

SENIOR SERVICE COLLEGE
COLLEGE/FELLOWSHIP/FOREIGN SCHOOL INFORMATION
AY 2012-2013

The information provided in this handout is intended to provide you a brief description and pertinent facts regarding each Senior Service College, Fellowship, and Foreign School offered during Academic Year 2012-2013. This information will assist you in determining your preferences for schooling. Your desires, qualifications and the Army's requirements will be evaluated in determining individual slating to provide the assignment officer and the career division with a recommended slate for the HRC Slate Panel review. The CG, HRC approves where you will be slated by incorporating the HRC Slating Panel recommendations. This year we expect the slate results to be announced by mid-February 2012.

SENIOR SERVICE COLLEGES

1. ARMY WAR COLLEGE: (158 seats)

a. LOCATION: Carlisle Barracks, Pennsylvania

b. KEY DATES: Report: NET 16 Jul 12; Report: NLT 26 Jul 12; Start: 6 Aug 12; Graduate: June 13.

c. DESCRIPTION: Educate officers to expertly link strategic and operational considerations with tactical factors in the preparation for and successful conduct of war in support of national policy. Officer receives a Masters Degree in Strategic Studies upon graduation.

2. AIR WAR COLLEGE: (23 seats)

a. LOCATION: Maxwell AFB, Alabama

b. KEY DATES: Report: NET 9 Jul 12; Report: NLT 13 Jul 12; In-processing: 16-20 Jul 12; Start 23 Jul 12; Graduate: 24 May 13.

c. DESCRIPTION: Prepares senior military officers to develop, maintain, and lead the aerospace component of national power to deter conflict and achieve victory in the event of war. Officer receives a Masters Degree in Strategic Studies upon graduation.

3. MARINE CORPS WAR COLLEGE: (4 seats)

a. LOCATION: Quantico Marine Base, Quantico, Virginia

b. KEY DATES: Report: o/a NLT 29 Jul 12; Start: 3 Aug 12; Graduate: 6 Jun 13.

c. DESCRIPTION: Attendance at the Marine Corps War College prepares officers for senior command and staff responsibilities. MCWAR instruction emphasizes operational competence, sound military judgment, and strategic thinking. The college desires a Special Forces, Logistics, and a Maneuver/Fires officer. Officer receives a Masters degree in Strategic Studies upon graduation

d. FOLLOW-ON ASSIGNMENT: Every other year, odd years the SF officer has a two-year follow-on assignment as an instructor at the Marine Command and Staff Course (non-waiverable).

4. NAVAL WAR COLLEGE: (28 seats)

a. LOCATION: Newport, Rhode Island

b. KEY DATES: Report: o/a NLT 3 Aug 12; Start: 15 Aug 12; Graduate: 15 Jun 13.

c. DESCRIPTION: Designed to investigate the political source and implications of military strategy, the economics and managerial aspects of force planning and the implementation of joint operations at the highest level. Officer receives a Masters Degree in National Security & Strategic Studies upon graduation.

5. JOINT ADVANCED WARFIGHTING SCHOOL: (7 seats)

a. LOCATION: Joint Forces Staff College, Norfolk Naval Base, Norfolk, Virginia

b. KEY DATES: Report: o/a 18 Jul 12; Start: 24 Jul 12; Graduate: 15 Jun 13.

c. DESCRIPTION: Attendance at the Joint Advanced Warfighting School educates joint campaign planners and prepares officers for duty as operational planners on the staff of Combatant Commands. Students earn an MS in Joint Campaign Planning and Strategy and will earn both JPME Phase 1 and 2 credit; the school also counts as either intermediate or senior level war college, depending on the rank of the officer and the nature of the student's thesis. The course has three components: theory and history; strategy and decision-making; and operational art. Students are taught in a collaborative information environment. Under current policy and regulatory requirements, **no Joint Specialty Officer (ASI 3L) can attend**. Additionally, greater than fifty percent of all officers attending must be assigned to a Joint Duty Assignment upon graduation. Officer receives a Masters of Science Degree in Joint Campaign Planning and Strategy upon graduation.

d. FOLLOW-ON ASSIGNMENT: **IAW Joint Staff policy memo dated 24 Feb 2010, 100% of JAWS students will be assigned to Joint Duty Assignment List (JDAL) billets immediately upon graduation. Outplacement waivers are required for exceptions to this policy.** Also, graduates will be eligible to fill strategy or campaign planning billets on combatant commander staffs or on the joint staff. The Joint Staff/J1 will work with the Services to code and track assignment of JAWS graduates.

6. INDUSTRIAL COLLEGE OF THE ARMED FORCES: (53 seats)*

a. LOCATION: Fort McNair, Washington, D.C.

b. KEY DATES: Report: NLT 25 Jul-5 Aug 12; Start: 8 Aug 12; Graduate: 12 Jun 13.

c. DESCRIPTION: Provides executive education and research within the areas of leadership, resource management, mobilization, joint and combined operations. Under current policy and regulatory requirements, **no Joint Specialty Officer (ASI 3L) can attend**. Additionally, greater than fifty percent of all officers attending must be assigned to a Joint Duty Assignment upon graduation. Officer receives a Masters Degree in National Security & Strategic Studies upon graduation.

7. NATIONAL WAR COLLEGE: (33 seats)*

a. LOCATION: Fort McNair, Washington, D.C.

b. KEY DATES: Report: NET-NLT 25 Jul-5 Aug 12; Start: 8 Aug 12; Graduate: 12 Jun 13.

c. DESCRIPTION: A senior level course of study in national security policy formulation and implementation to prepare officers for high level command and staff responsibilities. Focuses on national strategy and emphasizes a joint, multi-service perspective. Under current policy and regulatory requirements, **no Joint Specialty Officer (ASI 3L) can attend**. Additionally, greater than fifty percent of all officers attending must be assigned to a Joint Duty Assignment upon

graduation. Officer receives a Masters Degree in National Security & Strategic Studies upon graduation.

NOTE:

- All reporting dates are tentative and could change before class starts.
- Class numbers are approximate, pending final approval by the DCS, G-3.

***THE AFPAK HANDS (APH) PROGRAM**

The APH was initiated to develop a cadre of Afghanistan experts. Eight students that are selected to attend either the National War College (NWC) or the Industrial College of the Armed Forces (ICAF) will be identified as AFPAK Hands (APH) curriculum students. Program participants at NWC and ICAF will be enrolled in Afghanistan/Pakistan regional studies. These eight seats will be filled by officers either scheduled to command units going into Afghanistan, or being assigned to Afghanistan/Pakistan.

The officers' career manager (HRC/SLD) will determine who is eligible to fill these **eight seats (4- ICAF, 4- NWC)**. The intent is for these seats to be used for APH or future APH participants (future commanders/key leaders in theater, etc.). The APH program runs from late August to early June of each academic year. If you are interested in the program, and are currently a SSC Select (including Deferred Principals), then contact your career manager.

THE INFORMATION STRATEGIES CONCENTRATION PROGRAM (ISCP)

Ten students who have been selected to attend either the National War College (NWC) or the Industrial College of the Armed Forces (ICAF) may volunteer or can be nominated by their branch to participate in the Information Resources Management College's Information Strategies Concentration Program (ISCP). In response to the growing importance of information and Information Technology (IT), the Information Resources Management College of the National Defense University (NDU) offers an expanded program for the study of the information component of national power.

The "strategic intent" of the Information Strategies Concentration Program (ISCP) is not to teach just the different "information" concepts that are evolving within the DOD today ^[1], but to examine the broader strategic implications of the information revolution and their impact on national security. It starts with the assumption that because of the synergistic developments in information technology and changes in global society, information is both an element of national power and an operational "environment" of increasing criticality to the economist, political leader, and military strategist.^[2] This component of power is at work every day, during peace and war, and is used both by and against the United States in the global interplay of nations and non-state actors. The ISCP is not a technical "how to" program, but rather a strategic level exploration of the information age and national security. The ISCP's mission is to prepare a selected group of National War College and Industrial College of the Armed Forces students--future strategic leaders--to effectively integrate and employ the information component of national power in the development and execution of national military and security strategy.

1. These include Information Warfare, Operations, Assurance, Dominance, and Superiority.
2. This term--the information component of national power--did not originate at NDU, but can be traced back at least as far as National Security Decision Directive 130, issued by the Reagan administration in 1984, and was a critical element of President's Reagan's approach to National Security Strategy.

Courses

Although all of the ISCP's courses are considered elective within the NDU course structure, several of them could be referred to as "mandatory" electives. In the Fall semester, every student in the ISCP takes the "Foundation" course titled "National Security in the Information Age", identified as 5400 in the course catalogue. This course is designed to introduce students to the basic concepts and issues surrounding the impact of the information age on national security, and it draws its three themes from the President's National Security Strategy—information assurance as a key element in strategic efforts to protect critical national infrastructures; the role of information warfare and operations in national military strategy and operations; and the use of public diplomacy and international public information—what Joseph Nye has termed "softpower"—by our national security community in the conduct of international relations. While many incoming students have familiarity with some of the topics and themes in this course, virtually none have experience in all of them.

