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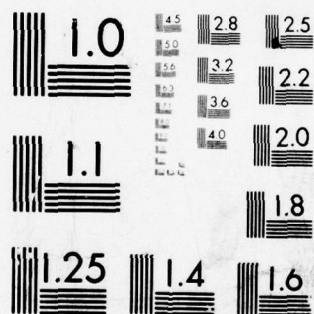
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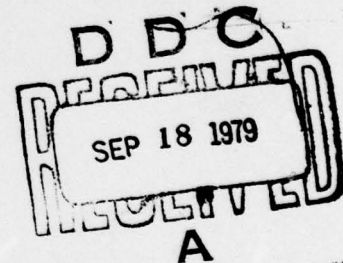
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**THE ROLE OF THE FOREIGN AREA OFFICER IN
NATIONAL SECURITY POLICYMAKING IN THE 1980s**

INDIVIDUAL STUDY PROJECT

by

**Lieutenant Colonel Verner N. Pike
Military Police Corps**



**US Army War College
Carlisle Barracks, Pennsylvania 17013
18 May 1979**



US ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013

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USAWC MILITARY STUDIES PROGRAM PAPER

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The Foreign Area Officer specialty is, today, a multi-faceted advanced entry OPMS career track, requiring complex and diverse training for full qualification as a regional specialist. Are both functional and regional skills compatible and supportive of OPMS professional development objectives? The primary emphasis of the FAO specialty is regionally oriented with the objective of producing senior officers highly skilled and experienced in politico-military affairs. Increasing requirements for General Officers possessing these acquired skills provides a unique career opportunity for regional FAO specialists. The study concludes that several functional skills be deleted from identification with the FAO specialty; overseas training and language preparation be modified; graduate schooling continue to be emphasized and related directly to regional specialization; the FAO Course be terminated; and that selected General Officer positions be identified with the FAO regional specialty.

PREFACE

This Individual Study Project was produced under the aegis of the US Army War College Department of National and International Security Studies. The scope and general methodology were suggested by the Department. This Research Paper is designed to assist Foreign Area Officer specialty managers in the refinement of professional development objectives and specialty policies with particular emphasis on the European region. The study was conducted without constraints of existing policy of any DOD agency or service. The author is deeply indebted to the guidance and support provided by Colonels James F. Cullen and Norman M. Smith, and by Mrs. Kay Preslar.

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INTRODUCTION

The purpose of this research paper is twofold: to review the process by which Foreign Area Officers (European specialists) are selected, trained, and utilized in national security policy making throughout the Allied, Joint, Unified and Component command structure; and to recommend development of force requirements for, and changes to current training and utilization policy of, the Foreign Area Officer specialty. The methodology employed in conducting the review and analysis, and in developing options to current Department of the Army policy regarding the specialty involved extensive research of current Army policy and regulatory documents, authorization and manpower documents, programs of instruction at several service schools which conduct FAO training, interviews with selected users and trainers of European specialists, and finally, interviews with European specialists performing FAO-related duties.

The study examines development of the FAO specialty through its designation as an advanced entry specialty under provisions of the Officer Personnel Management System (OPMS), analyzes the recommendations of the Chief of Staff-directed Review of Education and Training of Officers (RETO Study) regarding the FAO specialty, evaluates the basic training and utilization policies of the specialty (with especial focus

on the European specialist), analyzes skills identified with and related to the specialty, develops a rationale for identification and designation of selected General Officer positions as FAO-related through an examination of career development patterns and objectives, and finally, provides recommendations for intensive management of the specialty to insure that it keeps pace with a changing environ to better meet today's increasingly complex needs of the Army.

Study recommendations have impact on Department of the Army regarding evaluation of specialty policy and programs as they relate to professional development, specialty requirements by position and grade, graduate and overseas training programs, language training requirements by both area specialty and functional skill, and for the development of General Officer FAO-related positions within the Department of Defense military structure.

CHAPTER I

EVOLUTION OF FAO SPECIALTY

The genesis of today's Foreign Area Officer (FAO) can be traced to World War II when selected officers were trained as linguists to operate in various regions of the world. Following World War II a formal program was developed, known as the Language and Area Training Program, to provide officers with high level staff potential with knowledge of language and areas to form sound intelligence estimates and provide command decisions. The initial program involved four years of training which included language school, graduate degree studies at a civilian university, and two years overseas in, or near, the region of specialization. In 1953 the program was redesignated the Foreign Area Specialist Training (FAST), continuing under the auspices of the Assistant Chief of Staff, Intelligence, DA, (ACSI) while adding languages and areas for study. During 1956 the FAST Program expanded beyond the, then, principal intelligence orientation and control to include functional interests of psychological warfare, the Attache system and civil affairs and military government, with the Deputy Chief of Staff for Military Operations, DA (DCSOPS) sharing responsibility for monitorship and review of the FAST Program with the ACSI. In 1963 the FAST Program was expanded further to specifically

designate positions requiring FAST qualification, in such assignments as advisor duty, special warfare operations, Department of the Army General and Special Staff, area studies instructors at service academies and schools, and within the national intelligence community.

In 1969 the FAST Program was marginally revised, and a complementary new program, the Military Assistance Officer Program (MAOP) established which focused on aspects of military advisory duty, stability operations, civic action and other military staff functions having social, political, economic and psychological impact. DA staff⁴ proponency for the MAOP was established as the DCSOPS. Entering the 1970s then are two officer special career programs, both oriented internationally, one driven by intelligence requirements (FAST), the other by operational needs (MAOP), with both focusing on politico-military activities in a geographical region requiring extensive training to optimize utilization. Both programs sought to develop officers skilled in military matters and trained in the cultural and environmental aspects of a particular geographical area and its people, describing specialists as officers who possess a comprehensive, up-to-date knowledge of the language, military services, geography, history, economics, politics, culture and sociology of a specific foreign country or area required to make sound decisions and estimates concerning *US military activities related to his area of specialization.*

Through 1972, when the decision to merge the two programs was implemented, key and supporting positions throughout the Army were

identified and officers of top quality were nominated for, or formally applied for acceptance in, both special career programs. Selection criteria was stringent, training and education standards were rigid, with the inevitable result that validated positions were difficult to fill with fully trained program members. Some specialists were language qualified, others possessed graduate degrees in a related academic discipline, still others had completed in-country training in the region of specialization. Too often, personnel managers were not able to identify officers possessing all the prerequisites of the specialty to fill requirements. In other cases, officers had fulfilled all training requirements for the specialty only to find themselves "out of the mainstream", or too specialized to remain competitive for key positions of great responsibility, failing in selection for advancement or advanced military schooling. The decision to merge the FAST and MAOP programs was in recognition of changing Army requirements requiring a larger pool of available officers with politico-military expertise and training, predicated on the mutual similarities of both programs. The merger of these two programs was accomplished in early 1973 and designated the Foreign Area Officer (FAO) Program. Department of the Army monitorship was vested in the Office of the Deputy Chief of Staff for Operations (ODCSOPS), except for intelligence related position monitorship, overseas training and the Attache system which was vested in the OACSI. ⁵ Army Regulation 614-142, published in

March 1973, identified worldwide FAO positions, established graduate education requirements, language skills, and overseas training opportunities. Additionally, the AR spelled out supporting criteria for specialized or functional training and identified academic disciplines related to the development of politico-military awareness for which FAO officers were encouraged to pursue. Designation as an area specialist followed completion of each phase of training and education and appropriate utilization in both command and staff positions. From 1973 to the transition of the FAO program as an OPMS advanced entry specialty, ODCSOPS was staffed to establish program policies, determine Army requirements, and to monitor selection and training of FAO-designated officers.⁶ Application for membership was voluntary with acceptance determined by a selection board composed of representatives of ODCSOPS, OACSI,⁷ and MILPERCEN. The Army Education Requirements Board (AERB) validated all program position requirements submitted by major commands. Positions were recognized through grade of Colonel which provided clear opportunities for career progression in worldwide duties encompassing area expertise and broad politico-military experience.

With the implementation of OPMS the voluntary nature of the FAO program and, indeed, other special career programs (ORSA, Atomic Energy, R&D, etc) terminated as all Army officers were to participate in both a primary and alternate specialty with quality distribution to be spread among each of the OPMS specialties to meet Army requirements. The impact of ODCSOPS and OACSI monitorship of selection, training and utilization of

FAO officers lessened as the complexities of managing each OPMS specialty heightened. The FAO specialty transitioned from that of a selective, intensively managed, scarce resource, skill oriented career program, to one available to the entire officer corps identified principally by functional skills across a broad spectrum of field requirements. If the Army today and tomorrow retains a requirement to deal with and understand foreign military forces and systems, then a critique of the FAO specialty, designed to insure those needs are adequately addressed through the management of officers, is in order.

The refinement of the Officer Personnel Management System resulted in the publication of AR 611-101, Commissioned Officer Specialty Classification System. The FAO specialty is designated an advanced entry specialty normally awarded to Captains who have completed seven years of commissioned service and are qualified in their primary, or service arm, specialty. The Foreign Area Officer is defined as an officer possessing critical skills associated with a basic entry specialty, foreign area expertise, politico-military awareness, language proficiency when required (emphasis mine) and specialized skills relating to the conduct and analysis of military activities which have an economic, social, political, cultural, psychological
8 impact. Foreign area officers serve as commanders, staff officers, attaches, advisors, plans and operations officers and service school and service academy instructors. Chart 1 identifies the special skill

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identifiers (SSI) for the FAO specialty related to the functional areas of security assistance, psychological operations, attache, civil affairs, unconventional warfare, civil-military operations, and politico-military affairs, together with a compilation of position requirements for those skills for each SSI. Requirements were manually tabulated from The Army Authorization Document (TAAD) for the FAO specialty provided by ODCSOPS during February 1979 (Annex A).

Security Assistance (48A) positions include advisory duty in MAAGs and Missions, Unified Command and Department of the Army staff and as instructors at service schools. Psychological Operations Officer (48B) positions are predominantly within the 4th PSYOPS Group and the USAJFK Center for Military Assistance (USAJFKCENMA) at Fort Bragg, NC. Attache positions worldwide relate to US military representational functions and related security assistance and military liaison responsibilities at selected embassies. Nearly one half of the attache positions are Colonel requirements, and all attache positions are validated for advanced degrees and area specialty designation. Civil Affairs (48D) requirements are basically limited to one active Army battalion and the faculty of the USAJFKCENMA at Fort Bragg, and extensive Reserve Component (RC) positions. Unconventional Warfare (UW) requirements include positions within active Army Special Forces units, instructors at the USAJFKCENMA and several worldwide staff elements. Civil-Military Operations (48F) requirements are understated, often incorrectly identified as civil affairs (48D) positions. Within the active Army structure all G5/S5 and civil-military

operations positions, properly coded 48F, would increase significantly the numbers of valid requirements. Nearly 40% of all FAO specialty skills are identified as Politico-Military Affairs (48G) encompassing regional staff functions at each level of the National Military Command authority. These positions require varying degrees of training and experience principally in grades Major through Colonel.

Regional skill identifiers (ASI) (Chart 2) identify positions requiring requisite skills and educational and training experience within specified geographical areas of the world. Completion of an advanced degree, overseas training or its equivalent, language proficiency when required, and attendance at the FAO Course at Fort Bragg qualify an individual for an ASI designation. Specialty managers attempt to merge ASI position requirements with qualified individuals in positions requiring more than functional skills, such as attaches and politico-military affairs officers. Chart 3 describes current training requirements for designation of an ASI. The RETO Study focused on the FAO training "cycle" and concluded that it is too lengthy, inflexible, and not focused on "modular" training designed to meet Army requirements. The current training program may tend to overshadow the more narrowly refined graduate degree and language training phases, while magnifying the difficult management task of providing in-country and FAO Course training and utilization in one "package" to each FAO. The challenge is to determine what is essential and when to complete it.

CHAPTER I

FOOTNOTES

1. Gerald S. Griffith, The FAO Pgm: The Efficacy
2. Ibid.
3. Ibid., p. 15.
4. Neil M. Hagerty, The US Army FAO Pgm, p. 19.
5. Ibid., p. 22.
6. The author was FAO Branch Chief, Security Assistance Division, International Affairs Directorate, ODCSOPS, May 1973 - January 1974, staffed with three action officers.
7. FAO Consultant Board established by Chief of Staff Regulation 15-10, dated 26 March 1973.
8. US Department of the Army, Army Regulation 611-101, pp. 4-24 (hereafter referred to as "AR 611-101").

CHAPTER II

FUNCTIONAL SKILL TRAINING

Security Assistance Officer (48A) positions require officers capable of focusing on military assessment of host nation capabilities, trends and needs, consistent with US foreign policy and national security interests. Senior level positions as MAAG/MILGP commanders, or high level staff positions may require extensive regional knowledge acquired through experience or prior assignment within the region, together with skills related to a primary specialty. Skill oriented training in security assistance is currently provided to fill these selective needs.

Psychological Operations Officer (48B) positions are limited to the 4th PSYOP Group, and selected instructor positions at the JFKCENMA, Fort Bragg, with less than 12 staff officer requirements (See Table 4) worldwide for SSI 48B. The limited number of psychological operations positions distributed regionally do not warrant continued separate identification as a sub-set of the FAO specialty. Skill identifier 5E, Psychological Operations Officer, arm immaterial, should replace the FAO SSI 48B with training in 5E, a prerequisite for assignment to those positions.

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Nearly 95% of attache (48C) positions require field grade officers with extensive area expertise, language proficiency and qualification in primary branch. Functional training is provided through attendance at the Attache School in Washington, DC for those intelligence related skills associated with attache duty. Language training for attaches is acquired either to meet a requirement or through linguistic proficiency maintained in prior FAO utilization assignments. Table 5 illustrates the grade mix and education requirements for attache duty.

Civil affairs (48D) related skills are principally found in the Reserve components with active Army requirements limited to the 96th CA Battalion and USAJFKCENMA faculty positions (See Table 6). Most active Army position requirements coded 48D more closely relate to civil-military operations functions of the G5/S5. Civil affairs skill training is provided at Fort Bragg to support assignment to positions within the 96th CA Battalion and the Reserve components. Skill identifier 5W, Civil Affairs Officer, arm immaterial, should replace the FAO SSI 48D with training in 5W a prerequisite for assignment to these positions.

Unconventional Warfare (48E) Officer positions require functional skills related to special forces and are combat arms related. Staff positions, other than within special forces units, are limited to senior officer positions at Unified Command and DA level. The RETO study recommended deletion of company grade officer positions from 48E and conversion to the combat arms. The current TAAD requirements

for 48E SSI (See Table 7) do not identify positions requiring politico-military training or specific area expertise. Army requirements for this specialty can be met through designation of all unconventional warfare positions with skill identifier 5G with appropriate combat arms training a prerequisite for assignment to these positions. Until, or unless valid FAO-related skill training and politico-military expertise are identified, the unconventional warfare specialty should focus on primary specialty skill training and be disassociated from the FAO advanced entry specialty.

Army-wide requirements for Civil-Military Operations Officers (48F) (See Chart 8), based upon an analysis of the current TAAD may be understated, resulting principally over confusion between the 48F description in AR 611-101 and that of the Civil Affairs Officer¹ (48D). The role of the civil-military operations officer (CMO) in USAREUR, for example, focuses on planning, developing and coordinating US military operations and host nation support of those operations with both civilian German agencies and the Territorial Army. Civil affairs officers, on the other hand, plan, develop and coordinate US military activities directly relating to the functions of civil government in a theater of operations. The distinction is important as they relate to the role of the active Army in Europe. Functional skill training, of short duration, is currently available to meet civil-military operations requirements. For the European region, language training is mandatory² at both USAREUR staff and major command level. Additionally, CMO

positions within USAREUR can be considered developmental for the FAO specialist by providing extensive in-country experience.

