

**Army Regulation 621-7**

**Education**

**The Army  
Fellowship  
and  
Scholarship  
Program**

**Headquarters  
Department of the Army  
Washington, DC  
12 March 2019**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 621-7

The Army Fellowship and Scholarship Program

This major revision, dated 12 March 2019—

- o Establishes active duty service obligation and use requirements for Regular Army and Reserve Component (Army National Guard and U.S. Army Reserve) fellowships (para 1-15).
- o Provides procedures and format for submitting fellowship proposals (para 1-20).
- o Directs applicants to the U.S. Army Human Resources Command, U.S. Army War College, and Better Opportunity for Soldiers websites for listings of fellowships and updated criteria for selection (para 2-1d).
- o Adds policy addressing the Command and General Staff College Interagency Fellowship Program (para 3-3).
- o Adds an internal control evaluation (app B).
- o Updates policy to eliminate references to categories (Military Education Level-I, Military Education Level-IV, and non-military education level) of fellowships and reclassify as Chief of Staff of the Army Senior Fellowship, U.S. Army War College Fellowship, Command and General Staff College Interagency Fellowship, or Deputy Chief of Staff, G-3/5/7 Regional Fellowship (throughout).

Education

The Army Fellowship and Scholarship Program

By Order of the Secretary of the Army:

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General, United States Army  
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Official:

  
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**History.** This publication is a major revision.

**Summary.** This regulation implements policy established by DODI 1322.06 and revises the definition of fellowships that applies to all programs of record. It provides general policies and procedures for the Army Fellowship Program to include professional military education, broadening opportunity programs, and fellowship programs of record. It provides application processes and procedures for competing for 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 Regular Army, the Army National

Guard/Army National Guard of the United States, and to the U.S. Army Reserve, unless otherwise stated.

**Proponent and exception authority.**

The proponent of this regulation is the Deputy Chief of Staff, G-3/5/7. The proponent has the authority to approve exceptions or waivers 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 or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11-2 and identifies key internal controls that must be evaluated (see appendix B).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of

Staff G-3/5/7 (DAMO-SSF), 400 Army Pentagon, Washington, DC 20310-0400.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Deputy Chief of Staff, G-3/5/7 (DAMO-SSF), Washington, DC 20310-0400.

**Committee management.** AR 15-1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP-ZA), 9301 Chapel Road, Building 1458, Fort Belvoir, VA 22060-5527. Further, if it is determined that an established "group" identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15-1, then the proponent will follow all AR 15-1 requirements for establishing and continuing the group as a committee.

**Distribution.** This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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# Chapter 1

## U.S. Army Fellowships

### Section I

#### General

##### 1–1. Purpose

This regulation establishes policies and procedures under which Department of the Army (DA) uniformed personnel may participate in professional military education (PME) and broadening opportunity programs (BOP) with the Army Fellowship Program. Education and training at civilian institutions, other than those outlined in this regulation, are governed by AR 621–1 and AR 621–5. The Office of Congressional Legislative Liaison Fellowship Program is governed by AR 1–202. U.S. Army Medical Department (AMEDD) officer personnel should refer to AR 351–3. The Judge Advocate General Funded Legal Education Program is described in AR 27–1.

##### 1–2. References and forms

See appendix A.

##### 1–3. Explanation of abbreviations and terms

See the glossary.

##### 1–4. Responsibilities

Responsibilities are listed in chapter 1, section II.

##### 1–5. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Army Records Retention Schedule-Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in ARIMS/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

##### 1–6. Statutory authority

- a. Section 2603, Title 10, United States Code (10 USC 2603), permits members of the Armed Forces to accept certain fellowships, scholarships, and related benefits.
- b. DODI 1322.06, instructs the Services to execute a fellowship program.

##### 1–7. Background

The Army Fellowship Program is the Army program of record in which selected uniformed personnel are assigned outside the Department of Defense (DOD) to premier civilian and private institutions, as well as Federal Government departments and agencies, for a period not to exceed 12 months. The programs enable Army personnel to gain experience and education not available within traditional PME experiences. Personnel serving in the Army Fellowship Program are known as "fellows" and receive normal pay and allowances during this assignment. In return, the fellow agrees to an active duty service obligation (ADSO) and targeted utilization as a means to support return of investment for the fellow, Service, and DOD. Fellowship programs covered by this regulation include the following:

- a. Chief of Staff of the Army, Senior Fellowship Program (CSASFP).
- b. Sergeant Major of the Army Fellowship Program (SMAFP).
- c. U.S. Army War College Fellowship Program (USAWCFP).
- d. Command and General Staff College Interagency Fellowship Program (CGSCIFP).
- e. Deputy Chief of Staff (DCS), G–3/5/7 Regional Fellowship Program.
- f. BOP Fellowships.
- g. The Army Scholarship Program authorizes personnel to compete and be authorized to accept scholarships offered by eligible sponsors or donors for educational, research, or training purposes in the United States or abroad. Eligible Army personnel may accept an educational scholarship if the designated scholarship is established for the benefit of Army personnel. The education or training to be received or the research to be performed by the recipient

of a scholarship must satisfy a current or anticipated Army mission requirement, and contribute to the development and advancement of the careers of Army personnel. Eligible sponsors or donors for scholarships are corporations, foundations, or educational institutions that are organized and operated primarily for educational, training, scientific, or literary purposes.

## **Section II**

### **Responsibilities**

#### **1–8. Vice Chief of Staff of the Army**

The VCSA is the approval authority for all CSASFP and USAWCFP nominees. The VCSA will—

*a.* Manage colonels and approve all assignments to the U.S. Army War College (USAWC) Fellowship Programs. The Director, Senior Leader Development Office (SLDO) operates under the direction and control of the VCSA.

*b.* For the VCSA, the Director, SLDO will serve as the single office that identifies and nominates qualified personnel in the rank of colonel for the CSASFP. The SLDO assembles and forwards to the VCSA a slate of qualified primary and alternate officers to support this requirement.

#### **1–9. Sergeant Major of the Army**

The SMA is the approval authority for all SMA fellows. The SMA will manage sergeants major and approve all assignments to the Sergeant Major of the Army Fellowship Programs. The Chief, Nominative Sergeants Major Program Office (OSMA), operates under the direction and control of the SMA and serves as the single office that identifies and nominates qualified personnel in the rank of sergeant major for the SMAFP.

#### **1–10. The Office of General Counsel**

The OGC is responsible for determining whether a specific organization is an eligible sponsor for a fellowship.

#### **1–11. Deputy Chief of Staff, G–1**

The DCS, G–1 is the Army Staff (ARSTAF) office of primary responsibility (OPR) for personnel policy programs in this regulation. The DCS, G–1 will—

*a.* Provide representative to serve on the Department of the Army Fellowship Review Committee (DAFRC).

*b.* Ensure the Commanding General, U.S. Army Human Resources Command (CG, HRC) through its representative the Chief, Leader Development Division—

- (1) Processes applications and selects slates of officers for fellowships.
- (2) Assigns fellows appropriate utilization and follow-on assignments.

#### **1–12. Deputy Chief of Staff, G–3/5/7**

The DCS, G–3/5/7 is the Army Fellowship Program proponent for all Army personnel participating in programs under this regulation. The DCS, G–3/5/7 will—

*a.* Serve as ARSTAF lead for the Army Fellowship Program.