In the Spring semester, students have a choice of one of three different "track" courses. The first focuses on "softpower" and the role of information in public diplomacy and international public information. The second is "Information Operations in Military Strategy", which concentrates on the military and Information Warfare (IW) within the context of a theater campaign plan. The third concentrates on the strategic implications of Information (and infrastructure) Assurance, or IA, as a vital national interest.

Along with the one "foundation" and one "track" course that each student takes, they must take one additional "supporting" elective course from the "menu" of ISCP courses available. This normally encompasses approximately 20 to 30 courses each semester, so there is a very wide and diverse range of choices and interests available. These courses come from all three of the colleges at NDU--the Information Resources Management College, the National War College, and the Industrial College of the Armed Forces--with the common element being that their content in some way examines the role or impact of information.

Two other programs also function as defacto "tracks". One is ICAF's Senior Acquisition Course (SAC) program; students may take both the ISCP and SAC by taking 5400 and one of the three track electives, plus the two SAC electives. The other is the Joint Land, Aerospace, and Sea Simulation (JLASS) program, which also requires two elective courses. NWC students taking the ISCP and JLASS would take course 5400, two JLASS electives, their Regional Studies elective, and audit (or take an overload) course 5406, which focuses on Information Operations (IO) and the campaign planning process. ICAF students taking JLASS would take 5400 and 5406 and the two JLASS electives at ICAF. The inclusion of JLASS and SAC has been done because of the unique relationships between their content and the role of IT and IO in national security.

Research and Writing

Each student must write a 2000 word study of an information issue related to national security. The issue or topic is entirely up to each individual student, in order to maximize its utility to their personal interests, experience, or future jobs. During the first semester, the students develop the topic and draft a research proposal. The draft explores the issue, resources, thesis, etc. During the second semester, the student works with the ISCP faculty to complete the study. This paper was noted as a positive experience in virtually every student critique.

For further information, please contact Dr. Dan Kuehl at (202) 685-2257.

FELLOWSHIPS

Fellowships are sponsored by the Army War College with the exception of the Advanced Operational Arts Studies Fellowship as described in paragraph 1 listed below. Officers assigned to Carlisle Barracks, PA with duty at a fellowship will attend the Army War College Orientation at Carlisle Barracks, dates TBD, but typically is held the last week in July.

1. ADVANCED INDUSTRIAL ARMAMENTS INTERNATIONAL FELLOWSHIP: (1 Seat)

a. LOCATION: Paris, France. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The Advanced Industrial Armaments International Fellowship (AIAIF) program is an extended course of study taught at the Institut des Hautes Etudes de Defense Nationale (IHEDN), Session nationale "Armement et economie de defense", formerly Le Centre des Hautes Etudes de l'Armement (CHEAr), at l'Ecole Militaire, Paris. The intent of this program is to develop international expertise among senior leaders and general staff officers in international defense industry and procurement policies. The IHEDN program provides a foundation through a comprehensive, multifaceted curriculum focused at the strategic level across the full spectrum of joint defense domains and operational requirements for combat operations, peace enforcement, natural disasters, and war. Course studies include defense industry visits, joint projects, guest speaker lectures and group dynamics. Students conduct extensive travel to allied industrial facilities in France and Europe, as well as fact-finding tours to NATO and the EU in Brussels. An extended tour of a strategic nation is conducted toward the end of the curriculum (countries visited in the recent past include China, Brazil, India and the United States). Students participate in AIAIF instruction, faculty development programs, and engage directly with approximately 90 guest speakers representing the highest levels of government and industry. Fellows conduct committee research into a topic that contributes to the overall course theme selected by the Ministry of Defense, and produce a written work which is presented to senior Ministry of Defense leaders. Additionally, Fellows serve with the Office of Defense Cooperation (ODC), at the US Embassy, Paris. In this role, they work with and have access to civil, military, and industry leaders in the U.S. and European defense industries allowing the Fellow to develop a complementary expertise to the IHEDN coursework.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) French level 3/3, Master's Degree.

(2) Advanced degrees in Engineering, Acquisition, Research & Development, Strategic Planning, Operations Research/Systems Analysis.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Following this tour, assignment will be at the O-6 level in a location where the expertise gained during the fellowship can best be utilized. Examples would be follow-on as Chief, ODC in a French or English speaking country, or as a Division Chief in a staff with supervision over ODC organizations, particularly those with a French/European responsibility (EUCOM or AFRICOM). Additionally, assignment in organizations that develop, influence or implement US Arms and Industrial Policy such as USD (AT&L), Defense Security Cooperation Agency, Army Material Command, Army International

Affairs Division, the Defense Institute for Security Management and others. Individuals selected for brigade level command will serve their utilization subsequent to command. It is anticipated that graduates of the AIAIF program will continue serving in successive assignments as division chiefs, planners, or expert staff at the Army, Joint, national or combined levels.

2. ADVANCED OPERATIONAL ARTS STUDIES FELLOWSHIP (AOASF): (8 Seats)

a. LOCATION: Fort Leavenworth, Kansas. Assigned to USACGSC STU DET SAMS, Fort Leavenworth, Kansas.

b. KEY DATES: Report: o/a 20 Jun 12; Start: 6 Jul 12; Complete: 18 May 13. Released from the two year program in late May 2014.

c. DESCRIPTION: The AOASF is an extended course of studies taught in the School of Advanced Military Studies (SAMS). The intent of this program is to develop theater level senior leaders and general staff officers and prepare AMSP (Advanced Military Studies Program – the SAMS major’s course) faculty. This program is a rigorous, intellectually challenging course for senior leaders. It is not the same as the majors’ course at SAMS, but is specifically designed as a senior service college experience for highly experienced, intellectually motivated officers. The first year provides a comprehensive, multifaceted curriculum focused at the theater-strategic level across the full spectrum of Joint and land force operations--peace, crisis and war. Course studies include military theory, military history, national and military strategy, regional studies, campaign design and contemporary operations. Students conduct extensive travel to U.S. and allied commands in CONUS, Europe, and Asia. Students participate in AMSP instruction, faculty development programs and interact with guest speakers. Fellows conduct independent research into a relevant topic of their choice and write a significant written work based on this research. Fellows write this paper as a research monograph and are awarded a Masters of Military Arts and Sciences degree. In the second year, Fellows become members of the SAMS faculty, and are responsible for the education of the majors in the AMSP program. Graduates of the AMSP program provide leaders and general staff officers for all US Army corps and divisions.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) None.

(2) 20 years service or less upon entering the course, Corps and/or Division G2, G3, or G4 experience, deployment and operational experience as a battalion commander or senior field grade officer, GWOT operational experience desired. A goal of 50% Fellows who have graduated from AMSP, SAAS, or SAW is desired.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Initial assignment will be at the colonel-level in planning and operations positions in theater-strategic level headquarters (EUCOM, SOUTHCOM, PACOM, CENTCOM, SOCOM, STRATCOM, JFCOM, NORTHCOM or TRANSCOM) or Army component-level headquarters (FORSCOM, TRADOC, USAREUR, Eighth Army, or Third Army). Individuals selected for brigade-level command will serve their utilization subsequent to command. It is anticipated that graduates of the AOASF will continue serving in successive assignments as commanders, operators, or planners or at the Army, Joint, national or combined levels.

3. ATLANTIC COUNCIL OF THE UNITED STATES: (1 Seat)

- a. LOCATION: Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.
- b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.
- c. DESCRIPTION: Independent studies and research to investigate a wide variety of political, economic, security and informational programs with the Atlantic Council. The Atlantic Council promotes constructive U.S. leadership and engagement in international affairs based on the central role of the Atlantic community in meeting the international challenges of the 21st century. Focused on regional areas of interest to the Council and NATO such as Europe, South Asia, China, and Africa.
- d. PREREQUISITES: (1) Mandatory (2) Desirable
 - (1) Graduate degree in international relations, political science, or in a related field.
 - (2) Experience in international relations and a proven ability to write for publication.
- e. UTILIZATION/FOLLOW-ON ASSIGNMENT: OSD, DA or Joint Staff Assignment.

4. ASIA-PACIFIC CENTER FOR SECURITY STUDIES (APCSS): (1 Seat)

- a. LOCATION: Honolulu, Hawaii. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.
- b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13.
- c. DESCRIPTION: The mission of the Asia-Pacific Center for Security Studies is to educate, connect and empower security practitioners to advance Asia-Pacific security. The program curriculum focuses on current and future non-war fighting aspects of regional and global security to achieve the following objectives: increase Understanding of Regional Security Trends, Challenges, and Opportunities; Enhance Resilience/Response to Transnational Challenges; build Capacity for Sustainable Development and Effective Governance; understand Comprehensive Response to Regional Crisis; advance Partnering, Cooperation and Collaboration. The fellow will participate in the Advanced Security Cooperation Executive Course (6 weeks) and either the Comprehensive Crisis Management or Comprehensive Security Response to Terrorism Courses (4 weeks) and, upon completion, serve as a faculty member, conduct research and participate in other activities related to the mission of the Asia-Pacific Center for Security Studies.
- d. PREREQUISITES: (1) Mandatory (2) Desirable
 - (1) Lieutenant colonel, lieutenant colonel (promotable) or colonel with experience/expertise in Asia-Pacific affairs and in Transnational Security or Security Sector Development.
 - (2) Masters Degree or higher in international relations, national security studies, political science, or economics.
 - (2) Have demonstrated experience as a security practitioner who will continue to play an active role in national security issues.
 - (2) Have a demonstrated ability to write and speak effectively on national security and defense policy topics.
 - (2) Experience on HQDA, Joint, combined, OSD, or MACOM staff and teaching experience is highly desirable.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Officer can expect to be assigned to validated senior positions at HQDA, JCS, OSD, Joint Staff, combined headquarters, and Combatant Commands.

