



JOINT FAO PROGRAM

FY13 JOINT FAO PROGRAM PHASE II COURSE

C O N C E P T P A P E R

BACKGROUND

The Joint FAO Program is an advanced education and skills enhancement initiative developed and implemented specifically in the spirit and letter of DOD Directive 1315.17 of April 28, 2005: to provide this capability for the Department of Defense, the Military Departments shall to insure that FAOs, “have knowledge of political-military affairs; have familiarity with the political, cultural, sociological, economic, and geographic factors of the countries and regions in which they are stationed; and have professional proficiency in one or more of the dominant languages in their regions of expertise.” The program also supports the January 2012 strategic defense guidance, *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, which transitions the Defense enterprise “from an emphasis on today’s wars to preparing for future challenges.” To this end, the program supports the strategically important FAO community by enhancing critical thinking and strategic analysis of regional security affairs and joint operations by delivering advanced education in support of critical FAO billets in embassy country teams (Attachés, Senior Defense Officers, Security Assistance Officers, etc.), policy positions (Pol-Mil Officers, Division Directors, Desk Officers, etc.), intelligence positions (Country Analysts, Regional Analysts, Section Chiefs, etc.), and others (assignment monitors, instructors, advisors, tactical unit assignments, etc.).

The Joint FAO Program is sponsored by the Defense Language National Security Education Office (Office of the Under Secretary of Personnel and Readiness). The program’s Executive Agent is the Deputy Chief of Naval Operations (Manpower & Personnel), also known as OPNAV N1. The Navy Foreign Language Office (N13F) administers the Joint FAO Program for both the Executive Agent and the sponsor.

The Joint FAO Program offers intensive one-week, residential courses intended to meet the unique educational and training needs of senior FAOs.

Each of the five regionally-focused annual courses offered by the Joint FAO Program provides and integrated series of intensive, graduate-level seminars tailored to emphasize advanced understanding and analysis of regional security affairs and joint operations, and to focus on the challenges and opportunities that U.S. policy-makers face in the region as the United States

1411 CUNNINGHAM ROAD
GLASGOW HALL 341
MONTEREY, CA 93943



NAVAL
POSTGRADUATE
SCHOOL

E-MAIL: FAO@NPS.EDU
WEB: [HTTP://FAO.NPS.EDU](http://FAO.NPS.EDU)
TEL: (831) 656-7527



seeks to advance its national security interests. Course seminars and panels are conducted by NPS faculty and other subject matter experts, policy-makers and practitioners drawn from academia, government, NGOs and the private sector. These courses are typically conducted either in Washington, D.C. or at an overseas location selected for its suitability for connecting FAOs with regionally based expertise, including U.S. and foreign military and civilian leadership and other foreign-national subject matter experts.

Attachment 1 provides a detailed description of course learning objectives.

The following courses will be conducted in FY 13:

Region	Course Dates	Application Due Date
Latin America	4-8 February 2013	15 December 2012
Africa	25 February - 1 March 2013	4 January 2013
Near East	18-22 March 2013	18 January 2013
Asia Pacific	17-21 June 2013	19 April 2013
Eurasia	16-20 September 2013	15 June 2013

PARTICIPANTS

The Joint FAO Program's Phase II residential courses are designed for experienced active or reserve FAOs or RASs (grades O-5 and O-6). O-4s with at least one completed tour serving as a FAO may apply for a waiver of the grade requirement through their respective service proponent office. U.S. DoD and other USG civilian regional affairs specialists are also invited to attend on a space-available basis, if sponsored by their parent organization. FAOs may be authorized by their respective service to attend more than one regional course, but generally not more than twice in a three-year period. FAOs may also attend both the Interagency Course and a Regional Course within the same year.

EXPECATIONS

The Joint FAO Program's residential courses are intensive, dynamic and collaborative education programs that bring together participants and content providers from across a broad range of experience and academic backgrounds. Consequently, participants should be prepared to hear opinions about substantive issues that may markedly differ from their own experience or views. A core FAO skill is the ability to effectively advocate and defend an informed position both orally and in writing. This core skill set will be repeatedly challenged throughout the program and you must be prepared to exercise bold professional thinking, to engage in professional dialogue within the framework of the course's community of inquiry and to confidently contribute from your own unique experience to the corpus of professional knowledge.



Course Read-Aheads

Approximately thirty days prior to the convening of the course, *read-ahead* materials will be posted on the respective FAOWeb course Wiki page. Course content providers provide these materials as supplementary readings and they are intended to better prepare you for active participation in seminar dialogues. You are encouraged not only to read these materials, but also to post your own recommended readings for the benefit of your fellow course participants.

