Army Regulation 621–7

Education

Army Fellowships and Scholarships

Headquarters
Department of the Army
Washington, DC
8 August 1997

UNCLASSIFIED

SUMMARY of CHANGE

AR 621–7
Army Fellowships and Scholarships

This regulation provides general policies and procedures under which Army personnel may apply for permission to compete for and accept certain fellowships and scholarships.

Specifically this regulation--

- Incorporates specific active duty service obligations for each fellowship and scholarship program. (throughout)

- Provides a single reference document for Army fellowships and scholarships. (throughout)

- Establishes policy, program guidance, and procedures under which Army personnel may apply for permission to compete for and accept non-military education level (non-MEL) fellowships and scholarships. (para 2-2)

- Establishes responsibilities and procedures for Army participation in the Army Senior Fellowship Program. (Chap 4)

- Provides the description, eligibility criteria, focus and utilization/follow on assignment requirements for each Army fellowship. (Chap 6)

- Establishes policy, program guidance, and specific fellowships for which military education level one (MEL-1) credit is awarded. (para B-2)

- Provides procedures and format for submitting fellowship proposals. (App C)

Headquarters
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Effective 9 September 1997

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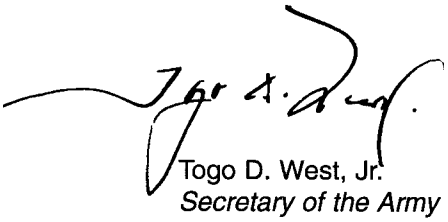

Togo D. West, Jr.
Secretary of the Army

History. This is a revision of the publication printed on 1 July 1980. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation establishes guidance and policies for Army non-military education level (non-MEL) fellowships, military education level 1 (MEL–1) fellowships, post MEL–1 fellowships, and scholarships. It provides application processes and procedures for competing for scholarships and selected fellowships; proponent, sponsor, and fellow responsibilities for each fellowship; descriptive data and prerequisites for fellowships, and formats for submission of fellowship proposals.

Applicability. This regulation applies to the Active Army; the Army National Guard, and the US Army Reserve.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff for Operations and Plans (DCSOPS). The DCSOPS has the authority to approve exceptions to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency in the grade of Colonel or the civilian equivalent.

Army management control process. Following a review of guidance in AR 11–2, it is determined that this regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Operations and Plans, ATTN: DAMO–SSP, 400 Army Pentagon, Washington, DC 20310–0400.

Suggested Improvements. Users of this regulation are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blanks Forms) directly to Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Operations and Plans, ATTN DAMO–SSP, Washington, DC 20310–0400.

Distribution. Distribution of this publication is made in accordance with the initial distribution number (IDN) 093655, intended for command levels C, D, and E for Active Army, Army National Guard, and US Army Reserve.

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* This regulation supersedes AR 621–7, 1 July 1980.

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Chapter 1
Introduction

Section 1
General

1–1. Purpose
This regulation establishes policies and procedures under which Army personnel may apply for permission to compete for and accept fellowships and scholarships. Included are policies governing non military education level (non-MEL) fellowships, Army senior service college fellowships (military education level-one (MEL–1) fellowships), Army senior fellowships (post MEL–1 fellowship), and scholarships. Training at civilian institutions, other than outlined in this regulation, is governed by AR 621–1 and AR 621–5. Army Medical Department officer personnel refer to AR 351–3. The Judge Advocate General's Funded Legal Education Program is described in AR 27–1.

1–2. References
Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Statutory authority
Section 2603, Title 10, United States Code permits members of the Armed Forces to accept certain fellowships, scholarships, and related benefits.

Section II
Responsibilities

1–5. Vice Chief of Staff, Army
The Vice Chief of Staff, Army (VCSA) is the approval authority for increases to fellowship ceilings.

1–6. Deputy Chief of Staff for Operations and Plans
The Deputy Chief of Staff for Operations and Plans (DCSOPS) is the ARSTAF proponent for the education of Army personnel participating in programs under this regulation, and is the approving and exception authority for Army Fellowship policy and guidance, and proposed changes to the Army Fellowship Program.

1–7. Deputy Chief of Staff for Personnel
The Deputy Chief of Staff for Personnel (DCSPER) is the ARSTAF proponent for personnel policy for programs in this regulation.

1–8. Commanding General, US Total Army Personnel Command
The Commanding General, US Total Army Personnel Command—

a. Processes applications to compete for non-MEL Army fellowships and scholarships and is the approving authority, in coordination with the respective donor, for the acceptance of scholarships. The US Total Army Personnel Command (PERSCOM) point of contact for questions concerning scholarships is CDR, PERSCOM, ATTN: TAPC–OPB–D, 200 Stovall Street, Alexandria, VA 22332–0411.

b. Slates officers, in coordination with DCSOPS, for senior service college fellowships and recommends, for DCSOPS approval, utilization/follow on assignments.

1–9. United States Army Student Detachment
The United States Army Student Detachment (USASD) is responsible for the Uniform Code of Military Justice (UCMJ), leave requests, and administrative matters of scholarship students. Questions concerning these matters should be addressed to CDR, USASD, Building 5450, Strom Thurmond Soldier Support Center, Fort Jackson, South Carolina 29207–5000.

1–10. The DCSOPS Administrative Executive
The DCSOPS Administrative Executive is responsible for the administrative support of Army senior fellows participating in civilian affiliated Army senior fellowships and the fellowship at the George C. Marshall European Center for Security Studies. (See para 6–2 and 6–3.) Questions concerning administrative issues should be addressed to Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Operations and Plans, ATTN: DAMO–ZXA, 400 Army Pentagon (Room 3D543), Washington, DC 20310–0400 (703–697–8533, DSN 227–8533).

1–11. Department of the Army Fellowship Review Committee
The Department of the Army Fellowship Review Committee (DAFRC) is the advisory body that makes recommendations to the DCSOPS on all matters concerning policy for the Army Fellowship Program and on the addition or deletion of specific fellowships or fellowship programs.

a. The DAFRC normally meets during the first and fourth quarters of each fiscal year and reviews, as a minimum, the following:

(1) Selected fellowships for validity, relevancy, and fellowship performance.

(2) Recommendations for changes to current fellowships.

(3) Proposals for new fellowships.

b. The DAFRC voting members are—

(1) Deputy Director for Strategy, Plans and Policy, ODCSOPS, (chairperson).

(2) Director, Army Fellowship Program, ODCSOPS (recorder).

(3) Director, USAWC SSCFP Program.

(4) Chief, Individual Training Branch, Army National Guard, National Guard Bureau.

(5) Chief, Officer Division, ODCSPER.

(6) Chief, Development Branch, PERSCOM.

(7) Chief, Operations Division, Office of the Chief, Army Reserve.

(8) Chief, Training Operations Division, ODSCOPS.

1–12. Fellowship ceilings.
The DAFRC will recommend, for DCSOPS approval, separate annual ceilings for Senior Service College fellowships, Army Senior fellowships, and non-MEL fellowships. Fellowship ceilings will be established prior to 1 September.

a. Ceilings will be established and managed by programs based on the following:

(1) *Evaluation.* Fellowship proposals and programs will be assessed/evaluated by the DAFRC based on whether the fellowship meets specific fellowship program criteria, the overall value to, and affordability for, the Army and the overall value to the individual. Based on this evaluation, the DAFRC will forward its recommendation for approval or disapproval for establishment/continuance to the DCSOPS.

(2) *Active Army.* PERSCOM will identify "what the force can afford" with regard to Active Army participation in fellowships in view of overall personnel requirements.

(3) *Reserve Components (RC).* Army Reserve Components will comply with established fellowship ceilings. Requests for increases in fellowship participation by RC personnel will be approved, initially, by the Director, Army National Guard (DARNG) or Chief, Army Reserve (CAR). The RC request will then be forwarded through the DAFRC, for evaluation and appropriate recommendation, to the DCSOPS and, if necessary, the VCSA for approval.

b. Respective fellowship ceiling "start points" are the number of personnel assigned to fellowship programs during the current year.

1–13. Fellowship review
The DAFRC evaluates all proposals to establish new fellowships and reviews existing fellowships for continued relevancy and adherence to established fellowship criteria. The DAFRC follows the

guidelines in appendices C and D when evaluating fellowships. Fellowships will be reviewed within 24 months of their initiation and, at a minimum, every three years afterward. (See appendix F for review process.)

Chapter 2
Non-Military Education Level Fellowship and Scholarship Policy

2–1. General
This chapter contains policy, program guidance, and procedures under which Army personnel may apply for permission to compete for and accept non-MEL fellowships and scholarships.

2–2. Competition authorization and requirements
a. Department of the Army personnel may compete for non-MEL fellowships or scholarships, whose purpose is education or training. They may compete for, and may be authorized to accept, non-MEL fellowships or scholarships offered by eligible sponsors/donors for educational purposes or research in the United States or abroad.

b. Department of the Army personnel authorized to accept non-MEL fellowships or scholarships must be selected through a publicized competition in which he or she was *authorized* to compete by Headquarters, Department of the Army (HQDA). The competition requirement does not apply if the purpose of presenting the fellowship or scholarship is to—

(1) Recognize outstanding performance of the soldier in his or her field.