5. CENTER FOR A NEW AMERICAN SECURITY (CNAS): (1 Seat)

a. LOCATION: Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The Center for a New American Security (CNAS) develops strong, pragmatic and principled national security and defense policies. Building on the deep expertise and broad experience of its staff and advisors, CNAS engages policymakers, experts and the public with innovative fact-based research, ideas and analysis to shape and elevate the national security debate. CNAS will focus its work in three broad areas: developing a smart and effective national security strategy for the United States; devising supporting national security policies that include ensuring the strength, adaptability and prudent use of the U.S. military; and providing concrete, actionable recommendations for governance to senior officials, present and future. Officers will be expected to contribute to significant research projects and will be challenged to stretch his/her intellectual abilities to the fullest. Each fellow will be asked to create an Individual Development Plan (IDP) laying out specific professional development goals for his or her year at CNAS.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) The officer must be an active component colonel or lieutenant colonel selected for SSC and have experience at the HQDA, Joint, or OSD levels.

(2) Due to the National and Strategic focus of these programs, the officers should hold a Masters Degree and complete Joint Professional Military Education (JPME) II prior to beginning this program or immediately upon completion of the fellowship and before reporting to his/her follow-on assignment. Completion of JPME II is not a requirement for consideration and/or selection to these programs. It is highly recommended that the officer have a strong operational background with field experience in a conventional warfare environment. Have the ability to write and speak effectively on operational forces intelligence needs and requirements.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Officer can expect to be assigned to an Army Educational Requirements System (AERS) validated position such as senior positions at HQDA, OSD, Joint Staff, combined headquarters, and Combatant Commands.

6. CENTER HIGH STUDIES FOR DEFENSE (CASD): (1 Seat)

a. LOCATION: Rome, Italy. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The program is an extended course of studies taught at the Centro Alti Studi per la Difesa (CASD), Rome, Italy. The Italian student body consists of senior Colonels, Brigadier Generals, and Rear Admirals. The intent of this program is to develop international expertise among senior leaders and general staff officers in international strategic, political,

military and economic arenas. Course studies include defense industry visits, joint projects, guest speaker lectures and group dynamics. Students conduct extensive travel to allied industrial facilities in Europe, as well as fact-finding tours to NATO and the EU in Brussels. Students participate in CASD instruction, faculty development programs, and engage directly with approximately 90 guest speakers representing the highest levels of government and industry. Fellows conduct CASD and U.S. Army War College research into a topic that contributes to the overall course theme. Fellows will additionally produce a research monograph on a topic of particular interest to the U.S. Army regarding current or potential defense and strategic issues. Other opportunities for research include: Security and international stability system; Terrorism: global challenge; Armed conflicts law; Communication and negotiation: International relations.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Italian 3/3. Colonel or lieutenant colonel (promotable) with a graduate degree in a discipline compatible with international politics, geopolitics, international relations, political science, economics, or national security affairs. Maneuvers, Fires, and Effects or International relations, diplomacy, or foreign forces assignment. Foreign Area Officer (48) or Strategist (59) (ASI 6Z/6S).

(2) Maneuvers, Fires, and Effect with previous operational experience or instructor experience. Command at Brigade or equivalent level. Italian 3/3.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Following this tour, assignment will be at the O-6 level in a location where the expertise gained during the fellowship can best be utilized. Examples would be follow-on assignments as Defense or Army Attache; Chief, Office of Defense Cooperation; Division Chief on Army, Joint, Combatant, or Component Command Staff particularly, but not exclusively, with a European responsibility (EUCOM or AFRICOM). Individuals selected for brigade level command will serve their utilization subsequent to command. It is anticipated that graduates of the CASDIF program will continue serving in successive assignments as division chiefs, planners, or expert staff at the Combatant Command, Department of Defense, Army, Joint, national or combined levels.

7. CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES (CSIS): (1 Seat)

a. LOCATION: Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Focus on policy oriented research, analysis, and publication concerning emerging nations, and strategic and international problems. Most CSIS research is in foreign or defense policy, strategic and international affairs.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in discipline related to national security, defense policy or international relations.

(2) Staff experience at MACOM or higher level. Demonstrated ability to write for publication.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: OSD, DA, or Joint Staff Assignment.

8. CENTRAL INTELLIGENCE AGENCY (CIA) - INTRAGOVERNMENTAL FELLOWSHIP: (3 Seats)

a. LOCATION: CIA Headquarters, Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Conduct research and undergo directed organizational assignments within CIA HQ as well as other CIA elements in the Washington area (Intelligence, Science and Technology, Operations). Become the Army's expert on CIA methodologies, authorities, procedures, and relationship to the U.S. military in the conduct of strategic planning/operations.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Military Intelligence Branch. Pass an exhaustive battery of polygraph and other security and medical exams prior to qualification (normally several officers are nominated). Staff experience at MACOM or higher staff level. The DCS, G-2 will approve final selectee.

(2) Graduate degree in discipline with link to intelligence field, such as geography, sociology, computer science, international relations, national security, strategic studies, or economics.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Intelligence related assignment at DA, OSD, Joint Staff, combined headquarters, or USSOCOM.

9. COLUMBIA UNIVERSITY - TEACHERS COLLEGE: (2 Seats)

a. LOCATION: Columbia University New York, New York. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: This fellowship will both educate a leader who can provide the Army with research projects that will advance the domain of the Professional Military Ethic, and also contribute to achieving this end in their future service. The POI will be in organization psychology with a focus on ethics. The fellowship will be under the mentorship/supervision of Dr. W. Warner Burke, the Edward Lee Thorndike Professor of Psychology and Education, and Chair, Department of Organization & Leadership, Teachers College, Columbia University. Specific graduate level course work (3 credit hour courses) includes: human resource management, leadership, leadership development, systems leadership, organizational dynamics, organization culture and socialization, organization change, preparation for individual counseling, preparation for coaching, career counseling and development, instructional design, organizational psychology, and psychological aspects of organizations. The Fellow has the latitude to take courses in other departments within Teachers College or at Columbia University.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate Degree.

(1) Lieutenant colonel or colonel with recent operational command experience at the battalion level or senior Washington policy experience.

(1) Have a strong background and operational experience.

(1) Have a demonstrated ability to write and speak effectively on operational topics and have experience at the HQDA, Joint, Combined, OSD, or Major Army Command levels.

(1) Ability and interpersonal skills to interact and form relationships with individuals in government and non-government organizations with diverse backgrounds.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Officer can expect to be assigned to validated senior positions at HQDA, OSD, Joint Staff, combined headquarters, and Combatant Commands.

10. GEORGE C. MARSHALL EUROPEAN CENTER: (2 Seats)

a. LOCATION: Germany. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The intent of the Army and Air Force Fellows Program is to provide a regionally focused, professional education experience at the senior service school level. Through coursework, research, writing, and interaction with other Marshall Center civilian and military resident participants from some 90 nations, Fellows enhance their general understanding of current international and security affairs, while developing specialist knowledge of European and Eurasian security issues. Up to six US Senior Fellows graduate from the program annually.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) The officer may be an active or reserve component colonel or lieutenant colonel or a civilian, selected for SSC and have experience at the HQDA, Joint, or OSD levels.

(2) Extensive experience in international assignments working directly with the representatives of other armed forces. Foreign language is beneficial.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Officers will be assigned in the European or Eurasian region.

11. GEORGETOWN UNIVERSITY, WALSH SCHOOL OF FOREIGN SERVICE: (1 Seat)

a. LOCATION: Georgetown University, Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Conducts concentrated research involving a national security affairs related topic. Participates in graduate seminar programs, foreign policy workshops, instructs a graduate level class, assists with the execution of multiple international negotiation simulation exercises, mentors and advises students and other related programs as required by the director of the Institute for the Study of Diplomacy.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in a discipline compatible with international politics, geopolitics, international relations, or national security affairs.

(2) Strategic analytical ability. International relations, diplomacy, or foreign forces assignment. Instructor experience. Foreign Area Officer (48) or Strategist (ASI 6Z).

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: DA or OSD staff, Embassy, DATT, or Military Assistance assignments; possible Joint duty.