*b.* Provide a general officer chairperson for the DAFRC. The DAFRC will convene a minimum two times each year to—

(1) Recommend adjustments to current fellowships locations, platforms, and hosts, and submit to the DCS, G–3/5/7 for approval.

(2) Review and validate all proposals for new fellowships and submit nominations to the appropriate proponent for evaluation.

(3) Review annual “State of the Fellowship Report” as required by Office of the Secretary of Defense.

(4) Establish annual fellowship program ceilings to ensure requirements support equitable distribution of opportunities across all Service and DOD platforms.

(5) Ensure DAFRC membership includes the following:

*(a)* Director for Strategy, Plans and Policy, DCS, G–3/5/7 (chairperson).

*(b)* Program Manager, Army Fellowship Program, DCS, G–3/5/7–F (recorder).

*(c)* Director, Senior Leader Development, Office of the CSA.

*(d)* Director(s), USAWC.

*(e)* Director, CGSCIFP.

*(f)* Chief, Individual Training Branch, Army National Guard, National Guard Bureau (NGB).

*(g)* Chief, Operations Division, Office of the Chief, Army Reserve (OCAR).

- (h) Chief, Career Policy, DCS, G-1.
- (i) Chief, Leader Development Division, HRC.
- (j) Senior Service College (SSC) program manager, DCS, G-3/5/7.
- c. Serve as approval authority for requests to start, terminate, or change fellowship programs.
- d. Ensure the DCS, G-3/5/7 (DAMO-SSF), Strategic Leadership Division will—
  - (1) Provide program management and policy guidance to the fellowship programs.
  - (2) Convene and direct the DAFRC and appoint a chairperson.
  - (3) Establish program management with the responsibility to coordinate and synchronize Army Fellowship Program policy, DAFRC actions, programming, budget, and execution review.
- e. Ensure the DCS, G-3/5/7 (DAMO-TR) is the ARSTAF OPR for programming resources and will—
  - (1) Set annual student requirements by-component (active duty, NGB, and OCAR).
  - (2) Establish and publish quotas of officers to attend the U.S. Army War College Fellowship Programs.

### **1-13. Commanding General, U.S. Army Training and Doctrine Command**

The CG, TRADOC will—

- a. Through the Commanding General, U.S. Army Combined Arms Center, be responsible for overall management of Uniform Code of Military Justice (UCMJ), leave requests, awards, and administrative matters for CGSC interagency fellows.
- b. Through the Deputy Commandant, U.S. Army Command and General Staff College—
  - (1) Provide program management and administrative, education, and engagement support to the CGSC interagency fellowship fellows from selection to completion of their fellowships.
  - (2) Approve the slating of CGSC interagency fellowship fellows at the appropriate interagency partners.
- c. Through the Commander, U.S. Army Student Detachment (USASD), exercise (UCMJ) authority, leave requests, and administrative matters of regional and BOP fellows. Questions concerning these matters should be addressed to Commander, U.S. Army Student Detachment, 3330 Magruder Avenue, Fort Jackson, SC 29207-6100.

### **1-14. Commandant, U.S. Army War College**

The Commandant, USAWC will—

- a. Advise the CSA and VCSA on all senior level education venues, including SSCs, with USAWC fellowships as an integral component.
- b. Provide investment quality recommendations to the DAFRC for CSA, SMA, and USAWC fellowships.
- c. Provide program management and administrative, education, and engagement support to the CSA, SMA, and USAWC fellows from assignment through completion of their fellowships.

## **Section III**

### **Service Obligation and Utilization**

#### **1-15. Active duty service obligations**

- a. In accordance with 10 USC 2603 and AR 350-100, officers participating in fellowship programs incur an ADSO. Officers attending fellowships and scholarships must agree, in writing, to remain on active duty for a period of two to three times the length of the program. The ADSO begins on the program completion date.
- b. Officers attending fellowships sponsored by governmental institutions (non-statutory fellowships), must agree, in writing, to remain on active duty for a period of no less than two times the length of program.
- c. Officers attending fellowships sponsored by non-governmental institutions (statutory fellowships, in accordance with 10 USC 2603), must agree, in writing, to remain on active duty for a period of not less than three times the length of program.

#### **1-16. Utilization and/or follow-on assignments**

- a. The DODI 1322.06 mandates an immediate 2-year utilization follow-on assignment upon program completion.
- b. The VCSA is the utilization and follow-on assignment approval authority for Regular Army officers following CSA Senior Fellowships and USAWC Fellowships.
- c. The SMA is the utilization and follow-on assignment approval authority for senior noncommissioned officers following SMA fellowships.
- d. Utilization and follow-on assignments for interagency and regional fellows will be made at the discretion of the career manager with concurrence of the program proponent.



*e.* Every effort will be made by HRC to provide post-fellowship utilization assignments which directly benefit the Service, the gaining organization, and participant. Command and directorate-level leadership positions where the broadening aspect of the Army Fellowship Program benefits the gaining organization satisfy the utilization requirement.

*f.* Chief, NGB; Chief, Army Reserve; Chief of Chaplains; The Surgeon General; and The Judge Advocate General are the follow-on utilization assignment approval authorities for their respective organizations.

### **1–17. Proponent agencies**

*a.* Designated proponent offices serve as the Headquarters, Department of the Army (HQDA) point of contact for the fellow's research.

*b.* Proponent office advises, facilitates, and supports the fellows in their program activities and/or research efforts.

*c.* Proponent ensures the fellow produces a product useful to the Army and consistent with the broadening experience.

*d.* Proponent will not use fellows as external action officers for the proponent agency.

*e.* Proponent keeps the fellows informed of current Army themes and messages and issues important to the ARSTAF, directorate, or other Army agency as its proponent, and ensures the interests of the Army are represented and served as the fellow participates in the various fellowship activities.

## **Section IV**

### **Requirements for New Statutory Programs**

#### **1–18. Eligible sponsors and donors of statutory fellowships under 10 USC 2603**

*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 (see 26 USC).

*b.* Foreign corporations, foundations, funds, or educational institutions that would qualify as tax-exempt organizations under paragraph 2–3*a* if based in the United States.

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

*d.* The Army OGC will determine whether corporations, foundations, funds, or educational institutions qualify as tax-exempt donors.

#### **1–19. Ineligible sponsors and donors**

Business groups operating for profit, foreign governments, or political organizations are not eligible sponsors and/or donors.

#### **1–20. Proposals for Broadening Opportunity Programs and Fellowships**

*a.* This section describes the minimum information required by the DCS, G–3/5/7 to evaluate fellowship proposals and BOP proposals.

*b.* Proposals should demonstrate that the fellowship experience would be of substantive value to the Army through the exposure and education of Army personnel in specific areas, fields, or specialties. Proposals should also clearly demonstrate that the fellowship is at an institution outside the Department of Defense.

*c.* Fellowship proposals should be sent to Program Manager, Army Fellowship Program, (DAMO–SSF), 400 Army Pentagon, Washington, DC 20310–0400 to arrive no later than 18 months before desired implementation. Timeline supports appropriate allocation of resources across the doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy domain.