FAOWeb also provides a broad array of resources dealing with regional security affairs, as well as a range of language refresher, maintenance and enhancement materials. Course participants may also communicate directly with each other (before, during, and after the course) via FAOWeb's online collaboration and networking functions. Upon conclusion of the course, all participants will have access to slides and recorded sessions from seminar presentations, a contact roster, and select gallery of photos from the course.

Presentation Abstract

Applicants should submit a presentation abstract (NTE 350 words) as part of the course application package. Presentations should be substantive in nature and address some aspect of the region and relate to the course themes identified by the course planners.

For each course, 2-3 abstracts will be selected from among those submitted and an opportunity could be provided during the course for selected participants to present on their proposed topics to their own peers. You should view your selected as a valuable and rare opportunity to share your own perspectives and insights for the benefit of their colleagues.

Final Essay

All participants must also submit a graduate-level paper addressing the role of FAOs in their assigned area of responsibility and/or discussing personal observations about regional trends in their area of specialization and the implications of those trends for U.S. national security policy. Participants may also opt to write about the personal dimension of the FAO profession, the development and maintenance of FAO functional skills, Joint and Service FAO initiatives or their own suggestions for enhancing the contributions of FAOs to national security. This paper, of no fewer than 2,000 words, must be submitted no later than one month following the conclusion of the course. The essay requirement is waived for those participants selected to present during the course. Detailed essay guidelines are provided as Attachment 1.

It is the responsibility of participants to ensure that papers submitted in satisfaction of course requirements receive the proper security review from appropriate authorities. This review should be done prior to submission of the paper to the Joint FAO Program Office. In most cases, such a review should include a vetting by the security officer and public affairs officer of



the author's parent organization. Each paper must also be accompanied with a memorandum for the record verifying that a security review by the author's organization of assignment has been completed.

Although the Course Operations Manager may grant due-date extensions on a case-by-case basis, participants who fail to **submit this essay within forty-five days of the course end date** will not receive a course completion certificate. Failure to complete the course will be reported to the respective service FAO proponent or community manager and will preclude attendance of future courses.

Evaluation and Feedback

Detailed participant feedback, including scored evaluations and commentary, will be solicited during the course. An independent and external evaluation specialist will subsequently analyze this feedback and report the results to the program management and sponsors. Your frank and incisive feedback is vitally important for shaping the content of future courses and for ensuring that this program is able to effectively satisfy the professional needs of not just today's FAOs, but those of tomorrow as well.



APPLICATION REQUIREMENTS

Application packages should be submitted to the applicant's respective Service FAO proponents or equivalent community manager for adjudication and prioritization. Reserve participants should coordinate activation orders for the duration of the course with their appropriate service command.

Applicants must be designated as a Foreign Area Officer (USA, USN, USMC or USAF Regional Affairs Strategist) at the level of O-5 or O-6 (or O-4 with an approved waiver). *Please note that the respective service proponents and community managers are responsible for collecting applications and prioritizing nominations that will be used to determine the final participant slate. Substitution of primary participants with previously nominated alternate participants will be accepted up to thirty days prior to the course start date.*

Fully complete and approved service course nominations and application packages for both primary and alternate participants must sent via e-mail from the service proponent/community manager to Ms. Ashley Dusenbury at asdusenb@nps.edu no later than the dates indicated in the course schedule annotated in the concept paper. The Joint FAO Program office will announce the approved participant slate NLT two weeks following the application deadline.

For each applicant, the following documents should be provided to the Joint FAO Program Office:

- Completed Application (See Attachment 3)**
- Presentation Abstract**
- 350-word bio w/photo**

Service FAO proponents and community managers should ensure that both primary and alternate participants have a current official or diplomatic passport with at least six months validity remaining. At a minimum, applicants for overseas-based courses should also certify that they have completed the following training and that completion certificates will remain valid through the course dates:

- AT Level 1 Awareness Training** (See travel guidance attachment)
- SERE 100.1 Level A Code of Conduct Training** (See travel guidance attachment)
- Human Rights Training** (for LATAM course only. See travel guidance attachment)
- Isolated Personnel Report (ISOPREP) Form** (See travel guidance attachment)

Course Applicants should also possess a valid **TS/SCI clearance**. Participants in the EURASIA course should also be cleared for **NATO Secret**. Confirmed participants are required to arrange for the transmission of security clearances via the **Joint Personnel Adjudication System (JPAS)**



to the NPS Security Manager annotated with the subject FAO Course (SMO Code 622713) NLT 30 days prior to the course start date.

