



FY20

**SENIOR LEADER DEVELOPMENT
PROGRAM PORTFOLIO**



NATIONAL GUARD BUREAU
SENIOR LEADER MANAGEMENT OFFICE
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FORWARD

The Senior Leader Development Program (SLDP) Portfolio is a collection of executive level education courses aimed at improving and developing skillsets required of senior leaders. NGB-SL is responsible for the administration, management, coordination, and execution of all education opportunities listed in this portfolio. Our office will coordinate the enrollment process with respective course points of contact and agencies.

We are committed to identifying the right position and pairing it with the right course to enroll the right officer at the right time to be a more effective and efficient leader. NGB-SL will forecast and synchronize resources in an effort to develop top-tier T10/T32, multi-functional, General Officers for future strategic assignments through top-level education.

The SLDP Portfolio is updated annually to provide current information and details on education opportunities for our senior leader population. Attendees are invited by the CNGB to attend all courses with no requirement to be nominated. NGB-SL will build a list of eligible and available nominees for DARNG and DANG review. DARNG/DANG will establish an OML of primaries and alternates for Executive Leadership Advisory Board (ELAB) review and CNGB approval. Lastly, NGB-SL staff will communicate to officers regarding their status (select or alternate).

Officers interested in attending education opportunities listed in this portfolio need to contact NGB-SL for details. Questions regarding the SLDP process may be sent to the appropriate Force Management Branch Chief or NGB-SL Training NCO.

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Selection Process for Professional Development and Education

NGB-SL is allocated a limited number of seats and resources to attend educational programs to include the Army Strategic Education Program, Air Force Senior Leader Development Program, Joint Professional Military Education and other courses/programs.

A tiered comprehensive list of all qualified GOs that meet educational pre-requisites to attend each respective SLDP course will be provided to the Director of the Army National Guard (DARNG) and the Director of the Air National Guard (DANG) for their consideration and ultimate selection by the Executive Leader Advisory Board (ELAB).

Tier I:

- TAGs (GOL Qualified)
- Officers on the Bench assigned to Title 10 billets (NGAP/EAD)
- Commanders of Military Table of Organization and Equipment (MTOE) units/Wings and Assistant Division Commanders

Tier II:

- Officers on the Bench (M-Day & Dual Hat)
- Deputy Commanding Generals of Military Table of Organization and Equipment (MTOE) units
- Officers serving in Dual Hat Assignments

Tier III:

- TAGs (Adjutant General Corps (AGC) Only)
- Assistant TAGs (GOL Qualified)
- Bench Officers (Unassigned)
- Director of Joint Staff; Commander, Land Component Commander; Chief of Staff

Tier IV:

- Assistant TAG (AGC Only)
- Officers Serving Under a Finding of Indispensability

Course Attendance. Officers must remain available until the completion of the course. Withdrawals from courses are strongly discouraged; however, officers who have a compelling need to withdraw must send a request through their TAG for CNGB approval for ANG courses and ARNG courses not within the ASEP construct.

For ARNG courses within the ASEP construct, final approval lies with the Vice Chief of Staff of the Army.

Officers that do not meet course pre-requisites, but need to attend a course may submit an Exception to Policy (ETP) memorandum through their TAG for CNGB approval.

Additionally, the DARNG and DANG may recommend an ETP in support of individual GO's to attend SLDP courses on a case-by-case basis.

Examples of withdrawal requests are provided at the end of this portfolio.

NOTE: All Army General Officers will be invited to join ASEPnet. ASEP coordinates and executes professional military education for the entire population of GOs across the total force. ASEP works in coordination with the respective GOMOs to identify the right officer, in the right course, at the right time in an officer's career.

ASEPnet is the single source site for all GO Professional Military Education (PME) – “manage my GO PME.”

Army General Officers can login to ASEPnet (<https://asep.army.mil/>) to view available courses and their training history. Though the system allows you to click on a course and request attendance, this is not a guarantee that you will attend. All selections will be determined by the ELAB and approved by CNGB.

Area Studies Seminars

School Pre-requisites:

- ANG O7/8 and O6 with O7 COE and in an O7 Billet

Target population:

States with SPP aligned with Seminar AOR

Frequency: 6x a year (3 days)

Dates:

Africa: TBD

China, Russia, North Korea: TBD

Europe, Middle East: 19 Nov 19 – 21 Nov 19

Mid East, Southwest Asia: TBD

Transnational: TBD

Location: Capitol Hill Club, Washington District of Columbia

Scope: These three-day seminars feature a diverse faculty of internationally recognized authorities and demonstrate Alan L. Freed Associates' unique expertise in providing senior-level public policy training on global issues of national concern. Additional areas and dates will be announced in the future.

Program website: <http://publicpolicyseminars.com/area-studies-seminar/>

Spouse: No

Category: Broadening

Funding:

AF/A1 will pay your tuition for this program, which includes the following expenses:

- Course attendance, including course materials used during program (handouts, etc.).

- Meals provided during the program (continental breakfast and lunch all three days).