#### **1–21. Information required for broadening opportunity programs and 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 to include the study location of the sponsoring agency or institution.

- f. Criteria for selection (prerequisites and desirable training and/or experience).
- g. Services and administrative support provided by the sponsor.
- h. Estimated cost to the Army.
- i. Estimated cost to the fellow.
- j. Detailed use and/or follow-on tour for personnel completing the fellowship.
- k. Sponsor point of contact.

## **Chapter 2**

### **Professional Military Education, U.S. Army War College Fellowship Program, Senior Service College Fellowship**

#### **2–1. General**

- a. This chapter establishes policy and program guidance governing the USAWCFP for which SSC credit is awarded to SSC-select officers who successfully complete a fellowship in lieu of in-resident or distance SSC.
- b. The USAWC resident and distance education programs are the standard for SSC validation. USAWC fellowships must provide officers with an educational experience comparable in quality to the resident education program.
- c. The USAWCFP is dynamic and continually evaluated. The USAWCFP requirements and prerequisites change annually in alignment with current and emergent Army requirements, and locations of fellowship host institutions change accordingly.
- d. A catalog of fellowship-sponsoring institutions is available from the U.S. Army War College Fellowship Program, 122 Forbes Avenue, Carlisle Barracks, PA 17013–9998.

#### **2–2. Program objectives**

- a. The USAWCFP fulfills Army SSC educational requirements and broadening for selected senior officers by providing an educational experience with an emphasis on subject matter for which comparable expertise cannot be reasonably obtained through resident SSC education. The USAWCFP supports broad senior leader professional strategic education and/or development via the synergy of non-DOD platforms with unique ambassadorial opportunities for officers to conduct research and communicate with key civilian influencers who shape national and international security policy.
- b. The USAWCFP enhances communication 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 to external audiences. Officers in more highly specialized careers (such as scientists, program managers, medical, and legal professions) may benefit from alternative programs that focus on their particular area of expertise and support improved Army and Joint contingency planning efforts.
- c. While both USAWCFP and the SSC resident education programs must meet established SSC criteria, USAWCFP experiences are not otherwise intended to be interchangeable with experiences gained as the result of attendance at a resident SSC program.

#### **2–3. Program responsibilities**

- a. The Commandant, USAWC (OPR) will—
  - (1) Administer the USAWCFP under DCS, G–3/5/7 policy guidance and CSA direction.
  - (2) Provide program management and academic administrative support directly to USAWC fellows.
  - (3) Provide guidance and assist the sponsoring agencies and institutions in the development of proposals, required level of academic rigor, and costs.
  - (4) Manage, budget, and administer fellowship agreements with hosts. Distribute funds for tuition and residency fees to the sponsoring agencies and institutions.
  - (5) Provide an annual USAWCFP update as part of the annual DAFRC quota meeting.
  - (6) Provide a list of USAWC fellowship programs to HRC; Director, Army National Guard; and Chief, Army Reserve for which officer selections will be required.
  - (7) Provide representation on the DAFRC.
- b. The CG, HRC will—
  - (1) Publish Army procedures for selection of officers to compete for the USAWCFP.
  - (2) Use selection criteria to convene selection boards, conduct the slating process, and announce selection for fellowships.

c. The NGB, OCAR, AMEDD, Chaplain Corps, and Judge Advocate General's Corps constitute selection boards, administer the selection process, and announce selection for assigned fellowship opportunities.

#### **2-4. Program guidance**

a. Each fellowship should enable the Army to develop designated Army officers for broad categories in which the Army has requirements for senior leaders with special expertise. The focus and content of the fellowship curriculum 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 intended to augment an agency or institution staff in the performance of its duties. An academic or institutional fellowship must provide significant exposure to and/or focus primarily on analysis of the national security factors at the theater and national strategic level.

b. A specialized fellowship, in which the strategic level is more difficult to define for special branches, 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, strategic, 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.

c. The fellowship program of study will be 9 to 12 months in duration, and at least 50 percent of the program can reasonably be attributed to satisfaction of the academic criteria.

d. New USAWCFP proposals should be sent to DCS, G-3/5/7 (DAMO-SSF) and arrive no later than 18 months before desired implementation date.

e. Specific proposal requirements.

- (1) Title of proposed fellowship.
- (2) Specific Army requirement satisfied by this fellowship.
- (3) Sponsoring agency or institution.
- (4) Description of fellowship.
- (5) Fellowship goals and objectives.
- (6) Where the fellow will study within the sponsoring agency or institution.
- (7) Criteria for selection (prerequisites and desirable training and/or experience).
- (8) Services and administrative support provided by the sponsor.
- (9) Estimated cost to the Army.
- (10) Estimated cost to the fellow.
- (11) Recommended utilization tour for personnel completing the fellowship.
- (12) Host point of contact.
- (13) List of courses offered.

f. Fellowship program validation.

- (1) The DCS, G-3/5/7 will exercise overall responsibility for the USAWCFP validation process.
- (2) The USAWC must validate academic sufficiency for SSC credit.
- (3) All fellowship programs must be recommended by the DAFRC prior to implementation.

#### **2-5. Life cycle management of the U.S. Army War College Fellowship Program**

a. No later than 1 May annually, the USAWC will forward a DAFRC-approved list of the institutions and/or agencies, validated and funding approved USAWCFPs, to the DCS, G-3/5/7, the DCS, G-1, and HRC.

b. 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 USAWC and forwarded to the DAFRC.

#### **2-6. Program requirements for U.S. Army War College Fellowship Program Fellows**

a. Officers will be considered to have achieved SSC credit upon successful completion of a designated USAWCFP educational assignment.

b. A major fellow strategic research project and at least one paper of strategic importance are required for SSC certification. Fellows will be assisted by their senior Army mentor in the selection of specific research topic for their fellow strategic research projects, to ensure that it is focused on areas identified as strategically important to the Army, DOD, and the Nation. Initial research proposals will be shaped by the strength of the host institution and senior mentor interest or requirements. Research projects will be linked, when applicable, to respective follow-on assignments.

## Chapter 3

### Strategic Broadening Programs Non-Military Education Level Fellowships

#### 3–1. Chief of Staff of the Army Senior Fellowship Program

This chapter establishes policies and procedures for the CSASFP, a component of the Army’s strategic broadening portfolio.

*a. General.* The CSASFP host locations are determined through a purposeful assessment of current and emergent Army requirements and the potential host’s impact on policies important to the Army, as well as the ability to contribute to on-going, dynamic Army priorities and requirements. The number, focus, and locations of these host institutions will likely change over time. CSASFP hosts may review senior fellow candidate professional records and conduct personal interviews prior to accepting them into a fellowship. The CSASFP senior fellow is assigned to the USAWC with duty at the host location.

*b. Program objective.*

(1) CSASFP provides select senior officers the opportunity to develop professional networks, engage civilian counterparts and appreciate the techniques used outside DOD to articulate issues and influence strategic solutions at the federal level. In addition, these fellows serve as Army ambassadors for the Secretary of the Army, CSA, VCSA, Under Secretary of the Army, and other key Army leaders.