Applicants should have a Government Travel Card valid through the scheduled travel dates. Uniformed member course participants will be provided a fundcite for travel planning at their parent command and will be expected to finalize their own travel claims within two weeks following course completion.

Finally, it should be noted that the uniform for the courses is typically civilian attire. Participants should bring business casual attire and a business suit with them. Military uniforms are generally not required and participants will be advised if an exception arises.

For more information visit FAOWeb (<http://fao.nps.edu>) or contact:

Joint FAO Program
Resident Course Manager

Mr. Robert Lucius, LtCol USMC (Ret.)
831-656-1810
relucius@nps.edu

Joint FAO Program
Associate Course Manager

Ms. Ashley Dusenbury
831-656-7527
asdusenb@nsp.edu



Attachment 1

Phase II Learning Objectives

Terminal Learning Objective #1: U.S. Security Policy and Strategy

- Enabling Learning Objective: Understand at the highest levels how U.S. national security policy and strategy are formulated and the roles of various participants in the interagency. (Congress, the National Security Staff, Department of State, Office of the Secretary of Defense, the Joint Staff, and the intelligence community as well as other participants in government and society).
- 2. Enabling Learning Objective: Understand the economic dimensions of national security policy and the ways in which economic policies and interests affect military strategy and force structure and their relationship to domestic and international politics.
- Enabling Learning Objective: Understand the broader civil society environment that helps to shape policy to include the media, think tanks, advocacy groups, NGOs, etc. their roles and interests in the formulation and implementation of U.S. national security policy as well as the strategic communication undertakings of the U.S. defense department as a phenomenon in the foreign relations of the U.S. as well as domestic politics.

Terminal Learning Objective #2: The Role of FAOs at a Time of Strategic Change

- Enabling Learning Objective: Understand the critical role that FAOs play in implementing the January 2012 strategic defense guidance *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, which shifts the Defense enterprise from an emphasis on today's wars to preparing for future challenges. To prepare best the incumbent for the role of FAOs at senior and highest levels of government and armed forces in partnership with other branches of government, especially the U.S. State Department, USAID, etc. as well as NGO's and international organizations.
- Enabling Learning Objective: Where feasible, gain the perspectives of General Officer/Flag Officer FAOs currently serving in senior decision-making positions at the operational, strategic, and political levels.



- Enabling Learning Objective: Present positions and courses of action with optimum results and effect using a broad range of verbal and written communications formats, including short oral arguments, visual briefs, policy memos, a group roundtable, and position papers, as demonstrated by an end-of week group exercise and a post-course written essay assignment.

Terminal Learning Objective #3: Military Forces and Strategic Posture

- Enabling Learning Objective: Understand U.S. foreign policy objectives in a specific region or several regions and the role of the Geographic Combatant Command and country teams in implementing defense policy and military strategy within the foreign relations of the United States. Further, understand the role in policy and strategy of international organizations, collective security and collective defense as well as other forms of multi-lateral security with international organizations, alliances, and partnerships of the United States and its allies and partners.
- Enabling Learning Objective: Understand the main factors determining the strategic culture, customs, and tradition as well as military postures of countries in the region, including historical and contemporary issues and strategic and military goals, threat perceptions, economic constraints, and military capacities.
- Enabling Learning Objective: Be able to explain U.S. political, economic, and military strategy in the region, including U.S. engagement policy and security assistance programs and other aspects of the various branches of government.

Terminal Learning Objective #4: Regional Conflicts and Emerging Security Challenges

- Enabling Learning Objective: Grasp the most significant political, economic, historical, cultural, and religious forces that shape regional and national governments and institutions, and international organizations as well as nationalism, multilateralism, national and regional interests within their global region of concentration.
- Enabling Learning Objective: Know the regional sources of political instability and violent crisis and become familiar with the roots of past and present wars, nationalist and ethnic conflict, insurgencies, and terrorism, and their effect on regional and U.S. security.



- Enabling Learning Objective: Understand the patterns of violent conflicts, the likely sources and character of regional wars in the present and future, and the historical and prospective impact of such wars on the international system of nation states.



Attachment 2

COURSE ESSAY SUBMISSION GUIDELINES

These instructions outline the requirements for essays submitted in satisfaction of Joint FAO Program course completion criteria. You should be aware that essays submitted by course participants may be published in the Joint FAO Proceedings, the professional magazine of the Joint FAO Program at the Naval Postgraduate School.