Requirements for politico-military training are difficult to quantify, yet represent nearly 40% of FAO positions (See Table 9). AR 611-101 identifies SSI 48G positions at the highest staff levels and commands within Department of Defense. Politico-military expertise encompassing regional assessments in the development of national military strategy are acquired skills based upon experience and development through a wide range of assignments. Foreign area officers acquire politico-military skills through development as service academy and school instructors, regional staff officers within Department of the Army and overseas MACOMs, assignment in geographic regions of their specialty as both commander and staff officer, military attache, advisor or liaison officer, exchange officer, or as a student at a foreign staff college. Training and education in politico-military affairs is an accumulative process combining both academic studies and regional military experience through assignments spanning an officers career. An officer's greatest contribution to national security policymaking as a foreign area officer culminates in duty at Department of Defense, Joint Chiefs of Staff, Allied and Unified Command, and Defense Attache level. The special qualifications for a Politico-Military Officer (48G) (Chart 9) reflect broad experience and demonstrated regional expertise and not training most commonly associated with

the functional skills described earlier. The Foreign Area Officer Course, currently prescribed for officers designated as an FAO specialist, is designed to provide instruction in security assistance, internal defense and development, civil-military operations, psychological operations, unconventional warfare operations, and politico-military activities throughout the conflict spectrum.

The current FAO Course is slightly over five months in duration and is required training for officers designated in the FAO specialty.³ The Program of Instruction (POI) (Annex B) totals 706 hours of academic instruction with 213 hours related directly to functional skill training for which other, short duration courses currently exist: security assistance (82 hours), civil-military operations (72 hours), unconventional warfare (12 hours), civil affairs (27 hours), and psychological operations (20 hours). Area studies and language training, both available from other military and civilian sources and phased within the broader FAO training cycle, do not appear to be directly supportive of the stated course objectives, nor do they appear to justify the continuation of a non-skill producing course in today's resource constrained training environment. Elimination of the FAO Course would reduce by six months the training cycle of the FAO specialty, thereby providing personnel managers more selectivity in utilization of FAOs by enabling them to focus on short, skill-oriented functional

training to meet requirements for security assistance, civil-military operations and attache FAO specialists.

Revision of the current FAO related specialty skills (SSI), with the rationale earlier discussed, eliminating from the FAO specialty psychological operations (48B), civil affairs (48D) and unconventional warfare operations (48E) functions, would reduce world-wide authorizations from 1100 to about 750 (Table 10). Modular training in these skills, together with continuation of existing short-course training for security assistance, civil-military operations and attache duty would obviate a need for the FAO Course, thereby eliminating one phase of FAO training, and providing specialty managers the opportunity to focus on professional development, education and utilization in politico-military affairs, intelligence related FAO skills, area expertise and civil-military operations. A proposed revision of functional skills related to the FAO specialty are these four:

- 48A - Security Assistance Officer
- 48B - Civil-Military Operations Officer
- 48C - Attache
- 48D - Politico-Military Affairs Officer

Functional training for these specialties would be limited to modular courses for security assistance, civil-military operations and attache duties. Language training would be provided for assignment to specific positions. Regional specialty training, to be discussed in the next chapter, would apply to selected positions throughout these specialties

with emphasis on the preparation and utilization of the politico-military affairs specialist.

The functional skills of psychological operations, unconventional warfare and civil affairs would be deleted from identification with the FAO specialty and would revert to combat arms material, or arms immaterial, coded thusly:

5E - Psychological Operations Officer

5G - Unconventional Warfare Officer

5W - Civil Affairs Officer

CHAPTER II

FOOTNOTES

1. AR 611-101, pp. 4-25 and 4-26.
2. Review of position authorizations for USAREUR staff and Europe MACOMs contained in TAADs (Inclosure 1).
3. AR 611-101, pp. 5-8.

CHAPTER III

REGIONAL SKILL TRAINING AND UTILIZATION

Whereas the FAO specialty skills discussed in Chapter II focused on functional training, the discussion in this chapter relates to the preparation and utilization of officers requiring in-depth knowledge, understanding and interaction with foreign military forces and systems as they relate to national military goals and strategy. The acquisition of FAO-related politico-military skills is generated through experience in regional military assessment and in individual countries on a worldwide basis; service in, or with, Allied military forces of a region; extensive study of a geographic region and the multi-faceted political, social, cultural, economic and psychological factors unique to the region affecting military strategy; and language proficiency when required. The FAO training cycle (Chart 3) encompasses these interrelated factors through establishment of graduate education, overseas training and language training phases. The discussion in this chapter focuses on the extensive and lengthy

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training currently required for full qualification of an FAO as an "area specialist," without regard for functional training in those specific duty positions discussed in Chapter II.

A dichotomy exists between the current operational concept of the FAO training "package", professional development, "careerist" perceptions of FAOs, and the needs of the Army. As an operational concept, personnel managers attempt to train FAOs in progressive phases through graduate schooling, language training, overseas training and follow-on utilization. An illustrative example of "time out of the mainstream" for FAO trainees (from 6 to 8 years) is that prescribed for the Soviet specialist (ASI 4E):

- Language training at Defense Language Institute (DLI):
1 year
- Graduate schooling at civilian university: 1 to 2 years
- Overseas training at US Army Russian Institute (USARI):
2 years
- Utilization assignment overseas: 2 years
(US Military Liaison Mission, Potsdam; Assistant
Army Attache, Moscow; USEUCOM or USAREUR area analyst)
or
- Utilization assignment in CONUS: 3 years
(Defense Intelligence Agency or Army staff area analyst)

Regional training for a West European (4C) specialist follows a similar, though shorter time span (4 1/2 to 7 years):

- Graduate schooling at civilian university: 1 to 2 years
- Language training at DLI: 6 months to 1 year
- Overseas training in designated countries: 1 year
- Utilization assignment overseas: 2 to 3 years

Graduate degree validated positions for area studies and related academic disciplines exist in sufficient numbers to support current FAO training requirements (Annex A). These requirements are distributed through grades Captain to Colonel. Sixteen academic disciplines, in addition to area studies, are designated as FAO related. ¹ Developmental utilization should be encouraged to fully utilize graduate training received by selected individuals at Captain and Major level. Consideration should be given to assignment of FAO officers as instructors at service academies and schools. Specific positions at grades Captain and Major are designated for FAO within the academic Departments of Social Sciences, History, Earth, Space and Graphic Sciences, and Foreign Languages at the US Military Academy; Department of Strategic Studies, USA Command and General Staff College; Armed Forces Staff College, and the USAJFKCENMA; Assistant Army Attache positions for Major and Lieutenant Colonel are designated FAO; and regional staff officer positions within the Army Staff (ODSCOPS and OACSI) are FAO designated at Major and Lieutenant Colonel grade (Annex A). These positions meet both Army requirements for qualified regional analysts and a development "track" for FAO officers

in acquiring experience for later utilization in politico-military affairs. Consecutive language training and overseas training, required on a selective basis for designated positions, are not a bar to service in these positions. A Western European specialist may well serve in a troop assignment in US Army Europe in his primary specialty, or participate as an Exchange Officer in the region with Allied forces, thereby acquiring knowledge of the region and its military forces. In both examples, the FAO is serving in developmental positions, meeting Army requirements, and gaining regional area expertise and experience for later service to the Army as a regional analyst and military planner. In neither case is the FAO removed from the "mainstream" of professional development.

Opportunities for graduate education, FAO-related, need not be restricted to phased training. The Cooperative degree program which encompasses degree completion programs for individual officers is an adjunct of officer education which has particular relevance to the FAO specialty. Officers serving overseas can pursue and complete advanced degrees in academic disciplines related to the FAO specialty (international relations, history, political science, economics, etc.), while serving in branch-related assignments. Degree completion programs exist for officers assigned to ROTC duty enabling them to serve in positions as military instructors while completing advanced degrees in FAO-related academic disciplines. Opportunities exist for graduate education abroad, particularly in West Europe, prior to, or shortly after entry onto, active duty through various scholarship programs.

Highly motivated officers, desirous of serving in FAO-related assignments while at the same time remaining "competitive" through branch-related assignments, have the opportunity of completing academic requirements through these programs. Additionally, Army staff colleges offer advanced degree completion programs as part of the academic programs within these institutions. Moreover, service schools such as the USA Command & General Staff College and the US Army War College offer elective programs keyed specifically to FAO-related politico-military and national strategy subjects. Intensive DA monitorship of these programs also assist the FAO in acquiring politico-military knowledge on a formal basis. As an example, during academic year 1973-74, at the USA Command & General Staff College, DA approved, on a one-time basis, constructive credit for attendance at the FAO Course to students completing an approved elective curriculum at the college which included courses in regional area studies, security assistance, national strategy and military history.² Those officers completing the program then went on to other phases of FAO training and utilization, including language training, graduate schooling, overseas assignment and FAO-designated positions at DA and major commands. Intensive personnel management of FAO-designees can insure that the many opportunities for graduate education required in the specialty are pursued on a case-by-case basis, without negative impact on the officer's career development through use of a rigid and inflexible training cycle.

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The management of in-country training for the FAO specialty, particularly the European region, offers unique and varied opportunities for a wide variety of both training and utilization. European countries where FAO overseas training currently is conducted include France, Germany and Italy with the potential for sites in the United Kingdom and Spain. The present program in Germany consists of one year of travel and study operating from the US Embassy and the office of the Army Attache in Bonn, followed by a utilization assignment in West Europe. The two trainees presently in Bonn follow general guidance provided by DA OACSI and plan their activities around a self-generated master travel plan which includes visits with trade unions, German governmental agencies, the defense ministry, selected troop units and visits to other Western Europe countries. While the Army Attache in Bonn has no direct control, guidance, or supervision over the activities of the FAO trainees³ he is charged with providing their administrative support. It would appear that overseas training in Germany, specifically, may well be more productive through assignment to one of several positions for which the Army has continuing requirements: duty as exchange officers in selected German Army units; attendance at the German Army Fuhrungsakademie (Command & General Staff College); or as⁴ TRADOC Liaison Officers to German Army service schools. Finally, each major command within US Army Europe has requirements for German speaking government relations and civil-military cooperation (CIMIC) officers in G5/S5 sections which are all validated FAO specialty

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positions. Without clear cut guidance regarding the German in-country training program which would directly involve the supervision of the Army Attache, consideration should be given to refining such training to support valid Army requirements within USAREUR⁵ as equivalent training. In other West European countries, where few if any Army forces are present, the current in-country training program remains a valuable training experience. Requirements for US Army officer students at the Italian Staff College and exchange officers with the British Army should be considered for FAO overseas training. Selected positions within MAAG Spain should be considered for FAO in-country training equivalence. Likewise, Assistant Army Attache positions in France, Austria and the United Kingdom provide valuable experience while meeting requirements for FAO-specialty utilization.

Soviet and East European in-country training is more difficult to manage with travel and utilization "fenced" to specific positions requiring area expertise and intelligence oriented functional training. The current program envisions two years of study in the Russian language at the US Army Russian Institute (USARI) in Garmisch, FRG, followed by a two-year utilization assignment at either the US Embassy in Moscow (as an assistant Army Attache), the US Military Liaison Mission in Berlin, or service in J2, USEUCOM or ODCSI, USAREUR. Officers completing the two-year training at the USARI may also complete requirements for a Master of Arts degree in International Relations from the University of Southern California which reduces, by one year, the graduate school

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phase of FAO training; officers already possessing a graduate degree, however, are still required to complete the two-year USARI program, (Annex C), thereby lengthening their already extensive training period.

The problem of most immediate importance, as viewed by the USARI Commandant, is language qualification of student officers.⁶ Since the USARI course is conducted totally in the Russian language, and is offered to area specialist trainees of the Department of State, DIA, and other government agencies in addition to FAO students,⁷ language proficiency is mandated to successfully complete the course. Army officers graduating from the Defense Language Institute (DLI) at Monterrey, CA often are ill-prepared for use of the Russian language⁸ at the level required at USARI. A myriad of reasons are provided for this deficiency, but those most frequently expressed involve low aptitude or comprehension of a difficult language, or little motivation to succeed in language training since an officer, once selected for FAO Russian training, is in the training pipeline and will not, under normal circumstances, be removed from the training cycle.⁹ As a result, the USARI is constrained to provide tutorial lessons to deficient students thereby overtaxing an already small staff while at the same time restraining brighter linguists from proceeding at the expected pace of comprehension.¹⁰ Frequently, trainees leave the USARI with a bare minimum of language proficiency and are thrust into utilization assignments requiring extensive language usage for which they are not capable of

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performing. From interviews conducted with Russian area specialists
and "users" of USARI graduates, language usage is essential only with-
in DIA, attache duty at the US Embassy in Moscow and selected positions
within the Office of the Joint Chiefs of Staff. ¹² Knowledge of the

Russian language is important, but not crucial, to service at J2
¹³ USEUCOM. Likewise, knowledge of Russian, while important, is not

¹⁴
vital to success at the US Military Liaison Mission in Berlin.

These impressions do not mean to suggest that Russian language train-
ing is not important to these headquarters mentioned; rather, the
degree to which spoken Russian, as opposed to reading and listening
comprehension, is used on a daily basis. If Russian area specialist
requirements can be identified as either requiring or desiring
speaking fluency in Russian, then perhaps a refinement in language
training requirements is in order. Familiarity with the Russian
language is far different from complete fluency and would directly
impact on structuring the phases of Russian area specialist training.
Graduate education notwithstanding, utilization for Russian area
specialists may well be accommodated at these designated locations,
less DIA and Attache duty, through a modified USARI program of perhaps
one year duration which would include language familiarization, or a
shorter DLI sponsored Russian language training familiarization pro-
gram, followed by a one-year training course in intensive Soviet Army
doctrine and tactics at USARI, followed by utilization. The aim of
this modification of the present Russian program is to intensively
focus on Soviet military structure, doctrine and employment, coupled

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with minimum essential language familiarity, followed by application of knowledge acquired to meet specific Army requirements. Reutilization for these officers, later in their career progression, may well require Russian language proficiency for which DLI language training would be appropriate. The cost effectiveness of the present training cycle of one year language training, two years at USARI, followed by two years utilization (for which language may not be vital) does not appear justified, particularly when language proficiency is viewed as highly perishable unless frequently and intensively used.

On the other hand, assuming that Russian language training is vital to most FAO-validated positions, then a restructuring of language training is imperative if these acquired skills are to be maximized, both during the USARI phase of training and follow-on utilization. During the initial 6-8 weeks resident language training at DLI all students should be expected to attain a standard level of proficiency. At the end of an initial phase of instruction, students should be administered a proficiency examination exacting high standards. Those students passing the examination would then continue instruction to completion and be required to attain a competency level insuring successful completion of follow-on training at USARI where spoken Russian is a daily requirement. These officers completing both DLI and USARI training phases would be awarded language proficiency pay with an annual revalidation requirement similar to that exacted for aviators. Those officers failing to meet minimum essential language requirements

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after the initial instructional phase at DLI, would be returned to the manpower pool for reassignment without prejudice. Precedence for this form of personnel management exists at both the USA Infantry and Aviation Centers for Airborne, Ranger and Aviator trainees. The advantage to this type of training standard would be to remove marginal or sub-standard language aspirants from the training system without necessarily removing them from useful service as FAO designees. Additionally, the establishment of language proficiency pay would enhance professional excellence and motivation of career officers through attainment and maintenance of foreign language proficiency. Finally, quality control at DLI through early testing and removal of sub-par students will insure input of a highly motivated, linguistically proficient officer to USARI. The intensive management required for this training cannot be underestimated; however, if highly qualified, fully trained Russian area specialists are vital to the Army's mission, then intensive personnel management as once existed for the FAO and other special career programs during the early 1970's is warranted. General William Knowlton, US Military Representative to NATO, has remarked that foreign language capability is absolutely indispensable¹⁵ for successful service in the international environment. For the European specialist, prior service in Europe utilizing language skills should be a prerequisite for later, high level assignments within the¹⁶ NATO staff environment.