(2) CSA fellowship opportunities provide unique personal and professional experiences to Army officers that are not available through traditional PME. CSA senior fellowships contribute to the Army Strategic Outreach Program by enhancing communication between the Army and important academic and policy institutions. Fellowships enhance the officer’s capabilities to meet specific requirements for Army leaders that serve at the highest levels of the national security establishment.

(3) The CSA Fellowship Program provides select skills required by the Army for a specific follow-on assignment; personal enhancement and individual development for future higher-level assignments; and outreach with organizations outside of the military system including U.S. local, State, and Federal Governments, as well as corporate, political, academic, and international agencies and institutions. Each fellowship should be unique, but all strive to encompass these purposes in varying order of priority and emphasis.

*c. Program responsibilities.*

(1) The Commandant, USAWC (OPR) will—

*(a)* Administer the CSA Fellowship Program under DCS, G–3/5/7 policy guidance and CSA direction.

*(b)* Provide program management and academic administrative support directly to its CSA fellows.

*(c)* Manage, budget, and administer fellowship agreements with hosts. Distribute funds for tuition and residency fees to the sponsoring agencies and institutions.

*(d)* Provide guidance and assist the sponsoring agencies and institutions in the development of proposals and required level of academic rigor and costs.

*(e)* Review and make recommendations on all fellowship proposals for staffing through the DAFRC to the DCS, G–3/5/7 for approval.

*(f)* Provide an annual CSASFP update as part of the annual DAFRC update to the CSA.

(2) The SLDO, Office of the CSA, will annually forward a selection of nominees to the VCSA, selected from the available population with proven scholarship ability and demonstrated potential for continued service as senior leaders.

*(a)* Prospective candidates must be SSC education level graduates.

*(b)* Must be colonel, with no more than 26 years of active Federal commissioned service prior to the fellowship start date. Promotable officers in the grade of colonel are exempted from this requirement.

*(c)* SLDO will identify nominees during the second quarter of the fiscal year (January through March) and forward a slate of qualified primary and alternate officers to the VCSA/CSA for selection.

#### 3–2. Sergeant Major of the Army Fellowship Program

*a. General.*

(1) This chapter establishes policies and procedures for the SMAFP, a component of the Army’s strategic broadening portfolio.

(2) The SMAFP host locations are determined through a purposeful assessment of current and emergent Army requirements and the potential hosts’ impact on policies important to the Army, as well as the ability to contribute to on-going, dynamic Army priorities and requirements. The number, focus, and locations of these host institutions will likely change over time.

(3) SMAFP hosts may review the SMA fellow candidate's professional records and conduct personal interviews prior to accepting them into a fellowship.

(4) Individuals may not apply to be candidates for the SMAFP. All potential candidates will be selected by the SMA nominative panel through the nominative selection process.

(5) SMA fellows are assigned to the USAWC with duty at a host location.

*b. Objective.* SMAFP provides select personnel the opportunity to serve for a period not to exceed 12 months at a Government agency to enhance strategic thinking skills, professional networks, and understanding of the policymaking process at the national level. SMA fellows also serve as Army ambassadors and liaisons for senior Army leaders and the ARSTAF and contribute to the Army Strategic Outreach Program by enhancing communication between the Army and important national security policy institutions.

*c. Program responsibilities.* The Commandant, USAWC (OPR)—

(1) Administers the SMA Fellowship Program under DCS, G-3/5/7 policy guidance and SMA direction.

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

(3) Manages, budget, and administer fellowship agreements with hosts. Distribute funds for tuition and residency fees to the sponsoring agencies and institutions.

(4) Provides guidance and assist the sponsoring agencies and institutions in the development of proposals and required level of academic rigor and costs.

(5) Reviews and make recommendations on all fellowship proposals for staffing through the DAFRC to the DCS, G-3/5/7 for approval.

(6) Provides an annual SMAFP update as part of the annual DAFRC update to the CSA. The Chief, Nominative Sergeants Major Program Office, Office of the SMA, will announce the program and annually forward a selection of nominees to the VCSA, selected from the available nominative eligible population with proven scholarship ability and demonstrated potential for continued service as senior leaders.

### **3-3. Program**

This chapter establishes policy and program guidance governing the CGSCIFP.

*a. General.* This fellowship provides a significant broadening opportunity and an educational exchange mechanism between the Army, CGSC, and other Federal departments and agencies within the national security infrastructure with an emphasis on interagency education and experience at the intermediate and operational level. Under this program, the Army agrees to send field grade officers to participating departments and agencies as CGSC interagency fellows to study specific processes and provide subject matter expertise as fully-integrated staff officers within those departments and agencies under an approved interagency exchange memorandum of understanding.

*b. Objectives.*

(1) This program is intended to broaden select Army officers in how U.S. Government interagency departments and agencies interface with and contribute to Whole-of-Government and unified action operations. This experience is designed to broaden the fellows' understanding of the complex joint, interagency, intergovernmental, and multinational (JIIM) environment in which the Army operates with its national security partners.

(2) These broad areas include, but are not limited to, the following:

*(a)* Enhance the nation's overall security-related capabilities through the synchronization of common missions, cohesiveness, and unity of effort.

*(b)* Enhance the ability of the Army to support a comprehensive JIIM approach that includes partnering with governmental and non-governmental agencies in the conduct of stability operations, disaster response, or humanitarian assistance.

*(c)* Improve the Army's ability to understand and leverage the capabilities of various agencies in support of a wide range of operations.

*(d)* Use the experience gained in interagency assignments to improve the Army's ability to interact with governmental and non-governmental agencies and to implement innovative management practices and procedures learned during the fellowship.

*c. Responsibilities.*

(1) Proponent, the DCS, G-3/5/7, provides program management and policy guidance to the CGSCIFP, and furnishes general criteria for appropriate follow-on assignments.

(2) DCS, G-3/5/7 (DAMO-TR) is the ARSTAF OPR for programming resources for the fellowship program, setting the annual requirements and a by-component (active duty, NGB, OCAR) listing of annual fellowship requirements /or quotas of officers to attend the fellowship programs.

(3) The CGSC interagency fellowship proponent, Deputy Commandant, U.S. Army Command and General Staff College, is responsible for placing all CGSC interagency fellowship fellows at interagency partners.

(4) A listing of fellowship-sponsoring Government agencies is available from the HRC Broadening Opportunities Program website: [https://www.hrc.army.mil/content/broadening Opportunity Programs](https://www.hrc.army.mil/content/broadening%20Opportunity%20Programs).

(5) HRC is responsible for the selection and assignment of officers to serve as CGSC interagency fellows.

*d. Specific guidance.*

(1) Eligibility—

(a) Candidates must be high potential field grade Army officers, majors or lieutenant colonels, with an interest in interagency operations.

(b) Must be key and developmental qualified in accordance with DA Pam 600–3.

(c) Possess or be able to obtain a Top Secret/Sensitive Compartment Information (TS/SCI) security clearance valid for the duration of the Fellowship.

(d) Intermediate level education and joint professional military education 1 certified.

(e) Must possess critical thinking and problem solving skills, effective leadership, writing, and communication skills necessary to contribute in the interagency environment.

(2) Length of fellowship—

(a) The CGSC interagency fellowship will normally be a permanent change of station (PCS) relocation to the national capital region.

(b) The CGSC interagency fellowship will be 10 to 12 months in length.