Your unit is responsible for funding the following expenses:

- Lodging costs and any applicable taxes.

- Travel expenses to and from the course location (including plane tickets, taxi fees, and/or POV mileage).

- Rental car expenses, if applicable.

- Incidentals (including phone calls, dry cleaning, etc.).

- Any meals not included as part of the program tuition (including dinner each day and partial per diem for your travel days).

Since all travel-related costs are unit-funded, you will not need a fund cite from AF/A1 or NGB-SL to complete your travel orders.

Army Strategic Education Program – Advanced (ASEP-A)

School Pre-requisites:

- ARNG Newly promoted O8 and O7s with a COE to O8 and in an O8 billet
- Completed ASEP-B/ASLDP-B
- GOL or AGC (GOL Qual)
- Not completed any version of ASLDP-A/I or ASEEP-I (Replaced ASLDP-A/I and ASEEP-I)

Frequency: 3x a year (18 days)

Dates:

20 Oct 19 - 7 Nov 19
24 Feb 20 - 12 Mar 20
01 Jun 20 - 18 Jun 20

Location: Carlisle, Pennsylvania (w/ trips to Washington, D.C, New York and other cities in the eastern seaboard)

Scope: ASEP-A is a required three-week strategic leader development course for recently promoted Major Generals and Major General-selects. The course provides a broad learning experience focused on thinking, leading, and communicating at the strategic level. Students will participate in required academic deliverables in persuasive writing, speaking on issues of strategic importance, and the provision of best military advice. The curriculum consists of presentations, seminar sessions, a case study, practical exercises, and experiential learning opportunities. The second week of the course consists of executive-level education at a top-tier business school and corporate engagement around the country, rotating each course iteration. ASEP-A includes notable and talented strategic level presenters from joint military, inter-governmental, non-governmental, business, media, and academic communities to address contemporary and future leadership, management, strategic, and security issues

Program website: <https://asep.army.mil/#/auth/admin/CourseManagement>

Spouse: No

Category: Core

Funding:

- A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.
- B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.
- C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Army Strategic Education Program – Command (ASEP-C)

School Pre-requisites:

- ARNG Commanding General's in MTOE Divisions (Inf Div) and 167th TSC or those to be assigned into these positions
- O8's assigned to Division Level Commanders or CORPs level
- Completed ASLDP-B/ASEP-B, CAPSTONE, ASLDP-A/ASEP-A
- Enroll in C/JFLCC course following ASEP-C (if possible)
REPLACED Deputy Commanding General (DCG) Course

Frequency: Varies (5 days)

Dates:

05 Jan 20 - 10 Jan 20
19 Apr 20 - 24 Apr 20
13 Sep 20 - 18 Sep 20

Location: Fort Leavenworth, Kansas

Scope: A developmental course for select General Officers to enhance their leadership capabilities and competencies prior to assuming select 1 and 2 Star level command assignments. The course is designed to complement Army and Joint GO educational courses by focusing on Army doctrinal concepts, systems and capabilities that enhance unit readiness and better prepare commanders to conduct Unified Land Operations.

Program website: http://asep.armywarcollege.edu/docs/ASEP_Course_Information.pdf

Category: Core

Funding:

- A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.
- B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.
- C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Army Strategic Education Program – Senior (ASEP-S)

School Pre-requisites:

- ARNG Newly promoted O9
- Completed ASEP-A/ASLDP-A

Frequency: Varies (5 days)

Dates:

07 Oct 19 - 11 Oct 19

10 Feb 20 - 14 Feb 20

18 May 20 - 22 May 20

Location: Washington, District of Columbia

Scope: ASEP-S is a required strategic leader development course for confirmed LTGs; portions of the course are personalized based on each individual's assignment. A much smaller class size than the other ASEP courses, students have the opportunity to personally interact with some of the most respected joint military, interagency, inter-governmental, academic, media and civilian leaders. ASEP-S enhances each general officer's ability to immediately impact the issues and challenges facing the Army and Joint Force. The latter part of the week consists of individually tailored engagements, providing each student the opportunity for one-on-one interaction with key personnel depending on his/her assignment.

Program website: <https://asep.army.mil/default.aspx>

Spouse: No

Category: Core

Funding:

A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.

B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.

C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Army Strategic Education Program – Transition (ASEP-T)

School Pre-requisites:

- ARNG O9 and Below
- Must qualify for an Active Duty retirement as a General Officer
- Must be within 12 months of retirement

Frequency: Varies (5 Days)

Dates:

18 Oct 19 – 22 Oct 19

13 Jan 20 - 17 Jan 20

06 Mar 20 – 10 Mar 20

08 Jun 20 – 12 Jun 20

17 Aug 20 – 21 Aug 20

Location: Fort Belvoir, Virginia

Scope: ASEP-T is a required strategic leader course for LTG and below Regular Army (USAR/NGB, with Active Federal Service (AFS) retirement); Generals (GENs) are welcome to attend in class; however, can be provided with a desk-side brief, as requested. The course prepares GOs for one of the more significant events of their lives, the transition from military life into the private sector. It includes critical administrative information regarding the processes of departing Army service. The course also provides GOs with comprehensive education on determining their personal private sector objectives and developing the skills and strategies to reach those objectives.