(2) Permit work on a project of value to the United States, rather than to fulfill the requirements of an academic degree.

c. The education or training to be received or the research to be performed by the student/fellow must—

(1) Satisfy a requirement or a potential requirement of the Army.

(2) Contribute to the soldier's recognized potential for career service.

(3) Contribute to a project of value to the United States.

d. Department of the Army personnel are not authorized to accept—

(1) Fellowships or scholarships that require service on the part of the soldier while undertaking education or training. However, acceptance of fellowships or scholarships is permitted when participation in a course of "practice teaching" is a prerequisite for fulfillment of a degree.

(2) Funds representing payment for services to, or for the benefit of, the grantor or educational institution. This includes work scholarships for which the recipient has an obligation to repay the financial aid by working for a specific period of time after completion of studies.

2–3. Eligible sponsors/donors
a. Corporations, foundations, funds, or educational institutions that—

(1) Are organized and operated primarily for scientific, literary, or educational purposes.

(2) Qualify for tax-exempt status under section 501 of the Internal Revenue Code of 1954, as amended (26 USC).

b. Local, State, and Federal governments of the United States.

c. Foreign corporations, foundations, funds, or educational institutions that would qualify as tax-exempt organizations under paragraph 2–3*a* above, if they are not foreign.

d. Any other corporation, foundation, fund, or educational institution not covered by paragraph 2–3*a* or *b*, that the Under Secretary of Defense (Personnel and Readiness) has determined operates primarily for scientific, literary, or educational purposes.

e. The office of the General Counsel will determine whether corporations, foundations, funds, or educational institutions qualify as tax-exempt donors.

2–4. Ineligible sponsors/donors
Business groups operating for a profit, foreign governments, and political organizations are *not* eligible sponsors/donors.

2–5. Length of academic study or research tours
Academic study or research tours will normally not exceed 24 consecutive months. The tour may be extended for an additional year upon submission of evidence of satisfactory performance and renewal of the fellowship or scholarship. Requests for extensions will be forwarded for review and approval to CDR, PERSCOM, ATTN: TAPC–OPB–D, 200 Stovall Street, Alexandria, VA 22332–0411. Soldiers will not continue such academic study or research until the extension has been approved.

2–6. Eligibility
a. Commissioned and warrant officers must be on active duty status in the Army, in an Active or Reserve Component, to be eligible to compete for a non-MEL fellowship or scholarship. Officers may not compete for multiple non-MEL programs. An officer cannot have more than 19 years of Active Federal Commissioned Service. General eligibility criteria are defined in Chapters 3 through 6. For specific eligibility criteria, contact the appropriate training agency (see Glossary, Section II, Special branches).

b. Enlisted personnel must have a minimum of 2 and not more than 22 years Active Army service as of the start date of the fellowship or scholarship.

c. If a soldier is granted approval to compete for, and is awarded a fellowship or scholarship, and participation in the program is delayed, the soldier may be able to attend at a later date, if the appropriate training agency (see Glossary, Section II) grants approval.

d. DA civilians must be in the grade of GS 14/15, with two years of Executive Branch service, and their current or prospective position must require knowledge gained by participation in the specific fellowship.

2–7. Submission of applications
a. Applications for approval to compete must be forwarded to the appropriate training agency (see Glossary, Section II), prior to applying for and accepting fellowships or scholarships. Applications will be sent, in memorandum format, to arrive at the appropriate agency not later than 180 days before the start date of the education or training program.

b. The first field grade commander in the applicant's chain of command will endorse the application, and make recommendations after careful consideration of the applicant's abilities, initiative, and potential.

c. Applications are exempt from management information control by AR 335–15, para 7–2*b* and will contain the following:

(1) Name, grade, social security number, basic branch of service, and control branch.

(2) Date and source of commission or warrant and expiration of term of service (ETS).

(3) Amount of actual and constructive commissioned or warrant service completed at the time the application is submitted.

(4) Name and address of the donor of the fellowship or scholarship.

(5) Purpose of the fellowship or scholarship. Include printed material published by the donor.

(6) Conditions, if any, imposed by the donor of the fellowship or scholarship.

(7) Length of the award and extensions that may be authorized by the donor at a later date.

(8) Total value of the award. Itemize all costs to include tuition and living expenses.

(9) Field of study and degree to be awarded, if applicable.

(10) Outline or list of courses, or outline of research program.

(11) Beginning and ending dates of study and/or research.

(12) Transcripts of completed education.

(13) Number and location of dependents, ages of children and

location of household goods. If dependents are in an overseas command, give their date of arrival.

(14) Date of last permanent change of station (PCS).

(15) Present assignment (complete address), and expected date of return to CONUS, if assigned overseas.

(16) A signed statement that the soldier understands that he or she will be obligated to remain on active duty after completing the education or training for at least three times the length of the education or training, computed in days.

2–8. Notification of award of a fellowship or scholarship

When notified that a fellowship or scholarship has been awarded, the soldier will immediately forward the following information and documents to the appropriate training agency (see Glossary, Section II):

a. Approved application to compete. (See para 2–7*b*.)

b. Documentary evidence of the award.

c. Documentary evidence of the acceptance from the donor.

d. Inclusive dates of attendance, if other than those indicated in the request to compete.

e. Initial financial statement of appropriate fellowship or scholarship.

2–9. Benefits, limitations, and deductions from allowances

a. Soldier may accept the benefits of a fellowship or scholarship (whether in cash or in kind) only to the extent that such benefits would be conferred if the same education or training were provided at the Army's expense.

(1) Soldiers participating in these programs receive the pay and allowances to which they are otherwise entitled. These allowances include basic allowance for subsistence (BAS), basic allowance for quarters (BAQ), travel and transportation allowances for PCS moves to and from the program location, variable housing allowances (VHA), dislocation pay, and cost of living allowances (COLA), as authorized in the controlling regulations.

(2) The benefits of a fellowship or scholarship shall be applied first toward payment of tuition, fees, books, and other expenses directly related to the education or training.

(3) Any educational or training expenses not covered by a particular fellowship or scholarship are the responsibility of the soldier. For example, the Army will not pay for expenses incurred pursuant to fulfilling program requirements, such as additional travel.

(4) If a program furnishes travel, subsistence, or other benefits (whether in cash or in kind), allowances otherwise payable by the Army for the same purpose shall be reduced accordingly.

(5) Soldiers will not be allowed to accept or keep any benefits in excess of the direct costs of the educational program and allowances otherwise payable to the Army.

b. The USASD, Fort Jackson, determines benefit limitations and any required deductions from allowances. Soldiers will forward an initial financial statement and a copy of their approved application for acceptance into a fellowship or scholarship program under this regulation to USASD, Building 5450, Strom Thurmond Soldier Support Center, Fort Jackson, South Carolina 29207–5000.

(1) The soldier's initial financial statement will include an accounting of all benefits conferred by the fellowship or scholarship. This accounting will include any amounts specified by the program for travel, transportation of property, housing, or living expenses, and will describe any other benefits conferred by the fellowship or scholarship. If definite figures are not available, the soldier will describe the benefit and an estimate of its value.

(2) Appropriate payments, adjustments, or collections will be made from the soldier's pay account and settlement vouchers, in accordance with the instructions contained in AR 37–104–4 and the Joint Federal Travel Regulations.

2–10. Service obligation

a. In accordance with AR 350–100, soldiers participating in scholarship or grant programs incur an obligation and must agree, in writing, to remain on active duty upon completion or termination of training/education for a period of not less than three times the length of the training or education, computed in days. Active duty service obligation begins the day following the end date of the soldier's academic evaluation report (AER), officer evaluation report (OER), or non-commissioned officer evaluation report (NCOER) for the training period.

b. Soldiers participating in non-MEL fellowships incur, and must agree in writing, to an active duty service obligation of two years. The active duty service obligation begins on the day following the end date of the fellow's evaluation report.

2–11. Utilization/follow-on assignment

Soldiers completing a scholarship program under the provision of this regulation will be assigned, normally for 2 years, to either an Army Educational Requirements System (AERS) validated position (if educational experience is degree producing) or to a position in which the benefits of the education will be used immediately upon completion. Soldiers completing a non-MEL fellowship will be assigned to a two-year utilization tour to begin within five years of completion of the fellowship.

2–12. Orders

a. The appropriate training agency (see Glossary, Section II) will issue orders—

(1) For personnel who are attending school.

(2) Directing removal of an individual from his/her assignment to a civilian institution. Orders directing such removal will be issued—

(a) Only upon failure of a student to meet academic standards established by the institution concerned.

(b) For medical, disciplinary, or other reasons as determined by the appropriate training agency.

b. Orders assigning personnel to civilian institutions will specify a reporting date approximately 10 days prior to the registration date.