Completed FAO training for the European specialist, as currently prescribed, entails a minimum of four, and a maximum of seven and one-half years to complete. This chapter has attempted to provide alternatives to a highly structured and inflexible training "package", through introduction of alternatives to sequencing graduate education, coupling utilization and overseas training requirements, and modifying extensive language training to support both professional development and utilization, particularly for the Russian area specialist, by introducing quality controls on language preparation and use. Such modifications, if adopted, could shorten FAO European specialist overseas and language training to two years, coupled with same tour utilization, thereby minimizing personnel management requirements to train and utilize officers while concurrently insuring branch repetitive and FAO specialty-related assignments. The next chapter will discuss identification of General Officer positions related to the FAO specialty.

CHAPTER III

FOOTNOTES

1. AR 611-101, p. 5-7.
2. The author staffed to approval this DA ODCSOPS initiative awarding constructive credit to FAO, for attendance at the Fort Bragg FAO Course. Credit entries were completed in the personnel records of these officers completing the CGSC elective curriculum.
3. Interview with Colonel Jack Callaway, Army Attache, US Embassy, Bonn, FRG, 22 March 1979.
4. Interview with Colonel William Burns, TRADOC Liaison Officer to the German Army, 22 March 1979.
5. Interview with Colonel Callaway and Colonel Burns.
6. Interview with Lieutenant Colonel Roland Lajoie, Commandant, USARI, 16 March 1979.
7. USARI Program of Instruction, 1979, page 19.
8. Interview with Lieutenant Colonel Lajoie.
9. Interview with Lieutenant Colonel Lajoie.
10. Interview with Lieutenant Colonel Lajoie.
11. Interview with Lieutenant Colonel Lajoie.
12. Interviews with Colonel Don Stovall, Commander, USMLM Berlin; and Lieutenant Colonel Randy Greenwalt, USAWC Class of 1979, graduate of USARI, Russian area specialist, with prior service in USMLM Berlin, 27 April 1979.
13. Interview with Lieutenant Colonel James Wright, J2 USEUCOM, graduate of USARI, Russian area specialist, with prior service in DIA, 12 March 1979.
14. Interview with Lieutenant Colonel Greenwalt.
15. Interview with General William Knowlton, 21 March 1979.
16. Interview with Dr. Legere, Defense Advisor to US Mission NATO, 21 March 1979.

CHAPTER IV

GENERAL OFFICER FAO SPECIALTY POSITIONS

This paper has dealt thus far with current policies as they relate to the selection, training, development and utilization of Foreign Area Officers through the grade of Colonel, within the context of the Officer Personnel Management System (OPMS). The objectives of OPMS are to develop officers in the right numbers and with the right skills to satisfy Army requirements; to assign officers according to the Army's needs; and to improve the motivation, professionalism, and professional satisfaction of the officer corps through a disciplined dual specialty professional development system. Specialization has increased the complexity of Army jobs, and the greater length of time required to master the knowledge associated with such jobs, has required greater specialization to develop competence. Specialization has affected the ground commander as well as the technical specialist with the increasing complexities of the modern battlefield and the weapons systems of that environment. OPMS provides for the professional development of FAO specialists through the acquisition of area expertise, analytical skills, and strategic policy planning experience by successive

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assignments throughout the national military command structure. Colonel level positions for regional analysts with extensive politico-military experience are designated at Department of Defense, NATO, Office of the Joint Chiefs of Staff, Unified Command and Service staff levels. The Foreign Area Officer is described as the Army's "Soldier-Statesman", sensitive to the development and execution of the nation's national interests, foreign policy objectives, and the interface with military strategy.³ The increasingly complex politico-military environment within which the "Soldier-Statesman" operates requires management and direction provided by the supervision and authority of the General Officer who likewise possesses these unique specialized skills, in addition to his traditional role of the combat leader.

Today's General Officer is faced with increasingly important management responsibilities in political and military spheres. The 1978 Secretary of Defense Report of General and Flag Officer Requirements emphasizes the role of senior officers outside traditional military structures:

One significant factor influencing total flag officer requirements is the growth....of the number needed to serve outside the military services....with the creation of Defense agencies and the Unified Command structure, the strengthening of the roles of the Office of the Secretary of Defense and the Organization of the Joint Chiefs of Staff, and the need for senior military representation on international staffs and bodies. . .⁴

General Knowlton describes the NATO environment as the example where senior officers must possess the aptitude for working adroitly

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in the international arena, possessing extensive knowledge of the region, its geography, the composition of their military forces and structure, and familiar with the cultural, political and social factors⁵ influencing their collective actions. The problem, as General Knowlton expresses it, is that, while FAO's are exceptionally dedicated, highly skilled, and unquestionably successful in the international arena, there are not enough places for them "at the top" to exploit fully their needed talents:

Those who get to the top do so for other reasons, yet it is FAO-related political military skills that are used in the senior level positions....the 'system' seems prejudiced against Attaches, yet their use in higher politico-military positions is⁶ vital to the United States and the Alliance.

The identification of General Officer requirements for which the FAO specialty offers a development and utilization track for OPMS-managed officers would appear to be supportive of the rationale discussed in the Secretary of Defense Report of General and Flag Officer Requirements to Congress:

Modern military forces require....service in the sensitive politico-military environment of Allied Staffs. These requirements for military management have dictated changes in the military rank structure, introducing the requirement for a new breed of top-level military manager, whose responsibilities lie in the technological-politico-military-economic sphere, in addition to the traditional role of a combat leader. The flag officer of today requires extensive knowledge, understanding, and worldwide experience of military force capabilities, operational factors, strategy and military administration and organization.⁷

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To provide a basis for the selection and utilization of officers in national security planning, the Army has designated on a worldwide basis, selected positions requiring strategic politico-military skills. These selected officers are designated Army Strategists possessing a wide variety of background and experience related to OPMS specialties such as Operations and Force Development, Research and Development, Atomic Energy, Operations Research and Systems Analysis, and Foreign Area. This informal Strategist program is a management tool providing for the selection and utilization of officers to sensitive, high level policy and planning staffs within the military establishment, providing the Army a vital resource base from which future General Officers will be immersed in the highly complex technological-politico-military-economic sphere referred to in the SECDEF Report quoted earlier. While the SECDEF Report does not specifically identify the Army FAO specialty when discussing these new and expanding requirements (the report broadly discusses requirements for all services), it does identify key elements within the OPMS specialty structure which focus on FAO skills: assessment of international aspects of national policy on a regional basis; US involvement in regional security arrangements; military assessment of regional geographical, political, cultural, social and psychological factors; and participation in development of mid and long range military strategy and attendant planning. Through grade of Colonel, the OPMS-managed FAO specialty is directly involved in, and related to, those necessary skills identified in the SECDEF Report related to

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security assistance, the Defense Attache System, and politico-military affairs. These skill requirements identified in the SECDEF Report relate directly to General Officer positions both within and outside Department of the Army in the Office of the Secretary of Defense and Organization of the Joint Chiefs of Staff politico-military policy arena, the Unified Command structure, international military staffs, military advisory groups and the Attache system.

Within the Office of the Assistant Secretary of Defense for International Security Affairs (OASD/ISA) are four General Officer positions directly related to FAO regional specialties:

Director, Near East, Africa and South Asia Region

Director, East Asia and Pacific Region

Director, European and NATO Affairs Region

Director, Inter-American Region

Recognizing that the Army does not have a requirement to fill each of these Directorships simultaneously, the development of highly trained and qualified regional analysts and planners nevertheless, places the Army in the unique position of having a substantial resource base from which to select officers for these positions. Regional Directors manage and direct OSD regional analysts concerned with specific geographical regions of the world as they relate to US national security interests.

The Defense Intelligence Agency (DIA) is responsible for the control and direction of the Defense Attache System worldwide,

positions validated for FAO regional specialists. The capstone of professional development for these highly skilled professionals would be the identification of the position of Deputy Director for the Defense Attache System as FAO-related. The scope of attache duties is far broader than traditional intelligence-related activities, particularly in representational and security assistance matters. Additionally, the Directorate of Estimates within DIA is staffed with over 70 regional analysts. The position of Deputy Director for Estimates should be considered within the Agency as FAO-related, thereby providing a "track" for regional specialists to attainment of General Officer rank. As with the Office of the Secretary of Defense, these DIA positions are rotational between the military services; however, the requirement to provide Directors with extensive regional expertise is unique to the Army within the services, for it is the Army which operates a long standing, ongoing, highly visible regional analyst program--the FAO program. Finally, the several General Officer Defense Attache positions, when Army-designated, provide the opportunity for skilled, experienced Foreign Area Officers to serve in their region of specialization, particularly in geographical regions where other US military force presence is minimal or nonexistent. In Latin America and the Middle East, the selection of a General Officer Defense Attache, highly skilled and experienced in regional affairs, can mean the difference between success and failure for the US in military relationships within the region.

Three General Officer positions within the Organization of the Joint Chiefs of Staff are related to the FAO specialty:

Chairman, Inter-American Defense Board (IADB)

Assistant Deputy Director for Politico-Military Affairs, J5

Assistant Deputy Director for International Negotiations, J5

The Chairman, IADB, is perhaps the most visual example of US military interest in, and commitment to, the Western Hemisphere. The IADB consists of military representatives of the US, Latin America and South America. US military involvement in the Western Hemisphere focuses principally on advisory groups and attaches within the region, rather than large scale presence of US forces. Latin American area specialists, through training and assignments within the region, provide the Army depth in experience and professional contacts with the military leadership of member states of the IADB. Prerequisites for the position of Chairman, IADB, may well include service as a MILGP Commander or Defense Attache (designated FAO positions at Colonel level) within the region, and previous experience as a Latin American regional action officer within the Army General Staff, or at US Southern Command (SOUTHCOM). Designation of the position of Chairman, IADB as FAO-related will enhance career potential for Latin American area specialists beyond Colonel level, and would be a demonstrative indicator of the military importance attached to the region for which these specialists are uniquely qualified. The two Assistant Deputy Directors, J5, require senior officers with broad experience in the international milieu, together with awareness of, and experience with, the interaction of political, military,

sociological, psychological and economic factors which affect military strategy and the development of plans and policies to support the strategy. Broad experience in politico-military and strategic planning, leading to General Officer selection for these critical positions, would represent significant career enhancement for Foreign Area Officers.

The following General Officer positions within the Unified Command structure are related to both FAO-related security assistance and politico-military skills:

Director, J4/J7, US European Command (USEUCOM)

Chief, Joint US Military Aid Group (JUSMAG) Greece

Chief, Joint US Military Mission for Aid to Turkey (JUSMMAT)

Chief, Joint US Military Assistance Advisory Group (JUSMAAG)
Korea

Chief, Joint US Military Advisory Group (JUSMAG) Philippines

These General Officer positions focus principally on the role of security assistance as an instrument of national security policy. Army positions within each of these organizations are designated FAO specialty (security assistance officer), in addition to basic branch qualification.

Designation of these positions as FAO-related will enhance continued interest by maximizing promotion potential through progressive assignments requiring extensive service in, and knowledge of, the regions and participation in security assistance policy planning.

The position of Executive to the Supreme Allied Commander Europe (SACEUR) is directly related to Western Europe politico-military affairs for which the FAO specialty is supportive. In-depth knowledge of NATO

military forces and organization, experience in and aptitude for service with an international military staff, awareness of societal and political variables which interact within the region, and prior experience with US forces in Europe, are prerequisite factors which relate directly to skills possessed by Western European regional specialists. Designation of this position as FAO-related will enhance the promotion opportunity for dedicated and highly motivated regional specialists while at the same time broadening the base of selection by attracting top quality officers to Western Europe regional specialization as an alternate track to their primary skills.

Within Department of the Army are two General Officer positions directly related to the FAO specialty:

Director, Strategy, Plans and Policy Directorate,
Office of the Deputy Chief of Staff for
Operations and Plans (ODCSOPS)

Deputy Assistant Chief of Staff for Intelligence

The Director of Strategy, Plans and Policy, ODCSOPS, manages and directs the activities of three internal offices requiring regional specialists:

Politico-Military Division

Security Assistance Division

Strategic Plans and Policy Division

Regional specialists and security assistance officers of these divisions are directly engaged in Army matters relating to formulation of military

strategy which have an economic, social, political and geographic impact. The Director provides DA monitorship of the FAO specialty and actions are currently underway to provide dedicated staff support of this monitorship responsibility. Finally, the Director performs varied representational functions in the international arena which are regionally oriented:

Chairman and Army member of the Joint US Delegation,
Inter-American Defense Board

Chairman and Army member, Joint US Section, Mexican-US
Defense Commission

Army member, Canada-US Permanent Joint Board on Defense

The Deputy Director of Intelligence, OACSI, manages and directs the activities of internal offices relating to foreign intelligence, foreign liaison and the management of Army requirements for the Defense Attache System. Additionally, in cooperation with ODCSOPS, the OACSI administers the FAO specialty overseas training program. Finally, the OACSI participates in policy formulation for those aspects of the FAO specialty which are intelligence oriented. Identification of the Deputy Director position as FAO-related will enhance the promotion potential of regional analysts and provide an incentive for high quality officers to seek regional specialization in addition to primary branch skills.

This chapter has not attempted to restrict the identification of General Officer positions to the FAO specialty without regard for the many and varied qualifications unique to other career specialties.

The SECDEF Report identifies a multitude of specific tasks required to be performed at the General Officer level:

Command and control of combat forces

Management of military training and education

Direction of administrative, logistic, intelligence
and communication systems to support combat elements

Management of research, development and acquisition
programs

Participation in politico-military affairs⁸

It is to the last role identified above that this chapter has been devoted, the expanding need for General Officers to participate in politico-military affairs. If skill and experience are vital to success in the international military arena at the senior level, if extensive knowledge of geographical regions of the world contribute to improved participation by senior officers on international military staffs and boards, and if regional expertise is necessary for effective participation in the formulation of national military strategy, then FAO specialists may be uniquely qualified for these selected positions. Opportunities for advancement to General Officer level should be a visible incentive for FAO specialists who seek demanding positions of great responsibility. Clearly visible progression "to the top" will attract the high quality officer, while at the same time reinforcing his primary branch skills.

CHAPTER IV

FOOTNOTES

1. DA Pamphlet 600-3, p. 1-1.
2. Ibid.
3. Ibid., p. 28-1.
4. Secretary of Defense Report of General and Flag Officer Requirements, April 1978, p. 5.
5. Interview with General William Knowlton, US Military Representative to NATO, 21 March 1979.
6. Ibid.
7. SECDEF Report, p. 17.
8. Ibid., p. 12.

CONCLUSIONS AND RECOMMENDATIONS

Refinement of long range FAO objectives and policy guidance are needed which emphasize development of regional area expertise, knowledge of foreign military forces, and sensitivity to political, economic, geographic and social factors as they affect US national security interests. The specialty is regionally oriented with primary importance on the acquisition of extensive knowledge of a particular geographic region or country, through education, overseas service, and language ability. Functional skill training in security assistance, attache and civil-military operations contribute directly to the acquisition of these skills through interaction with foreign governments and military forces. Functional training in psychological operations, civil affairs, and unconventional warfare operations are more narrowly focused and contribute only marginally to the development and utilization of regional analysts.

Security Assistance Officer (48A) (Chart 11) Functional Skill-- Training and Utilization Skills relate directly to the FAO specialty and provide the opportunity for training and utilization in sensitive positions which contribute to the execution of US foreign policy and

attainment of national security objectives. The 118 authorized 48A positions are distributed throughout Advisory Groups, missions, the Unified Command structure, Defense, Joint and DA staff elements, and provide opportunities for language and regional specialization consistent with professional development objectives for the FAO specialty.

Psychological Operations Officer (48B) (Chart 4) skills are marginally related to the FAO specialty emphasis on regional area expertise, providing limited opportunity for application of psychological operations skills outside the 4th Psychological Operations Group and the USAJFKCENMA at Fort Bragg, NC. Ninety-two of the 115 (80%) 48B requirements are within the 4th Psyop Group. Nine 48B instructor positions are at the USAJFKCENMA. Only five requirements for this functional skill are outside CONUS. Additionally, none of the 4th Psyop Group positions are designated area specialists (ASI), although language skills for 48 of the 92 positions are documented. Twenty of the 92 positions within the Group are for lieutenants which represent 18% of total Army requirements for 48B (Lieutenant positions do not meet the criteria for designation as an OPMS advanced entry specialty.). Current and projected force requirements for psychological operations officers, focusing principally on functional rather than regional specialty skills, do not warrant continued identification as an FAO functional skill.