Order of precedence, in seat allocation: 1) Regular Army (RA) GOs with retirement dates within zero (0) to six (6) months; 2) RA GOs with retirement dates within seven (7) to twelve (12) months; 3) USAR or NGB GOs (with AFS retirement eligibility) with retirement dates within 12 months; 4) All others (with AFS retirement).

NOTE: Spouse travel is to be approved on a case-by-case basis. Per diem is not authorized for spouses attending ASEP-T; only travel expenses. Approval authority for accompanying spouse travel to ASEP-T for GO's outside HQDA is delegated to four-star Army commanders for their own spouses and the spouses of individuals within their organizations. Approval authority for accompanying spouse travel to ASEP-T inside HQDA is the VCSA (delegated to the DAS). Funding for spouse travel to ASEP-T is also command funded, and the command retains the discretion not to fund the travel.

Program website: <https://asep.army.mil/default.aspx>

Spouse: Yes

Category: Core

Funding:

A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.

B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.

C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Advanced Senior Leader Development Seminar (ASLDS)

School Pre-requisites:

- ANG Newly promoted O8
- Completed SLOC
- Formerly known as ASLDP-SES

Frequency: 2x a year (6 days)

Dates:

19B: 6 Oct 19 – 12 Oct 19

20A: TBD

Location: Arlie Center, Warrenton, Virginia

Scope: Designed to facilitate traditional and non-traditional deep thinking and enable innovative solution sets to complex global problems. It includes knowledge and application sessions addressing the global strategic environment, defense resourcing the political environment, strategic messaging and innovation. Attendees will also gain insight to important personal attributes, views, orientations, behaviors and preferences through individual sessions with executive coaches using a custom battery of assessment (360, etc.).

Program website: Senior Leader Management Teams (SLMT) will contact participants to provide access to the program website.

Spouse: No

Category: Core

Funding:

HQ USAF-funded:

- Tuition (includes program materials, lodging, and most meals)

Unit-funded:

- Partial per diem (meals not included in tuition)
- Travel to/from course
- Ground transportation
- Miscellaneous expenses

Since travel-related costs are unit-funded, you will not need a fund cite from NGB SLMO to complete your travel orders.

CAPSTONE

School Pre-requisites:

- ARNG/ANG O7/8
- GO assigned to national security decision making, military strategy, joint/combined doctrine, interoperability, and key allied nation issues
- Stepping stone for warfighting courses (JFWOC, C/JFLCC, C/JFACC)

Frequency: 4x a year (5 weeks)

Dates:

23 Sep 19 - 25 Oct 19	AOR: Europe, the Pacific and Southwest Asia
27 Jan 20 - 28 Feb 20	AOR: Africa, Europe, Southwest Asia
13 Apr 20 - 15 May 20	AOR: Pacific, Europe, Western Hemisphere
13 Jul 20 - 14 Aug 20	AOR: Africa, Pacific, Western Hemisphere
21 Sep 20 - 23 Oct 20	AOR: Africa, Europe, Southwest Asia

Location: National Defense University, Washington, District of Columbia and various OCONUS AORs

Scope: CAPSTONE is a congressionally mandated course which provides a joint and combined operations perspective. Students travel to unified, specified and combatant commands worldwide. Spouses are invited to accompany sponsors for week five.

Program website: <http://capstone.ndu.edu>

Spouse: Spouses are invited and encouraged to attend during week 5 at Washington, District of Columbia. National Defense University will coordinate and fund spouse travel by issuing an Invitation Travel Order (ITO).

Program Fee: \$18,000 ea.

Category: Core

Funding:

Program fee paid for by NGB-SL. This includes lodging, meals and transportation throughout the course. CAPSTONE will provide your lodging and transportation during course travel. All reservations for AOR trips will be made for you (lodging and military airline reservations).

Unit-funded:

- Partial per diem (meals not included in tuition, Per diem costs for all locations visited)
- Travel to/from course
- Miscellaneous expenses

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

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

School Pre-requisites:

- ARNG/ANG O7/8
- Wing CDR's, JTF CDR's, CDR's of equivalent theater-level joint or Service commands.
- Air/Space combat leadership responsibilities and a broad perspective of strategic/operational levels of war
- Completed CAPSTONE
- Security Clearance: TS (CFACC) // TS/SCI (JFACC)
- Open to ARNG GO's with AV/FA/ADA position or COL branch
- ANG/ARNG nominees for USNORTHCOM/NORAD

Frequency: 3x a year (8 Days)

Dates:

22 Oct 19 – 30 Oct 19

04 Feb 20 – 12 Feb 20 ***JFACC-20 was renamed to CFACC and will offered during this time

02 Jun 20 – 10 Jun 20

Location: Maxwell Air Force Base, Alabama

Scope: The course prepares potential C/JFACCs for responsibilities of theater-level combat leadership by studying war fighting, military doctrine, and the application of unified, joint and combined combat forces with particular emphasis on air and space power employment in theater-level operations. It also focuses on vertical and horizontal integration of air and ground assets while discussing ways to shape future operations on the battlefield.