2–13. Records, evaluations, reports, and training records

a. Records.

(1) The training agency(ies) will keep accurate records of personnel in training. Records will include—

(a) Name, grade, and social security number.

(b) Institution.

(c) Field of study.

(d) Length of instruction, date of entry, and date of completion.

(e) Authority for this training.

(f) Service obligation statement(s).

(2) Training agency(ies) will keep rosters of all persons who have completed their training. The appropriate officer or enlisted management division (see Glossary, Section II) will update the soldier's master file upon receipt of the completed evaluation report.

b. Evaluation reports.

(1) DA Form 1059–1 (Civilian Institution Academic Evaluation Report). The USASD will complete part 1 and forward three copies of DA Form 1059–1, prepared in accordance with AR 623–1 (Academic Evaluation Reporting System), to the student.

(2) DA Form 67–8 (US Army Officer Evaluation Report), White House and Congressional Fellows will receive an Officer Evaluation Report prepared in accordance with AR 623–105 (Officer Evaluation Reporting System). The USASD, Fort Jackson, South Carolina will complete part I and forward three copies of DA Form 67–8 to the fellow.

(3) Upon completion of the course of instruction/training, the student will submit the DA Form 1059–1 to the proper institution official for completion of section II. The student should ensure that the official knows that the purpose of section II is to state—

(a) That the degree has been awarded (if applicable).

(b) Date awarded (if applicable).

(c) Full title of the degree, including major and minor (if applicable) and areas of study.

(d) Comments on the student's performance. Official transcripts of grades must be included with the three copies of DA Form

1059–1. The student is responsible for authorizing the appropriate institution official to release the transcript.

(4) Upon completion of the evaluation form, the evaluator will send all three copies of the appropriate DA Form and original transcripts, if applicable, to—

- CDR, PERSCOM, ATTN: TAPC–OPB–D, 200 Stovall Street, Alexandria, VA 22332–0411.
- CDR, ARPERCEN, ATTN: ARPC–OPL–E, 9700 Page Blvd., Saint Louis, Missouri 63132–5200 for US Army Reserve.
- Army National Guard Readiness Center (NGB–TRO–TI), 111 South George Mason Drive, Arlington, VA 22204–1382 for the Army National Guard.

The report must be sent within 60 days after completion of the education/training. Failure to complete the training in the time allotted will result in the report being referred to the student for acknowledgment and/or comments. Exceptions may be made for persons who, through no fault of their own (for example, medical or compassionate reasons), fail to complete a course.

2–14. Arrangement of courses

Each soldier in a scholarship program will arrange courses to meet his or her own special needs. Each individual will, in consultation with the dean or head of the academic department concerned, select the curriculum that provides the greatest opportunity to gain knowledge in the chosen field of study.

2–15. Annual review

a. Upon completion of each academic year, each soldier attending school under this regulation will submit an itemized statement to the USASD, Fort Jackson, South Carolina 29207–5000 and include the following information:

(1) Benefits received from scholarship in cash or kind.

(2) Actual cost of tuition.

(3) Actual cost of required books.

(4) Actual cost and itemized list of all other expenses directly related to the training.

b. After review of the statement, the finance officer will make any adjustment, if necessary, on the soldier's pay account.

2–16. Academic attendance

a. Scholarship personnel must attend school on a full-time, uninterrupted basis. Full-time includes the summer session(s).

b. Scholarship personnel will pursue the maximum academic workload approved by the educational institution. (Exceptions to this will be scholarships or fellowships that state that travel, in lieu of classroom work, is a requirement for accepting the award.)

c. Scholarship personnel will make maximum effort to fulfill degree requirements as soon as possible.

d. If the requirements are satisfied in less time than provided for by military orders, students will immediately notify the appropriate training agency (see Glossary, Section II).

Chapter 3
Scholarships

3–1. Olmsted Scholarship

a. Program description.

(1) The Olmsted Scholarship program is sponsored by the George and Carol Olmsted Foundation. This is a three-year scholarship that immerses the officer in a foreign culture. The officer studies at a foreign university for two years after attending the Defense Language Institute.

(2) The purpose of this scholarship is to educate future military leaders in a foreign culture. The officer resides on the local economy of the host nation and must speak only the language of the host country.

b. General eligibility.

(1) Officers who have between 3 and 11 years of active Federal commissioned service.

(2) Branch qualified.

(3) Defense Language Aptitude Battery (DLAB) score 85 minimum.

(4) Graduate record examination (GRE) minimum score of 500 (verbal) and 500 (quantitative).

(5) Minimum undergraduate grade point average (GPA) of 3.0.

c. Application procedures. Interested officers must request permission to compete. (See paras 2–7 and 2–8.)

d. Notification of award. Officers selected for this scholarship will be notified by CDR, PERSCOM (TAPC–OPB–D) following the Olmsted Foundation board meeting.

e. Proponent. Scholarship proponent is CG, PERSCOM.

f. Utilization. The proponent will coordinate administrative actions and follow-on assignments to ensure maximum benefit to the Army.

3–2. Cadet scholarships

Cadets interested in available cadet scholarships should contact their appropriate chain of command.

Chapter 4
Non-MEL Fellowships

4–1. White House Fellowship

a. Program description. This fellowship is sponsored by the White House Commission. Positions are found with a cabinet secretary of an executive agency or at the White House. The fellowship provides gifted and highly motivated US citizens first-hand experience in the process of governing the Nation and a sense of involvement in the leadership of the society. Applicant must be an American citizen and branch qualified, have no record of adverse actions, and meet eligibility requirements under this regulation. (See para 2–6). Applicants must be Active Army.

b. Notification of award. The White House Commission selects officers for this fellowship through interviews. Commander, PERSCOM (TAPC–OPB–D) notifies selected officers.

c. Proponent. Fellowship proponent is HQDA, Office of the Chief, Legislative Liaison (OCLL)

d. Utilization/follow-on assignment. OCLL will coordinate administrative actions and follow-on assignments to ensure maximum benefit to the Army. Authorized follow-on assignments are positions on the Army Staff or the Army Secretariat.

4–2. Arroyo Center Fellowship

a. Program description. The Arroyo Center is the Department of the Army's Federally Funded Research and Development Center (FFRDC) for studies and policy analyses. It is a division of the Rand Corporation, dedicated to supporting the US Army. The Rand Corporation is an independent nonprofit organization devoted to research in the interest of national security and the welfare of the United States. The Rand Corporation also conducts research of its own and under contract with other Government agencies. The Arroyo Center—

(1) Furnishes the Army with information and findings derived from analyses of Army technical and policy issues. Its efforts are generally focused on mid- to far-term policy-oriented issues and are designed to assist the Army in improving its efficiency and effectiveness.

(2) Maintains both a technical and non-technical capability in a broad range of matters of concern to the Army. This includes the ability to address, through formal studies and analyses, a variety of problems that have the potential to affect Army missions and organizations, including threats, strategy, tactics, operations, technology, and resource management.

(3) The fellows program—

(a) Provides Army officers and civilians the opportunity to study

and work on critical policy issues addressed in the Arroyo Center's annual program.

(b) Enhances the Arroyo Center's understanding of current Army policies and doctrine through the assignment of highly qualified Army officers and civilians to Arroyo Center projects.

(c) Promotes understanding of the Arroyo Center in the Army community.

(d) Provides career enhancing development of analytical and operations research skills and techniques.

b. Eligibility.

(1) Army officers and civilians will be screened and selected annually. The Arroyo Center Policy Committee (ACPC) Executive Agent will coordinate the annual nomination and selection of fellows for the ACPC.

(2) Criteria for selection will be developed and published annually. The selection process for participants in the following fiscal year (FY) will commence annually, in December. Final selection will normally be made at the beginning of the third quarter of the fiscal year.

(3) The normal tour of duty at the Arroyo Center will be one year.

c. Notification of award. The officers selected by Rand-Arroyo will be notified by CDR, PERSCOM (TAPC–OPB–D).

d. Fellowship proponent is the Director of Management.

e. Utilization/follow-on assignment. The Director of Management will coordinate the Fellows Program administrative actions, Arroyo Center projects, and follow-on assignments to ensure maximum benefit to the Army.

f. Reference. For detailed information on the Arroyo Center Fellowship, see AR 5–21.

Chapter 5
Army Senior Service College Fellowship Program

Section I
Overview

5–1. General

This chapter establishes policy and program guidance governing the Army Senior Service College Fellowships for which MEL–1 credit is awarded.

5–2. Senior Service College Fellowship Program objective.

The objective of the Senior Service College Fellowship Program (SSCFP) is to fulfill Army requirements for senior officers with an MEL–1 educational experience by providing selected officers with special expertise in subject matter areas for which comparable expertise cannot reasonably be acquired through resident attendance at a senior service college.

5–3. Standards, criteria, and validations

a. Fellowships must provide Army officers with an educational experience that is equivalent in quality to the standard course program at a senior service college and enhance the ability of participants to—

(1) Serve during peace and war in Army, joint, or combined command and staff positions of broad scope and responsibility.