12. HARVARD UNIVERSITY, JFK SCHOOL OF GOVERNMENT: (5 Seats)

a. LOCATION: Harvard University, Cambridge, Massachusetts. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Author a major research paper on a topic relevant to national security. Participates in a two week Fellows Executive Seminar designed exclusively for the Fellows, consisting of full-time classes, outside speakers, exercises focusing on national security affairs and public management issues. Audit classes at Harvard, Tufts, and MIT.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in a discipline compatible with public management or national security affairs.

(2) Strategic analytical ability. Strong operations and command experience.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Likely HQDA or OSD staff in a strategist or national security position; possible Joint duty; minimum of one-year utilization upon graduation.

13. HARVARD UNIVERSITY, MANAGEMENT/LEADERSHIP: (1 Seat)

a. LOCATION: Harvard University, Cambridge, Massachusetts. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13

c. DESCRIPTION: Fellows participate in the National Security Fellow Executive Program, with all focus, research and course work in leadership issues. Will be assigned to a personnel/leadership organization to write future leadership doctrine for the Army.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in a social science, or a Personnel Administration related curriculum.

(2) None.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Mandatory follow-on assignment to Center for Army Leadership (CAL), Fort Leavenworth, Kansas.

14. INSTITUTE FOR DEFENSE ANALYSES (IDA): (1 Seat)

a. LOCATION: Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: IDA is a non-profit corporation that provides independent and objective scientific and technological expertise to assist decision-makers in addressing urgent and

challenging national security issues. The Institute operates three Federally Funded Research and Development Centers: the IDA Studies & Analyses Center, which assists the Office of the Secretary of Defense, the Joint Staff, the Combatant Commands, and Defense agencies; the IDA Center for Communications and Computing, which assists the National Security Agency; and the Science and Technology Policy Institute, which provides analytic support for the National Science Foundation and the Office of Science and Technology Policy in the Executive Office of the President. The work of this Center requires an in-depth knowledge of defense forces, systems and capabilities, technologies, information environments, operations, policies, strategies, and resources, and a comprehensive understanding of sponsor problems and perspectives. As such, IDA's research staff is comprised of individuals with background and experience in government, academia, and business in order to bring the very best scientific and analytic minds to bear on the most important issues of national security. An Army SSC-level Fellow serving at IDA will be exposed to a wide range of those problems and perspectives within his or her course term, and would in turn bring a valuable Army perspective to the Defense-wide issues that are IDA's core business.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Due to the National and Strategic focus of these programs, the officers must hold a Masters Degree and complete Joint Professional Military Education (JPME) II prior to beginning this program or immediately upon completion of the fellowship and before reporting to his/her follow-on assignment.

(1) Ability to write and speak effectively on strategic level national security policy issues.

(1) Ability to conduct research on strategic level national security policy issues.

(1) Ability and interpersonal skills to interact and form relationships with individuals in government and non-government organization with diverse backgrounds.

(2) Experience at the operational level with field experience is preferred. Previous experience in research is optimal, but not required. Previous experience at HQDA, Joint, Combined, or OSD levels is preferred.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Strategic level policy positions within DoD, the Combatant Commands, Army Service Component Commands, and the Interagency.

15. INSTITUTE OF WORLD POLITICS (IWP): (1 Seat)

a. LOCATION: Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The Institute of World Politics (IWP) is an independent graduate school which specializes in preparing students to be effective leaders in statecraft, national security, and foreign policy. It includes the study of all instruments of power and how these instruments are integrated at the level of grand strategy. These include: psychological strategy, counter-propaganda, political warfare, information operations, intelligence, counterintelligence, military strategy, diplomacy, public diplomacy, opinion formation, economic strategy, protective security policy, and the methods of moral leadership. The IWP welcomes officer participation either as a guest lecturer in one of the courses, or as an extra-curricular seminar presenter on subjects of his or her expertise that may be outside the direct purview of courses being offered at the time. The

Senior Fellow will participate in forums and guest lectures with members of the IWP community.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) The selectee may be an active or reserve component colonel or lieutenant colonel or a civilian, selected for SSC and have experience at the HQDA, Joint, or OSD levels.

(2) Due to the National and Strategic focus of these programs, the officers should complete Joint Professional Military Education (JPME) II prior to beginning this program or immediately upon completion of the fellowship and before reporting to his/her follow-on assignment. Completion of JPME II is not a requirement for consideration and/or selection to these programs. It is highly recommended that the officer have a strong operational background with field experience in a conventional warfare environment.

(2) Graduate degree.

(2) Have a demonstrated ability to write and speak effectively on operational topics and have experience at the HQDA, Joint, Combined, OSD, or Major Army Command level.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Officer can expect to be assigned to an Army Educational Requirements System (AERS) validated position such as senior positions at HQDA, OSD, Joint Staff, combined headquarters, and Combatant Commands.

16. JOINT CENTER FOR POLITICAL AND ECONOMIC STUDIES: (1 Seat)

a. LOCATION: Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Conducts research in a wide range of public policy issues. Exchanges views with diverse group of scholars, public officials, interagency, community and corporate leaders, especially those representing minority communities. Focus may be at the national and/or international level, in what represents a unique link in DOD public communications. Plans and conducts a major research study, attends all forums, and organizes one public policy forum where a fellow's study is featured.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in social science related area, business administration, or operational research. Selectee must be approved by the Assistant Secretary of Defense (Force Management and Policy (FMP)).

(2) None.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: OSD, DA or Joint Staff Assignment.

17. MASSACHUSETTS INSTITUTE OF TECHNOLOGY - DEFENSE AND ARMS CONTROL STUDIES PROGRAM CENTER FOR INTERNATIONAL STUDIES: (1 Seat)

a. LOCATION: Massachusetts Institute of Technology (MIT), Cambridge, Massachusetts. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The Security Studies Program is a graduate-level research and educational program staffed with senior faculty and research scientists, and focused on the integration of technical and political analysis of national and international security challenges. Research and courses emphasize grand strategy, the causes and prevention of conflict, military operations / technology, and defense policy. The Fellow participates in all aspects of the program, working with program faculty, graduate students, and civilian / military (including sister service) Fellows. The program includes weekly SSP seminars, courses for audit, topical working groups, lectures by visiting officials and scholars, field trips, and the opportunity to cross-participate in a variety of programs and events at MIT, Harvard, and Tufts

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Officer will be Combat Arms or Military Intelligence with experience in force planning at joint level. Ability to function in graduate program, but technical background not required. Officer will have experience at the HQDA, Joint, Combined, OSD, or Army Command levels.

(2) None.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: HQDA, Office of Secretary of Defense, or Office of Joint Chiefs of Staff.

18. MASSACHUSETTS INSTITUTE OF TECHNOLOGY - LOGISTICS AND SUPPLY CHAIN MANAGEMENT FELLOWSHIP: (1 Seat)

a. LOCATION: Massachusetts Institute of Technology (MIT), Cambridge, Massachusetts. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13

c. DESCRIPTION: Fellowship studies on strategic level leadership, competencies, culture and ethics; strategic theory, practice, and art in logistics. The U.S. Transportation Command/ Surface Deployment and Distribution Command (USTRANSCOM/SDDC) is a member of MIT's Center for Transportation and Logistics (CTL) professional outreach program and the Supply Chain Exchange (SCE). The Army Fellow will have the unique opportunity to benefit from both the academic aspects of the program by auditing courses as well as the professional interaction of the Supply Chain Exchange. Over 40 multi-national companies belong to the SCE with supply chains that are as vast as DoD's. The Fellow will have the opportunity to meet and discuss the challenges of operating global supply chains with senior corporate representatives. The CTL offers a Supply Chain Thought Leadership Course for executives featuring a fast-paced mix of management exercises, thought provoking lecture/discussion sessions and distinguished speakers. The MIT-Zaragoza International Logistics Program provides the Fellow a unique academia-industry-foreign government experience that addresses the inherent global nature of supply chains. Goal of the program: produce Fellows that are knowledgeable in large scale supply chain management operations; Key logistics functions such as demand forecasting and planning, procurement, inventory theory, transportation planning, and flexible contracting at the strategic level.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Masters Degree.

(1) Have a strong background and operational experience as a logistics officer.

(1) Have the ability to conduct research into areas such as logistics and supply chain management.

(1) Have good quantitative skills, and have already taken some college-level calculus, economics, probability, and statistics.

(1) Have a demonstrated ability to write and speak effectively on logistics topics and have experience at the HQDA, Joint, Combined, OSD or Major Army Command levels.

(2) None.

e. **UTILIZATION/FOLLOW-ON ASSIGNMENT:** Follow-on utilization will be in accordance with Army Regulation (AR) 621-7 and current Office of the Secretary of Defense (OSD) guidance. The graduate will be assigned as the Surface Deployment and Distribution Command (SDDC) G-5 and Chief Transformation Integration Officer (CTIO) working directly under the Deputy to the Commander, SDDC. The G-5/CTIO position is coded for an O-6/Colonel. Follow-on tours should be to senior logistics-related positions at HQDA, OSD, Joint Staff, combined headquarters, SDDC, within the logistics community.