SUBMISSION GUIDELINES

Submitted essays should be no fewer than 2,000 words and no more than 2,500 words and should address the general topic of *FAOs (Roles in a specific region or country)*. Alternately, you may choose to submit an essay that focuses on the professional nature or needs of the Joint FAO community, such as:

- FAOs: The Personal Dimension
- Critical and Functional Skills
- Education and Training
- Joint and Service Initiatives
- Professionalizing the Joint FAO Community

Authors may also choose to address a certain functional role, such as field positions (Attachés, Senior Defense Officers, Security Assistance Officers, etc.), policy positions (Pol-Mil Officers, Division Directors, Desk Officers, etc.), intelligence positions (Country Analysts, Regional Analysts, Section Chiefs, etc.), and others related assignments (assignment monitors, instructors, advisors, tactical unit assignments, etc.).

Submitted essays should:

- 1) State and defend an explicit argument;
- 2) Support and defend that argument by describing first-hand experience, lessons learned or examples from the author's own career; and/or
- 3) Support and defend that argument with original research using primary sources

You may title your own essay: Examples of previously submitted essays include *FAOs and Building Partnership Capacity in AFRICOM*, or *FAOs and Civil-Military Relations in Central America*, or *FAOs and the Interagency Process: NATO and FAOs in Europe*, or *FAOs and Joint Operations in the Asia Pacific*, etc.

When selecting your topic, consider what you believe to be the most important facet of your role as a FAO supporting U.S. Department of Defense, Combatant Command or service-directed missions in your assigned region. It may be useful to address topics for which the 'conventional wisdom' is not consistent with your own analysis or experience. It is important to remember that you are writing an analytical essay rather than a topic summary. For example, an essay on working with a country team should not describe the role of the ambassador, the SDO/DATT and other officials, but rather argue why a FAO must devote energies to certain tasks more than others.



Although the Course Operations Manager may grant due-date extensions on a case-by-case basis, participants who fail to **submit this essay within 45 days of the course end date** will not receive a course completion certificate. The Joint FAO Program will send you an acknowledgment upon receipt of your essay.

FORMAT

Essays should be typewritten, double spaced, and range in length from 2,000 to 2,500 words. The text should be in Microsoft Word format and include a cover page with the title of the essay, author's name and rank and mailing address and e-mail.

Although no bibliography is necessary, authors should document sources of information and ideas with sparing use of endnotes, not footnotes. Authors should also confirm that essays submitted for this course are NOT under consideration for publication elsewhere. Articles substantially longer than 2,500 words will be returned to the author for revision.

Authors should strive to reduce the number of endnotes to the minimum consistent with honest acknowledgment of indebtedness, consolidating notes where possible. Lengthy explanatory endnotes are discouraged. Endnotes must contain complete citation of publication data; for Internet citations, include the date accessed and hyperlink. We generally prefer the conventions prescribed in Kate L. Turabian's *A Manual for Writers*, 6th ed. (Chicago: University of Chicago Press, 1973).

Authors should not use the automatic endnote feature of Microsoft Word, or any separate automatic endnote program, in the submitted manuscript. Instead, authors should manually format endnote numbers within the text in superscript, and then list the endnotes at the end of the manuscript. Authors should highlight in yellow any superscripted endnotes within the text. Endnotes should not be in the footer of the document. Essays that have the automatic formatting will be returned to the author for correction.

ARTWORK, ILLUSTRATIONS AND PHOTOGRAPHS

You are welcome to include artwork or other graphics that enhance your essay's quality and content. Original photographs that support the article, especially if taken by the author, are desirable. Copyright sensitivities and the proliferation of the methods used to disseminate art, illustrations, and photographs without proper attribution require the Joint FAO Program to insist that the origin of any art, illustrations, or photographs be identified. If artwork is copyrighted, the author must obtain copyright approvals and submit them to the editorial board along with proposed manuscripts.

JOINT FAO PROCEEDINGS

Especially well-researched, well-written, and persuasive articles that espouse a perspective that differs from conventional or doctrinal views or that pose innovative and creative approaches to address emerging challenges and opportunities are likely to be published in the *Joint FAO Proceedings*; however, the Joint FAO Program makes no final commitments about publishing a submission until it has been thoroughly reviewed and revisions made by the author, if required, to satisfy the editorial board's concerns and/or to conform to this program's publication conventions. Final acceptance remains the prerogative of the editorial board and will be based on the quality of the final revised product.