(2) Work within diverse and ambiguous environments, dealing with problems having no clear-cut solutions.

(3) Become a self-motivated innovator and initiator of policy, working in the present and dealing with the future.

(4) Work effectively within the interlocking levels of national security policy, strategy, joint and combined planning, and within the nature and application of all forms of military power.

b. Army officers participating in fellowships represent the Army to external audiences and facilitate communication between the Army and the sponsoring institution.

c. Appendix B outlines MEL–1 criteria, SSCFP validation criteria, and the SSCFP validation process.

5–4. Specific program guidance

a. As the proponent at HQDA, the DCSOPS—

(1) Provides PERSCOM, the National Guard Bureau (NGB), and Office of Chief, Army Reserve (OCAR) with fellowship selection criteria.

(2) Furnishes policy guidance for managing, budgeting and administering fellowship agreements and for distributing funds for tuition and residency fees to the sponsoring agencies and institutions.

(3) Serves as the final approving authority on all policy, guidance, and fellowship proposals.

(4) Provides a list of SSCFP institutions and agencies to PERSCOM; Director, Army National Guard; and Chief, Army Reserve for which officer selections will be required.

(5) Furnishes criteria for appropriate follow-on assignments.

(6) Plans and implements, in coordination with the US Army War College (USAWC), the annual HQDA orientation at the beginning of the fellowship year.

(7) Convenes and directs the DAFRC and appoints its chairperson. (See para 1–11.)

b. Commandant, US Army War College—

(1) Administers Category I (para 5–9) and III (para 5–11) fellowship programs under the DCSOPS policy guidance.

(2) Provides program management and academic administrative support directly to its SSC fellows.

(3) Maintains and administers personnel, financial, security, and other records, as appropriate, for SSC fellows.

(4) Publishes annual administrative instructions for SSC fellows.

(5) Reviews and makes recommendations on all fellowship proposals and memorandums of understanding (MOU) to ensure that the MEL–1 criteria are met.

(6) Integrates SSC fellows into the USAWC programs and activities, as feasible.

(7) Provides fellowship certificates of completion.

(8) Authorizes SSC fellows to procure and wear all authorized distinctive military insignia.

(9) Conducts annual on-site orientation for SSC fellows.

(10) Institutes appropriate historic recognition.

(11) Provides resident and non-resident training opportunities to enhance and supplement each fellow's professional military education, as appropriate.

(12) Prepares and submits DA Form 1059–1 for each fellow in Categories I (para 5–9) and III (para 5–11). Send—

- Category I reports to Headquarters, PERSCOM, ATTN: TAPC–MSE–R, 200 Stovall Street, Alexandria, VA 22332–0411.
- Category III reports to CDR, USARPERCEN, ATTN: ARPC–OPM–PD, 9700 Page Blvd., St Louis, MO 63132–5200 for US Army Reserve fellows and Army National Guard Readiness Center (NGB–ARO–TI), 111 South George Mason Drive, Arlington, VA 22204–1382 for Army National Guard fellows.

(13) Provides representation on the DAFRC. (See para 1–11.)

(14) Administers and disburses funds allocated to USAWC for the fellowship program.

(15) Submits a summary to the DCSOPS, on or before 30 September, compiling critiques of SSC fellows and reflecting appropriate recommendations.

c. SSC fellows—

(1) Comply with all instructions governing the program.

(2) Ensure that the academic evaluation from the fellowship-sponsoring agency or institution is received by the USAWC SSCFP Program Director, not later than 15 June.

(3) Furnish a critique of their fellowship experience to the USAWC SSCFP Director not later than 30 June (categories I and III only).

(4) Provide a copy of all research papers, publications, documents, or other materials completed to the USAWC SSCFP Program Director (categories I and III only) not later than 30 June.

(5) Provide research plan (including travel plans), projected costs for temporary duty (TDY), and other administrative expenses to the USAWC SSCFP Program Director.

(6) Submit a research paper, on approved research topic, to the USAWC SSCFP Program Director, no later than 30 days prior to the end of the fellowship.

(7) Write and submit (for publication in a professional military or strategic publication/journal) at least one article related to the specific fellowship research.

d. The Deputy Chief of Staff for Personnel—

(1) Publishes Army directives and procedures for selecting officers to become SSC fellows.

(2) Advises PERSCOM, in consultation with the DCSOPS, on appropriate follow-on assignments for SSC fellows.

(3) Provides representation on the DAFRC (see para 1–11).

(4) Tasks Commander, US Total Army Personnel Command to—

(a) Use selection criteria provided by the fellowship sponsoring agencies or institutions through the DCSOPS, constitute appropriate selection boards, administer the selection process, and announce selection for categories I and II fellowships. Category III fellowship selections are conducted by boards constituted by the National Guard Bureau and Office of Chief, Army Reserve.

(b) Select utilization/follow-on assignments appropriate to the specific research project/focus of officers completing SSC fellowships. Brief proposed assignment slate to DCSOPS for approval.

(c) Coordinate exceptions to recommended follow-on assignments with the Director, Army Fellowship Program, at HQDA, ODCSOPS (DAMO–SSP).

(d) Manage agreements relative to administrative, operational, and contractual negotiations connected with SSC issues between the US Army and fellowship-sponsoring agencies and institutions. Budget for and execute tuition and supply obligations to fellowship-sponsoring agencies and institutions.

(e) Provide representation on the DAFRC (see para 1–11).

5–5. Service obligation

Active and Reserve Component Officers who attend and complete the SSCFP incur a two-year service obligation, commencing on the date the fellowship terminates.

5–6. Fellowship research focus

a. The Director of the Army Fellowship Program (DAFP), working with the Director, SSCFP at the AWC, will coordinate with SSCFP sponsoring agencies throughout the year to determine the specific research focus for the next year's fellow(s). Guidance for research focus will be solicited from the CSA's Staff Group and ODCSOPS.

b. The DAFP will designate a specific ARSTAF proponent office for each fellowship, based on the fellowship research focus.

c. During inprocessing and HQDA orientation, each incoming fellow will receive formal notification of his/her designated research focus and the respective ARSTAF proponent office, with telephone number.

5–7. Utilization/follow-on assignment

a. SSCFP fellows will be assigned to a two-year utilization/follow-on assignment, to begin within three years of program completion.

b. Based on designated research focus, the DAFP will coordinate tentative follow-on assignments for the next year's fellows with PERSCOM.

c. Prior to finalizing follow-on assignments, PERSCOM will brief the DCSOPS on proposed assignments.

5–8. Sources of funding

a. Administrative and management support funding for category I fellows is provided through the USAWC. Funding for category III fellows is allocated to the USAWC by the National Guard Bureau and Office of Chief, Army Reserve.

b. Headquarters, Department of the Army allocates TDY and supply funds for category I fellows through HQ, US Army Training and Doctrine Command (TRADOC).

c. Administrative or management funds may not be used to support fellowship research or temporary living allowance (TLA) expenses associated with permanent changes of station.

d. Headquarters, Department of the Army allocates tuition funding to PERSCOM for the Advanced Civil Schooling Program for specified fellowship agencies.

e. The Commander, TRADOC is the programming and budgeting authority for category II fellowships. Funding for the fellowships will be provided under Budget Account Group 33 (Army Continuing Education Account).

Section II
Senior Service College Fellowship Categories

5–9. Category I senior service college fellowships managed and administered by the USAWC

Fellowships at a number of different sites are granted annually, for a period of up to one year. Upon completion, fellows are awarded the USAWC fellowship certificate of completion in place of a resident diploma. Encompassed in this category are the academic, regional, and specialized fellowships. Academic fellowships provide a strategically-oriented experience equivalent in quality to the standard senior service college course. Regional fellowships, likewise, provide a strategic orientation, but have a decidedly regional focus. Specialized fellowships, also equivalent to the standard course, tend to focus on narrower functional areas. The specialized fellowship will expose the fellow to the highest level of command, staff, and operational elements within the area of concentration, and allow the fellow to interact with the highest level of leadership in that specialized area. (See appendix B.)

5–10. Category II DOD service school affiliated fellowships

Advanced Operational Art Studies Fellowship is a 24-month program at the Army School of Advanced Military Studies at Fort Leavenworth, Kansas. This fellowship focuses on theater level planning and execution of theater campaigns for war and operations other than war.

5–11. Category III Army Reserve Component sponsored fellowships

The Director, Army National Guard and the Chief, Army Reserve select officers for one-year fellowships, in lieu of attendance at the USAWC.

Section III
Fellowship Descriptive Data

5–12. Program descriptions and utilization/follow-on assignments

The SSCFP is dynamic and continually evaluated. To obtain an up-to-date list of fellowship sponsoring institutions, descriptive data, selection criteria, and follow-on utilization information, contact HQDA (DAMO–SSP), ATTN: Director, Army Fellowship Program, 400 Army Pentagon, Washington, DC 20310–0400 (703–697–8659, DSN 227–8659).