Program website: <http://www.airuniversity.af.mil/LeMay/Display/Article/1099524/senior-leader-courses/>

Spouse: No

Category: Core

Funding:

A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.

B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.

C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

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

School Pre-requisites:

- ARNG O8 or O7 with a COE to O8 in an O8 Billet
- Division/2-Star Commander's, deputy/assistant commander's, Commanders of equivalent theater-level joint or Service commands and above
- Completed CAPSTONE and ASEP-C (ARNG) (position dependent)
- Land combat leadership responsibilities and a broad perspective of strategic/operational levels of war

Frequency: 2x a year (1 week)

Dates:

19 Apr 20 - 24 Apr 20

18 Oct 20 - 23 Oct 20

Location: Carlisle, Pennsylvania

Scope: C/JFLCC is a position-dependent strategic leader development course for general/flag officers and select senior civilians preparing to assume duties as either Commanders or senior staff officers in a Combined/Joint Force Land Component organization. The course prepares senior leaders to plan, coordinate, and conduct land-centric operations/campaigns in a joint, interagency, intergovernmental, and multinational context. The curriculum utilizes scenario-driven exercises and seminar-style discussion to reinforce the foundational concepts of land-centric operations provided by presentation from senior joint military, interagency, media, and civilian leaders.

Program website: <http://asep.armywarcollege.edu/courses.htm>

Spouse: No

Category: Core

Funding:

A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.

B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.

C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders

Combined/Joint Force Special Operations Component Commander (C/JFSOCC)

School Pre-requisites:

- ARNG/ANG O7/8
- Broad perspective of strategic/operational levels of war
- GO's assigned to Special Operations Commands or with Special Forces COL branch

Frequency: 1x a year (4.5 days)

Dates: 09 Mar 20 – 13 Mar 20

Location: MacDill Air Force Base, Florida

Scope: The course prepares SOF GOs to function effectively as special operations component commanders in joint, interagency, intergovernmental and multinational environments. The course also increases non-SOF GOs' understanding of the complexities of SOF employment in joint, combined and interagency operations to accomplish strategic objectives.

Program website:

<https://www.socom.mil/JSOU/Pages/CourseInformation.aspx?courseName=Combined/Joint%20Force%20Special%20Operations%20Component%20Commanders%20Course>

Spouse: No

Category: Developmental

Funding:

- A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.
- B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.
- C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Continuous Process Improvement for Executives (CPIE)

School Pre-requisites:

- ANG O7/8 and O6 with O7 COE and in an O7 Billet

Frequency: 6x a year (3 days)

Dates:

- 19D: 16 Dec 19 – 18 Dec 19 San Antonio, Texas
- 20A: 09 Mar 20 – 11 Mar 20 San Antonio, Texas
- 20B: 15 Jun 20 – 17 Jun 20 Durham, North Carolina

Location: Various

Scope: Attendance to this course is highly encouraged and recommended by SecAF and CSAF. CPIE Executive Leadership Course augments the understanding of how to manage performance and strategically align continuous process improvement using CPIE tools.

Program website:

Spouse: No

Category: Developmental

Funding:

SAF/MG-funded:

- Tuition (includes program materials, some meals, and course-related travel)

Unit-funded:

- Lodging
- Partial per diem (meals not included in tuition)
- Travel to/from course
- Ground transportation
- Miscellaneous expenses

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Cyberspace Operations Executive Course Junior (COEC JR)

School Pre-requisites:

- ARNG O7 /O8
- Must have a TS-SCI Clearance

Frequency: 1x year (2 Days)

Dates: 07 May 20 – 08 May 20

Location: Maxwell Air Force Base, Alabama

Scope: While not a warfighting course, the focus of COEC is primarily centered on the strategic decision-making aspects of cyber policy. COEC is offered semi-annually and serves as a senior/intermediate G/FO-level professional continuing education course in the Department of Defense.

Program website:

<http://www.airuniversity.af.mil/LeMay/Display/Article/1099524/senior-leader-courses/>

Spouse: No

Category: Developmental

Funding:

- A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.
- B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.
- C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Cyberspace Operations Executive Course Senior (COEC SR)

School Pre-requisites:

- ARNG O9
- Must have a TS-SCI Clearance

Frequency: 1x year (2 Days)

Dates: 07 Nov 19 – 8 Nov 19

Location: Maxwell Air Force Base, Alabama

Scope: While not a warfighting course, the focus of COEC is primarily centered on the strategic decision-making aspects of cyber policy. COEC is offered semi-annually and serves as a senior/intermediate G/FO-level professional continuing education course in the Department of Defense.