19. MASSACHUSETTS INSTITUTE OF TECHNOLOGY - SECURITY STUDIES PROGRAM - LINCOLN LABORATORY FELLOWSHIP: (1 Seat)

a. **LOCATION:** Massachusetts Institute of Technology (MIT), Cambridge, Massachusetts. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. **KEY DATES:** Report: o/a 1 Jul 12; Complete: Jun 13.

c. **DESCRIPTION:** The MIT Security Studies Program is a graduate-level research and educational program based at the Center for International Studies at MIT. A special feature of the program is the integration of technical and political analysis of national and international security problems. Courses emphasize grand strategy, the causes and prevention of conflict, military operations and technology, and defense policy. The program will improve the understanding of the Fellow regarding the application of technology to support National Security. The Fellow will help develop Biometrics and Forensics policy and best practices to support strategic objectives which can be applied by the Army to better support the warfighter in the field. There will be increased awareness of the technologies available in DNA analysis, fingerprint, iris and face recognition, decision support, data security and human interface arena to enhance the conduct of military operations. Fellowship research is conducted at the strategic level. The Fellow's research focus will be fully coordinated with the MIT Strategic Initiatives Officer prior to the beginning of the Fellowship year.

d. **PREREQUISITES:** (1) Mandatory (2) Desirable

(1) Masters Degree in engineering, sciences, policy, or management.

(2) Have self-motivation and a strong interest in biometric, forensics, and technology.

(2) Have experience in applying technology to tactical and operational situations.

(2) Have experience at the joint and/or combined staff level.

(2) Officer will be branch qualified military intelligence or military police.

e. **UTILIZATION/FOLLOW-ON ASSIGNMENT:** Follow-on utilization will be in accordance with AR 621-7 and current Office of the Secretary of Defense (OSD) guidance.

20. NATIONAL SECURITY AGENCY (NSA) INTELLIGENCE CYBERSPACE: (1 Seat)

a. LOCATION: National Security Agency, Fort Meade, Maryland. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13

c. DESCRIPTION: The curriculum will expose the Fellow to current real-world challenges in a net-centric world where asymmetric warfare is at its pinnacle within the cyberspace domain, and to the four-star and equivalent senior civilian levels of command. The Fellow will develop a close relationship with the Director, NSA. The Fellow will understand and evaluate the diverse landscape of cyberspace strategy across all national and foreign stakeholders, and apply them toward needed strategies and concepts of cyber planning and operations for the nation. The Fellow will evaluate the emerging integration of cyberspace effects into traditional land power, aerospace power, and maritime power within joint, interagency, intergovernmental, and multinational operations. This includes the development of the Fellow's knowledge of domestic and international law. The Fellow will learn to synthesize theater strategies, estimates, and campaign plans to employ military power with cyberspace effects. Develop the Fellow's knowledge in information technologies which enable net-centric global economies and military forces, and those technologies which defend cyberspace.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Senior lieutenant colonel or junior colonel with at least one command or key development/billet assignment which reflects substantial cyber operational experience.

(1) Overall strong records of performance that confidently reflects the potential for effective service at more senior levels.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Follow-on utilization would ideally be a follow-on assignment with Army Staff, Joint Staff, or a major interagency post.

21. NATO DEFENSE COLLEGE: (1 Seat)

a. LOCATION: NATO Defense College, Rome, Italy. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13

c. DESCRIPTION: The NATO Defense College Fellowship (NDCF) is a program focused on preparing graduates for senior staff positions in NATO and NATO-related assignments as well as other multi-national environments. The NDCF is a minimum 9-month (and not to exceed 12-month) fellowship, hosted by the NATO Defense College, Rome, Italy. The fellowship provides an enhanced opportunity for officers to attend the NDC Senior Course and conduct research on salient issues. Following graduation from the Senior Course phase (6 months), the Fellow will serve with the NDC Research Division for an additional 4 months, and produce a research paper on a topic assigned by the office of the SACEUR.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Lieutenant colonel (promotable) or colonel.

(1) Masters Degree in a discipline compatible with international relations, political science, or national security affairs.

(2) Maneuver, Fires, and Effect background with previous operational command and staff experience.

(2) Knowledge (at least 2/2 DLPT) of the French language is desired..

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Follow-on utilization would ideally be a follow-on assignment with a NATO organization and will be in accordance with AR 621-7 and current Office of the Secretary of Defense (OSD) guidance.

22. NAVAL POSTGRADUATE SCHOOL CENTER FOR THE STUDY OF POLITICAL VIOLENCE: (1 Seat)

a. LOCATION: Naval Postgraduate School, Monterey, California. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Fellow will pursue a major research topic that focuses on a historical or contemporary issue of interest and importance to the Special Operations community. Original field work is strongly encouraged. Upon completion of the research project, the results will be distributed to relevant elements of the academic and national security communities. In selected cases, the Fellow's research will result in a major briefing. The Center will assist the Fellow in finding a suitable forum for research.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Special Operations Branch. Member of the Army Special Operations community with command or joint/combined Special Operating Forces staff experience. Must possess a TOP SECRET security clearance.

(2) Masters Degree from an accredited college/university.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Fellow will fill a validated MEL 1 position which utilizes experience and knowledge obtained from the fellowship.

23. NAVAL POSTGRADUATE SCHOOL INFORMATION OPERATIONS: (1 Seat)

a. LOCATION: Naval Postgraduate School, Monterey, California. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The Information Operations Center of Excellence draws upon the expertise and resources of NPS's four graduate schools (Graduate School of Business & Public Policy (GSBPP), Graduate School of Engineering & Applied Science (GSEAS), Graduate School of Operational & Information Sciences (GSOIS), and School of International Graduate Studies (SIGS)). Educational opportunities include an exceptionally broad range *of* formal courses on campus and a wide variety of supplementary activities such as guest lectures, department level seminars, wargames, and conferences. In return, the fellow's individual expertise will enrich our intellectual community by bringing high-level, real-world, operational experience to the Center and NPS. Fellows will refine their skills to evaluate the strategic and

operational dimensions of information and the use of force as an instrument of statecraft. Fellow will pursue a major research topic that focuses on a historical or contemporary issue of interest and importance. Original field work is strongly encouraged. Upon completion of the research project, the results will be distributed to relevant elements of the academic and national security communities. In selected cases, the Fellow's research will result in a major briefing. The Center will assist the Fellow in finding a suitable forum for research.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Preferred background in Information Operations (FA 30) and a secondary position with a background in Public Affairs (FA 46). A fully acceptable alternative would be to fill either position with an officer whose background is in Psychological Operations (FA 37).

(2) Masters Degree from an accredited college/university.

(2) Ideally, the fellows will be at the LTC/COL level with operational deployment experience and/or Washington DC policy experience.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Fellow will fill a validated MEL 1 position which utilizes experience and knowledge obtained from the fellowship.

24. NEAR EAST SOUTH ASIA (NESA) CENTER FOR STRATEGIC STUDIES, NATIONAL DEFENSE UNIVERSITY: (1 Seat)

a. LOCATION: National Defense University, Washington, D.C.. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13

c. DESCRIPTION: The curriculum focuses on U.S. national security strategy; countering transnational threats and terrorism; strategic stability in the Near East and South Asia; threat assessment and other appropriate issues at the strategic level involving the whole of government. The Fellow will have an opportunity to participate in roundtables, seminars and workshops ranging from one day to two weeks. The Fellow will engage in a variety of activities that are intercultural, international and interagency in focus and gain insight from the views and perspective of military government, and academic professionals from Near East and South Asia. Additionally, the Fellow has the opportunity to engage in academic programs and courses offered by the National Defense University. The work of the Fellow is designed to develop skills and perspectives that will enable the Fellow to effect the formulation and implementation of national security policy for the NESA region in future assignments.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Lieutenant colonel (promotable) or colonel.

(1) Experience/expertise in Near East and South Asian affairs and political-military affairs.

(1) Masters Degree or higher in international relations, national security studies, regional studies, political science, or related field.

(1) Demonstrated ability to write and speak effectively on national security and defense policy.

(1) Masters Degree in a discipline compatible with international relations, political science, or national security affairs.

- (1) Foreign Area Officer or Strategist capable of dealing with long-range issues.
- (1) Experience on Service, joint, combined, OSD, MACOM, or U.S. Embassy staff.
- (2) Overseas experience is highly desirable.
- (2) Arabic, Dari and/or French language skills are highly desirable.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Follow-on utilization would ideally be a follow-on assignment with Army Staff, Joint Staff, or a major interagency post.

25. QUEEN'S UNIVERSITY VISITING DEFENSE FELLOW, CENTRE FOR INTERNATIONAL RELATIONS: (1 Seat)

a. LOCATION: Queen's University, Kingston, Ontario, Canada. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Affiliated with the Center for International Relations. Conducts independent, national security related research, in close cooperation with members of the academic staff, which operates as a continuing workshop. There will be structured requirements and a research paper requirement for publication.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in international relations, foreign affairs, political science, strategic studies, political geography, or international economics.

(2) Be familiar with US national security, strategy, and policy as they apply to NATO and the Western Alliance. ASI 6Z Strategist. Combat Arms officer.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: DA, OSD, or Joint staff assignment possible. European or NATO staff.