Military Attache (48C) (Chart 5) skills focus principally on regional area knowledge, language skills and politico-military aspects of the FAO specialty. Of the 139 authorized military attache positions,

all but seven are outside CONUS within specified geographical regions, and all are validated for area specialists (ASI). One half of all attache requirements are in grade of Colonel requiring officers with extensive regional expertise and language proficiency. Attache duty provides regional specialists maximum opportunity for service through grade of Colonel.

Civil Affairs Officer (48D) (Chart 6) skills relate principally to reserve component units engaged in military government and internal defense and development operations with active Army requirements limited to the 96th Civil Affairs Battalion and the USAJFKCENMA at Fort Bragg, NC. Nearly 90% of the 81 worldwide civil affairs requirements are at Fort Bragg in the 96th and staff of USAJFKCENMA. An analysis of the 48D requirements contained in the DA TAAD (Annex A) clearly indicates at least 25 of the 81 stated positions require special qualifications for civil-military operations (48F) and should be so identified. Such a refinement reduces the active Army 48D authorization to the 96th and supporting faculty at the USAJFKCENMA with no overseas authorizations, nor developmental utilization outside of Fort Bragg. Within the 96th Civil Affairs Battalion there are no requirements for area or language specialists, with no opportunity for application of civil affairs skills at higher level staff. Sixteen of the 43 positions within the 96th are for lieutenants which represent 30% of all active Army 48D requirements (Lieutenant positions do not meet the criteria for designation as an OPMS advanced entry specialty.). Current and

projected force requirements for civil affairs officers focusing principally on functional rather than regional specialty skills, do not warrant continued identification as an FAO functional skill.

Unconventional Warfare Officer (48E) (Chart 7) skills are combat arms related with little emphasis on FAO regional specialization and tasks related directly to politico-military affairs. One-hundred forty (80%) of the 178 worldwide 48E position requirements are within special forces troop units utilizing combat arms related skills. Sixteen additional instructor positions at USAJFKCENMA support training for special forces and UW skills. There are no area specialist positions validated in unconventional warfare operations. The recommendations of the RETO Study to convert all 48E positions to combat arms should be approved, as these positions do not appear to contribute to the primary emphasis of the FAO specialty in politico-military affairs and regional area specialization.

Civil-Military Operations Officer (48F) (Chart 8) skills are directly related to the FAO specialty and embrace direct interface between US forces and host nations in the conduct of military operations. Increased emphasis on this functional skill is warranted, especially in geographic regions where US forces are deployed. The DA TAAD (Annex A) incorrectly identifies G5/S5 worldwide positions as civil affairs, rather than civil-military operations. Conversion of these positions to code 48F will significantly increase worldwide requirements for civil-military operations officers, both in tactical

forces deployed abroad and in CONUS-based corps, divisions and separate brigades.

Political-Military Affairs Officer (48G) (Chart 9) skills are acquired through experience in a wide variety of positions encompassing graduate civil schooling, regional knowledge, language training and application of primary branch skills. Nearly 50% of 48G positions are in grade Colonel and Lieutenant Colonel, requiring previous experience as a regional specialist. The principal emphasis in these positions is regional expertise and not functional skills associated with 48B, 48D and 48E. The emphasis within the FAO specialty should clearly relate to the training and development of area specialists to serve in these politico-military affairs positions at Defense, Joint, Allied, Unified Command and DA staff levels.

The Foreign Area Officer Course. The Foreign Area Officer Course duplicates functional skill training provided in modularized security assistance, psychological operations, civil affairs, unconventional warfare and civil-military operations courses currently offered. The FAO Course does not provide attache skill training. Area studies and language training, included in the FAO Course POI (Annex B), are provided principally through graduate degree programs, overseas training and utilization and language schooling. Continuation of the FAO Course as a prerequisite for FAO area specialist designation is not warranted, in view of opportunities for completing regional and functional skill training elsewhere. Deletion of the FAO Course would eliminate one permanent change of station in the FAO training and

provide specialty managers more flexibility in programming training and utilization. FAO trainees should be schooled to meet functional skill requirements for which the FAO Course does not prepare them.

Regional Skill and Language Training and Utilization. Current overseas training does not maximize opportunities to both provide FAO trainees in-country experience and support Army requirements within the region. The FAO training policies appear to lack flexibility and inhibit career progression by removing trainees for extended time periods from the Army "mainstream". Branch qualification and utilization in the grades of Major and Lieutenant Colonel remains a "must" factor for career officers to remain competitive in their primary specialty, and officers in the field perceive that entering upon a 4 to 7 year FAO training program will effectively remove them from competing with their peers for service school, promotion, and command selections. Intensive FAO specialty management, together with realistic and flexible training policies, can both provide for completed FAO preparation and utilization and meet Army requirements, while at the same time ensuring that officers remain branch competitive and satisfy career development objectives. In-country training for West European specialists should be restricted to those countries where US Army force presence is small or nonexistent, such as the United Kingdom, France, Italy, and Spain. Assignment of FAO specialists to duties as assistant attaches, exchange officers in branch-related foreign service schools, US liaison officers to

foreign armies, or as students at foreign service colleges, provide the opportunity for increasing the numbers of qualified West European specialists while at the same time meeting Army requirements to provide officers in these positions. The only prerequisite FAO training for these positions would be language training enroute to the assignments with a selected few requiring graduate training and functional skill training (i.e., attache or advisor).

The training sequence for East European/Soviet specialists needs revision to remain abreast of today's resource constrained environment. Determination of language proficiency levels for Soviet area specialists will drive follow-on regional studies and utilization. The two-year Russian studies course at the USARI should be reviewed to determine level of language fluency required for successful course completion which in turn should drive language competence levels at the Defense Language Institute for the Soviet language. If competency in the Russian language is the determining criteria, then levels of proficiency at selected phases of preparatory instruction at the DLI must be established, with provisions for returning deficient students to the training pipeline without prejudice, in a manner similar to that done at the US Army Aviation Center and US Army Infantry School for aviation, ranger, and airborne trainees.

More stringent proficiency standards at DLI, with attendant language proficiency pay incentives, will go far in providing qualified Russian linguists to the USARI for overseas training. The present USARI program of instruction provides for the award of a Master's degree in International Relations for officers successfully completing the

two-year program (Annex C). FAO trainees already possessing an advanced degree are, however, required to complete the same two-year program. Refinements in the USARI program should include provision for an accelerated course of one-year duration with intensive study in Soviet military strategy, doctrine and tactics, followed by utilization. Such refinements in the USARI program will shorten training time, provide for follow-on utilization, and insure that Soviet area specialists are, in fact, qualified linguists.

General Officer FAO Specialty Positions. Under the objectives of the Officer Personnel Management System, career development and promotion opportunities exist through grade of Colonel. The Secretary of Defense Report of General and Flag Officer Requirements points to the need for senior officers capable of serving on international military staffs and the expanding politico-military affairs environment. The FAO specialty provides a unique and highly selective resource base from which selected officers can serve in these demanding positions, offering a breadth of experience and knowledge of regional areas of the world which favorably impact on the development of US national security interests. Designation of selected General Officer positions requiring FAO-related skills will provide a visible career incentive to officers designated regional specialists, particularly in the functional areas of security assistance, attache and regional policy analysts. With US forces abroad focused principally in central Europe, the ability to articulate US national security interests in

various other world regions will lie with a small, select group of highly qualified, experienced, senior US officers, familiar with the region and able to effectively interface with foreign military forces and governments.

Recommendations

1. The Office of the Deputy Chief of Staff for Operations and Plans, Department of the Army, retain proponency for the FAO specialty and be appropriately staffed with full time action officers to provide definitive specialty objectives and policies. DA staff proponency would include determination of force requirements, identification of specialty skills and development of training policies and guidelines, and monitorship of FAO supportive programs such as personnel exchange and overseas training programs.

2. Delete Psychological Operations, Civil Affairs, and Unconventional Warfare functional skills from the FAO specialty and place priority emphasis on the development of regional specialists as politico-military affairs officers and reflect these changes on the DA TAAD.

3. Retain the functional skills of security assistance, military attache, civil-military operations and politico-military affairs within the FAO specialty.

4. Eliminate the Foreign Area Officer Course as a pre-requisite for area specialty designation and focus functional skill training solely to security assistance, attache, and civil-military operations.

5. Require initial language training for FAO specialists only to meet Army position requirements, rather than only to complete requirements for area specialist designation. Integrate language training throughout career development to prepare FAO specialists for specific duties requiring language fluency.

6. Encourage completion of graduate studies for FAO specialists in addition to the fully-funded program to provide more flexibility in assignments and specialty training, to insure that FAO specialists remain qualified in their primary specialty, and to increase the numbers of educationally qualified regional specialists.

7. Revise Russian language training for attendance at USARI by increasing aptitude levels; raising minimum proficiency standards through establishment of a "pass or fail" system at DLI which provides for attainment of R3/S3 fluency as a prerequisite for completion of the course and acceptance at USARI; consider establishment of language incentive pay to officers attaining and maintaining the R3/S3 fluency in designated, hard-skill languages.

8. Revise current two-year curriculum at USARI to allow FAO specialists already possessing advanced degree to complete intensive Russian area training in one year with primary emphasis on Soviet military strategy, doctrine and tactics.

9. Designate selected General Officer positions discussed in Chapter Four as FAO-related, thereby providing visible career promotion potential to the highest levels of service for regional specialists while at the same time providing an incentive for top quality officers to seek designation and utilization as a regional specialist.

FUNCTIONAL SKILL IDENTIFIERS (SSI)

Identify primary skills required to perform principal duties of position, not people

48A - Security Assistance Officer -----	118 positions
48B - Psychological Operations Officer -----	115 positions
48C - Attache -----	139 positions
48D - Civil Affairs Officer ----- (25 positions to be redesignated 48F)	81 positions
48E - Unconventional Warfare Officer -----	178 positions
48F - Civil Military Operations Officer -----	42 positions
48G - Politico-military Affairs Officer -----	425 positions

The Army Authorization Document (TAAD) System currently identifies a total of 1100 positions for the FAO (48) Specialty

CHART 1

REGIONAL SKILL IDENTIFIERS (ASI)

Require: Advanced degree (1 of 17 academic disciplines)

Language training

Overseas training or its equivalent

Foreign Area Officer Course attendance

4A - Africa

4C - West Europe

4E - East Europe/USSR

4G - Middle East/N. Africa

4K - Latin America

4M - China

4N - Japan and Korea

4Q - South Asia

4R - Southeast Asia

FAO TRAINING CYCLE
(AR 611-101)

Phase I - Language Training -----6 months to 1 year

Phase II - Graduate degree -----1 to 2 years

Phase III - Overseas Training -----1 year

Phase IV - FAO Course -----6 months

Phase V - FAO Utilization -----2 to 3 years

Minimum training and utilization time: 5 years

Maximum training and utilization time: 7 years, 6 months

48B PSYCHOLOGICAL OPERATIONS OFFICER

Must have a thorough knowledge of the communications process, the nature of attitude and behavior change, psychological operations doctrine and policy; techniques of psychological operations planning, intelligence and audience analysis; propaganda development, production, and dissemination; and evaluation of effectiveness. Must have area and language expertise appropriate for specific assignment.

POSITIONS:	<u>REQ</u>	<u>AUTH</u>	<u>OCONUS</u>	<u>CONUS</u>	<u>UNIT</u>	<u>STAFF</u>	<u>INSTR</u>	<u>OTHER</u>
Colonel	2	1	-	1	1	-	-	-
LTC	21	13	2	11	5	5	3	-
MAJ	43	33	2	31	27	4	2	-
CPT	47	47	1	46	41	2	4	-
LT	21	21	-	21	21	-	-	-
TOTAL	134	115	5	110	95	11	9	-

48C ATTACHE

Collects and reports military information, maintains relations between the United States Army and Army officials of the country to which assigned, furthers the interests of the Department of the Army in the country concerned, provides necessary assistance, instructions and advice to American military personnel visiting or stationed in country to which assigned, provides military advice to the chief of the diplomatic mission, and represents the Secretary of the Army and the Chief of Staff on Army matters.

<u>POSITIONS:</u>	<u>REQ</u>	<u>AUTH</u>	<u>OCONUS</u>	<u>CCONUS</u>	<u>INSTR</u>	<u>OTHER</u>	<u>EUROPEAN ASI</u>	
							<u>4C</u>	<u>4E</u>
Colonel	70	70	69	1	-	-	19	8
LTC	40	40	38	2	-	-	10	9
MAJ	27	25	25	-	-	-	7	10
CPT	4	3	-	3	3(USMA)	-	-	1
LT	1	1	-	1	1(USMA)	-	-	-
TOTAL	142	139	132	7	4	-	36	28

CHART 5

48D CIVIL AFFAIRS OFFICER

Must know civil affairs doctrine, functions and procedures. Must be knowledgeable of US foreign policy and its relation to foreign governments. Must have area and language expertise appropriate for the specific assignment. Additional skill identifiers (ASI) are required for those officers assigned duty positions calling for Agricultural Officer, Cultural Affairs Officer, and Archivist.

POSITIONS:	REQ	AUTH	OCONUS	CONUS	UNIT	STAFF	INSTR	OTHER
Colonel	1	2	2	-	-	2	-	-
LTC	48	36	15	21	33	3	-	-
MAJ	39	18	4	14	15	1	2	-
CPT	10	9	1	8	7	-	2	-
LT	17	16	-	16	16	-	-	-
TOTAL	115	81/25*	22	59	71	6	4	-

*Convert to SSI 48F

CHART 6

48E UNCONVENTIONAL WARFARE OFFICER

Must have ability to plan and conduct unconventional warfare operations in enemy controlled or politically sensitive territory. Organize, develop, train, support, and employ indigenous resistance forces within denied areas during limited or general war; participate in internal defense and development activities conducted in support of US security assistance goals and objectives. Must have area and language expertise appropriate for specific assignment.

POSITIONS:	<u>REQ</u>	<u>AUTH</u>	<u>OCONUS</u>	<u>CONUS</u>	<u>UNIT</u>	<u>STAFF</u>	<u>INSTR</u>
Colonel	14	14	4	10	3	10	1
LTC	24	24	5	19	15	7	2
MAJ	76	67	7	60	51	5	11
CPT	50	45	19	26	43	-	2
LT	28	28	10	18	28	-	-
TOTAL	192	178	45	133	140	22	16

48F CIVIL MILITARY OPERATIONS OFFICER

Must have ability to plan and assist commander in directing and coordinating activities of the unit which have a political, economic, social, or psychological impact on military operations; plan, develop, and coordinate all aspects of the interface between assigned units and civilian agencies in the area of operations. Must have ability to analyze the political, economic, sociological, psychological, and cultural factors within an area of operations, identifying and isolating those aspects which are pertinent to military operations. Must have area and language expertise appropriate for specific assignment.

<u>POSITIONS:</u>	<u>REQ</u>	<u>AUTH</u>	<u>OCONUS</u>	<u>CONUS</u>	<u>UNIT</u>	<u>STAFF</u>	<u>INSR</u>
Colonel	10	4	2	2	4	-	-
LTC	27	23	8	15	19	4	-
MAJ	13	10	2	8	4	4	-
CPT	7	5	2	3	2	3	-
LT	No Requirements						
TOTAL	57	42/25*	14	28	29	11	-

*Convert from SSI 48D

CHART 8

48G POLITICO-MILITARY AFFAIRS OFFICER

Reviews, coordinates, and recommends policies, plans, and actions concerning politico-military matters as applicable to regional areas and in individual countries on a world-wide basis; directs the development of recommendations concerning DOD views on the international aspects of national policy on a regional and country basis; participates in the development of DOD policy concerning US involvement in regional security arrangements, US participation in bilateral and multilateral pacts, and situational developments of a politico-military nature. As a military strategic planner, participates in the development of Joint Military Strategy for the midrange/longrange period and assists in the preparation of the fundamental strategic plans of the United States. Must have a thorough knowledge of Army organization and procedures, and be competent in the field of operations. Must demonstrate necessary administrative and executive ability to organize and direct activities of a major departmental unit. Must have area and language expertise for appropriate assignment.