(3) Utilization and/or follow-on assignment—

(a) Officers successfully completing the CGSCIFP will be coded by HRC for tracking and facilitating future assignments.

(b) Utilization assignments after the fellowship will normally be within the national capital region and would include a Joint and/or interagency assignment, an assignment to a combatant command or an Army component command, an assignment to HQDA, or an assignment to other suitable positions that will take advantage of the fellow's knowledge of the respective agency and relationships to help shape policy, affect improved cooperation, and increase effectiveness within the shared strategic and operational environment.

(c) Command and directorate-level leadership positions satisfy the utilization requirement.

### **3–4. Deputy Chief of Staff, G–3/5/7 Regional Fellows Program**

*a. General.*

(1) The regional fellows are assigned to a Department of Defense regional center dedicated to educating, connecting, and empowering regional civilian and military security practitioners. The fellow will serve on the center security studies faculty as a seminar leader or assistant seminar leader for courses and workshops on topics including advanced security cooperation, counterterrorism, cyber security studies, combatting transnational organized crime, and comprehensive crisis management.

(2) The fellowship is flexible by design, to give the operational officer the opportunity to gain insight and understanding of the cultures, militaries, Governments, and relationships in the region through regional travel and exposure to U.S. Embassies. When possible, the fellows will partner with foreign area officers for in-region training events.

(3) In addition to leading seminars, the fellow has the option to craft and deliver elective courses, conduct regional orientation travel, and research specific regional security topics for possible publication. The fellow may also participate in various regional seminars examining pertinent, topical issues, as well as distinguished military and academic visits to regional centers.

*b. Objectives.*

(1) The officer will gain regional expertise that will be invaluable to the operational unified action operations. This experience is designed to broaden the fellows' understanding of the complex JIIM environment in which the Army operates with its national security partners.

(2) These broad areas include, but are not limited to, the following:

(a) Enhance the nation's overall security-related capabilities through the synchronization of common missions, cohesiveness, and unity of effort.

(b) Enhance the ability of the Army to support a comprehensive JIIM approach that includes partnering with other governmental and non-governmental agencies in the conduct of stability operations, disaster response, or humanitarian assistance.

(c) Improve the Army's ability to understand and leverage the capabilities of various nations and agencies in support of a wide range of operations.

(d) Each fellow has the flexibility to create a fellowship that utilizes their skills as well as challenges them. There is no research paper.

(e) Use the expertise, relationships, and experience gained by emersion in the region to improve the Army's ability to interact with the regions governmental and non-governmental agencies and to implement innovative management practices and procedures learned during the fellowship.

*c. Responsibilities.*

(1) The DCS, G-3/5/7 provides program management and policy guidance for the Regional Fellowship Program, and furnishes general criteria for appropriate follow-on assignments.

(2) The CG, HRC is responsible for the selection and assignment of officers to serve as regional fellows.

*d. Specific guidance.*

(1) Eligibility—

(a) Candidates must be high performing field grade Army officers, majors or lieutenant colonels, with an interest in interagency operations.

(b) Must be key and developmental qualified in accordance with DA Pam 600-3.

(c) Possess or be able to obtain a TS-SCI security clearance valid for the duration of the Fellowship.

(d) Intermediate level education and joint professional military education 1 certified.

(e) Must possess effective leadership, writing, and communication skills necessary to contribute in the interagency environment.

(2) Length of fellowship—

(a) A regional fellowship will be a PCS relocation to the regional center in Hawaii, Germany, or the national capital.

(b) The regional fellowships will be 10 to 12 months in length.

(3) Utilization and/or follow-on assignment—

(a) Officers successfully completing the Regional Fellows Program will be coded by HRC for tracking and facilitating future assignments.

(b) Utilization assignments after the fellowship will normally be with an operational unit within the region, but could include a Joint/interagency assignment, an assignment to a combatant command or an Army component command, an assignment to HQDA, or an assignment to other suitable positions that will take advantage of the fellow's knowledge and relationships to help shape policy, affect improved cooperation, and increase effectiveness within the shared strategic and operational environment.

(c) Command and directorate-level leadership positions satisfy the utilization requirement.

## **Chapter 4**

### **Policy, Program Guidance, and Procedures for Fellowships and Scholarships Not Covered by Previous Paragraphs**

#### **Section I**

#### **All Other Fellowships and Scholarships**

##### **4-1. General—fellowships and scholarships**

This chapter contains policy, program guidance, and procedures under which Army personnel may apply for permission to compete for and accept fellowships and scholarships.

##### **4-2. Competition authorization and requirements**

a. DA personnel may compete for fellowships or scholarships for the purpose of education or training. They may compete for, and may be authorized to accept fellowships or scholarships offered by eligible sponsors and/or donors for educational purposes or research in the United States or abroad.

b. DA personnel authorized to accept fellowships or scholarships will be selected through an Armywide publicized competition. 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 their career 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 and/or 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.

#### **4-3. Other broadening opportunities not announced by the U.S. Army Human Resources Command**

*a.* Some institutions voluntarily offer fellowships in an effort to provide learning and experiential opportunities to military personnel (MILPER). These opportunities must meet the criteria for eligible sponsors listed in paragraph 2-3. Soldiers may apply for fellowships and scholarships, not normally announced by HRC, by submitting their application to HRC (AHRC-OPL-C) prior to applying for and accepting a fellowship or scholarship. Applications will be sent in memorandum format, to arrive not later than 180 days before the start date of the education or training program. The Soldier will receive an email regarding approval or disapproval of their application within 10 working days from submission.

*b.* The applicant's commander (colonel/O-6 or civilian equivalent) must 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 and will contain the following:

- (1) Name, grade, basic branch of service, and control branch.
- (2) Conditions, if any, imposed by the donor of the fellowship or scholarship.
- (3) Length of the award and extensions that may be authorized by the donor at a later date.
- (4) Total value of the award. Itemize costs to include tuition and living expenses.
- (5) Field of study and degree to be awarded, if applicable.
- (6) Outline or list of courses, or outline of research program.
- (7) Beginning and ending dates of study and/or research.
- (8) Address where the training will take place.
- (9) A signed memorandum stating the following: "I understand if I am selected to attend a scholarship, as outlined in AR 621-7, I will incur an ADSO, in the U.S. Army for a period of three times the length of the period, computed in days that I am educated under the provisions of my program. I further understand this ADSO is to be served consecutively with other ADSOs. I also acknowledge that I will serve in a post-scholarship assignment, that is coded for the degree and discipline I am pursuing, that is within the Army Educational Requirements System for at least 2 years. The Army Educational Requirements System position will be determined by HRC."

#### **4-4. Eligibility**

*a.* Officers and noncommissioned officers must be on active duty status in the Army, in the Regular Army or Reserve Component, to be eligible to compete for a fellowship or scholarship. An officer cannot have more than 19 years of active Federal commissioned service. General eligibility criteria are defined in the annual MILPER messages announcing fellowships and scholarships.

*b.* 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 approved by the HRC, Leader Development Division and the Soldier's career branch.

*c.* Interested personnel are encouraged to contact their career manager or go to <http://www.hrc.army.mil/bop> for a copy of current MILPER messages.