26. SECRETARY OF DEFENSE CORPORATE FELLOWS PROGRAM (SDCFP): (2 Seats)

a. LOCATION: To be determined. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: Washington, D.C. o/a 1 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The proponent/sponsor of these programs is the Office of the Secretary of Defense (Deputy Chief Management Officer). Fellows will spend approximately 11 months with a private business corporation. Fellows are placed with civilian corporations, typically working at the highest management levels, to gain a better appreciation of how they thrive in an era demanding the ability to effectively manage rapid change, as well as how revolutionary changes in information and other technologies are influencing American society and business. Fellows determine how these changes will affect the culture and operation of DoD over the next few decades and what skills are required to address these matters. Participating corporations are located throughout the continental United States and possibly overseas. Types of business sectors include information technology and communications; research and development; defense contracting; logistics; energy; biotechnology; manufacturing; banking and investment; and business management. Based on career background, Masters Degree and preference; Fellows are

assigned by SDCFP to a specific corporation and location identified to the HRC. At the conclusion of the assignment, each member of the SDCFP submits an individual final report to the Secretary of Defense. The group, as a whole, provides a combined briefing to the Deputy Secretary of Defense, JCS Vice Chairman, Service Secretaries and Chiefs, as well as other senior OSD and Service officials.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Masters Degree or higher; ability to conduct research into areas of national security policy.

(2) Masters Degree or higher in business, national security studies, political science, economics, engineering or other technical areas. Experienced practitioner who will continue to play an active role in national security issues. Demonstrated ability to write and speak effectively on national security and defense policy topics. Experience on HQDA, Joint, combined, OSD, or MACOM staff.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Officers will be assigned with the intent to utilize their skills in the area of strategic management issues of innovation and transformation, e.g. long-range planning, net assessments and experimentation with respect to force structure, organization, doctrine, or command and control.

27. STANFORD UNIVERSITY - HOOVER INSTITUTE ON WAR, REVOLUTION, AND PEACE: (1 Seat)

a. LOCATION: Stanford University, Palo Alto, California. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Integrated into the National Fellows Program at the Institute. Research is designed to influence or make an impact on public policy issues relating to domestic and international affairs. Author a major research paper on a topic relevant to national security. Participate regularly in forums and sessions with members of Stanford's academic community.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate degree in international relations, political science or related discipline.

(2) Experience in an operational assignment in a combat zone within the last two years.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: HQDA, OSD, or Joint Staff Assignment.

28. STANFORD UNIVERSITY - CENTER FOR INTERNATIONAL SECURITY AND COOPERATION (CISAC) AT FREEMAN SPOGLI INSTITUTE: (2 Seats)

a. LOCATION: Stanford University, Palo Alto, California. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: CISAC's mission is to produce policy-relevant research on international security problems, to train the next generation of security specialists, and to influence policymaking in international security. As part of Stanford's Freeman Spogli Institute for International Studies (FSI), CISAC is an interdisciplinary university-based research and training

center innovatively addressing some of the world's most vexing security problems with policy-relevant solutions. The Center is committed to scholarly research and to giving independent advice to governments and international organizations. The CISAC Army fellow will contribute to CISAC and the Freeman Spogli Institute in three ways. First, fellows will engage in strategic communication and outreach through their own research, writing, presentations, and participation in our activities to help our faculty and students better understand U.S. Army and Department of Defense policies and programs. Second, Army fellows will come away from their tour with a refreshed and enhanced stock of knowledge that will serve them at the next level of their Army careers. Third, Army fellows will undertake a major research project of their own while resident at CISAC and to seek opportunities to publish this work. The Army Fellow will present this original research at a CISAC seminar as part of their preparation for publication.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Lieutenant colonel or colonel with recent operational command experience at the battalion level or senior Washington policy experience.

(1) Graduate degree in a discipline compatible with international politics, geopolitics, international relations, political science, economics, or national security affairs.

(1) Have a strong background and operational experience.

(2) Have a demonstrated ability to write and speak effectively on operational topics and have experience at the HQDA, Joint, Combined, OSD, or Major Army Command levels.

(2) Maneuvers, Fires, and Effects or international relations, diplomacy, or foreign forces assignments, (ASI 6Z/6S).

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Strategic level policy positions within DoD, the Combatant Commands, army Service Component Commands, the Interagency.

29. SYRACUSE UNIVERSITY, INSTITUTE FOR NATIONAL SECURITY AND COUNTERTERRORISM: (1 Seat)

a. LOCATION: Syracuse University, Syracuse, New York. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13

c. DESCRIPTION: The curriculum is set as a ten-month program comparable to a two-semester postgraduate year. The Fellow will undertake traditional course work and complete a major research project of relevance to both the Army and Institute for National Security and Counterterrorism (INSCT). The Fellow will work on a designated INSCT research project under the guidance of a Syracuse University faculty member and/or project director as well as mentorship from a USAWC faculty member. Fellowship research topics will be at the strategic level and may be individual or group projects. Specific research topics undertaken by the individual Fellow are decided by the individual and the INSCT Director with input from the Fellow's USAWC mentor.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Senior lieutenant colonel or junior colonel with recent combat/operational experience.

(2) Overall strong records of performance that confidently reflects the potential for effective service at more senior levels.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Follow-on utilization will be in accordance with AR 621-7 and current Office of the Secretary of Defense (OSD) guidance.

30. TEXAS A&M UNIVERSITY - SCOWCROFT INSTITUTE OF INTERNATIONAL AFFAIRS ARMY FELLOWSHIP: (2 Seats)

a. LOCATION: Scowcroft Institute of International Affairs, George H.W. Bush School of Government and Public Service, Texas A&M University, College Station, Texas. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The Scowcroft Institute promotes policy-oriented research in international affairs. Organizes national security seminars that bring distinguished scholars (including Dr. Robert Gates) and practitioners dealing with the field of national security. The programs integrate three components – a carefully-designed curriculum, experiential learning and self-study – each reinforcing and contributing to the others. The Bush School takes a broad view of public service, stressing the opportunities for service at the local, state, regional, national and international levels as well as in the public, private and nonprofit sectors. Army Fellows contribute to the Scowcroft Institute and the Bush School in three ways: engaging in strategic communication and outreach through their own research, writing, presentations, and participation in classes with Bush School masters degree candidates; enhanced professional stock of knowledge that will serve them at the next level of their Army careers; and by undertaking a major research project of their own while resident in the Institute.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Colonel/lieutenant colonel with recent operational command experience at the battalion-level or senior Washington policy experience.

(1) Graduate degree in a discipline compatible with international politics, geopolitics, international relations, political science, economics, or national security affairs.

(1) Have a strong background of operational experience.

(2) Have a demonstrated ability to write and speak effectively on operational topics and have experience at the HQDA, Joint, Combined, OSD or Major Army Command levels.

(2) Maneuvers, Fires, and Effects or International relations, diplomacy, or foreign forces assignment, (ASI 6Z/6S).

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Strategic level policy positions within DoD, the Combatant Commands, Army Service Component Commands and the Interagency.

31. TUFTS UNIVERSITY, FLETCHER SCHOOL OF LAW AND DIPLOMACY: (1 Seat)

a. LOCATION: Tufts University, Medford, Massachusetts. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Utilizing courses and seminars, offers a realistic comprehension of vital roles of international security considerations in U.S. foreign policy. Deals with aspects of

security affairs including military strategy, role/use of military power, nuclear strategy, arms control, NATO/alliance policies. Program addresses crisis management, intelligence policy and activities, terrorism, and low intensity conflict. Conferences, lectures and seminars will be available.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate Degree.

(2) ASI 6Z Strategist. Command and strong operations experience. Interest and background in Special Operations/Low Intensity Conflict (SO/LIC).

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: OSD, DA or Joint Staff Assignment.

32. UNITED STATES INSTITUTE OF PEACE: (1 Seat)

a. LOCATION: Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Fellows will have the opportunity to participate in various programmatic activities such as roundtables, conferences, working groups, seminars, and training programs designed to develop a broad-based understanding of international security, peace and conflict management from multiple perspectives, and the myriad of actors involved in formulating policy, doctrine, and operations directed by the U.S. leadership.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Masters Degree related to international relations, political science, international politics, public policy, or national security affairs. Interest and experience in political-military affairs, international security affairs, or public issues.

(2) Command and operation experience. Strong strategic and analytical ability, and demonstrated ability to conduct individual research, combined, joint or MACOM staff experience dealing with strategy, regional security, or other national security matters.

(2) Experience in peace operation activities.

(2) Strategist (6Z).

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: HQDA, Office of Secretary of Defense; Joint staff, or U.S. Army Peacekeeping Institute.