Program website:

<http://www.airuniversity.af.mil/LeMay/Display/Article/1099524/senior-leader-courses/>

Spouse: No

Category: Developmental

Funding:

- A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.
- B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.
- C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Enterprise Leadership Seminar (ELS)

School Pre-requisites:

- ANG O7/8 and O6 with O7 COE and in an O7 Billet

Frequency: 1x a year (7 days)

Dates: 13 Oct 19 – 19 Oct 19

Location: University of North Carolina, Kenan-Flagler Business School, Chapel Hill, North Carolina

Scope: The Enterprise Leadership Seminar (ELS) provides a collaborative and powerfully engaging opportunity for participants to increase their effectiveness by gaining an understanding of business acumen within the context of current Air Force issues. The program heightens awareness and deepens insights related to the Air Force “business” enterprise. Participants will discuss current Air Force challenges and expand their Air Force senior leader network.

Program website: UNC will contact participants to provide access to the ELS program website.

Spouse: No

Category: Broadening

Funding:

HQ USAF-funded:

- Tuition (includes program materials and most meals)

Unit-funded:

- Lodging
- Partial per diem (meals not included in tuition)
- Travel to/from course
- Ground transportation
- Miscellaneous expenses

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Enterprise Perspective Seminar (EPS)

School Pre-requisites:

- ANG O7/8 and O6 with O7 COE and in an O7 Billet

Target population:

Deputy IG (HAF)// Dir, NGB LL//Dir, Rule of Law//other

Frequency: 2x a year (4 days)

Dates:

19B: 21 Oct 19 – 24 Oct 19

Location: Capitol Hill Club, Washington, District of Columbia

Scope: The Enterprise Perspective Seminar (EPS) gives participants executive-level insights into the inner workings of government. Participants will examine the local and global implications of congressional decisions; administration policies and their impact on the Department of Defense (DoD); the Supreme Court and its role in policy; and issues in the economic, national security, and political arenas. Speakers at this program are high-level internationally-recognized experts with extensive professional experience and insight into current issues. Participants will have the opportunity to walk the corridors of the Capitol, view congressional hearings, visit the Supreme Court, and witness the legislative process firsthand.

Program website: <http://publicpolicyseminars.com/enterprise-perspective-seminar/>

Spouse: No

Category: Broadening

Funding:

HQ USAF-funded:

- Tuition (includes program materials and most meals)

Unit-funded:

- Lodging
- Partial per diem (meals not included in tuition)
- Travel to/from course
- Ground transportation
- Miscellaneous expenses

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

George C. Marshall Center – Senior Executive Seminar (SES)

School Pre-requisites:

- ARNG/ANG O7/8 and O6 with a COE to O7 and in an O7 billet
- GO's serving in assignments with responsibilities in foreign policy, intelligence, terrorism/counterterrorism, management, leadership, global economics, and international security issues.

Frequency: 1x a year (5 days)

Dates: 22 Jun 20 – 26 Jun 20

Location: George C. Marshall Center, Garmish, Germany

Scope: The Marshall Center Senior Executive Seminar (SES) is an intensive five-day program tailored to meet the specific needs of national ministers, ambassadors, legislators, admirals, general officers and senior government officials who must address the critical issues of our global and transnational security environment. Participation is open only to senior government officials. The SES is the pinnacle program and more than 72 senior executives from 41 nations will attend.

Program website: <http://www.marshallcenter.org/mcpublicweb/en/nav-main-wwd-res-courses-ses-en.html>

Spouse: No

Program Fee: \$1,600.00 (Includes meals, lodging, admin fees and ground transportation from Munich Int'l Airport).

Category: Broadening

Funding:

Program fee paid for by NGB-SL. (Includes meals, lodging, admin fees and ground transportation from Munich Int'l Airport)

Unit-funded:

- Partial per diem (meals not included in tuition)
- Travel to/from course
- Miscellaneous expenses

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

General Officer Transition Assistance Program (GO TAP)

School Pre-requisites:

- ANG O-7, O-8, and O-9 who qualify for an Active Federal Service retirement as a General Officer
- General Officers are required to attend this course upon selection to Major General. Spouses may attend on a space available basis.

Frequency: 5x a year (5 days)

Dates:

09 Dec 19 - 13 Dec 19
24 Feb 20 - 28 Feb 20
20 Apr 20 - 24 Apr 20
15 Jun 20 - 19 Jun 20
21 Sep 20 - 25 Sep 20
07 Dec 20 - 11 Dec 20

Location: National Capital Region

Scope: The General Officer Transition Assistance Program (GO TAP) helps Air Force senior officers prepare for retirement and plan for their transition to the civilian workforce.

Program website: None

Spouse: Yes

Category: Core

Funding:

HQ USAF-funded:

- Tuition (includes program materials)

Unit-funded*:

- Lodging
- Per diem (meals and incidental expenses)**
- Travel to/from course
- Ground transportation
- Miscellaneous expenses

*Spouses may attend on a space available basis and are responsible for funding their own travel expenses.