#### **4-5. Benefits, limitations, and deductions from allowances**

*a.* In accordance with 10 USC 2603, Soldiers 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, basic allowance for quarters, travel and transportation allowances for PCS moves to and from the program location, variable housing allowances, dislocation pay, and cost-of-living allowances as authorized in the controlling regulations. Students serving under assigned department or



agency temporary duty orders in hazardous duty locations are entitled to special pay and/or allowances in accordance with applicable DOD and/or DA regulations.

(2) The benefits of a scholarship will 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 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 will 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.* HRC–Senior Leader Division or USASD, Fort Jackson, will determine benefit limitations and any required deductions from allowances.

(1) The Soldier's initial financial statement will include an accounting of all benefits conferred by the 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 scholarship. If definite figures are not available, the Soldier will describe the benefit and an estimate of its value.

(2) 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 Travel Regulations.

#### **4–6. Records, evaluations, reports, and training records**

##### *a. Records.*

(1) HRC and/or the USASD, Fort Jackson, SC will keep accurate records of personnel in training. Records will include the following:

- (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) HRC (AHRC–OPL–C) will keep rosters of all persons who have completed their training. The appropriate officer or enlisted management division will update the Soldier's master file upon receipt of the completed DA Forms 67–10 series (DA Form 67–10–1 (Company Grade Plate (O1–O3/WO1–CW2) Officer Evaluation Report); DA Form 67–10–2, (Field Grade Plate (O4–O5; CW3–CW5) Officer Evaluation Report); DA Form 67–10–3 (Strategic Grade Plate (O6) Officer Evaluation Report); and DA Form 67–10–4 (Strategic Grade Plate (O7) Officer Evaluation Report)); or DA Form 1059–1 (Civilian Institution Academic Evaluation Report), as applicable.

##### *b. Evaluation reports.*

(1) The USASD will complete DA Form 1059–1, part 1 and email one copy, prepared in accordance with AR 623–3, to their students.

(2) Upon completion of the course of instruction and/or training, the student will submit the DA Form 1059–1 to the proper institution official for completion of section II. The student will 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 DA Form 1059–1. The student is responsible for authorizing the institution official to release the transcript.

(3) Upon completion of the evaluation, the evaluator or reviewing official will send the DA 1059–1 and original transcripts, if applicable, to the following:

- (a) Commander, U.S. Army Human Resources Command (AHRC–OPL–C), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5207.
- (b) Commander, Army National Guard Readiness Center (NGB–TRO–TI), 111 South George Mason Drive, Arlington, VA 22204–1382.

(4) The evaluation form must be sent within 30 days after completion of the education and/or training. Failure to complete the training in the time allotted will result in the evaluation being referred to the student for acknowledgment

and/or comments, in accordance with AR 623–3. Exceptions may be made for persons who, through no fault of their own (for example, medical or compassionate reasons), fail to complete a course.

*c. Documentation.* Documented training and selection records, to include funding documents, will be maintained for 6 years and 3 months.

## **Section II**

### **Scholarships**

#### **4–7. General**

This chapter contains policy, program guidance, and procedures under which Army personnel may accept Scholarships.

#### **4–8. Notification of award of a scholarship**

When notified that a scholarship has been awarded, the Soldier will immediately forward the following information and documents to HRC (AHRC–OPL–C).

- a.* Application requesting to compete, including HRC document (AHRC–OPL–C) approving request to compete.
- b.* Documentary evidence of the award.
  - (1) Documentary evidence of the acceptance from the donor.
  - (2) Acceptance letter from educational institute where degree will be pursued.
  - (3) Inclusive dates of attendance, if other than those indicated in the request to compete.
  - (4) Initial financial statement of scholarship.

#### **4–9. Arrangement of courses**

Each individual approved to participate in a scholarship program will specify the type the discipline of the degree they would like to matriculate in. The degree and discipline must be within the Army Educational Requirements System. Once approved by HRC, each individual will, in consultation with the dean or head of the academic department, and select arrange an academic schedule that ensures the officer is a full-time student and ensures the degree is completed in the quickest amount of time.

#### **4–10. Annual review**

*a.* Upon completion of each academic year, each Soldier attending school on a scholarship under this regulation will submit an itemized statement to the USASD or Army Medical Department Center and School (AMEDDC&S), depending on career field of Soldier, and include the following information:

- (1) Benefits received from the 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.

#### **4–11. Academic attendance**

*a.* Students must attend school as a traditional student on a full-time, uninterrupted basis. Full-time includes the summer sessions. When a school does not have a summer session, service member must submit a gainful employment memo to USASD or AMEDDC&S, depending on career field, for approval.

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

*c.* Students 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 HRC (AHRC–OPL–C), USASD, or AMEDDC&S, depending on career field.

#### **4–12. Permissive temporary duty**

If the scholarship program requires permissive temporary duty (PTDY), the Soldier must submit the following information to HRC (AHRC–OPL–C), in memorandum format, no later than 60 working days prior to travel:

- a.* Rank and name.
- b.* Current mailing address.

- c. Career branch and/or functional area.
- d. Name of program enrolled in.
- e. Duty location.
- f. Full destination PTDY.
- g. Dates of PTDY.
- h. Number of PTDY days.
- i. Justification for PTDY.
- j. Endorsement from civilian institution approving the request.
- k. Email address and phone number.

#### **4–13. Chief of Staff, Army Warrior Scholarships (cadet scholarships)**

a. Selection of CSA Warrior Scholarship scholars will be determined by the U.S. Military Academy and Reserve Officers' Training Corps Cadet Command. The U.S. Military Academy and Reserve Officers' Training Corps Cadet Command will submit the following information, in memorandum format, to HRC (OPL–C) no later than 1 April of each academic year. Final approval, for each request, is HRC, Director, Officer Personnel Management Directorate:

- (1) Rank and name.
- (2) Social Security number.
- (3) Branch.
- (4) Email address (military and civilian).
- (5) Source and date of commissioning.
- (6) Name of scholarship/fellowship.
- (7) Purpose of scholarship/fellowship.
- (8) Conditions, if any, of scholarship/fellowship.
- (9) Name and location where study/training will take place.
- (10) Field of study and degree to be awarded.
- (11) Length of award.
- (12) Can this scholarship/fellowship be deferred? If so, for how long.
- (13) Start and end date of academics.
- (14) Requested report date.
- (15) Name/phone number/email address/duty title/duty location of in-country point of contact (if traveling overseas).
- (16) Name/relationship and location of dependents, if any.

b. Scholar must also include a signed ADSO statement, in accordance with AR 350–100; scholarship award letter; university acceptance letter; and certificates from required training, in accordance with DOD Foreign Clearance Guide <https://www.fcg.pentagon.mil/> (if traveling overseas).

## **Chapter 5 Army Fellowship Program Review**

### **5–1. Program review process**

The DAFRC will annually establish a review schedule that ensures each fellowship program is reviewed for continued relevancy and accomplishment of stated criteria and 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 USAWC or the CGSC. This will ensure a minimum of 1/3 of all fellowship programs are annually accessed. This review will include updates of key documents, to include memorandums of understanding and associated tuition cost. Updates will be linked with the annual program objective memorandum development, where required.