33. UNIVERSITY OF DENVER JOSEF KORBEL SCHOOL OF INTERNATIONAL STUDIES: (1 Seat)

a. LOCATION: University of Denver, Denver, Colorado. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The Army Fellow will undertake and complete a major research project of their own while resident in the school focusing on International Relations in a Military Context. Such a project could be individual, collaborative among Fellows or between a Fellow and one or more of the distinguished faculty members. The Fellow will utilize the premier educational

opportunities available in formal coursework and participate in various extracurricular activities, seminar series, conferences, simulations, field trips, major public addresses and gatherings of International Studies experts. Strategic communications and outreach through research, writing, presentations and participation in activities are expected which help our faculty and students better understand military affairs, particularly U.S. Army and Department of Defense policies and programs. The Fellow will enrich the intellectual community by applying their individual expertise (real-world, operational experience) to the school through presentations and lectures in support of other Korbel School Masters Program courses as well as periodic participation in Korbel School focus groups in security and military related topics.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Senior lieutenant colonel or colonel with recent combat experience and Command or Key Development/Billet assignment which reflects substantial managerial experience.

(2) Masters Degree from an accredited college/university.

(2) Have a demonstrated ability to write and speak effectively on operational topics.

(2) Ability and interpersonal skills to interact and form relationships with individuals in government and non-government organizations with diverse backgrounds.

(2) Have a strong manner of performance which confidently reflects the potential for effective service at senior levels with the US Army.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Officer can expect to be assigned to validated senior positions at HQDA, OSD, Joint Staff, combined headquarters, and Combatant Commands.

34. UNIVERSITY OF NORTH CAROLINA: (3 Seats)

a. LOCATION: University of North Carolina, Chapel Hill, North Carolina. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The UNC Chapel Hill School of Journalism and Mass Communications sponsors this fellowship program for UNC. The Army Fellow can audit courses at any of the UNC system schools including the Institute for Defense and Business, and can attend courses at NC State University or Duke University. The Army Fellow will pursue a major research topic that focuses on an issue relevant to the Army Special Operations community to include solving existing or potential capability gaps. The resulting research project will be distributed to the SOF community and elements of the academic and national security communities. The Fellow's research may result in publication and/or briefings to the military, academic or interagency community.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Army Special Operations Branch or ARSOF skill identifier. Member of the Army Special Operations community with command or joint/combined Special Operations Forces staff experience.

(1) Must possess a TOP SECRET security clearance.

(2) Masters Degree from an accredited college/university.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Fellow will fill a validated MEL-1 position in SOF which leverages experience, relationships, and knowledge gained in the Fellowship.

35. UNIVERSITY OF NORTH CAROLINA - TRIANGLE INSTITUTE FOR SECURITY STUDIES (TISS) - JSOC: (2 Seats)

a. LOCATION: University of North Carolina, Chapel Hill, North Carolina. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The Fellow will: pursue a major research project of relevance to the Joint Special Operations Community and the University to include solving existing or potential capability gaps. The Fellow will audit classes (usually two to four per semester) at UNC-Chapel Hill, UNC system institutions and Triangle Institute of Security Studies (TISS) affiliated institutions; Triangle Center for Homeland Security Solutions; participate in select Kenan-Flagler Executive Development modules; have access to key influencers within the UNC system and Triangle; and enable and attend guest lectures sponsored by TISS and other relevant research organizations. In the first semester of their fellowship, fellows will also participate in a semester-long course designed to cover unifying national security themes, create *esprit de corps* among National Security Fellows, and provide access for specially selected high performing undergraduate students. During the second semester, UNC National Security Fellows will coordinate a capstone seminar/conference to present their research and invite outside speakers in areas relevant to their studies.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Active Component SOF officer; branch immaterial

(1) Must possess a current TOP SECRET security clearance.

(1) Be able to serve a follow-on utilization assignment within the SOF community.

(1) Selected as a Principal by a SSC board. Alternate selects are NOT eligible to attend.

(2) Masters Degree from an accredited college/university.

(2) Current or previous experience with JSOC or associated units.

(2) OEF/OIF deployment with a JTF.

(2) JPME II completion prior to, or immediately following completion of the fellowship.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Follow-on utilization will be to a key special operations-influenced strategic or operational level position commensurate with the Fellow's rank and be in accordance with AR 621-7 and current Office of the Secretary of Defense (OSD) guidance.

36. UNIVERSITY OF TEXAS (AUSTIN) CENTER FOR PROFESSIONAL DEVELOPMENT AND TRAINING (CPDT) (Acquisition officers only): (5 Seats)

a. LOCATION: University of Texas, Austin, Texas. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Fellows pursue a one year, acquisition technology specialized program in affiliation with the U.S. Army War College (USAWC) focusing on research and study related to the Army Critical Technologies outlined in the Army Technical Base Master Plan and the DOD Critical Technologies Plan. The Studies will include national security issues, national objectives, strategic studies and the industrial base as it is related to the Army and defense industry. Participants will attend the USAWC orientation. Each Fellow will complete a research project and an article with an acquisition focus.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Army Acquisition Corps Officer (ASI 4M or 4Z), graduate degree.

(2) Graduate degree in engineering, operations research, physics, or computer science.

(2) Prior exposure to procurement, project management, engineering or research area; supervision of personnel in technical areas.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Office of the Chief of Staff for Operations and Plans; Army Materiel Command; STRICOM, Program Managers, Research Directors, Army Acquisition Corps.

37. UNIVERSITY OF TEXAS (AUSTIN) INSTITUTE OF ADVANCED TECHNOLOGY(IAT) (MODELING AND SIMULATION): (2 Seats)

a. LOCATION: University of Texas, Austin, Texas. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: Fellows pursue a one year program in affiliation with the USAWC to broaden the experience and academic understanding in the techniques of successful long-range strategic business planning, with particular emphasis on successfully dealing with agencies and people outside the Army essential to the future success of the Army through the use of modeling and simulation. This will be accomplished through an integrated program of formal university courses, specialized seminars, guest lecture series, and completion of a formal research project and an article with an advanced modeling and simulation focus. Participants will attend the USAWC orientation.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Graduate Degree in appropriate field of study. Interest and experience in strategic planning, force development and long range planning.

(2) Command and operations experience.

(2) Strong strategic and analytical ability and demonstrated capability to conduct research.

(2) Combined, Joint, or MACOM staff experience dealing with strategy, arms control, regional security, or other national security matters.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: OSD-Office of the Director Defense Research & Engineering; Assistant Secretary of Defense (Special Operations & Low Intensity Conflict); Under Secretary of Defense (Program Analysis & Evaluation); Director Operational Test & Evaluation; J3-Operations Directorate; J6-C4 Systems Directorate; J8-Force Structure,

Resources, and Assessment Directorate; DISC4; ODCSLOG-Directorate of Transportation, Energy & Troop Support; Directorate for Plans, Operations & Logistics Automation; U.S. Army Logistics Integration Agency; DCS, G-3-Army Modeling and Simulation Office; Force Development Directorate; DCS, G-1-Plans Division; Military Strength Analysis & Forecasting Division; Officer Division; DCS, G-2; Military, Special and Executive Assistants.

38. WASHINGTON INSTITUTE FOR NEAR EAST POLICY (WINEP): (1 Seat)

a. LOCATION: Washington, D.C. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 22 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The WINEP is an educational foundation established to promote critical thinking and informed debate on Middle East politics and U.S. policy. WINEP conducts a broad range of activities, including weekly public seminars, frequent off-the-record, non-attribution events, and twice yearly policy conferences, which bring together U.S. and foreign policy makers and intelligence analysts, foreign diplomats, journalists and academics, to discuss U.S. national interests and policy in the Middle East. Officers can expect to participate in roundtable discussions, and to conduct two to three formal presentations regarding their personal experiences in the Army, the role of the Army in U.S. national security strategy in the Middle East, as well as to undertake a research project and an article that will result in publication in a professional military or strategic journal.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) The selectee must have experience at the HQDA, Joint, or OSD levels.

(2) Due to the National and Strategic focus of these programs, the officer should hold a Masters Degree and complete Joint Professional Military Education (JPME) II prior to beginning this program or immediately upon completion of the fellowship and before reporting to his/her follow-on assignment. Completion of JPME II is not a requirement for consideration and/or selection to these programs. It is highly recommended that the officer have a strong operational background with field experience in a conventional warfare environment. Have the ability to write and speak effectively on operational forces intelligence needs and requirements.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Officer can expect to be assigned to an Army Educational Requirements System (AERS) validated position such as senior positions at HQDA, OSD, Joint Staff, combined headquarters, and Combatant Commands.