Chapter 6
Army Senior Fellowship Program

Section I
Overview

6–1. General
This chapter establishes policies and procedures for the Army Senior Fellowship Program (ASFP). The ASFP affords senior officers the opportunity to study issues of national importance in association with individuals and agencies, in and out of government, who are actively involved in influencing the formulation and execution of US foreign and domestic policies. The provisions of this chapter apply to all Army Senior Fellowships (ASF) and senior fellows. All ASFs are post-MEL–1 programs.

6–2. Civilian affiliated fellowships
These fellowships are normally one-year programs, beginning in mid- to late summer. (See table 6–1 for fellowship descriptions and selection criteria.) Current civilian affiliated ASFs include—

a. Military Fellowship Program at the Council on Foreign Relations.

b. Harvard Center for International Affairs (CFIA) Fellowship.

c. Brookings Institution Federal Executive Fellowship.

d. Department of State Senior Seminar in Foreign Policy Fellowship.

6–3. George C. Marshall European Center for Security Studies
One senior fellow is chosen annually for a one-year program at the George C. Marshall Center in Garmisch, Germany. The fellowship begins in August of each year and terminates in June of the following year. (See table 6–1 for fellowship descriptions and selection criteria.)

6–4. Chief of Staff, Army Strategic Fellows Program
The Chief of Staff, Army Strategic Fellows (CSASF) Program is a two-year program consisting of two to four senior fellows at the US Army War College (USAWC). These officers are assigned to the Strategic Studies Institute, USAWC, beginning in mid-summer of their first year.

Section II
Policies

6–5. Specific program guidance
a. As the proponent, the DCSOPS (DAMO–SSP) manages the ASFP and—

(1) Reviews and assesses ASFP proposals and programs, and provides appropriate recommendations to the Chief of Staff (CSA).

(2) Furnishes fellow nomination/selection criteria to PERSCOM.

(3) Notifies sponsoring agencies, in a timely manner, on the status and results of the nomination/selection process.

(4) Furnishes assistance, background information, and appropriate staff briefings to nominees when the sponsoring agency's selection process includes interviews with nominees.

(5) Provides Army Staff proponency and assistance to senior fellows in support of fellowship programs.

(6) During inprocessing and orientation at HQDA, provides guidance to senior fellows on specific Army themes and messages for incorporation into their fellowship work.

(7) Ensures senior fellows are included in distribution for specific publications such as CSA/Army vision statements, CSA White Papers, Army Posture Statements, National, Joint, or Army Strategy Documents (unclassified).

(8) Ensures that each sponsoring agency provides an evaluation of the activities and contributions of each fellow during his/her fellowship, and makes recommendations regarding future fellowship participation.

(9) Coordinates with PERSCOM early in the fellowship year to ensure that all senior fellows have appropriate follow-on assignments.

b. The Deputy Chief of Staff for Personnel—

(1) In coordination with PERSCOM, forwards the DCSOPS a slate of nominees selected from among qualified colonels or promotable lieutenant colonels with proven scholarship ability and general officer potential, as required, for each ASFP.

(2) Through PERSCOM and the ODCSOPS Administrative Executive, provides administrative and financial support for all Army Senior Fellows except CSASFs. CSASFs are supported by the USAWC Strategic Studies Institute.

c. Army senior fellows—

(1) Develop an action plan outlining how he/she will incorporate specific Army themes and messages into his/her fellowship. Action plan will be submitted to DCSOPS not later than 1 October. Update the action plan, as required, throughout the year.

(2) Write and submit for publication (in a professional military or strategic publication/journal) at least one article related to their specific fellowship.

(3) Actively pursue opportunities to "spread the Army message" to civilian organizations and agencies.

(4) Submit a post-fellowship summary report to the Director of Strategy, Plans and Policy (DAMO–SS) ODCSOPS, no later than the fellowship end date. The summary will describe principal activities, provide observations on subjects addressed during the fellowship, and may recommend changes to the ASFP. CSASFs will provide periodic briefings (in accordance with guidance from the CSA) through the DCSOPS to the CSA, but are not required to submit end-of-tour summaries.

6–6. Service obligation
Officers who participate in the ASFP incur an obligation and must agree, in writing, to remain on active duty, upon completion of the fellowship, for two years. Chief of Staff, Army Strategic Fellows do *not* incur additional service obligation.

Section III
Procedures

6–7. Selecting nominees
The CSA is the approving authority for all senior fellow nominations. Prospective candidates must have achieved MEL–1 qualification, be a lieutenant colonel (promotable) or colonel, have at least 19 but no more than 26 years of AFCS at fellowship start date, and have volunteered or acceded to nomination. The ODCSPER forwards a slate of candidates (assembled by PERSCOM) to ODCSOPS, which nominates one officer to the CSA for each fellowship. Sequential procedures for selecting nominees are—

a. PERSCOM Colonels Division assembles and forwards one slate of qualified officers annually for each ASFP category, no later than the first working day after the following dates:

(1) Council on Foreign Relations—1 November.

(2) Brookings Institution, Department of State Senior Seminar, Harvard Center for International Affairs (one slate combining nominees for all three positions)—15 December.

(3) Chief of Staff, Army Strategic Fellowship—1 January.

(4) George C. Marshall European Center for Security Studies—1 April.

Note. Selection criteria, per table 6–1, will be used as criteria for assembling slates.

b. The DCSOPS will recommend, one primary and one alternate nominee for each ASFP listed in paragraphs 6–2 and 6–3, and a total of two primary nominees for the CSASF. Nominees will be forwarded to the CSA for approval.

c. PERSCOM will notify approved nominees of their selection. The Office of the Deputy Chief of Staff for Operations and Plans (DAMO–SSP) will notify fellowship sponsoring agencies and institutions.

6–8. Administrative Procedures

a. Civilian-affiliated ASFP and the George C. Marshall Center fellows—

(1) In-process through the ODCSOPS Administrative Assistant (DAMO–ZXA), Pentagon Room 3D543, (703–697–8533 or DSN 227–8533) prior to beginning their fellowship.

(2) Receive annual academic evaluation reports.

(3) Receive funds for expenses and travel from PERSCOM through the ODCSOPS Administrative Executive. DAMO–SSP will provide travel funding for each ASF to the ODCSOPS Administrative Assistant (DAMO–ZXA–M) by 1 August of each year.

b. CSASFs—

(1) Are assigned to TDA positions at, in-process through, and receive administrative support from, the Strategic Studies Institute, USAWC.

(2) Receive annual officer evaluation reports (DA Form 67–8) and are rated by the Commandant, USAWC, intermediate rated by the DCSOPS, and senior rated by the CSA.

Table 6–1
Post MEL-1 Fellowship Descriptions

Name of Fellowship: Federal Executive Fellows Program, The Brookings Institution
Type: Post MEL-1
Proponent/Sponsor: ODCSOPS, Strategy, Plans, and Policy Directorate (DAMO-SSP) and the CSA Staff Group
Program Description: The purpose of this fellowship is to broaden the selected officer's knowledge, proficiency and skills in public policy matters. The fellow is encouraged to conduct a research project, as well as contribute to the research efforts of others. Participating in the numerous conferences run by Brookings, the fellow draws from some of the most influential views currently available. Brookings benefits from what the military fellow provides to other researchers and the visitors to its numerous activities. The military fellow serves the CSA as a gleaner of the views and perspectives of prominent national and international figures who influence thinking on major policy matters.
Selection Process: PERSCOM (Colonels Division, OPMD) assembles and forwards to ODCSOPS (DAMO-SSP) a slate of qualified officers no later than 15 December. DCSOPS recommends, for CSA approval, the fellow for the next year.
Prerequisites: Lieutenant Colonel (P) or Colonel; MEL-1; Master's Degree or higher. Ability to conduct research into areas of national security policy. Interest and experience in political-military affairs.
Desirable Training/Experience: Master's Degree or higher in international relations, national security studies, political science, or economics. 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. Strategist (6Z ASI) capable of dealing with long-range issues. Experience on HQDA, Joint, combined, OSD, or MACOM staff.
Number in Fellowship: One Active Army.
Utilization/Follow-On Assignment: High level policy or general officer assignment, if selected.