### **5–2. Statement of review**

Fellowship programs scheduled for review in the current academic year will be notified, in writing, of the Army's intent. Notification will include a statement of the review format and actions required on the part of the sponsoring department and agency and the fellow(s).

### **5–3. Content of program review**

Fellowship program reviews will consist of the following:

- a.* Formal notification of scheduled review (DCS, G-3/5/7 (DAMO-SSF)).
- b.* On-site visit(s) to fellowship sponsor agency or institution by personnel listed below—
  - (1) CSASFP: Program manager, Army Fellowship Program (DAMO-SSF) and/or USAWC.
  - (2) SMAFP: Program manager, Army Fellowship Program (DAMO-SSF), Chief, Nominative Sergeants Major Program Office, and/or USAWC.
  - (3) USAWCFP: Program manager, Army Fellowship Program (DAMO-SSF) and/or USAWC.
  - (4) CGSCIFP: Program manager, CGSCIFP and/or Army Fellowship Program (DAMO-SSF).
  - (5) DCS, G-3/5/7 Regional Fellowship Program: program manager, Army Fellowship Program (DAMO-SSF).
  - (6) BOP: Program Manager, Army Fellowship Program (DAMO-SSF) and/or CGSC interagency fellowship.
- 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).

## **Appendix A**

### **References**

Unless otherwise stated, all publications can be found at Army Publishing Directorate website (<https://www.armypubs.army.mil>).

#### **Section I**

##### **Required Publications**

###### **DODI 1322.06**

Fellowships, Legislative Fellowships, Internships, Scholarships, Training-With-Industry (TWI), and Grants Provided to DOD or DOD Personnel for Education and Training (Cited in title page.) (Available at <http://www.esd.whs.mil/dd/>.)

#### **Section II**

##### **Related Publications**

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

###### **AR 1–202**

Army Congressional Fellowship Program

###### **AR 5–5**

Army Studies and Analyses

###### **AR 5–14**

Management of Contracted Advisory and Assistance Services

###### **AR 5–21**

Rand Arroyo Center

###### **AR 11–2**

Managers' Internal Control Program

###### **AR 15–1**

Department of the Army Federal Advisory Committee Management Program

###### **AR 25–30**

Army Publishing Program

###### **AR 27–1**

Judge Advocate Legal Services

###### **AR 37–104–4**

Military Pay and Allowances Policy

###### **AR 335–15**

Management Information Control System

###### **AR 350–1**

Army Training and Leader Development

###### **AR 350–100**

Officer Active Duty Service Obligations

###### **AR 351–3**

Professional Education and Training Programs of the Army Medical Department

###### **AR 380–5**

Department of the Army Information Security Program

###### **AR 600–8–10**

Leaves and Passes

###### **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 623–3**

Evaluation Reporting System

**AR 690–400**

Total Army Performance Evaluation System

**DA Pam 25–403**

Guide to Recordkeeping in the Army

**DA Pam 600–3**

Officer Professional Development and Career Management

**Joint Travel Regulations**

(Available at <http://www.defensetravel.dod.mil>.)

**10 USC 2603**

Acceptance of fellowships, scholarships, or grants (Available at <http://uscode.house.gov>.)

**26 USC**

Internal Revenue Code (Available at <http://uscode.house.gov>.)

**26 USC 501**

Exemption from tax on corporations, certain trusts, etc. (Available at <http://uscode.house.gov>.)

**Section III**

**Prescribed Forms**

This section contains no entries.

**Section IV**

**Referenced Forms**

Unless otherwise indicated, DA forms available on the Army Publishing Directorate website (<https://www.armypubs.army.mil>).

**DA Form 11–2**

Internal Control Evaluation Certification

**DA Form 67–10–1**

Company Grade Plate (O1–O3/WO1–CW2) Officer Evaluation Report

**DA Form 67–10–2**

Field Grade Plate (O4–O5; CW3–CW5) Officer Evaluation Report

**DA Form 67–10–3**

Strategic Grade Plate (O6) Officer Evaluation Report

**DA Form 67–10–4**

Strategic Grade Plate (O7) Officer Evaluation Report

**DA Form 1059–1**

Civilian Institution Academic Evaluation Report

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

## Appendix B

### Internal Control Evaluation

#### B-1. Function

The function covered by this evaluation is the Army Fellowship Program.

#### B-2. Purpose

The purpose of this evaluation is to assist commanders and program managers in evaluating the key internal controls outlined below. It is not intended to cover all controls.

#### B-3. Instruction

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, and simulation). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key internal controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

#### B-4. Test questions

Questions for key internal controls are as follows:

- a.* Has each responsible organization established policies and procedures to execute its responsibilities and is it in compliance with its policies and procedures?
- b.* Have rating elements measuring application and use of resource management, academic standards, and safety responsibilities been included in all DA Forms 67-10 series (DA Form 67-10-1; DA Form 67-10-2; DA Form 67-10-3; and DA Form 67-10-4) and DA Forms 1059-1 for military leaders?
- c.* Has a written safety program providing policy and procedures been developed which incorporates the various elements based upon the organization's and Army's Fellowship Program mission?
- d.* Has a program manager been designated in writing to exercise staff supervision over the Army Fellowship Program?
  - e.* Does the designated program manager have direct access to the command or director?
  - f.* Are the various safety councils, boards, and committees meeting, as required?
  - g.* Have strategic goals, objectives, and planning been executed and a business plan developed to implement them?
  - h.* Have formal agreements been developed with tenant organizations, as necessary?
  - i.* Have command integrating agents developed and implemented plans and programs to integrate resource management into their functional area of responsibility?
  - j.* Have both quantitative and qualitative metrics been developed, and are they being used to measure their program effectiveness?
  - k.* Has the command requested, obtained, and designated sufficient funds and other resources to carry out all responsibilities designated in this regulation?
  - l.* Are safety offices conducting and documenting annual programmatic audits of their safety?
  - m.* Are procedures in place and in operation to determine if facilities and equipment meet or exceed safety and health standards established in pertinent host Government, Federal, State, and local statutes and regulations and in ARs?
  - n.* Are deficiencies abated?
  - o.* Are practices and procedures that minimize accident risk incorporated into regulations, directives, standard operating procedures, special orders, training plans, operations plans, and standard operating procedures developed for all operations?
  - p.* Are commanders, supervisors, and fellowship staff provided specialized training to enable them to properly execute their fellowship leadership and staff responsibilities?
  - q.* Is there a program or policy for reporting unsafe or unhealthful conditions?
  - r.* Are standard Army inspections performed to evaluate the status of the Army Fellowship Program and resource management integration?
  - s.* Are accidents being reported as required and correctly?

**B-5. Supersession**

Not applicable.

**B-6. Comments**

Help make this a better test for evaluating internal controls. Submit comments to the Deputy Chief of Staff, G-3/5/7 (DAMO-SSF/Army Fellowships Program), 400 Army Pentagon, Washington, DC 20310-0400.