SECURITY REVIEW

The Joint FAO Program functions under the public affairs principle of “security review at source.” Therefore, it is the responsibility of authors to ensure that essays submitted to the Joint FAO Program have received the proper security review from appropriate authorities.

Essays by U.S. military personnel on active duty or civilian employees of the Department of Defense or service departments are subject to the official clearance requirements of Army Regulation 380-5, SECNAV M-5510.36, MCO 5510.18B and Air Force Instruction 31-401, respectively. These requirements apply mainly to documents that discuss the activities or capabilities of specific military organizations; established tactics, techniques, and procedures; or technical subjects, open discussion of which has significant potential for exposing information that should be regarded as controlled.

As a result of recent policy changes, most manuscripts discussing military subjects of a technical nature or a current organization, written by personnel working for the U.S. Government as an employee or contractor, must now arrive at the Joint FAO Program with a memorandum for record verifying security review by the writer’s organization of assignment. This memorandum should contain the words “This manuscript has been cleared for open publication and unrestricted distribution” and be signed either physically or electronically by the reviewing security authorities. It may be sent in hard copy accompanying a manuscript; it may be sent electronically as an Adobe PDF file with appropriate signatures and accompanying electronic versions of the manuscripts; or it may be sent as an endorsement to a manuscript as part of a verifiable email chain that is electronically signed.

This review should be done prior to submission of your manuscript to the Joint FAO Program. In most cases, such a review should include a vetting by the author’s parent organization’s security officer and public affairs officer. Submissions from non-U.S. Government employees or contractors, or by non-American guest authors who are not associated with or in the employ of the U.S. Government, do not require a memorandum for record verifying a security review.

Manuscripts that are characterized as opinion pieces, historical pieces, or pieces that do not discuss or deal with the specific current capabilities or tactics, techniques, or procedures of military units or organizations need not submit such a memorandum for record. Prudence and sensitivity to the need to restrict information will dictate when such a memorandum is required.

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INFORMAL PEER REVIEW



You should bear in mind that the most important evaluation of your essay will be from your peers and colleagues in the FAO community. Each issue of the Joint FAO Proceedings will be widely shared across not just the FAO community, but will also be read by both uniformed and civilian decision- and policy makers throughout the U.S. Department of Defense...and perhaps beyond.

If you have any questions, feel free to contact the Joint FAO Program Course Manager at fao@nps.edu via phone at (831) 656-1810.



Attachment 3

FY13 JOINT FAO PROGRAM COURSE APPLICATION

REQUIREMENTS:

Applicants must be designated as an Asia Foreign Area Officer (USA, USN, USMC, or USAF Regional Affairs Strategist) at the level of O5 or O6, with exceptions possible for O4s who have completed a significant FAO tour and have an approved waiver. Please note the Service proponents and community managers collect the applications and prioritize nominations that are used to determine final acceptance to the program.

INSTRUCTIONS:

- Complete this form in its entirety and **save the file.** (*Be sure to annotate the desired course region and applicable dates as annotated in the Course Concept Paper*)
- Attach** the entire application file (3 pages) to an e-mail message.
- Attach** a 350-word narrative bio and digital passport-style photo to your email.
- Attach** your proposed presentation abstract
- Send** the e-mail to **YOUR SERVICE FAO PROPONENT/COMMUNITY MANAGER** NLT than the due-date indicated by that office.
- Final **course selection announcements** will be made by the Joint FAO Program NLT two weeks after the course application due date.

SERVICE	CONTACT
ARMY	LTC Eric J. Larson, USA: eric.j.larson26.mil@mail.mil
NAVY	Commander Erik Stohlman: erik.stohlmann@navy.mil
AIR FORCE	Ms. Shanué Crouch: shanue.crouch@pentagon.af.mil
MARINES	Major Jonathan F. Brown: jonathan.f.brown@usmc.mil



COURSE REGION: _____

COURSE DATES: _____

APPLICANT INFORMATION			
Last Name		First Name	M.I.
Service		Rank	
Full Title		Unit Title	
Primary E-Mail		Primary Phone	
Secondary E-Mail		Secondary Phone	
Primary Occupational Code		FAO/RAS Designator	
Physical Address			

EDUCATION				
Undergraduate Institution		Degree		Year
Graduate Institution		Degree		Year
Other Institution		Degree		Year
Languages/Skill Levels				

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FAO ASSIGNMENTS		
From - To	Location	Position

APPLICANT STATEMENT



Using no more than the space provided, please state 1) what you hope to get out of this course and 2) why you hope to be able to contribute to this course.