**Attendees and spouses may be required to pay a course fee for refreshments.

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Harvard University – G/FO Homeland Security Executive Seminar

School Pre-requisites:

- ARNG/ANG O7/8 and O6's with a COE to O7 and in an O7 billet
- GO serving in emergency/crisis leadership roles (i.e. Seismic event, a major hurricane, a pandemic outbreak, or a terrorist event)

Frequency: 1x a year (4 days)

Dates: TBD Spring 2020

Location: Harvard University, Cambridge, Massachusetts

Scope: GFOS is a four day course consisting of case studies and group discussions. The program is designed specifically for the National Guard and their partner organizations. It will provide senior leaders with the resources and capabilities necessary to produce an effective response to 21st century homeland security emergencies. This seminar specifically focuses on the role of the National Guard in their capacity as force providers during Defense Support to Civil Authorities (DSCA) missions in conjunction with their inter-service and inter-agency partners.

Program website: <https://exed.hks.harvard.edu/Programs/clp/overview.aspx>

Spouse: No

Category: Developmental

Funding:

Unit Funded:

- Lodging
- Per diem
- Travel to/from course
- Ground transportation
- Miscellaneous expenses

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Harvard University – Senior Executive in National & International Security (SENIS)

School Pre-requisites:

- ARNG/ANG O7/8
- GO serving in assignments engaged in security issues from around the globe to include legislative, press, and civilian-military relations

Frequency: 2x a year (2 weeks)

Dates:

02 Dec 19- 13 Dec 19

09 Aug 20 – 21 Aug 20

Location: Harvard University, Cambridge, Massachusetts

Scope: Provides a setting for senior executives to deepen their understanding of current security issues, exercise their evaluation and decision-making skills in a group of their peers, and contribute their own ideas and perspectives.

Program website: <https://exed.hks.harvard.edu/Programs/nis/overview.aspx>

Spouse: No

Program Fee:

\$12, 900 (includes lodging, all course material/books, and most meals) Dec 19

\$13, 600 (includes lodging, all course material/books, and most meals) Aug 20.

Category: Broadening

Funding:

Program Fee paid for by NGB-SL which includes:

- Course attendance, including course materials used during program.
- Meals provided during the program.
- Lodging at Harvard and any applicable taxes.

Unit Funded:

- Travel expenses to and from the course location (including plane tickets, taxi fees, and/or POV mileage).
- Rental car expenses, if applicable.
- Incidentals.
- Any meals not included as part of the program tuition.

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Joint & Combined Warfighting School (JCWS-H)

School Pre-requisites:

- ARNG/ANG O7/8 and O6 with an O7 COE and in an O7 Billet
- GOs with Joint Experience (Priority)
- Replaced AJPME

Frequency: 3x a year (40 week, non-resident with 2 Face-to-Face engagements)

Seats: Varies

Dates:

Start:	F2F-1	F2F-2	Grad Date:
20–1/09 Dec 19	06 Apr 20 – 10 Apr 20	14 Sep 20 – 25 Sep 20	25 Sep 20
20–2/21 Jan 20	04 May 20 – 08 May 20	12 Oct 20 – 23 Oct 20	23 Oct 20
20–3/10 Feb 20	18 May 20 – 22 May 20	02 Nov 20 – 13 Nov 20	13 Nov 20

Location: Joint Forces Staff College, Norfolk, Virginia

Scope: Designed to provide students with an opportunity to experience all of the plans and operational challenges that a Joint Specialty Officer should anticipate over a three-year joint duty assignment.

Program website:

<http://jfsc.ndu.edu/Academics/AdvancedJointProfessionalMilitaryEducation/AJPMEOverview.aspx>

Spouse: No

Program Fee: None

Category: Core

Funding:

- Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-GO.
- Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.
- Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state.

Joint Flag Officer Warfighting Course (JFOWC)

School Pre-requisites:

- ARNG/ANG O7/8
- Division/2-Star CDR's, Wing CDR's, Combat Arms Center CDR's, Combat Training Center CDR's, JTF CDR's, Combatant CDR's, Commanders of equivalent theater-level joint or Service commands
- Broad perspective of strategic/operational levels of war
- Completed CAPSTONE
- Ideal candidates are those who have attended the CFACC or JFACC courses, and who are sitting on or headed to a Combatant Commander's staff or CJTF

Frequency: 2x a year (5 days)

Dates:

09 Mar 20 – 13 Mar 20

14 Sep 20 – 18 Sep 20

Location: Maxwell Air Force Base, Alabama

Scope: The course prepares G/FOs of all Services for the responsibilities of theater-level combat leadership. It is tailored to provide our future combatant, Service component and joint task force commanders with a broad perspective of the strategic and operational levels of war.

Program website: <http://www.au.af.mil/au/lemay/content/jfowc.htm>

Spouse: No

Category: Core

Funding:

- A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.
- B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.
- C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Leading Strategically (LS)

School Pre-requisites:

- ANG O7/8 and O6 with O7 COE and in an O7 Billet

Frequency: 1x a year (5 days)

Dates: 18 Nov 19 – 22 Nov 19

Location: Colorado Springs, Colorado

Scope: Leading Strategically (LS) helps leaders move beyond simply having a strategy to achieving successful execution, the key to results that matter. The program provides leaders with skills to handle complexity, bridge boundaries, and shape organizational culture to be successful at this level.