## **Glossary**

### **Section I**

#### **Abbreviations**

**ADSO**

active duty service obligation

**AMEDD**

U.S. Army Medical Department

**AMEDDC&S**

Army Medical Department Center and School

**AR**

Army regulation

**ARIMS**

Army Records Information Management System

**ARSTAF**

Army Staff

**ASA (M&RA)**

Assistant Secretary of the Army (Manpower and Reserve Affairs)

**BOP**

broadening opportunity program

**CG**

commanding general

**CGSC**

U.S. Army Command and General Staff College

**CGSCIFP**

Command and General Staff College Interagency Fellowship Program

**CSA**

Chief of Staff, Army

**CSASFP**

Chief of Staff of the Army Senior Fellowship Program

**DA**

Department of the Army

**DAFRC**

Department of the Army Fellowship Review Committee

**DCS**

Deputy Chief of Staff

**DOD**

Department of Defense

**DODI**

Department of Defense instruction

**GO**

general order

**HQDA**

Headquarters, Department of the Army

**HRC**

U.S. Army Human Resources Command

**JIIM**

joint, interagency, intergovernmental and multinational

**MILPER**

military personnel

**NGB**

National Guard Bureau

**OCAR**

Office of the Chief Army Reserve

**OGC**

Office of General Counsel

**OPR**

Office of Primary Responsibility

**PCS**

permanent change of station

**PME**

professional military education

**PTDY**

permissive temporary duty

**RRS–A**

Records Retention Schedule–Army

**SLDO**

Senior Leader Development Office

**SMA**

Sergeant Major of the Army

**SMAFP**

Sergeant Major of the Army Fellowship Program

**SSC**

Senior Service College

**TRADOC**

U.S. Army Training and Doctrine Command

**TS/SCI**

Top Secret/Sensitive Compartment Information

**UCMJ**

Uniform Code of Military Justice

**USASD**

U.S. Army Student Detachment

**USAWC**

U.S. Army War College

**USAWCFP**

U.S. Army War College Fellowship Program

**USC**

United States Code

**VCSA**

Vice Chief of Staff of the Army

## **Section II**

### **Terms**

#### **Army Senior Fellowships**

Programs that afford senior officers the opportunity to study issues of national importance in association with individuals and agencies, outside the DOD, in and out of the Government, who influence the formulation and execution of United States foreign and domestic policies.

#### **Broadening Opportunity Program Fellowships**

Enables select Army officers to gain an in-depth understanding of the capabilities, missions, procedures, and requirements of Federal departments and or agencies and other organizations both inside and outside DOD. The primary goal of this program is to education these officers in how interagency department and/or agency partners interface with, and contribute to, whole-of-Government and unified action operations. This experience is designed to provide the opportunity to gain a holistic understanding of the complex JIIM environments in which the Army will operate to support national security objectives.

#### **Chief of Staff of the Army Senior Fellowship Program**

Affords SSC-qualified officers the opportunity to study strategic-level issues of national importance in association with individuals and agencies, in and out of the Government, who actively influence the formulation and execution of United States foreign and domestic policy. As participants, officers are expected to be exceptional communicators who can effectively articulate Army positions to influential civilian counterparts and leadership.

#### **Command and General Staff College Interagency Fellowship Program**

This fellowship provides a significant broadening opportunity and an educational exchange mechanism between the Army, CGSC, and other Federal departments and agencies within the national security infrastructure with an emphasis on interagency education and experience at the intermediate and operational level.

#### **Department of the Army Fellowship Review Committee**

A steering committee responsible for making recommendations to the DCS, G-3/5/7 on all matters concerning policy and changes in the Army Fellowship Program.

#### **Deputy Chief of Staff, G-3/5/7 Regional Fellowship Program**

The regional fellows are assigned to a DOD regional center dedicated to educating, connecting, and empowering regional civilian and military security practitioners. Operational officers have the opportunity to gain insight and understanding of the cultures, militaries, Governments, and relationships in the region through regional travel and exposure to U.S. Embassies.

#### **Eligible donor**

The Services' respective General Counsel determines whether corporations, foundations, funds, or educational institutions that sponsor fellowships, scholarships, training with industry, or grants qualify as tax-exempt organizations.

#### **Fellowship**

An assignment in which selected DOD personnel work away from the DOD for a specified time, not to exceed 12 total months, to gain education or experience of value to the DOD Component and the gaining organization. Training or research that is not degree producing.

#### **Fellowship proponent**

The fellowship proponent is the Army principal point of contact for assistance during the fellowship year. The proponent office assists the DCS, G-3/5/7 in executing proponent responsibilities and acts as the principal point of contact for fellows' 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 fellows produce a product useful to the Army and responds to fellowship requirements in a manner in keeping with the best interests of the Army.

#### **Officer division**

Elements of the Officer Personnel Management Directorate, HRC, Officer Personnel Management Directorate Officer Division elements are as follows:

- a. Combat Arms Division (AHRC-OPA).
- b. Combat Support Arms Division.
- c. Combat Service Support Division.
- d. Health Services Division.
- e. Acquisition Corps.

**Permissive temporary duty**

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.

**Program director/manager, U.S. Army War College Fellowship Program**

The representative at the U.S. Army War College who administers and manages the USAWCFP.

**Program manager, Army Fellowship Program**

The representative charged by the DCS, G-3/5/7 with coordinating policy and overseeing the Army Fellowship Program.

**Sergeant Major of the Army Fellowship Program**

Affords qualified senior noncommissioned officers the opportunity to serve at another Government agency to enhance strategic thinking skills, professional networks, and understanding of the policymaking process at the national level.

**Special branches**

Includes Chaplain, The Judge Advocate General Corps, and AMEDD.

**Training agencies**

Agencies to which inquiries regarding fellowships and scholarships may be directed. Training agency addresses are as follows:

- a. Commander, U.S. Army Human Resources Command (appropriate officer management division office symbol (noted above)), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5200.
- b. Commander, Army Reserve Personnel Center (ARPC-MOT-S), 9700 Page Boulevard, St Louis, MO 63132-5200.
- c. Office of the Chief of Chaplains, 2700 Army Pentagon (DACH-ZA), Washington, DC 20310-2700.
- d. Commander, Headquarters, Department of the Army (DACS-SLD), 200 Army Pentagon, Room 2A476, Washington, DC 20310 (for all branches of promotable lieutenant colonels and colonels except acquisition, special branches, and AMEDD).
- e. Headquarters, Department of the Army (DAJA-PT), 2200 Army Pentagon (DAJA-ALG), Washington, DC 20310-2200 (for Judge Advocate General personnel).
- f. Commander, Headquarters, Department of the Army (SGPS-PTZ), 5109 Leesburg Pike, Falls Church, VA 22041-5140 (for Army medical personnel).
- g. Commander, U.S. Army Human Resource Command (appropriate officer office symbol), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5200.
- h. Superintendent, U.S. Military Academy, West Point, NY 10996-5000 (for U.S. Military Academy faculty).
- i. Commander, Headquarters, Department of the Army (DAAR-OP-IT), 2418 Army Pentagon Washington, DC 20310-2418 for U.S. Army Reserve.
- j. Commander, Army National Guard Readiness Center (NGB-ART-I), 111 South George Mason Drive, Arlington, VA 22204-1382.

**U.S. Army War College Fellowship Program**

The USAWCFP fulfills Army requirements for broadening senior officers by providing a comparable Army War College experience with an emphasis on subject matter for which comparable expertise cannot be reasonably obtained through resident education at a DOD SSC granting institution.

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