<u>POSITIONS:</u>	<u>REQ</u>	<u>AUTH</u>	<u>OCONUS</u>	<u>CONUS</u>	<u>UNIT</u>	<u>STAFF</u>	<u>INSTR</u>
Colonel	65	65	10	55	-	56	9
LTC	116	106	14	92	-	81	25
MAJ	199	169	30	139	-	117	52
CPT	47	45	4	41	-	4	41
TOTAL	427	385	58	327	-	258	127

DA TAAD FAO SPECIALTY AUTHORIZATIONS

	REQ	AUTH	OCONUS	CONUS	UNIT	STAFF	INSTR
COL	A-34/B-2/C-70 D-1/E-14 F-10/G-65 (196)	A-34/B-1/ C-70/D-2 E-14/F-4 G-65 (190)	A-21/B-O/ C-69/D-2/ E-4/F-2/ G-10 (108)	A-13/B-1/ C-1/D-O/ E-10/F-2/ G-55 (82)	A-16/B-1/ C-O/D-O/E-3 F-4/G-O (24)	A-16/B-O/ C-70/D-2/ E-10/F-O/ G-56 (154)	A-2/B-O/ C-O/D-O/ E-1/F-O/ G-9 (12)
LTC	50/21/40/48/ 24/27/116 (326)	50/13/40/36/ 24/23/106 (292)	25/2/38/15 5/8/14 (107)	25/11/2/21 19/15/92 (185)	14/5/0/33 15/19/0 (86)	30/5/40/3 7/4/81 (170)	6/3/0/0 2/0/25 (36)
MAJ	33/43/27/39/ 76/13/199 (430)	28/33/25/18 67/10/169 (350)	19/2/25/4/ 7/2/30 (89)	9/31/14/60/ 60/8/139 (261)	21/27/0/15/ 51/4/0 (118)	4/4/25/1/ 5/4/117 (160)	3/2/0/2/ 11/2/52 (72)
CPT	5/47/4/10/ 50/7/47 (165)	4/47/3/9/ 45/5/45 (158)	3/1/0/1/ 19/2/4 (30)	1/46/3/8/ 26/3/41 (128)	3/41/0/7/ 43/2/0 (98)	1/2/0/0/ 0/3/4 (10)	0/4/3/2/ 2/0/41 (52)
LT	0/21/1/17/ 28/0/0 (67)	0/21/1/16/ 28/0/0 (66)	0/0/0/0/ 10/0/0 (10)	0/21/1/16/ 18/0/0 (56)	0/21/0/16/ 28/0/0 (65)	0 0 (1)	0/0/1/0/ 0/0/0 (1)
48A	122	116	70	48	54	51	11
48B	134	115	5	110	95	11	9
48C	142	139	132	7	0	135	4
48D	115	81/25*	22	59	71	6	4
48E	192	178	45	133	140	22	16
48F	57	42/25*	14	28	29	11	2
48G	427	385	58	327	0	258	127
TOTAL	1189	1056	346	712	391	494	173

KEY
A-B-C-D
E-F-G

48A SECURITY ASSISTANCE OFFICER

Must have an understanding of US foreign policy, security assistance policy and programs, and advisory assistance. Must have a working knowledge of security assistance procedures for grant aid and foreign military sales. For oversea assignments, must be adaptable to indigenous environment and capable of performing in joint headquarters. Must have area and language expertise appropriate for specific assignment.

<u>POSITIONS:</u>	<u>REQ</u>	<u>AUTH</u>	<u>OCONUS</u>	<u>CONUS</u>	<u>UNIT</u>	<u>STAFF</u>	<u>INSTR</u>
Colonel	34	34	21	13	16	16	2
LTC	50	50	25	25	14	30	6
MAJ	33	28	19	9	21	4	3
CPT	5	4	3	1	3	1	-
TOTAL	122	116	68	48	54	51	11

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SRC	UNIT DESCRIPTION	PARA LINE	DUTY TIT.	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
54022H	MRHFAA 0103 WMC CORPS SPT	118 03	CA PLANS-OP OFFICER K	04	45D00							1	AR1079	51A 1155
		118 04	PSY OP-PLANS OFFICER K	04	45800							1	AR1079	51A 1155

54402H MR9DAA 0310 HHC AREA SPT	111	01	ACBES CMO	K	06	48F00	NO	1	AR1079	1VA	1155	FT BELVOIR
	111	02	CIVIL AFFAIRS OFFIC <td>K <th>05</th> <th>48D00</th> <td>CA</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td> </td>	K <th>05</th> <th>48D00</th> <td>CA</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td>	05	48D00	CA	1	AR1079	1VA	1155	FT BELVOIR
	111	03	PSYOP OFFICER <td>K <th>05</th> <th>48B00</th> <td>NO</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td> </td>	K <th>05</th> <th>48B00</th> <td>NO</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td>	05	48B00	NO	1	AR1079	1VA	1155	FT BELVOIR
	111	04	ECONOMICS OFFICER <td>K <th>04</th> <th>48D00</th> <td>CA</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td> </td>	K <th>04</th> <th>48D00</th> <td>CA</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td>	04	48D00	CA	1	AR1079	1VA	1155	FT BELVOIR
	111	05	GOVT CONTROL OFFICE <td>K <th>04</th> <th>48D00</th> <td>CA</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td> </td>	K <th>04</th> <th>48D00</th> <td>CA</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td>	04	48D00	CA	1	AR1079	1VA	1155	FT BELVOIR
	111	06	SP CA FUNCTIONS OFF K <td>K <th>04</th> <th>48D00</th> <td>CA</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td> </td>	K <th>04</th> <th>48D00</th> <td>CA</td> <td>1</td> <td>AR1079</td> <td>1VA</td> <td>1155</td> <td>FT BELVOIR</td>	04	48D00	CA	1	AR1079	1VA	1155	FT BELVOIR

77102H WRF9AA 0205 LT INF SEP 107 01 CIVIL AFFAIRS OFF K 05 48D00 NO 1 ~~1~~ 1079 5MN 11 FT SNELLING

W2JBAA	USA RUSSIAN INSTIT	001 01	COMMANDER	K 05	48G35	4E	RU	MI	1	AS0179	GE	GARMITSCH
		001 02	EXECUTIVE OFFICER	K 03	35845	4E <td>RU <td>MI <td>1</td> <td>AS0179 <td>GE <td>GARMITSCH</td> </td></td></td></td>	RU <td>MI <td>1</td> <td>AS0179 <td>GE <td>GARMITSCH</td> </td></td></td>	MI <td>1</td> <td>AS0179 <td>GE <td>GARMITSCH</td> </td></td>	1	AS0179 <td>GE <td>GARMITSCH</td> </td>	GE <td>GARMITSCH</td>	GARMITSCH
		002 01	DIR OF INSTRUCTION	K 04	48G35	4E <td>RU <td>MI <td>1</td> <td>AS0179 <td>GE <td>GARMITSCH</td> </td></td></td></td>	RU <td>MI <td>1</td> <td>AS0179 <td>GE <td>GARMITSCH</td> </td></td></td>	MI <td>1</td> <td>AS0179 <td>GE <td>GARMITSCH</td> </td></td>	1	AS0179 <td>GE <td>GARMITSCH</td> </td>	GE <td>GARMITSCH</td>	GARMITSCH
		002 02	DIR OF MIL STUDIES	K 04	48G35	4E <td>RU <td>MI <td>1</td> <td>AS0179 <td>GE <td>GARMITSCH</td> </td></td></td></td>	RU <td>MI <td>1</td> <td>AS0179 <td>GE <td>GARMITSCH</td> </td></td></td>	MI <td>1</td> <td>AS0179 <td>GE <td>GARMITSCH</td> </td></td>	1	AS0179 <td>GE <td>GARMITSCH</td> </td>	GE <td>GARMITSCH</td>	GARMITSCH

W3YDAA	USA	INTEL	THREAT	A	006C	01	CHIEF	K	05	48035	4G	MI	1	1	AS0179	7VA	S596	ARLINGTON	HALL
006C 02		INTEL	ANAL		K	04	48035	4G				MI	3	3	AS0179	7VA	S596	ARLINGTON	HALL
006C 03		INTEL	ANAL		K	03	48035	4G				MI	7	7	AS0179	7VA	S596	ARLINGTON	HALL
006C 04		INTEL	ANAL		K	03	48035	4A				MI	4	4	AS0179	7VA	S596	ARLINGTON	HALL
006D 02		STRAT	INTEL	OFF	K	03	48035	4A				MI	2	2	AS0179	7VA	S596	ARLINGTON	HALL
009 01		CHIEF			K	05	48035	4E				MI	1	1	AS0179	7VA	S596	ARLINGTON	HALL
009A 01		CHIEF/PROJ	ANALYST		K	05	48012	4E				AR	1	1	AS0179	7VA	S596	ARLINGTON	HALL
009A 02		PROJECTIONS	ANALYST		K	05	48014	4E				AD	1	1	AS0179	7VA	S596	ARLINGTON	HALL
009A 03		PROJECTIONS	ANALYST		O	05	48011	4E				IN	1	1	AS0179	7VA	S596	ARLINGTON	HALL
009A 04		PROJECTIONS	ANALYST		K	05	48015	4E				FA	1	1	AS0179	7VA	S596	ARLINGTON	HALL
009A 05		PROJECTIONS	ANALYST		O	04	48011	4F				IN	1	1	AS0179	7VA	S596	ARLINGTON	HALL
009A 06		PROJECTIONS	ANALYST		K	04	48035	4E				MI	2	2	AS0179	7VA	S596	ARLINGTON	HALL
009B 02		AREA	ANALYST		K	04	48035	4G				MI	1	1	AS0179	7VA	S596	ARLINGTON	HALL
009B 03		AREA	ANALYST		K	04	48035	4C				MI	1	1	AS0179	7VA	S596	ARLINGTON	HALL
010 02		FOREIGN	AREA	ANAL	K	04	48035	4E				MI	3	3	AS0179	7VA	S596	ARLINGTON	HALL
010 03		FOREIGN	AREA	ANAL	O	04	48011	4E				AR	1	1	AS0179	7VA	S596	ARLINGTON	HALL
010 04		FOREIGN	AREA	ANAL	O	04	48012	4E				IN	1	1	AS0179	7VA	S596	ARLINGTON	HALL
010 05		FOREIGN	AREA	ANAL	O	04	48035	4M				IN	1	1	AS0179	7VA	S596	ARLINGTON	HALL
010 06		FOREIGN	AREA	ANAL	O	04	48011	4K				MI	1	1	AS0179	7VA	S596	ARLINGTON	HALL
010 07		FOREIGN	AREA	ANAL	K	04	48035	4M				AR	1	1	AS0179	7VA	S596	ARLINGTON	HALL
010 08		FOREIGN	AREA	ANAL	O	04	48012	4A				MI	1	1	AS0179	7VA	S596	ARLINGTON	HALL
010 09		FOREIGN	AREA	ANAL	K	04	48035	4G				MI	1	1	AS0179	7VA	S596	ARLINGTON	HALL

SRC	IC	UNIT DESCRIPTION	PARA LINE	DUTY TIT.	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION		
W3YDAA		USA INTEL THREAT A	016B 01	CHIEF	K	05	48G35 4E			MI	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL	
			016C 01	CH/AREA ANALYST	K	05	48G35 4E			MI	1	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL
			016C 02	AREA ANALYST	K	04	48G35 4E			MI	1	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL
			016C 03	AREA ANALYST	K	04	48G35 4E			MI	1	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL
			016D 01	CH/AREA ANALYST	K	05	48G35 4E			MI	1	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL
			016D 02	CH/AREA ANALYST	K	05	48G35 4E			MI	1	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL
			016E 01	CH/AREA ANALYST	K	05	48G35 4E			MI	1	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL
			016E 02	CH/AREA ANALYST	K	05	48G35 4E			MI	1	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL
			016E 03	AREA ANALYST	K	04	48G35 4E			MI	1	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL
			016E 04	AREA ANALYST	K	04	48G35 4E			MI	1	1	1	1	AS0179 7VA	SS96	ARLINGTON HALL
W021AA		ACS INTEL	010 09	FAOS TNG OFF	K	04	48G35			MI	1	1	1	CS0179 7VA	96	PENTAGON	
			016 01	CHIEF	K	06	48G35	4K	62	MI	1	1	1	1	CS0179 7VA	96	PENTAGON
			016 02	MIL INT OFF	K	05	48G35	4E	62	MI	1	1	1	1	CS0179 7VA	96	PENTAGON
			016 03	MIL INT OFF	O	05	48G12	4E	62	FA	1	1	1	1	CS0179 7VA	96	PENTAGON
			016 04	MIL INT OFF	K	05	48G13	4E	62	MI	1	1	1	1	CS0179 7VA	96	PENTAGON
			016 05	MIL INT OFF	K	05	48G35	4M	62	MI	1	1	1	1	CS0179 7VA	96	PENTAGON
			016 06	MIL INT OFF	K	05	48G35	4E	62	MI	1	1	1	1	CS0179 7VA	96	PENTAGON
			016 07	MIL INT OFF	K	05	48G35	4P	62	MI	1	1	1	1	CS0179 7VA	96	PENTAGON
			016 08	MIL INT OFF	K	05	48G35	4Q	62	MI	1	1	1	1	CS0179 7VA	96	PENTAGON
			016 09	MIL INT OFF	K	05	48G35	4N	62	MI	1	1	1	1	CS0179 7VA	96	PENTAGON
016 10	MIL INT OFF	K	05	48G35	4E	RU	FA	1	1	1	1	CS0179 7VA	96	PENTAGON			
016 11	MIL INT OFF	K	04	48G13	4E		MI	1	1	1	1	CS0179 7VA	96	PENTAGON			
016 12	MIL INT OFF	K	04	48G35	4E		MI	2	1	1	1	CS0179 7VA	96	PENTAGON			
016 13	MIL INT OFF	K	04	48G35	4R		MI	1	1	1	1	CS0179 7VA	96	PENTAGON			
W00TAA		USA ELM DEF INT AG	026 12	CHIEF ASIA/PAC	K	06	48G35 4R			MI	15	15	15	15	15	PENTAGON	
			046 09	CHIEF/POL SEC	K	05	48G35 4E			MI	1	1	1	1	DF0179 7VA		PENTAGON
			046 10	IO	K	04	48G35 4E			MI	1	1	1	1	DF0179 7VA		PENTAGON
			046 12	IO	K	04	48G35 4E			MI	1	1	1	1	DF0179 7VA		PENTAGON
			046 13	IO	K	04	48G35 4E			MI	1	1	1	1	DF0179 7VA		PENTAGON
			046 14	IO	K	04	48G35 4E			MI	1	1	1	1	DF0179 7VA		PENTAGON
			046 18	ASST DD CUR INTEL	K	04	48G35 4E			MI	1	1	1	1	DF0179 7VA		PENTAGON
			046 19	IO	K	04	48G35 4R			MI	1	1	1	1	DF0179 7VA		PENTAGON
			046 25	IO	K	04	48G35 4S			MI	1	1	1	1	DF0179 7VA		PENTAGON
			046 28	IO	K	03	48G35 4N			MI	1	1	1	1	DF0179 7VA		PENTAGON
046 30	IO	K	04	48G35 4C			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 31	IO	K	04	48G35 4C			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 32	IO	K	04	48G35 4K			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 33	ASST DD CUR INTEL	K	06	48G35 4K			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 35	IO	K	04	48G35 4G			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 36	IO	K	04	48G35 4G			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 38	IO	K	04	48G35 4G			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 39	IO	K	05	48G35 4G			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 40	IO	K	04	48G35 4A			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 41	IO	K	04	48G35 4A			MI	1	1	1	1	DF0179 7VA		PENTAGON			
046 42	IO	K	04	48G35 4A			MI	1	1	1	1	DF0179 7VA		PENTAGON			