Program website: <https://www.ccl.org/open-enrollment-programs/leadingstrategically/>

Spouse: No

Category: Broadening

Funding:

HQ USAF-funded:

- Tuition (includes program materials and some meals)

Unit-funded:

- Lodging
- Partial per diem (meals not included in tuition)
- Travel to/from course
- Ground transportation
- Miscellaneous expenses

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

National and International Security Leadership Seminar (NISLS)

School Pre-requisites:

- ANG O7/8 and O6 with O7 COE and in an O7 Billet

Frequency: 1x a year (5 days)

Dates: TBD

Location: Capitol Hill Club, Washington, District of Columbia

Scope: The National and International Security Leadership Seminar (NISLS) is designed to prepare military and civilian officials to address security and intelligence challenges facing the United States (U.S). This seminar covers a range of issues, including the latest regional risk assessments, inter-governmental initiatives, congressional budgeting, and manpower allocations. Topics include key issues such as nuclear weapons proliferation, cyber security threats, the operational structure of terrorist groups and rogue states, and the complexities involved in the protection of the U.S. infrastructure. Talks are informal and off-the-record.

Program website: <http://publicpolicyseminars.com/national-international-security-leadership-seminar/>

Spouse: No

Category: Broadening

Funding:

HQ USAF-funded:

- Tuition (includes program materials and some meals)

Unit-funded:

- Lodging
- Partial per diem (meals not included in tuition)
- Travel to/from course
- Ground transportation
- Miscellaneous expenses

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Senior International Defense Management Course (SIDMC)

School Pre-requisites:

- ARNG O7/8 and O6 with O7 COE and in an O7 Billet

Frequency: 1x a year

Dates:

03 Aug 20 - 27 Aug 20

Location: Naval Postgraduate School, Monterey, California

Scope: In this course, participants develop skills and insights suitable to strategic-level decision-making and management, and address contemporary security challenges. Participants leave with an enhanced ability to define and evaluate the relationships among national security objectives, defense strategies, program alternatives/capabilities, and budget resource requirements.

Program website: www.nps.edu/drmi

Program Fee: None

Category: Developmental

Funding:

A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.

B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.

C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Senior Joint Information Applications Course (SJIOAC)

School Pre-requisites:

- ARNG O7/8 and O6 with O7 COE and in an O7 Billet
- Officers with SC COL branch or with deep background or assigned to a position with information capabilities and strategies
- Division/2-Star Commander's/Wing CDR's, Assistant Division Commanders, Commanders of equivalent theater-level joint or service commands and above
- Land/Air/Space combat leadership responsibilities and a broad perspective of strategic/operational levels of war
- All attendees must have a valid TS-SCI clearance

Target population:

Dir J2/6, NGB// Other

Frequency: 2x a year (5 days)

Dates:

09 Dec 19 – 13 Dec 19

20 Apr 20 – 24 Apr 20

Location: Maxwell Air Force Base, Alabama

Scope: The course prepares attendees to develop Information Operations into a war fighting core military competency that will enable Combatant Commanders to target adversary decision-making while protecting our forces. All attendees must have a valid TS-SCI clearance.

Program website: <https://wwwmil.maxwell.af.mil/au/lemay/content/sjioac.htm>

Spouse: No

Category: Core

Funding:

A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.

B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.

C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Senior Leader Development Seminar (SLDS)

School Pre-requisites:

- Newly promoted O7
- Formerly ASEP-B
- Not completed ASLDP-B (Replaced ASLDP-B) or Interim Guard Senior Leader Training (IGSLT)

Frequency: 1x a year (12 days)

Dates:

21 Jan 20 – 31 Jan 20

Location: National Capital Region

Scope: ASEP-B is a required strategic leader development course for newly promoted BGs and COLs selected for promotion. The course is hosted by the Commandant, U.S. Army War College on behalf of the Chief of Staff of the Army and is conducted in the National Capitol Region. It is the first component of the Army Strategic Education Program and provides a foundation for Army strategic leaders as they enter the general officer corps. Its purpose is to prepare newly selected Brigadier Generals and their spouses to understand and adapt to the cultural and professional norms, requirements, and expectations of service at their new levels of responsibility. Spouses are invited and encouraged to attend the first week of the course, which includes a separate, concurrent curriculum specifically for them.

Spouse: Spouses are invited and encouraged to accompany the Officer to this course for the first five days. An Invitation Travel Order (ITO) will be issued by your unit.

Program website: http://asep.armywarcollege.edu/docs/ASEP_Course_Information.pdf

Category: Core

Funding:

A) Cost of attendance (travel and per-diem) for Officer's assigned to NGAP (M-Day) positions will be funded by NGB-SL.

