- Assignment: Exercise
- Assignment Type: Collaborative Analysis/Presentation
- Points Possible: 200
- Percentage Needed to Pass: 80%
- Due Date: Day 18

### 5-YEAR PLAN EXERCISE

Description: Working in groups, students will demonstrate how to develop a 5-Year Plan to improve Bandaria's capabilities.

Requirements:

- Assignment: Exercise
- Assignment Type: Collaborative Analysis/Presentation
- Points Possible: 300
- Percentage Needed to Pass: 80%
- Due Date: Day 18



## DAY 19 (Planning and Programs - Phase 5)

### REFLECTION EXERCISE – ASSESSMENT, MONITORING & EVALUATION (AM&E)

Description: Students will consider reading material (and other reference documents as needed) to identify each aspect of the Operational AM&E Process in which the SCO has a role, what the role is, and what stakeholders the SCO would work with during that part of the Operational AM&E process.

Requirements:

- Assignment: Reflection
- Assignment Type: Individual
- Points Possible: 75
- Percentage Needed to Pass: 80%
- Due Date: Day 19

### QUIZ – SC PLANNING & PROGRAMS (COMPREHENSIVE QUIZ)

Description: This quiz is on content related to SC Planning & Programs lessons.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 75
- Percentage Needed to Pass: 80%
- Due Date: Day 19



## DAY 20 (SCO OPS - Phase 6)

### QUIZ – SCO BUDGETS AND RESOURCE MANAGEMENT

Description: This quiz covers content addressed in the SCO Budgets and Resource Management Lesson.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 20

## DAY 21 (SCO OPS - Phase 6)

### ICASS QUIZ

Description: The quiz covers content addressed in the International Cooperative Administrative Support Services (ICASS) Lesson.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 21



## REFLECTION EXERCISE – ICASS

Description: Reflect in 100-200 words why you selected a particular answer in the previous quiz.

Requirements:

- Assignment: Reflections
- Assignment Type: Individual
- Points Possible: 35
- Percentage Needed to Pass: 80%
- Due Date: Day 21

## DAY 22 (SCO OPS - Phase 6)

### QUIZ – SCO ETHICS AND STANDARDS OF CONDUCT

Description: This quiz covers the content addressed in the SCO Ethics and Standards Lesson.

Requirements:

- Assignment: Quiz
- Assignment Type: Individual
- Points Possible: 50
- Percentage Needed to Pass: 80%
- Due Date: Day 22

### SCO ETHICS AND STANDARDS OF CONDUCT

Description: Reflect in 100-200 words why you selected a particular answer in the previous quiz.

Requirements:

- Assignment: Reflections
- Assignment Type: Individual
- Points Possible: 75
- Percentage Needed to Pass: 80%
- Due Date: Day 22



## DAY 23 (SCO OPS - Phase 6)

### SCO OPS CAPSTONE EXERCISE PART I (COUNTRY TEAM)

Description: Students will prepare a team brief describing the roles of responsibilities of the members of the Embassy Country Team IAW the handouts provided. Each student will brief at least one position in a mock Country Team meeting to a Distinguished Visitor.

Requirements:

- Assignment: Exercise and Participation
- Assignment Type: Collaborative Presentation
- Points Possible: 180
- Percentage Needed to Pass: 80%
- Due Date: Day 23

### SCO OPS CAPSTONE EXERCISE PART II (EMERGENCY SITUATIONS AND THE EAC)

Description: Students will prepare a team brief addressing SCO courses of action for participating in Embassy Emergency Situations and provide team/individual input to facilitated discussion.

Requirements:

- Assignment: Exercise and Participation
- Assignment Type: Collaborative Presentation
- Points Possible: 400
- Percentage Needed to Pass: 80%
- Due Date: Day 23



## DAYS 24 - 29 (Dragon SClayer Capstone Events – Phase 7)

All Capstone Events are evaluated by course mentors. Grades and feedback when applicable will be entered into the Blackboard results center and discussed during mentor sessions.

There are 3,000 total points for the Dragon SClayer Capstone phase.