SRC	IC	UNIT DESCRIPTION	PARA	LINE	DUTY TIT.	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
	W00TAA	USA ELM DEF INT AG	046	67	IO	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			046	68	IO	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			046	69	IO	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			046	70	IO	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			046	71	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			046	72	CHIEF CHINA & F.E.D	K	06	48G35	4M			1	1	1	DF0179	PENTAGON
			046	73	IO	K	05	48G35	4M			1	1	1	DF0179	PENTAGON
			046	74	IO	K	05	48G35	4M			1	1	1	DF0179	PENTAGON
			046	75	CHIEF FREE WORLD DI	K	05	48G35	4G			1	1	1	DF0179	PENTAGON
			046	76	IO	K	05	48G35	4C			1	1	1	DF0179	PENTAGON
			046	77	IO	K	04	48G35	4G			1	1	1	DF0179	PENTAGON
			048	02	CHIEF G.F.BR	K	06	48G35	4E			1	1	1	DF0179	PENTAGON
			048	03	CHIEF E. EUR SEC	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			048	04	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	05	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	06	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	08	CHIEF LOG SEC	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			048	09	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	11	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	13	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	14	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	18	CHIEF TAC & ORGAN S	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			048	19	IO	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			048	20	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	21	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	22	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	23	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	24	CHIEF TAC ANAL SEC	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			048	25	IO	O	04	48G11	4E			1	1	1	DF0179	PENTAGON
			048	26	IO	O	04	48G12	4E			1	1	1	DF0179	PENTAGON
			048	27	IO	K	04	48G13	4E			1	1	1	DF0179	PENTAGON
			048	28	IO	K	04	48G21	4E			1	1	1	DF0179	PENTAGON
			048	29	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	33	CHIEF UN SEC	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			048	34	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	39	CHIEF MIL ST SEC	K	05	48G35	4E			1	1	1	DF0179	PENTAGON
			048	40	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	41	IO	K	04	48G35	4E			1	1	1	DF0179	PENTAGON
			048	44	CHIEF G.F SEC	K	05	48G35	4M			1	1	1	DF0179	PENTAGON
			048	45	IO	K	04	48G35	4M			1	1	1	DF0179	PENTAGON
			048	46	IO	K	04	48G35	4M			1	1	1	DF0179	PENTAGON
			048	48	CHIEF NW PAC BR	K	05	48G35	4P			1	1	1	DF0179	PENTAGON
			048	50	IO	K	04	48G35	4N			1	1	1	DF0179	PENTAGON
			048	52	IO	K	04	48G35	4Q			1	1	1	DF0179	PENTAGON
			048	55	CHIEF SOUTH ASIA SE	K	05	48G35	4Q			1	1	1	DF0179	PENTAGON
			048	57	IO	K	04	48G35	4C			1	1	1	DF0179	PENTAGON
			048	60	IO	K	04	48G35	4C			1	1	1	DF0179	PENTAGON
			048	61	CHIEF MIL CAP SEC	K	05	48G35	4G			1	1	1	DF0179	PENTAGON
			048	62	IO	K	05	48G35	4G			1	1	1	DF0179	PENTAGON
			048	63	IO	K	05	48G35	4G			1	1	1	DF0179	PENTAGON
			048	64	IO	K	04	48G35	4G			1	1	1	DF0179	PENTAGON
			048	65	IO	K	04	48G35	4G			1	1	1	DF0179	PENTAGON
			048	68	IO	K	04	48G35	4B			1	1	1	DF0179	PENTAGON
			048	69	CHIEF L.A. BR	K	04	48G35	4K			1	1	1	DF0179	PENTAGON
			048	70	IO	K	05	48G35	4K			1	1	1	DF0179	PENTAGON

SRC	UNIT DESCRIPTION	PARA LINE	DUTY TIT.	ID	GR MOS	ASI LIC	BR REQ	AUT	CCNUM	LOC	STATION
-IC	USA ELM DEF INT AG	048 77	10	K	05 35800 4G					7VA	
W00TAA											
					UIC	TOTAL	78	78			
W183AA	USA ELM OSD	010 08	DIR/ARMS TRANS POLI	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 11	ASST FRG/GDR/BERLIN	K	05 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 15	DEP DIR EAST ASIA&P	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 16	REGIONAL PLANNING O	K	05 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 17	ASST FOR KOREA	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 18	ASST FOR EST/SO AME	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 19	ASST FOR PANAMA CAN	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 20	ISRAEL	K	05 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 21	CONFRONTATION STATE	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 22	SAUDI/GULF	K	05 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 23	SOUTH AFRICA REGION	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 26	ASST FOR ECON POLA	K	05 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 27	CHIEF/PLANS DIV	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
		010 28	STAFF ASST	K	06 48A00		1	1	1	DF0178 7VA	PENTAGON
		010 29	STAFF ASST/DSAA	K	06 48A00		1	1	1	DF0178 7VA	PENTAGON
		010 32	STAFF ASST/DSAA COM	K	06 48A00		1	1	1	DF0178 7VA	PENTAGON
		010 33	STAFF ASST/DSAA	K	06 48A00		1	1	1	DF0178 7VA	PENTAGON
		010 34	STAFF ASST/DSAA	K	06 48A00		1	1	1	DF0178 7VA	PENTAGON
		010 35	STAFF ASST/DSAA	K	06 48A00		1	1	1	DF0178 7VA	PENTAGON
		010 36	STAFF ASST/DSAA	K	06 48A00		1	1	1	DF0178 7VA	PENTAGON
		010 38	ASST FOR AFRICA(25-	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
W186AA	USA ELE OJCS OFF	014 06	CHIEF	K	05 48G35 4E	RU	21	21	1	DF0178 7VA	PENTAGON
		014 07	TRANSLATOR	K	04 48G35 4E	RU	1	1	1	DF0178 7VA	PENTAGON
		014 08	TRANSLATOR	K	04 48G35 4E	RU	1	1	1	DF0178 7VA	PENTAGON
		018 08	MEMBER	K	06 48G35		1	1	1	DF0178 7VA	PENTAGON
		018 09	MEMBER	K	06 48G35		1	1	1	DF0178 7VA	PENTAGON
		019 01	CHIEF SOD	K	06 48G35	5G	1	1	1	DF0178 7VA	PENTAGON
		019 02	CHIEF UN BR	K	06 48E34 5G		1	1	1	DF0178 7VA	PENTAGON
		019 03	CHIEF PSYOP BR	K	06 48E34 5G		1	1	1	DF0178 7VA	PENTAGON
		019 04	MBR SPL PLN BR	K	06 48E34 5G		1	1	1	DF0178 7VA	PENTAGON
		034 02	FAES REP	K	06 48G00 4P		1	1	1	DF0178 7VA	PENTAGON
		035 01	CHIEF	K	06 48G00 4C		1	1	1	DF0178 7VA	PENTAGON
		035 02	POL-MIL PLANNER	K	06 48G00 4C		1	1	1	DF0178 7VA	PENTAGON
		035 03	POL-MIL PLANNER	K	06 48G00 4C		1	1	1	DF0178 7VA	PENTAGON
		035 04	POL-MIL PLANNER	K	06 48G00 4C		1	1	1	DF0178 7VA	PENTAGON
		035 05	CHIEF	K	06 54A00 4C		1	1	1	DF0178 7VA	PENTAGON
		035 06	POL-MIL PLANNER	K	06 48G00 4S		1	1	1	DF0178 7VA	PENTAGON
		036 01	POL-MIL PLANNER	K	06 48G00 4N		1	1	1	DF0178 7VA	PENTAGON
		036 02	POL-MIL PLANNER	K	06 48G00 4N		1	1	1	DF0178 7VA	PENTAGON
		036 03	POL-MIL PLANNER	K	06 48G00 4N		1	1	1	DF0178 7VA	PENTAGON
		036 04	POL-MIL PLANNER	K	06 48G00 4N		1	1	1	DF0178 7VA	PENTAGON
		037 01	CHIEF	K	06 48G00		1	1	1	DF0178 7VA	PENTAGON
		037 02	POL-M PLANNER	K	06 48G14		1	1	1	DF0178 7VA	PENTAGON
		037 03	POL-M PLANNER	K	06 48G14		1	1	1	DF0178 7VA	PENTAGON
		037 04	POL-M PLANNER	K	06 48G00 4Z		1	1	1	DF0178 7VA	PENTAGON
		038 01	SECURITY ASST PLANE	K	05 48G00 4Z		1	1	1	DF0178 7VA	PENTAGON
		039 01	CHIEF	K	06 48G00 4G		1	1	1	DF0178 7VA	PENTAGON
		039 02	POL-MIL PLANNER	K	05 48G00		1	1	1	DF0178 7VA	PENTAGON

[illegible]

SRC	IC	UNIT DESCRIPTION	PARA	LINE	DUTY TIT.	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CGNUM	LOC	STATION
			002	01	ATTACHE	K	06	48035	4R				1	1	DF0179	LOC
			002	02	ASST ATTACHE	K	05	48035	4R				1	1	DF0179	LOC
			002	05	ATTACHE	K	06	48035	4R				1	1	DF0179	LOC
			002	09	ATTACHE	K	06	48035	4Z				1	1	DF0179	LOC
			002	11	ATTACHE	K	06	48035	4G				1	1	DF0179	LOC
			002	12	ASST ATTACHE	K	05	48035	4G				1	1	DF0179	LOC
			002	13	ASST ATTACHE	K	04	48035	4G				1	1	DF0179	LOC
			002	15	ATTACHE	K	06	48035	4C				1	1	DF0179	LOC
			002	16	ASST ATTACHE	K	04	48035	4C				1	1	DF0179	LOC
			002	17	ATTACHE	K	05	48035	4A				1	1	DF0179	LOC
			002	20	ATTACHE	K	06	48035	4P				1	1	DF0179	LOC
			002	21	ASST ATTACHE	K	04	48035	4P				1	1	DF0179	LOC
			002	22	ATTACHE	K	06	48035	4G				1	1	DF0179	LOC
			002	23	ASST ATTACHE	K	04	48035	4G				1	1	DF0179	LOC
			002	26	ATTACHE	K	06	48035	4N				1	1	DF0179	LOC
			002	27	ASST ATTACHE	K	05	48035	4N				1	1	DF0179	LOC
			002	31	ATTACHE	K	05	48035	4G				1	1	DF0179	LOC
			002	33	ATTACHE	K	05	48035	4A				1	1	DF0179	LOC
			002	35	ATTACHE	K	06	48035	4R				1	1	DF0179	LOC
			002	38	ATTACHE	K	06	48035	4R				1	1	DF0179	LOC
			002	39	ASST ATTACHE	K	05	48035	4K				1	1	DF0179	LOC
			002	46	ATTACHE	K	06	48035	4B				1	1	DF0179	LOC
			002	48	ATTACHE	K	06	48035	4C				1	1	DF0179	LOC
			002	53	ATTACHE	K	06	48035	4K				1	1	DF0179	LOC
			002	55	ATTACHE	K	06	48035	4A				1	1	DF0179	LOC
			002	57	ATTACHE	K	06	48035	4C				1	1	DF0179	LOC
			002	58	ATTACHE	K	06	48035	4Q				1	1	DF0179	LOC
			002	59	ASST ATTACHE	K	05	48035	4Q				1	1	DF0179	LOC
			002	60	ATTACHE	K	06	48035	4K				1	1	DF0179	LOC
			002	62	ATTACHE	K	06	48035	4K				1	1	DF0179	LOC
			002	63	ATTACHE	K	06	48035	4R				1	1	DF0179	LOC
			002	64	ASST ATTACHE	K	05	48035	4R				1	1	DF0179	LOC
			002	68	ATTACHE	K	05	48035	4R				1	1	DF0179	LOC
			002	71	ATTACHE	K	06	48035	4E				1	1	DF0179	LOC
			002	73	ATTACHE	K	06	48035	4E				1	1	DF0179	LOC
			002	79	ASST ATTACHE	K	06	48035	4E				1	1	DF0179	LOC
			002	79	ATTACHE	K	04	48035	4G				1	1	DF0179	LOC
			002	82	ATTACHE	K	06	48035	4R				1	1	DF0179	LOC
			002	84	ATTACHE	K	06	48035	4A				1	1	DF0179	LOC
			002	85	ASST ATTACHE	K	04	48035	4C				1	1	DF0179	LOC
			002	86	ATTACHE	K	06	48035	4A				1	1	DF0179	LOC
			002	87	ASST ATTACHE	K	04	48035	4A				1	1	DF0179	LOC
			002	89	ATTACHE	K	06	48035	4C				1	1	DF0179	LOC
			002	90	ATTACHE	K	06	48035	4C				1	1	DF0179	LOC
			002	91	ATTACHE	K	06	48035	4C				1	1	DF0179	LOC
			002	93	ATTACHE	K	06	48035	4M				1	1	DF0179	LOC
			002	95	ASST ATTACHE	K	06	48035	4S				1	1	DF0179	LOC
			002	96	ATTACHE	K	05	48035	4S				1	1	DF0179	LOC
			002	98	ATTACHE	K	06	48035	4B				1	1	DF0179	LOC
			003	02	ATTACHE	K	06	48035	4F				1	1	DF0179	LOC
			003	03	ASST ATTACHE	K	05	48035	4F				1	1	DF0179	LOC
			003	07	ATTACHE	K	06	48035	4Z				1	1	DF0179	LOC
			003	08	ASST ATTACHE	K	05	48035	4Z				1	1	DF0179	LOC

SRC	IC	UNIT DESCRIPTION	PARA LINE	DUTY YIT	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
	W0A9AA	USA LAISON GP	002 01	CHIEF	K	06	48C54	4C	FR	AR	1	1	E10278	GE	5596 HEIDELBERG
	W0BXAA	USA INTEL CTR EUR	003D 01	CHIEF	K	05	35B48	4E		MI	1	1	E10378	GE	96 HEIDELBERG
			003D 02	STRAT	K	04	48G35	4E		MI	1	1	E10378	GE	96 HEIDELBERG
			003D 03	STRAT	K	04	35B48	4E		MI	4	4	E10378	GE	96 HEIDELBERG
			003E 01	CHIEF	K	04	48G35	4E		MI	1	1	E10378	GE	96 HEIDELBERG
			003F 01	CHIEF	K	05	35B48	4E		MI	1	1	E10378	GE	96 HEIDELBERG
			003F 01A	STRAT	K	04	35B00	4E		MI	1	1	E10378	GE	96 HEIDELBERG
	W1AUAA	USA LIAISON MIS	001 01	CHIEF	K	06	48C00			AR	1	1	E10179	GC	POTSDAM
			001 03	XO	K	05	48C00	4E		AD	1	1	E10179	GC	POTSDAM
			002 01	C/GRND OP DIV	K	05	48C00	4E		AR	1	1	E10179	GC	POTSDAM
			002 02	SR LNO	K	05	48C00	4E		FA	1	1	E10179	GC	POTSDAM
			002 03	GRND OP OFF	K	05	48C00	4E		IN	1	1	E10179	GC	POTSDAM
			002 04	GRND PROD OFF	K	05	48C00	4E		MI	1	1	E10179	GC	POTSDAM
			002 05	LNO	K	05	48C00	4E		SC	1	1	E10179	GC	POTSDAM
			002 06	LNO	K	04	48C00	4E		OD	1	1	E10179	GC	POTSDAM
			002 07	LNO	K	04	48C00	4E		IN	1	1	E10179	GC	POTSDAM
			002 08	LNO	K	04	48C00	4E		MI	1	1	E10179	GC	POTSDAM
			002 09	LNO	K	04	48C00	4E		FA	1	1	E10179	GC	POTSDAM
			002 10	LNO	K	04	48C00	4E		AR	1	1	E10179	GC	POTSDAM
			003 01	POTSDAM OIC	K	03	48C00	4E		MI	1	1	E10179	GC	POTSDAM
			004 02	C/SP PROJECTS	K	04	35A00	4E		MI	1	1	E10179	GC	POTSDAM
	W32EAA	USA SF DET ABN EUR	001 01	C0	0	06	48E00	5G			14	11			BAD TOLZ
	07035H WAP4AA 0509	ABN CBT	101 11	S5	K	03	48D00	5P		IN	1	1	E30179	IT	VICENZA
	07102H WADTAA 0002	HHC BDE	107 01	G5	K	04	48D00			GM	1	1	E10178	GE	GRAFENWOHR
	WAFHAA 0001	HHC FND	107 01	CIVIL AFFAIRS OFF	K	04	48F00			AM	1	1	E70279	GE	55 GOEPPENGEN
	17004H WACUAA 0001	HHC	107 01	G5	K	05	48F00			AR	1	1	E70379	GE	96 ANSBACH