Name of Fellowship: Center for International Affairs (CFIA), Harvard University.
Type: Post MEL-1.
Proponent/Sponsor: ODCSOPS, Strategy, Plans, and Policy Directorate (DAMO-SSP) and the CSA Staff Group
Program Description: The CFIA Fellows are an international group of senior professionals from the private and public sectors engaged in international activities. Army fellows spend their fellowship year exchanging ideas and perspectives on international affairs with the other fellows and faculty from Harvard, Massachusetts Institute of Technology, Tufts University, and the other universities in the Boston, Massachusetts area. The fellow interacts with numerous people from many walks of life who participate in the conferences of CFIA as well as the other elements of Harvard University. The fellow completes an analytical paper as part of the program. The fellow serves the CSA as a gleaner of the views and perspectives of prominent academic, national, and international figures who influence thinking on major policy matters.
Selection Process: PERSCOM (Colonels Division, OPMD) assembles

Table 6–1
Post MEL-1 Fellowship Descriptions—Continued

and forwards to ODCSOPS (DAMO-SSP) a slate of qualified officers no later than 15 December. DCSOPS recommends, for CSA approval, the fellow for the next year.
Prerequisites: Lieutenant Colonel (P) or Colonel; MEL-1; Master's Degree or higher. Ability to conduct research on national security policy issues. Interest and experience in political-military affairs.
Desirable Training/Experience: Master's Degree or higher in international relations, national security studies, political science, or economics. 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. Strategist (6Z ASI) capable of dealing with long-range issues. Experience on HQDA, Joint, combined, OSD, or MACOM staff.
Number in Fellowship: One Active Army.
Utilization/Follow-On Assignment: High level policy or general officer assignment, if selected.

Name of Fellowship: Council on Foreign Relations (CFR)
Type: Post-MEL 1 .
Proponent/Sponsor: ODCSOPS, Strategy, Plans, and Policy Directorate
Program Description: The purpose of the fellowship is to broaden the selected officer's understanding of foreign relations through study and active daily participation in the CFR's meetings and study groups. The CFR and represented services benefit from the perspectives the fellows provide to participants in CFR activities. The fellow serves the CSA as a gleaner of the views and perspectives of prominent national and international figures who influence thinking on major policy matters.
Selection Process: PERSCOM (Colonels Division, OPMD) assembles and forwards to ODCSOPS (DAMO-SSP) a slate of qualified officers, no later than 1 November. DCSOPS recommends, for CSA approval, the Army candidate. The candidate appears before the CFR selection panel to compete against candidates from other services for one of two fellowship positions.
Prerequisites: Colonel. Successful Brigade Command. Solid potential for promotion to general officer. Master's Degree or higher. Interest/experience in international relations that will enable the nominee to grow and contribute during a year of close contact with American and foreign national security policy experts.
Desirable Training/Experience: Demonstrated ability to write and speak effectively on national security and defense policy topics. Strategist (6Z ASI) capable of dealing with long-range issues. Experience on HQDA, Joint, combined, OSD, or MACOM staff.
Number in Fellowship: One Active Army in those years when Army candidate is selected by the CFR selection panel.
Utilization/Follow-On Assignment: High level policy or general officer assignment if selected.

Name of Fellowship: The Senior Seminar, Department of State Foreign Service Institute.
Type: Post-MEL 1.
Proponent/Sponsor: ODCSOPS, Strategy, Plans, and Policy Directorate and CSA Staff Group.
Program Description: The Senior Seminar is among the more advanced professional development programs available to foreign policy and national security officers of the United States government. This Seminar—

•Enhances executive skills in preparation for senior positions abroad, and in the United States, deepens the appreciation for the ideas and values that shape our country.

•Broadens the comprehension of the current state of domestic issues, and the institutions and conditions that influence our foreign relations and understanding of major international and national security issues and how policies are developed to address them.

The learning process is the result of extensive reading, field trips, individual research, group projects, case studies, simulations, practical work experiences, and meetings with prominent academics, public officials, businessmen, labor leaders, journalists, representatives of interest groups and ordinary citizens. The fellow serves the CSA as a gleaner of the views and perspectives of prominent national and international figures who influence thinking on major policy matters.
Selection Process: PERSCOM (Colonels Division, OPMD) assembles

Table 6–1
Post MEL-1 Fellowship Descriptions—Continued

and forwards to ODCSOPS (DAMO-SSP) a slate of qualified officers no later than 15 December. DCSOPS recommends, for CSA approval, the fellow for the next year.
Prerequisites: Lieutenant Colonel (P) or Colonel. MEL-1. Master's Degree or higher. Ability to conduct research on national security policy issues. Interest and experience in political-military affairs.
Desirable Training/Experience: Master's Degree or higher in international relations, national security studies, political science, or economics. 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. Strategist (6Z ASI) capable of dealing with long-range issues. Experience on HQDA, Joint, combined, OSD, or MACOM staff.
Number in Fellowship: One Active Army.
Utilization/Follow-On Assignment: High-level policy or general officer assignment if selected.

Name of Fellowship: George C. Marshall European Center for Security Studies
Type: Post-MEL 1.
Proponent/Sponsor: ODCSOPS, Strategy, Plans, and Policy Directorate and CSA Staff Group
Program Description: The mission of the Center is to teach cadres from East/Central Europe and Commonwealth of Independent States (CIS) defense planning in a democratic society and free market economy. The curriculum focuses on defense planning; developing national strategy; military history; war and sources of war; strategic stability in Europe; threat assessment; procurement; and other appropriate issues of defense economics. The fellow will participate in the 18-week course and, upon completion, serve as a faculty member or conduct research or engage in other activities related to the mission of the Marshall Center.
Selection Process: PERSCOM (Colonels Division, OPMD) assembles and forwards to ODCSOPS (DAMO-SSP) a slate of qualified officers no later than 1 April. DCSOPS recommends the fellow for the next year for CSA approval.
Prerequisites: Lieutenant Colonel (P) or Colonel; MEL-1. Experience/expertise in Eastern/Central European Affairs. Interest and experience in political-military affairs.
Desirable Training/Experience: Master's Degree or higher in international relations, national security studies, political science, or economics. 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. Strategist (6Z ASI) capable of dealing with long-range issues. Experience on HQDA, Joint, combined, OSD, or MACOM staff. Teaching experience highly desirable. Russian and/or German language skills highly desirable.
Number in Fellowship: One Active Army.
Utilization/Follow-On Assignment: Faculty US Army War College; the Joint Staff (Western European Division); Army attaché (Eastern European); European Command; SHAPE Staff; Division Civil Military Affairs Officers (G-5); DUS-IA; Training and Doctrine Command (International Activities).

Name of Fellowship: Chief of Staff, Army Strategic Fellows (CSASF).
Type: Post-MEL 1
Proponent/Sponsor: ODCSOPS, Strategy, Plans, and Policy Directorate (DAMO-SSP) and the CSA Staff Group.
Program Description: Fellows are assigned for a two-year period. CSASFs work directly for the CSA who provides guidance on specific topics/projects requiring CSA attention. CSASFs undertake extensive travel for interviews and gathering materials to meet CSA requirements. Officers are assigned to Strategic Studies Institute, USAWC.
Selection Process: PERSCOM, with input from the Commandant, USAWC, CSA Staff Group, and ODCSOPS, prepares a slate of qualified colonels and promotable lieutenant colonels and forwards it to DCSOPS not later than 1 January. The DCSOPS recommends, for CSA approval, one or two fellows.
Prerequisites: Lieutenant Colonel (P) or Colonel; MEL-1. Strategic thinker capable of dealing with long-range issues. Experience in HQDA Staff, other staff elements at the Pentagon, or other high level staff. Broad experience and background with expertise in operations, logistics, procurement or business practices.

Table 6–1
Post MEL-1 Fellowship Descriptions—Continued

Desirable Training/Experience: Demonstrated ability to write for publication.
Number in Fellowship: Two to four Active Army. One or two are selected annually. The CSA will determine the number of fellows and annual selections.
Utilization/Follow-On Assignment: High-level policy or general officer assignment if selected.

Appendix A
References

Section I
Required Publications
This section contains no entry.

Section II
Related Publications
A related publication is merely a source of additional information. The user does not have to read it to understand the publication.

AR 5–5
Army Studies and Analyses.

AR 5–14
Management of Contracted Advisory and Assistance Services.

AR 5–21
Army Policies and Responsibilities for the Arroyo Center.

AR 10–44
U.S. Army War College.

AR 11–2
Management Control

AR 27–1
Legal Services: Judge Advocate Legal Service.

AR 37–104–4
Military Pay and Allowances Policy and Procedures—Active Component.

AR 335–15
Management Information Control System.

AR 351–1
Individual Military Education and Training.

AR 351–3
Professional Education and Training Programs of the Army Medical Department.

AR 350–100
Officer Active Duty Service Obligations.

AR 380–5
Department of the Army Information Security Program.

AR 601–25
Delay in Reporting for and Exemption from Active Duty, Initial Active Duty for Training, and Reserve Forces Duty.

AR 601–280
Army Retention Program.

AR 621–1
Training of Military Personnel at Civilian Institutions.

AR 621–5
Army Continuing Education System

AR 623–1
Academic Evaluation Reporting System.

AR 623–105
Officer Evaluation Reporting System.

AR 600–8–10
Leaves and Passes.

DA Pam 5–5
Guidance for Army Study Sponsors, Sponsor's Study Directors, Study Advisory Groups, and Contracting Officer Representatives.

Section III
Prescribed Forms
This section contains no entries.

Section IV
Referenced Forms

DA Form 67–8
US Army Officer Evaluation Report.

DA Form 1059–1
Civilian Institution Academic Evaluation Report.