39. YALE UNIVERSITY, JACKSON INSTITUTE FOR GLOBAL AFFAIRS): (1 Seat)

a. LOCATION: Yale University, New Haven, Connecticut. Assigned to USAWC STU DET, Carlisle Barracks, Pennsylvania.

b. KEY DATES: Report: o/a 1 Jul 12; Complete: Jun 13.

c. DESCRIPTION: The Jackson Institute is a university wide entity that promotes education and scholarship on global affairs. The Fellow will pursue a study and evaluation of broad national security policy, strategy, interagency, and management issues with the Jackson Institute for Global Affairs. The Programs include the Genocide Studies Program, [the Leitner Program in International and Comparative Political Economy](#), [Yale Center for the Study of Globalization](#),

the Economic Growth Center, the Institution for Social and Policy Studies, and the Orville H. Schell, Jr. Center for International Human Rights at Yale Law School. Of particular interest to the SSC Fellow are the Program on Order, Conflict and Violence, and the International Security Studies' Program in Grand Strategy. The Fellow will have access to the entire breadth of resources at Yale University, including classes, research programs, and events. The Fellow will have a faculty advisor to help create and design an academic program centered around the Fellow's interest and the faculty's area of expertise. Among other things, the Fellow will gain insight into patterns of violence in war, the conduct of warfare, the application of military power at the strategic level, and the formulation and implementation of national security policy. The Fellow will primarily focus on his research and will engage in strategic communication and outreach through their own writing, presentations, and participation in activities to the Yale community. In addition to regularly participating vigorously in courses, the Fellow may also be expected to lead a class from time to time. The Fellow will also be encouraged to give public talks and engage our students in order for them to better understand military affairs, particularly U.S. Army and Department of Defense policies and programs. We envision the fellowship as a mutually beneficial partnership in which the Fellow will take advantage of Yale's resources and in turn give our faculty and students a better understanding of U.S. military affairs. The Fellow will commit to undertaking a major research project of their own while resident at the Jackson Institute for Global Affairs and to seek opportunities to publish this work. Such a project could be individual or between a Fellow and one of Yale's faculty members. The Jackson Institute will work with the Fellow to produce a high-quality research paper that could eventually be published in an academic or professional military journal. The Army Fellow will present this original research at a Yale seminar as part of their preparation for publication.

d. PREREQUISITES: (1) Mandatory (2) Desirable

(1) Senior lieutenant colonel or junior colonel with recent combat/operational experience.

(1) Masters Degree or PhD from an accredited college/university.

(1) Washington policy experience, recent combat/operational experience and experience in running development projects (i.e. CERP) in either Iraq or Afghanistan.

(2) The selectee must have experience at the HQDA, Joint, or OSD levels staff in a strategist or national security position.

e. UTILIZATION/FOLLOW-ON ASSIGNMENT: Follow-on utilization will be commensurate with the Fellow's rank and be in accordance with AR 621-7 and current Office of the Secretary of Defense (OSD) guidance.

Secretary of Defense
Corporate Fellows Program Sponsors
2012-2013

Pending, Typically announced in April prior to officer reporting for SSC

2011-2012

Oracle Corporation, Reston, VA

Cisco Systems, San Jose, CA

2010-2011

ExxonMobil Corporation, Fairfax, VA

Google, Inc, Mountain View, CA

2009-2010

iRobot Corporation, Bedford, MA

Accenture, Reston, VA

2008-2009

Sarnoff Corporation, Princeton, NJ

Sikorsky Aircraft Corporation, Stamford, CT.

2007-2008

SRA International, Inc., Fairfax, VA

Lockheed Martin Missiles and Fire Control, Orlando, FL

2006-2007

E. I. du Pont de Nemours and Company, Richmond, VA

Caterpillar, Inc., Peoria, IL

2005-2006

Symbol Technologies, Inc, Holtsville, NY

The Institute Group, Inc., Bingen, WA

^[1] These include Information Warfare, Operations, Assurance, Dominance, and Superiority.

^[2] This term—the information component of national power--did not originate at NDU, but can be traced back at least as far as National Security Decision Directive 130, issued by the Reagan administration in 1984, and was a critical element of President Reagan's approach to National Security Strategy.

NOTE:

- All reporting dates are tentative and could change before class starts.
- Class numbers are approximate, pending final approval by the DCS, G-3.

SCHOOLS OF OTHER NATIONS (SON)/ FOREIGN SCHOOLS

AY2012-2013

1 SEAT EACH

1. AUSTRALIAN DEFENCE COLLEGE. (Nominee must be MEL-1 selectee from SSC Board.) Nominee must be a lieutenant colonel (promotable) or colonel. Open to MFE officers only. There are NO foreign language requirements. Classes will be from Jan 13 to Dec 13 in Canberra, Australia. The college offers a high-level, intensive program of studies in national and international affairs. The program is conducted through formal lectures, briefings, and group discussions. There is TDY inside and outside of Australia.

2. BRAZILIAN ARMY WAR COLLEGE – ESCOLA SUPERIOR DE GUERRA. (Nominee must be MEL-1 selectee from SSC Board.) Nominee must be a colonel. Open to all branches. All courses are taught in Portuguese, therefore knowledge (at least 2+/2+ DLPT) of the Portuguese language is mandatory. Classes run from Feb 13 through Dec 13 in Rio de Janeiro, Brazil. The college offers a high-level, intensive program of studies in national and international affairs. The program is conducted through formal lectures, briefings, and group discussions. There is TDY inside and outside of Brazil.

3. CANADIAN SENIOR SERVICE COLLEGE. (Nominee must be MEL-1 selectee from SSC Board.) Nominee must be a lieutenant colonel (promotable) or colonel. Open to MFE officers only. There are no foreign language requirements. Classes will be from Sep 12 to Jun 13 in Toronto, Canada. This program consists of two separate courses, the Advanced Military Studies Course (AMSC) (Sep 12 -Jan 13) and the National Security Studies Course (NSSC) (Jan 13 - Jun 13). The AMSC focuses on the functions of command at the operational level. It is intended to prepare officers for the role of sea, land or air component commanders, and also as a contingent commander in case of a coalition operation. The NSSC prepares officers for the challenges of working at the strategic level in a national headquarters charged with the development, management, and implementation of defense and security policy.

4. INTER-AMERICAN DEFENCE COLLEGE. (Nominee must be MEL-1 selectee from SSC Board.) Nominee must be a lieutenant colonel (promotable) or colonel. Open to all branches. All courses are taught in Spanish, therefore knowledge (at least 2+/2+ DLPT) of the Spanish language is preferred; however, mastery of the Portuguese language is accepted. The college is located at Fort McNair, Washington, D.C., and classes will be from Aug 12 to Jun 13. The mission of the college is to instruct military personnel and civilian officials in advanced Inter-American studies. The college instructs students from all American states through a study of the Inter-American system and the political, social, economic and military factors that constitute essential elements for the defense of the hemisphere.

5. JAPANESE NATIONAL INSTITUTE FOR DEFENSE STUDIES. (Nominee must be MEL-1 selectee from SSC Board.) Nominee must be a lieutenant colonel (promotable) or colonel. Open to all branches. Classes are taught in Japanese. Knowledge (at least 2+/2+ DLPT) of the Japanese language is required. The institute is located in Tokyo, Japan, and classes will be from Aug 12 to Jun 13. The institute offers a study of the fundamentals of

national security, economics, science and technology, domestic and international affairs, and national security policies. The program is conducted through lectures, joint study groups with sub-group discussions, and joint sessions. There is TDY inside and outside of Japan.

6. KOREAN NATIONAL DEFENSE UNIVERSITY. (Nominee must be MEL-1 selectee from SSC Board.) Nominee must be a lieutenant colonel (promotable) or colonel. Open to all branches. Knowledge (at least 2+/2+ DLPT) of the Korean language is required. The institute is located in Seoul, Korea, and classes will be from Jan 13 to Dec 13. The college offers a national security program to include national security, defense resource management and information resource management. The mission of the course is to provide education and training in national security affairs, defense resources management for selected leaders from the military, government and civil organizations. To research, analyze and develop various policy proposals related to national security and military affairs.

7. PAKISTANI NATIONAL DEFENCE COLLEGE. (Nominee must be MEL-1 selectee from SSC Board.) Nominee must be a colonel. Open to MFE officers only, SF preferred. There are NO foreign language requirements. Classes will be from Sep 12 to Jun 13 in Rawalpindi, Pakistan. The college offers a high level, intensive program of studies in national and international affairs. The program is conducted through formal lectures, briefings, and group discussions. There is TDY inside and outside of Pakistan.

8. ROYAL COLLEGE OF DEFENCE STUDIES. (Nominee must be MEL-1 selectee from SSC Board.) (Not available for AY 11-12) Nominee must be a colonel. Open to MFE officers only. There are NO foreign language requirements. Classes will be from Sep 12 to Jul 13 in London, England. The mission of the course is to prepare senior officers and officials of the United Kingdom and other countries, and future leaders from the private and public sectors, for high responsibilities in their respective organizations, by developing their analytical powers, knowledge of defence and international security, and strategic vision. There is TDY inside and outside of the United Kingdom.

9. ROYAL JORDANIAN NATIONAL DEFENSE COLLEGE (RJNDC). (Nominee must be MEL-1 selectee from SSC Board.) Nominee must be a colonel. Open to all branches. Knowledge of the Arabic language is required (at least 2+/2+ DLPT). Classes will be from Jun 12 to Jun 13 in Amman, Jordan. The mission of the college is to qualify selected potential leaders from various military and civilian sectors by studying and analyzing essential elements of national power of Jordan and to prepare them for higher positions at the strategic levels. Students at this college are senior officers from the armed forces, security services, government officials, and a number of senior officers from different friendly countries. The goals of the course include: develop strategic thinking and skills of designing national policy; study/analysis of national force and their effects on national security; study and assessment of strategic planning for defense and crisis administration. There is TDY inside and outside of Jordan.