SRC	IC	UNIT DESCRIPTION	PARA LINE	DUTY TIT	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
54022H	MBG0AA	0003 HHC SPT CORPS	118 04	PSY OP-PLANS OFFICE	K	04	48B00			NO	1		E50279	GE	1155 FRANKFURT
								UIC	TOTAL						
	WCOJAA	0002 HHC CORPS SPT	118 01	ACOF'S CIVIL-MIL OP	K	05	48F00			NO	1		E70180	GE	55XE NELLINGEN
			118 03	CA PLANS-OP OFFICER	K	04	48D00			NO	1		E70180	GE	1155 NELLINGEN
			118 04	PSY OP-PLANS OFFICE	K	04	48B00			NO	1		E70180	GE	1155 NELLINGEN
								UIC	TOTAL						
								UIC	TOTAL						
								SRC	TOTAL						
54412H	MBGHAA	0038 DISB-ACCT	121 01	ACOF'S CMO	K	06	48F00			NO	1		E70179	GE	HEILBRONN
			121 02	CIVIL AFFAIRS OF	K	05	48D00			NO	1		E70179	GE	HEILBRONN
			121 03	PSYOP OFFICER	K	05	48B00			NO	1		E70179	GE	HEILBRONN
			121 04	ECONOMICS OFF	K	04	48D00	6C		NO	1		E70179	GE	HEILBRONN
			121 05	GOVT CONTROL OFF	K	04	48D00			NO	1		E70179	GE	HEILBRONN
			121 06	SP CA FUNCTIONS OFF	K	04	48D00			NO	1		E70179	GE	HEILBRONN
								UIC	TOTAL						
								UIC	TOTAL						
								SRC	TOTAL						
WCOGAA	0021 HHC SPT ARMY		121 01	ACOF'S CMO	K	06	48F00			NO	1		E20179	GE	1155 KAISERSLAUTERN
			121 02	CIVIL AFFAIRS OFF	K	05	48D00			NO	1		E20179	GE	1155 KAISERSLAUTERN
			121 03	PSYOP OFFICER	K	05	48B00			NO	1		E20179	GE	1155 KAISERSLAUTERN
			121 04	ECONOMICS OFFICER	K	04	48D00	6C		NO	1		E20179	GE	1155 KAISERSLAUTERN
			121 05	GOVT CONTROL OFFICE	K	04	48D00			NO	1		E20179	GE	1155 KAISERSLAUTERN
			121 06	SP CA FUNCTIONS OFF	K	04	48D00			NO	1		E20179	GE	1155 KAISERSLAUTERN
								UIC	TOTAL						
								UIC	TOTAL						
								SRC	TOTAL						
WCOLAA	0007 HQ SP TRP 7 SC		121 01	ACOF'S CMO	K	06	48F00			NO	1		E20179	GE	GARTENSTADT
			121 02	CIVIL AFFAIRS OFF	K	05	48D00			NO	1		E20179	GE	GARTENSTADT
			121 03	PSYOP OFFICER	K	05	48B00			NO	1		E20179	GE	GARTENSTADT
			121 04	ECONOMICS OFF	K	04	48D00	6C		NO	1		E20179	GE	GARTENSTADT
			121 05	GOVT CONTROL OFF	K	04	48D00			NO	1		E20179	GE	GARTENSTADT
			121 06	SP CA FUNCTIONS OFF	K	04	48D00			NO	1		E20179	GE	GARTENSTADT
								UIC	TOTAL						
								UIC	TOTAL						
								SRC	TOTAL						
WH6VAA	0005 SP TRPS SETAF		121 01	ACOF'S CMO	K	06	48F00			NO	1		E30179	IT	VICENZA
			121 02	CIVIL AFFAIRS OF	K	05	48D00			NO	1		E30179	IT	VICENZA
			121 03	PSYOP OFFICER	K	05	48B00			NO	1		E30179	IT	VICENZA
			121 04	ECONOMICS OFF	K	04	48D00	6C		NO	1		E30179	IT	VICENZA
			121 05	GOVT CONTROL OFF	K	04	48D00			NO	1		E30179	IT	VICENZA
			121 06	SP CA FUNCTIONS OFF	K	04	48D00			NO	1		E30179	IT	VICENZA
								UIC	TOTAL						
								UIC	TOTAL						
								SRC	TOTAL						
WARU98	IN BDE	AUG HQ C	017A 01	CHIEF OP DINTEL	K	04	3648 4K			MI	1		FC2679	PQ	55 FT CLAYTON
			017B 01	CH SCTY/PL/T DINTEL	K	04	3648 4K			MI	1		FC2679	PQ	55A FT CLAYTON
			018F 01	CMO BR CHIEF DDOPT	K	04	43D00			IN	1		FC2679	PQ	55A FT CLAYTON
								CMD	TOTAL						
								CMD	TOTAL						
								SRC	TOTAL						
								SRC	TOTAL						

SRC	IC	UNIT DESCRIPTION	PARA LINE	DUTY TIT.	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
19272H	WASBAA 0194	HMC	107	01 CIVIL AFFAIRS OFF	K	05	48D00			NO	1	1	1	FC1079 5KY 11	FT KNOX
								UIC TOTAL			1	1			
								SRC TOTAL			1	1			
19272H	WDFAAA 0089	HMC	105	01 CIVIL AFFAIRS OFF	K	03	48D00			NO	1	1	1	FC1079 5TX	FT HOOD
								UIC TOTAL			1	1			
								SRC TOTAL			1	1			
WFP6AA	0016	HMC CORPS	105	01 CIVIL AFFAIRS OFF	K	03	48D00			NO	1	1	1	FC1079 INC	FT BRAGG
								UIC TOTAL			1	1			
								SRC TOTAL			1	1			
31102H	WH0YAA 0007	HMC ABN	101	01 GROUP COMMANDER	0	06	48E00 5G			AM	1	1	1	FC1079 INC 11	FT BRAGG
			101	02 DEPUTY COMMANDER	0	05	48E00 5G			AM	1	1	1	FC1079 INC 11XM	FT BRAGG
			101	03 EXECUTIVE OFFICER	0	05	48E00 5G			AM	1	1	1	FC1079 INC 11	FT BRAGG
			101	08 S-3	0	04	48E00 5G	5M		AM	1	1	1	FC1079 INC 11	FT BRAGG
			101	10 S-5	K	04	48F00 5G			NO	1	1	1	FC1079 INC 11	FT BRAGG
								UIC TOTAL			5	5			
								SRC TOTAL			2	2			
WH03AA	0005	HMC ABN	101	01 GROUP COMMANDER	0	06	48E00 5G			AM	1	1	1	FC1079 INC 11	FT BRAGG
			101	02 DEPUTY COMMANDER	0	05	48E00 5G			AM	1	1	1	FC1079 INC 11XM	FT BRAGG
			101	03 EXECUTIVE OFFICER	0	05	48E00 5G			AM	1	1	1	FC1079 INC 11	FT BRAGG
			101	08 S-3	0	04	48E00 5G	5M		AM	1	1	1	FC1079 INC 11	FT BRAGG
			101	10 S-5	K	04	48F00 5G			NO	1	1	1	FC1079 INC 11	FT BRAGG
								UIC TOTAL			5	5			
								SRC TOTAL			5	5			
WH08AA	0010	HMC ABN	101	01 GROUP COMMANDER	0	06	48E00 5G			AM	1	1	1	FC1079 IMA 11	FT DEVENS
			101	02 DEPUTY COMMANDER	0	05	48E00 5G			AM	1	1	1	FC1079 IMA 11XM	FT DEVENS
			101	03 EXECUTIVE OFFICER	0	05	48E00 5G			AM	1	1	1	FC1079 IMA 11	FT DEVENS
			101	08 S-3	0	04	48E00 5G	5M		AM	1	1	1	FC1079 IMA 11	FT DEVENS
			101	10 S-5	K	04	48F00 5G			NO	1	1	1	FC1079 IMA 11	FT DEVENS
								UIC TOTAL			5	5			
								SRC TOTAL			15	15			
31105H	WH0ZAA 0007	ABN	101	01 BATTALION COMMANDER	0	05	48E00 5G			AM	1	1	1	FC0178 INC 11	FT BRAGG
			101	02 EXECUTIVE OFFICER	0	04	48E00 5G			AM	1	1	1	FC0178 INC 11	FT BRAGG
			101	03 S-3	0	04	48E00 5G	5M		AM	1	1	1	FC0178 INC 11	FT BRAGG
			201	01 COMPANY COMMANDER	0	04	48E00 5G			AM	3	3	3	FC0178 INC 11	FT BRAGG
								UIC TOTAL			6	6			
								SRC TOTAL			15	15			
WH00AA	0007	ABN	101	01 BATTALION COMMANDER	0	05	48E00 5G			AM	1	1	1	FC0178 INC 11	FT BRAGG
			101	02 EXECUTIVE OFFICER	0	04	48E00 5G			AM	1	1	1	FC0178 INC 11	FT BRAGG
			101	03 S-3	0	04	48E00 5G	5M		AM	1	1	1	FC0178 INC 11	FT BRAGG

SRC	IC	UNIT DESCRIPTION	PARA LINE	DUTY TIT	ID	GR	MOS	ASI	LTC	BR	REQ	AUT	CCNUM	LOC	STATION
31105H	WH00AA	0007 ABN	201 01	COMPANY COMMANDER	0	04	48E00	5G		AM	3	3	FC0178	INC 11	FT BRAGG
	WH01AA	0007	101 01	BATTALION COMMANDER	0	05	48E00	5G	LA	AM	1	1	FC1079	PQ 11	FT GULICK
			101 02	EXECUTIVE OFFICER	0	04	48E00	5G	LA	AM	1	1	FC1079	PQ 11	FT GULICK
			101 03	S-3	0	04	48E00	5G	LA	AM	1	1	FC1079	PQ 11	FT GULICK
			101 04	S-1	0	03	48E41	5G	LA	NO	1	1	FC1079	PQ	FT GULICK
			101 08	S-4	0	03	48E92	5G	LA	NO	1	1	FC1079	PQ	FT GULICK
			101 10	S-5	0	03	48E00	5G	LA	NO	1	1	FC1079	PQ	FT GULICK
			201 01	COMPANY COMMANDER	0	04	48E00	5G	LA	AM	3	3	FC1079	PQ 11	FT GULICK
			201 03	EXECUTIVE OFFICER	0	03	48E00	5G	LA	AM	3	3	FC1079	PQ	FT GULICK
			202 01	DETACHMENT COMMANDER	0	03	48E00	5G	LA	AM	18	18	FC1079	PQ	FT GULICK
			202 02	EXECUTIVE OFFICER	0	02	48E00	5G	LA	AM	18	18	FC1079	PQ	FT GULICK
							UIC	TOTAL			6	6			
	WH04AA	0005 ABN	101 01	BATTALION COMMANDER	0	05	48E00	5G		AM	1	1	FC0178	INC 11	FT BRAGG
			101 02	EXECUTIVE OFFICER	0	04	48E00	5G		AM	1	1	FC0178	INC 11	FT BRAGG
			101 03	S-3	0	04	48E00	5G	5M	AM	1	1	FC0178	INC 11	FT BRAGG
			201 01	COMPANY COMMANDER	0	04	48E00	5G		AM	3	3	FC0178	INC 11	FT BRAGG
							UIC	TOTAL			6	6			
	WH05AA	0005 ABN	101 01	BATTALION COMMANDER	0	05	48E00	5G		AM	1	1	FC0178	INC 11	FT BRAGG
			101 02	EXECUTIVE OFFICER	0	04	48E00	5G		AM	1	1	FC0178	INC 11	FT BRAGG
			101 03	S-3	0	04	48E00	5G	5M	AM	1	1	FC0178	INC 11	FT BRAGG
			201 01	COMPANY COMMANDER	0	04	48E00	5G		AM	3	3	FC0178	INC 11	FT BRAGG
							UIC	TOTAL			6	6			
	WH06AA	0005 ABN	101 01	BATTALION COMMANDER	0	05	48E00	5G		AM	1	1	FC0178	INC 11	FT BRAGG
			101 02	EXECUTIVE OFFICER	0	04	48E00	5G		AM	1	1	FC0178	INC 11	FT BRAGG
			101 03	S-3	0	04	48E00	5G	5M	AM	1	1	FC0178	INC 11	FT BRAGG
			201 01	COMPANY COMMANDER	0	04	48E00	5G		AM	3	3	FC0178	INC 11	FT BRAGG
							UIC	TOTAL			6	6			
	WH1AAA	0010	101 01	BATTALION COMMANDER	0	05	48E00	5G		AM	2	2	FC0178	IMA 11	FT DEVENS
			101 02	EXECUTIVE OFFICER	0	04	48E00	5G		AM	1	1	FC0178	IMA 11	FT DEVENS
			101 03	S-3	0	04	48E00	5G	5M	AM	1	1	FC0178	IMA 11	FT DEVENS
			201 01	COMPANY COMMANDER	0	04	48E00	5G		AM	3	3	FC0178	IMA 11	FT DEVENS
							UIC	TOTAL			6	6			
	WH1BAA	0010	101 01	BATTALION COMMANDER	0	05	48E00	5G		AM	1	1	FC0178	IMA 11	FT DEVENS
			101 02	EXECUTIVE OFFICER	0	04	48E00	5G		AM	1	1	FC0178	IMA 11	FT DEVENS
			101 03	S-3	0	04	48E00	5G	5M	AM	1	1	FC0178	IMA 11	FT DEVENS