Appendix B
Senior Service College Fellowship Program Standards, Criteria, and Goals

B–1. General
a. The USAWC resident and correspondence courses are the standard for MEL–1 validation. Senior service college (SSC) fellowships must provide officers with an educational experience equivalent in quality to the resident course program.

b. The primary goal of all fellowships is professional development. Officers who participate in the SSCFP forego any other opportunity for MEL–1 education. MEL–1 credit will be granted to senior Army officers who successfully complete at least a nine-month program. The program must be academically structured to provide an educational experience requiring fellows to study and evaluate critically broad National security policy, strategy, and operational issues to substantially enhance their ability, as senior Army leaders, to participate effectively in the formulation and implementation of National security policy.

c. An additional objective of the SSCFP is to enhance the communications between the Army and important academic and policy institutions. Fellows play an important role in the Army Strategic Outreach Program as representatives of the Army. Officers in more highly specialized careers (such as scientists, program managers, and medical and legal professions) may benefit from alternative programs that focus on their particular area.

d. SSC fellowship research projects will focus on areas identified as important to the Army by the CSA and the DCSOPS, and may be individual or group projects. Research focus will be fully coordinated with the sponsoring agencies prior to the beginning of the fellowship year. Follow-on assignments for SSC fellows will be linked, when appropriate, to their respective research projects.

B–2. Evaluation of SSC Fellowships
a. Standards for evaluating fellowships should be as objective as possible.

b. The following standards apply to all SSC fellowships:

(1) An MEL–1 equivalent fellowship must be at least nine months in duration, but normally will not exceed one year.

(2) The focus and content of the fellowship curriculum clearly must be educational, as opposed to operational. Fellows must have access to individuals at the highest levels of the fellowship-sponsoring agency or institution. The fellowship is not designed to augment an agency or institution staff in the performance of its duties. The fellowship should help clarify the linkages between National strategy and strategic-level considerations of conflict in both joint and combined operations. The focus is to clarify the factors relating to the application of military power at the strategic level. This includes all elements of military readiness and strategic decision-making.

c. An academic or regional fellowship must provide significant exposure to and/or focus primarily on analysis of the National security factors at the theater and National strategic level. A specialized

fellowship in which the strategic level is more difficult to define, such as medical or legal, must expose the fellow to the highest operational and conceptual entity within the specialized area. For example, a specialized fellowship in the Department of Justice would focus at the Attorney General or other political leadership level, and would expose the fellow to the staff leadership elements that directly support the Attorney General. The influence level of those who guide and administer the specialized fellowship should be at the operational, developmental or scientific level. This corresponds with strategic leadership exposure achieved by the student in the standard course program, in relation to the highest echelons of strategic warfighting.

d. Fellowships will be in educationally superior agencies and institutions offering outstanding faculties and specialties.

e. Fellowships will be structured to provide substantive long-term benefits to the individual and the Army.

f. Fellowships will be mutually beneficial to the Army and sponsoring agency or institution.

g. A major research project and paper is required for MEL–1 certification. Each fellow will prepare and submit to the Army War College Fellowship Program Director a research (plus travel) plan, appropriately coordinated and approved at the fellowship sponsoring agency as prescribed in the SSC fellows administrative instructions provided during fellow inprocessing.

h. Submission of at least one research related article for publication in a professional military or strategic publication/journal is required for MEL–1 certification.

i. Application of MEL–1:

(1) As a general rule, any program of study of less than nine months duration, or in which less than 50 percent of the program can reasonably be attributed to satisfaction of the MEL–1 criteria, will not be designated as MEL–1.

(2) Officers will be considered to have achieved MEL–1 upon successful completion of a designated MEL–1 educational experience.

(3) An MEL–1 experience may include training to develop specific technical skills and/or may enhance officer education in subject matter areas only indirectly related to the purpose of an MEL–1 education; however, all designated MEL–1 experiences must, as a minimum, meet the criteria established in this appendix.

(4) To help ensure that SSCFP participants obtain an MEL–1 educational experience and support outreach objectives, the officer selection process will consider the professional experience and background of SSCFP candidates. This will ensure that participants are fully prepared for the unique aspects of the fellowship program for which selected.

(5) While both SSCFP and resident SSC experiences must meet MEL–1 criteria, SSCFP experiences are not otherwise intended to be interchangeable with experiences gained as the result of attendance at a Senior Service College.

j. SSCFP validation criteria.

(1) All fellowships must meet the criteria for MEL–1 and have been designated as MEL–1 by the DAFRC prior to implementation.

(2) Each fellowship should enable the Army to optimally develop designated Army officers for broad categories in which the Army has requirements for senior leaders with special expertise.

(3) The requirement for each fellowship, and the performance of each program as a source of required senior officer development, will be validated annually by the DAFRC.

(4) The performance of each fellowship, with respect to meeting MEL–1 criteria, will be validated triennially by the DAFRC.

(5) Fellowships may take place within DOD and other agency work environments; however, MEL–1 criteria cannot be satisfied through officer participation primarily as a working member of a DOD or other agency, staff, or faculty.

k. Management of the SSCFP validation process.

(1) The DCSOPS will exercise overall responsibility for the SSCFP validation process.

(2) Not later than 1 September annually, the DCSOPS will forward to the DCSPER and PERSCOM a list of the institutions/agencies identified and validated as approved SSCFP participants.

(3) MEL–1 validation by the DAFRC and the USAWC will occur prior to admission of any institution/agency into the SSCFP, and triennially, thereafter.

Appendix C
Senior Service College Fellowship Proposals

C–1. General

a. This appendix outlines the minimum information the DCSOPS requires to evaluate proposals for the SSCFP.

b. Proposals should clearly demonstrate that the fellowship experience would be MEL–1 equivalent as described in appendix B.

c. New SSCFP proposals should be sent to HQDA (DAMO–SSP), ATTN: Director, Army Fellowship Program, 400 Army Pentagon, Washington, DC 20310–0400, to arrive no later than 1 June for consideration for the following academic year. Interested agencies or institutions are encouraged to contact the Director, Army Fellowship Program within ODCSOPS (DAMO–SSP), for more details.

C–2. Information required for SSCFP fellowship proposals

a. Title of proposed fellowship.

b. Specific Army requirement satisfied by this fellowship.

c. Sponsoring agency or institution.

d. Fellowship goals and objectives.

e. Description of fellowship and where fellow works within the sponsoring agency or institution.

f. Criteria for selection (prerequisites and desirable training/experience).

g. Services and administrative support provided by the sponsor.

h. Estimated cost to the Army.

i. Estimated cost to the fellow.

j. Sponsor point of contact.

Appendix D
Non-MEL Fellowship Proposals

D–1. General

a. This appendix describes minimum information the DCSOPS requires to evaluate proposals for non-MEL fellowship proposals.

b. Proposals should demonstrate that the fellowship experience would be of substantive value to the Army through the exposure and training of Army personnel in specific areas, fields, or specialties.

c. Fellowship proposals should be sent to HQDA (DAMO–SSP), ATTN: Director, Army Fellowship Program, 400 Army Pentagon, Washington, DC 20310–0400, to arrive no later than 1 June for consideration for the following fellowship year. Interested organizations are encouraged to contact the ODCSOPS (DAFP) for additional details (703–697–8659, DSN 227–8659).

D–2. Information required for non-MEL fellowship proposals.

a. Title of proposed fellowship.

b. Specific Army requirement that will be satisfied by the fellowship.

c. Sponsoring agency or institution.

d. Fellowship goals and objectives.

e. Description of fellowship and where fellow works within the sponsoring agency or institution.

f. Criteria for selection (prerequisites and desirable training/experience).

g. Services and administrative support provided by the sponsor.

h. Estimated cost to the Army.

i. Estimated cost to the fellow.

j. Sponsor point of contact.

Appendix E
Army Fellowship and Scholarship Program Proponent Agencies

E–1. Proponent Functions
Designated proponent offices serve as the principal HQDA point of contact for the fellow's research during the fellowship year. The proponent office advises, facilitates, and supports the fellows in their program activities and/or research efforts. In the case of SSC fellowships, the proponent ensures the fellow produces a product useful to the Army and consistent with the MEL–1 experience. Fellows will not be used as external action officers for the proponent agency. For non MEL–1 and post MEL–1 fellows, the proponent keeps the fellow(s) informed of current Army themes and messages and issues important to the CSA and the DCSOPS, and ensures the Army's interests are represented and served as the fellow participates in the various fellowship activities.

E–2. Proponent assignments
a. The Deputy Chief of Staff for Operations and Plans is the overall proponent for the Army Fellowship Program. Upon approval for inclusion in the Army Fellowship Program, each fellowship will be assigned an Army Staff Directorate or other Army agency as its proponent to execute policies outlined in Section III. Specific ARSTAF proponent offices will be designated based upon the fellowship research focus for a given year.

b. The US Total Army Personnel Command, Development Branch (TAPC–OPB–D) provides Army administrative support for Army non-MEL fellowships.