B) Cost of attendance for Officer's mobilized or assigned to other Active Duty tours, will be funded by the command/organization they currently support.

C) Cost of attendance for Officers assigned to State positions, to include Dual-Hat, will be funded by their state

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Senior Leader Orientation Course (SLOC)

School Pre-requisites:

- ANG Newly promoted O7

Frequency: 1x a year (13 days)

Dates:

26 July 20 – 07 Aug 20

Location: Joint Base Andrews, Maryland & Joint Base San Antonio-Lackland, Texas

Scope: The Senior Leader Orientation Course (SLOC) is a Chief of Staff of the Air Force (CSAF)-hosted program geared toward helping new Brigadier Generals become more effective representatives of the Air Force as they assume greater leadership responsibilities. SLOC provides an opportunity to receive a top-level strategic view of the institutional Air Force.

Program website: <http://www.afsloc.com/>

Spouse: Spouses are invited and encouraged to accompany Officer to the first week of this course. An Invitation Travel Order (ITO) will be issued by the Officers unit/command/organization they currently support.

Category: Core

Funding:

HQ USAF-funded:

- Tuition (includes program materials, some meals, and course-related travel)

Unit-funded*:

- Lodging
- Partial per diem (meals not included in tuition)
- Travel to/from course
- Ground transportation
- Miscellaneous expenses

*Participants and spouses may be required to pay a course fee (i.e. landing fees).

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Syracuse University – National Strategic Studies Management Course (NSSMC)

School Pre-requisites:

- ARNG/ANG O7/8 and O6 with COE to O7 and in an O7 billet
- GO's serving in assignments with responsibilities in foreign policy, intelligence, terrorism/counterterrorism, management, leadership, homeland security, global economics, and trouble spots around the world.

Frequency: 1x a year (2 weeks)

Dates: 19 Apr 20 – 01 May 20

Location: Syracuse University, Syracuse, New York

Scope: Focused on issues involving foreign policy, intelligence, terrorism/counterterrorism, management, leadership, homeland security, global economics, and trouble spots around the world to an array of current challenges facing the nation.

Program website: <https://www.maxwell.syr.edu/nss/>

Spouse: No

Program Fee: \$12,000 (All lodging and meals, books, supplies and conference fees are included).

Category: Broadening

Funding:

Program Fee paid for by NGB-SL which includes the following expenses:

- Course attendance, including course materials used during program
- Meals provided during the program
- Lodging at Syracuse and any applicable taxes

Unit Funded:

- Travel expenses to and from the course location (including plane tickets, taxi fees, and/or POV mileage)
- Rental car expenses, if applicable
- Incidentals
- Any meals not included as part of the program tuition

Since travel-related costs are unit-funded, you will not need a fund cite from NGB-SL to complete your travel orders.

Example Withdrawal Memos

Air National Guard Course Withdrawal Request:

OFFICE SYMBOL

DATE

MEMORANDUM THRU

TAG's Information

Lt Gen L. Scott Rice, Director, Air National Guard, 1000 Air Force Pentagon,
Washington, D.C. 20330-1000

FOR General Joseph Lengyel, Chief, National Guard Bureau, 1636 Defense Pentagon,
Washington, D.C. 20301-1636

SUBJECT: Request for Withdrawal/Deferral from COURSE NAME

1. SCHOOL/COURSE INFORMATION.
2. JUSTIFICATION.
3. Point of contact for this memorandum is NAME; XXX-XX-XXXX.

SIGNATURE BLOCK

Army National Guard Course Withdrawal Request (Non-ASEP Course):

OFFICE SYMBOL

DATE

MEMORANDUM THRU

TAG's Information

LTG Daniel R. Hokanson, Director, Army National Guard, 111 South George
Mason Drive, Arlington, VA 22204-1373

FOR General Joseph Lengyel, Chief, National Guard Bureau, 1636 Defense Pentagon,
Washington, D.C. 20301-1636

SUBJECT: Request for Withdrawal/Deferral from COURSE NAME

1. SCHOOL/COURSE INFORMATION.
2. JUSTIFICATION.
3. Point of contact for this memorandum is NAME; XXX-XX-XXXX.

SIGNATURE BLOCK

Army National Guard Course Withdrawal Request (ASEP Course):

OFFICE SYMBOL

DATE

MEMORANDUM THRU

TAG's Information

LTG Daniel R. Hokanson, Director, Army National Guard, 111 South George Mason Drive, Arlington, VA 22204-1373

Gen Joseph Lengyel, Chief, National Guard Bureau, 1636 Defense Pentagon, Washington, D.C. 20301-1636

FOR GEN Joseph M. Martin, Vice Chief of Staff of the Army, 201 Army Pentagon, Washington, D.C. 20310-0201

SUBJECT: Request for Withdrawal/Deferral from COURSE NAME

1. SCHOOL/COURSE INFORMATION.
2. JUSTIFICATION.
3. Point of contact for this memorandum is NAME; XXX-XX-XXXX.

SIGNATURE BLOCK