E–3. Specific policy guidance
Assisting proponent agencies—

a. Serve as point of contact for fellow research and advice.

b. Support the fellow(s) with selection and, when appropriate, formulation of specific research topic.

c. Place fellow on distribution for all information received or generated by the Army, which may assist fellow's research.

d. Facilitate research by assisting fellow in gaining access to DOD activities and resources.

e. Provide fellow with information, as appropriate, for the respective fellowship, regarding current Army issues/position on policy matters.

f. Make recommendations for appropriate follow-on assignment.

Appendix F
Army Fellowship Program Review

F–1. Program review process
The DAFRC will establish a review schedule that ensures each fellowship program is reviewed for continued relevancy and accomplishment of stated criteria/objectives. The schedule of reviews must begin within 24 months of fellowship establishment and include a review no less than every 3 years thereafter. This schedule will be provided to fellowship sponsoring agencies and the Army War College.

F–2. Statement of review
Fellowship programs scheduled for formal review by the DAFRC will be notified, in writing, no later than 1 August, for review by the end of the pending fellowship year. This notification will include a statement of the review format and actions required on the part of the sponsoring agency and the fellow(s).

F–3. Content of program review
Fellowship program reviews will consist of—

a. Formal notification of scheduled review (ODCSOPS, DAMO–SSP).

b. On-site visit to fellowship sponsor agency.

(1) Non-MEL Fellowships—Director, Army Fellowship Program (DAMO–SSP).

(2) MEL–1 Fellowships—Director, Army Fellowship Program (DAMO–SSP) and/or Director, Senior Service College Fellowship Program (USAWC).

(3) Army Senior Fellowships—Director, Army Fellowship Program (DAMO–SSP) and a representative from the HQDA fellowship proponent office.

c. Submission of revisions to fellowship program and/or information requested by the DAFRC (Fellowship Sponsor Agency).

d. Review and assessment (DAFRC).

e. Written notification of review results and recommended corrective actions, as appropriate, to fellowship sponsor agency (DAFRC).

Glossary

Section I
Abbreviations

ACPC
Arroyo Center Policy Committee

AER
academic evaluation report

AFCS
active Federal commissioned service

AER
academic evaluation report

APSA
American Political Science Association

ARSTAF
Army Staff

ASA(M&RA)
Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASF
Army Senior Fellowships

ASFP
Army Senior Fellowship Program

attn
attention

AWC
Army War College

BAS
basic allowance for subsistence

BAQ
basic allowance for quarters

CAR
Chief, Army Reserve

cdr
commander

CFIA
Harvard Center for International Affairs

CFR
Council on Foreign Relations

CG
commanding general

CGSC
United States Army Command and General Staff College

CINC
Commander in Chief

CIS
Commonwealth of Independent States

CLL
Chief of Legislative Liaison

COLA
cost-of-living allowance

CONUS
Continental United States

CSA
Chief of Staff, Army

CSASF
Chief of Staff, Army Strategic Fellows

DA
Department of the Army

DAC
Department of the Army Civilian

DAFP
Director, Army Fellowship Program

DAFRC
Department of the Army Fellowship Review Committee

DAMO-OD
Deputy Chief of Staff for Operations and Plans; Operations, Readiness and Mobilization Directorate

DAMO-SS
Deputy Chief of Staff for Operations and Plans; Strategy, Plans, and Policy Directorate

DAPE-HR-L
Deputy Chief of Staff for Personnel, Human Resources

DARNG
Director, Army National Guard

DC
District of Columbia

DCSINT
Deputy Chief of Staff for Intelligence

DCSLOG
Deputy Chief of Staff for Logistics

DCSOPS
Deputy Chief of Staff for Operations and Plans

DCSPER
Deputy Chief of Staff for Personnel

DLAB
Defense Language Aptitude Battery

ETS
expiration of term of service

FFRDC
Federally Funded Research and Development Center

FY
fiscal year

GPA
grade point average

GRE
Graduate Record Examination

GS
general schedule

HQDA
Headquarters, Department of the Army

JCS
Joint Chiefs of Staff

MACOM
major Army command

MEL
military education level

MOU
memorandum of understanding

NCOER
noncommissioned officer evaluation report

NGB
National Guard Bureau

OCAR
Office of the Chief Army Reserve

OCLL
Office of the Chief Legislative Liaison

OER
officer evaluation report

ODCSLOG
Office of the Deputy Chief of Staff for Logistics

ODCSOPS
Office of the Deputy Chief of Staff for Operations and Plans

ODCSPER
Office of the Deputy Chief of Staff for Personnel

OPMD
Officer Personnel Management Directorate

OSD
Office of the Secretary of Defense

PCS
permanent change of station

PERSCOM
United States Total Army Personnel Command

PMD
Officer Personnel Management Directorate

RC
Reserve Component

SSC
senior service college

SSCFP
Senior Service College Fellowship Program

TJAG
The Judge Advocate General

TLA
temporary living allowance

TRADOC
United States Army Training and Doctrine Command

UCMJ
Uniform Code of Military Justice

USAR
United States Army Reserve

USARPERCEN
United States Army Reserve Personnel Center

USASD
United States Army Student Detachment

USC
United States Code

USMA
United States Military Academy

USAWC
United States Army War College

VA
Virginia

VCSA
Vice Chief of Staff, Army

VHA
variable housing allowance

Section II
Terms

Army Senior Fellowships (ASF)
Programs that afford senior officers the opportunity to study issues of national importance in association with individuals and agencies, in and out of government, who influence the formulation and execution of United States foreign and domestic policies.

Department of the Army Fellowship Review Committee (DAFRC)
A steering committee responsible for making recommendations to the DCSOPS on all matters concerning policy and changes in the Army Fellowship Program.

Director, Army Fellowship Program
The Army Staff representative charged by the DCSOPS with coordinating policy and overseeing the Army Fellowship Program.

Fellowship
Training or research that is not degree producing.

Fellowship proponent
The Army principal point of contact for assistance during the fellowship year. The proponent office assists the overall proponent (DCSOPS) in executing proponent responsibilities and acts as the principal point of contact for fellow's research and related assistance during the fellowship year. The proponent advises, facilitates, and supports the fellows in their research and other program efforts to ensure the fellow produces a product useful to the Army and/or responds to fellowship requirements in a manner in keeping with the best interests of the Army. The DCSOPS is the overall proponent for the Army Fellowship Program. The primary office of responsibility within DCSOPS is Strategic Plans and Policy Division (DAMO-SSP).

Military education level-one (MEL-1)
A military personnel file reporting code identifying the individual as a senior service college graduate, or having been given equivalent or constructive credit for completing a senior service college.

Officer Division
Elements of the Officer Personnel Management Directorate, US Total Army Personnel Command. Officer Division Elements are—

- Colonels Division (TAPC-OPC).
- Combat Arms Division (TAPC-OPE).
- Combat Support Arms Division (TAPC-OPF).
- Combat Service Support Division (TAPC-OPG).
- Warrant Officer Division (TAPC-OPW).
- Health Services Division (TAPC-OPH).
- Acquisition Corps (TAPC-OPB-E).

Permissive TDY
A period of authorized absence not chargeable as leave. In such absence, a member is excused from official duties to participate, for personal reasons, in a quasi-official activity or function from which the Army will derive benefits.

Scholarship
Training or research that is degree producing.

Senior Service College Fellowship Program (SSCFP)
The grouping of all recognized fellowships that senior service college (SSC) selectees attend for MEL-1 credit as equivalent to graduating from a resident senior service college program.

Special branches
The branches are Chaplain, The Judge Advocate General Corps, and Army Medical Department.

Training agencies
Agencies to which inquiries regarding fellowships and scholarships may be directed. Training agency addresses are—

- CDR, PERSCOM (appropriate Officer Management Division office symbol (noted above), 200 Stovall Street, Alexandria, VA 22332-0411.
- CDR, ARPERCEN (ARPC-MOT-S), 9700 Page Blvd., St Louis, MO 63132-5200.
- HQDA (DACH-PEA), Washington DC 20310 for Chaplains.
- HQDA (DAJA-PT), Washington, DC 20310 for Judge Advocate General personnel.
- HQDA (SGPS-PTZ), 5109 Leesburg Pike, Falls Church, VA 22041 for Army medical personnel.
- CDR, PERSCOM (TAPC-EPT), 2461 Eisenhower Avenue, Alexandria, VA 22332-0411 for enlisted personnel.
- United States Military Academy (USMA), ATTN: Superintendent, West Point, NY 10996 for USMA faculty.
- HQDA (DAAR-OP-IT) Washington, DC 20310-2418 for US Army Reserve.
- Army National Guard Readiness Center (NGB-ARO-TI), 111 South George Mason Drive, Arlington, VA 22204-1382.

United States Army War College (USAWC) Senior Service College Fellowship Program Director
The representative at the US Army War College who administers the Senior Service College Fellowship Program.

Section III
Special Abbreviations and Terms
This section contains no entries.

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