SRC	JIC	UNIT DESCRIPTION	PARA LINE	DUTY II	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
31127H	WH1BAA	0010	201	01	COMPANY COMMANDER	0	04	48E00	5G	AM	3	3	FC0178	IMA 11	FT DEVEN
								UIC	TOTAL		6	6			
								SRC	TOTAL		90	90			
31127H	WH02AA	0007 SVC ABN SF GRP	101	01	COMPANY COMMANDER	0	04	48E00	5G	AM	1	1	FC1079	INC 11	FT BRAGG
								UIC	TOTAL		1	1			
WH07AA	0005 SVC ABN SF GRP	101	01	COMPANY COMMANDER	0	04	48E00	5G	AM	1	1	FC1079	INC 11	FT BRAGG	
								UIC	TOTAL		1	1			
WH1CAA	0010 SVC	101	01	COMPANY COMMANDER	0	04	48E00	5G	AM	1	1	FC1079	IMA 11	FT DEVEN	
								UIC	TOTAL		1	1			
								SRC	TOTAL		3	3			
33500H	MCAEAA	0001 ORG HQ & ADMIN	101	01	BATTALION COMMANDER	K	05	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			101	02	EXECUTIVE OFFICER	K	04	48B00	5E	NO	1	1	FC0177	INC 11	FT BRAGG
			101	03	S-3	K	04	48B00	5E	NO	1	1	FC0177	INC 11	FT BRAGG
			101	04	S-1	K	03	48B41	5E	NO	1	1	FC0177	INC 11	FT BRAGG
			101	06	S-4	K	03	48B92	5E	NO	1	1	FC0177	INC 11	FT BRAGG
			101	08	COMPANY COMMANDER	K	03	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			101	09	S-3 AIR OP OFFICER	K	03	48B00	5E	NO	1	1	FC0177	INC 11	FT BRAGG
			101	47	COMPANY EXEC OFFICE	K	02	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			103	01	PSYOP OFFICER	K	04	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			103	02	PSYOP OFFICER	K	04	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			103	02A	PSYCHOLOGICAL OP OF	K	04	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			103	02B	PSYCHOLOGICAL OP OF	K	04	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			105	02	PSYOP OFFICER	K	02	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			105	02A	PSYCHOLOGICAL OP OF	K	02	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			105	02B	PSYCHOLOGICAL OP OF	K	02	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			105	02C	PSYCHOLOGICAL OP OF	K	02	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			106	01	PSYOP OFFICER	K	03	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			107	01	PSYOP OFFICER	K	02	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			110	01A	PSYCHOLOGICAL OP OF	K	03	48B00		NO	2	2	FC0177	INC 11	FT BRAGG
			112	01	PSYOP OFFICER	K	03	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			112	01A	PSYCHOLOGICAL OP OF	K	03	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
			112	01B	PSYCHOLOGICAL OP OF	K	03	48B00		NO	1	1	FC0177	INC 11	FT BRAGG
								UIC	TOTAL		27	27			
WFMNAA	0006 ORG HQ & ADMIN	101	01	BATTALION COMMANDER	K	05	48B00	5P		NO	1	1	FC1079	INC 11	FT BRAGG
			101	02	EXECUTIVE OFFICER	K	04	48B00		NO	1	1	FC1079	INC 11	FT BRAGG
			101	03	S-3	K	04	48B00	5P	NO	1	1	FC1079	INC 11	FT BRAGG
			101	04	S-1	K	03	48B41	5E	NO	1	1	FC1079	INC 11	FT BRAGG
			101	06	S-4	K	03	48B92	5E	NO	1	1	FC1079	INC 11	FT BRAGG
			101	08	COMPANY COMMANDER	K	03	48B00		NO	1	1	FC1079	INC 11	FT BRAGG
			101	09	S-3 AIR OP OFFICER	K	03	48B00	5E	NO	1	1	FC1079	INC 11	FT BRAGG
								UIC	TOTAL		27	27			

SRC	UIC	UNIT DESCRIPTION	PARA	LINE	DUTY TL	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	AK	STATION
52002H	WAUKAA	0018 HHC AIRBORNE	107	01	ASST COFS G5	K	06	48F00	5P		NO	1	1	FC1079	INC	1155	FT BRAGG
			107	02	ASST G5 (CA) MAIN	K	05	48D00	5P		NO	1	1	FC1079	INC	1155	FT BRAGG
			107	03	ASST G5 (PSYOP) MAI	K	05	48B00	5P		NO	1	1	FC1079	INC	1155	FT BRAGG
			107	04	ASST G5 (CA) MAIN	K	06	48D00	5P		NO	1	1	FC1079	INC	1155	FT BRAGG
			107	05	ASST G5 (PSYOP) MAI	K	04	48B00	5P		NO	1	1	FC1079	INC	1155	FT BRAGG
								UIC TOTAL				5					
								SRC TOTAL				10					
54022H	WBGUAA	0001 HHC SPT CORPS	118	01	ACOFs CIVIL MIL OP	K	05	42F00			NO	1	1	FC1079	INC	1155	FT BRAGG
			118	03	CA PLAN-OP OFF	K	04	48D00			NO	1	1	FC1079	INC	1155	FT BRAGG
			118	04	PSY OP PLANS OFF	K	04	48C00			NO	1	1	FC1079	INC	1155	FT BRAGG
								UIC TOTAL				3					
								SRC TOTAL				6					
WFLJAA	0013	CORPS SPT COMD	118	01	ACOFs CIVIL-MIL OP	K	05	48F00			NO	1	1	FC1079	5TX	55XU	FT HOOD
			118	03	CA PLN-OP OFF	K	04	48D00			NO	1	1	FC1079	5TX	1155	FT HOOD
			118	04	PSY OP-PLNS OFF	K	04	48B00			NO	1	1	FC1079	5TX	1155	FT HOOD
								UIC TOTAL				3					
								SRC TOTAL				6					
57004H	WAA6AA	0082 HHC	107	01	G5	K	05	48F00	5P		NO	1	1	FC1079	INC	1155	FT BRAGG
								UIC TOTAL				1					
								SRC TOTAL				1					
67004H	WAB1AA	0101 HHC AIR ASLT	107	01	G5	K	05	48F00			AM	1	1	FC1079	IKY	1155	FT CAMPBELL
								UIC TOTAL				1					
								SRC TOTAL				1					
77102H	WASRAA	0172 HHC SEP LIB	107	01	CIVIL AFFAIRS OFF	K	05	48D00			NO	1	1	FC1079	AK	11	FT RICHARDSON
								UIC TOTAL				1					
								SRC TOTAL				1					
								CMD TOTAL				310					
W0VXAA	NATO INTL MIL STE	005 01 STAFF PLANNER	005	01	STAFF PLANNER	K	06	48G54				1	1	JA0178	BE		BRUSSELS
		007 04 MIL ASST TO DEP	007	04	MIL ASST TO DEP	K	06	48G00				1	1	JA0178	BE		BRUSSELS
								UIC TOTAL				2					
W07QAA	USA ELE JUSMAGTHAI	001 01 CHIEF	001	01	CHIEF	0	06	48E11	4S			1	1	JA0178	TH		BANGKOK
		001 03 LNO/SCHO	001	03	LNO/SCHO	0	05	48E11				1	1	JA0178	TH		BANGKOK
		009 01 CHIEF	009	01	CHIEF	0	04	48E11	5L	TH	NC	1	1	JA0178	TH		BANGKOK
		010 01 CHIEF/OPNS LNO	010	01	CHIEF/OPNS LNO	0	05	48E54	5L	TH		1	1	JA0178	TH		BANGKOK

AD-A073 887

ARMY WAR COLL CARLISLE BARRACKS PA
THE ROLE OF THE FOREIGN AREA OFFICER IN NATIONAL SECURITY POLIC--ETC(U)
MAY 79 V N PIKE

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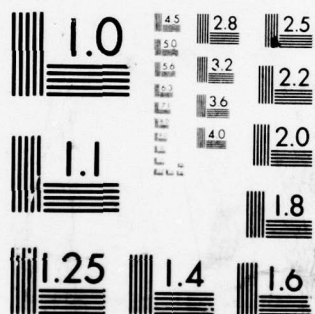
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MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

SRC	JIC	UNIT DESCRIPTION	PARA LINE	DUTY II.	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION	
		USA ELE JUSMAGTHAI	010	02	VDC/ICC	LNO										
W079AA		USA ELE JUSMAGTHAI	010	02	VDC/ICC	LNO	0	04	48E35	5L	TH	1	1	JA0178	TH	
W08YAA		USA ELM MAAG DOM R	003	01	SR	ARMY ADV	K	05	48A00	4K	LA	1	1	JA0278	DR	
W082AA		USA ELE JUSMAG PHI	003	03	JT	FORCE P O	K	05	48A93	5L	4Z	1	1	JA0278	RP	
W089AA		USA ELE MAAG IRAN	008B	05	INTEL	ADV	K	05	48A35	4H	PF	1	1	JA0278	IR	
W09FAA		USA ELE MAAG PORTU	001	01	CHIEF	MAAG	0	06	48A11	4C	PT	1	1	JA0178	PO	
W09GAA		USA ELE JUSMAG SPA	007	01	CHIEF	AVN/ARMOR OFF	0	06	48A11	5P	SR	00	1	1	JA0177	SP
W09JAA		USA ELE JUSMAG GRE	003	01	CHIEF		0	06	48A11			FA	1	1	JA0178	GR
W09LAA		USA ELE MOROCCO US	001	01A	CHIEF		0	06	48A11	5L	FR	1	1	JA0179	MO	
W09MAA		US ELM USMTM SAUD	100	01	AIDE	DE CAMP	0	03	48A11	5L	4G	1	1	JA0179	SA	
W09NAA		USA ELE USMM ZAIRE	001	01	CHIEF		0	06	48A11	4A	FR	1	1	JA0178	CG	

SRC	IC	UNIT DESCRIPTION	PARA LINE	DUTY TIT	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
W09PAA		USA ELE USMM LIBER	001 01	CHIEF	0	06	48A11	5L		**	1	1	1	JA0178 LI	MONROVIA
W09ZAA		USA ELE HQ ATLANTI	031 06	JT EVAC & CA PLNS	0	05	48D00			FA	1	1	1	JA0176 IVA	NORFOLK
W092AA		USA ELE HQ EUROM	043 01	CHIEF	K	06	35B48	4E	RU		1	1	1	JA0178 GE	VAIHINGEN
			064A 01	CHIEF	0	06	48A11				1	1	1	JA0178 GE	VAIHINGEN
			064A 03	SEC ASST 0	0	05	48A11	4Z			1	1	1	JA0178 GE	VAIHINGEN
			064A 04	SEC ASST 0	0	05	48A11	4A			1	1	1	JA0178 GE	VAIHINGEN
			064B 02	SEC ASST 0	0	05	48A11	4H			1	1	1	JA0178 GE	VAIHINGEN
			064B 03	SEC ASST STF 0	0	05	48A11				1	1	1	JA0178 GE	VAIHINGEN
			064B 04	LOG 0	0	05	48A12				1	1	1	JA0178 GE	VAIHINGEN
			064B 05	MSL MAINT 0	K	05	91A48	4F			1	1	1	JA0178 GE	VAIHINGEN
			072 01	CHIEF	K	05	73A48	4G			1	1	1	JA0178 GE	VAIHINGEN
			072 03	POL-MIL AFF 0	K	06	48G13	6Z			1	1	1	JA0178 GE	VAIHINGEN
			072 04	POL-MIL 0	0	05	48G11	6Z			1	1	1	JA0178 GE	VAIHINGEN
			072 07	POL-MIL 0	0	05	43G12				1	1	1	JA0178 GE	VAIHINGEN
W093AA		USA ELE HQ PACOM	301F 01	CHIEF	0	06	48E54	5G			12	12	1	JA0278 HI	CP H M SMITH
			301F 02	SPEC OPS 0	0	05	48E54	5G			1	1	1	JA0278 HI	CP H M SMITH
			301F 03	SPEC OPS 0	K	05	48B54	5G			1	1	1	JA0278 HI	CP H M SMITH
			400B 01	CHIEF	K	06	48A70				1	1	1	JA0278 HI	CP H M SMITH
			401C 02	PLNS/PGMS 0	K	05	48A92	4S			1	1	1	JA0278 HI	CP H M SMITH
			401C 06	PLNS/PGMS 0	K	05	92A48	4Q			1	1	1	JA0278 HI	CP H M SMITH
			401C 07	PLNS/PGMS 0	K	05	58A13	4Q			1	1	1	JA0278 HI	CP H M SMITH
			401D 02	PLNS/PGMS 0	K	05	48A92	4R			1	1	1	JA0278 HI	CP H M SMITH
			401D 03	PLNS/PGMS 0	K	05	48A92	4Q			1	1	1	JA0278 HI	CP H M SMITH
			401D 04	PLNS/PGMS 0	K	05	48A92	4Q			1	1	1	JA0278 HI	CP H M SMITH
			801 01	CHIEF	0	06	48A11	1X			1	1	1	JA0278 HI	CP H M SMITH
			804 01	CHIEF	0	05	48A11	1X			1	1	1	JA0278 HI	CP H M SMITH
			807 01	TRNG COORD	0	04	48A11	5G			1	1	1	JA0278 HI	CP H M SMITH
W094AA		USA ELE HQ US FOR-	001 01	ASST STS CMD HIST	K	04	42A48	4P	5X		12	12	1	JA0179 JA	YOKOTA
			001 11	ACOPS	K	06	48G54				1	1	1	JA0179 JA	YOKOTA
			001 12	CHIEF GOVT RELATION	K	05	48G54				1	1	1	JA0179 JA	YOKOTA
			001 17	CHIEF	K	05	48G54				1	1	1	JA0179 JA	YOKOTA
W095AA		USA ELE HQ UN CMD	035 01	ACOPS J2	K	06	48C35	4N	KP		4	4	1	JA0179 KS	YONG SAN
			035 03	DACOPS J 2-SPT	K	06	33A00	4N	KP		1	1	1	JA0179 KS	YONG SAN
			044 01	CHIEF	K	04	48G35				1	1	1	JA0179 KS	YONG SAN
			148 01	DIR-SECY UNCMAC	K	06	48G54	4N	KP		1	1	1	JA0179 KS	YONG SAN
			150 02	CH-OP-ASST SECY	K	05	48G54				1	1	1	JA0179 KS	YONG SAN
			152 01	CHIEF	K	05	48G54	4N	KP		1	1	1	JA0179 KS	YONG SAN
W096AA		USA ELM HQ USSOUTH	005 02	ADCS-JTCOM	K	05	48A54		LA		6	6	1	JA0179 PQ	QUARRY HEIGHTS
															PAGE 48

SRC	UIC	UNIT DESCRIPTION	PARA LINE	DUTY T1	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CONUM	LOC	STATION
	W096AA	USA ELM HQ USSOUTH	005 03	TREATY PLANS O	K	04	48A54	LA				1	1	JA0179 PQ	QUARRY HEIGHTS
			200 02	D DIR	K	06	35B48	4K	LA			1	1	JA0179 PQ	QUARRY HEIGHTS
			203 01	INTEL ANAL	K	05	35B48	4K	LA			1	1	JA0179 PQ	QUARRY HEIGHTS
			203 02	INTEL ANAL	K	04	35B48	4K	LA			1	1	JA0179 PQ	QUARRY HEIGHTS
			203 03	INTEL ANAL	K	04	35B48	4L	PQ			1	1	JA0179 PQ	QUARRY HEIGHTS
			307 02	OAS OBBR-HONDURAS	D	04	48G11					1	1	JA0179 PQ	QUARRY HEIGHTS
			400 02	DEP DIR	K	06	48G00					1	1	JA0179 PQ	QUARRY HEIGHTS
			400 05	PLANS-POL OFF	K	05	48G00					1	1	JA0179 PQ	QUARRY HEIGHTS
			400 06	PLANS-POL OFF	K	04	48G00					1	1	JA0179 PQ	QUARRY HEIGHTS
							UIC TOTAL				10	10			
W099AA		HQ SACLANT	003 01	DIR STRAT POL	K	06	48G00					1	1	JA0176 IVA	NORFOLK
							UIC TOTAL				1	1			
W1A0AA		UN TRUCE PALISTINE	001 01	SR US MIL OBSERVER	K	05	48G54					1	1	JA0177 IS	JERUSALEM
			001 02	CH OP OFFICER UNITSO	K	05	48G54					1	1	JA0177 IS	JERUSALEM
			001 03	MILITARY OSSERVER	K	04	48G00	FR				1	1	JA0177 IS	JERUSALEM
			001 04	MILITARY OBSERVER	K	04	48G00				11	11	11	JA0177 IS	JERUSALEM
			001 05	MILITARY OBSERVER	K	04	48G00	4G			4	4	4	JA0177 IS	JERUSALEM
							UIC TOTAL				18	18			
W1B0AA		JT STRAT PLAN STF	009 06	STRAT INTEL O	K	04	35B00	4E				1	1	JA0177 6NE	OFFUTT
			009 09	STRAT INTEL O	K	04	35B00	4E				1	1	JA0177 6NE	OFFUTT
			013 05	STRAT INTEL O	K	04	35B00	4E				1	1	JA0177 6NE	OFFUTT
			014 01	CHIEF	K	05	35B00	4E				1	1	JA0177 6NE	OFFUTT
							UIC TOTAL				4	4			
W1B0AA		INT AMER DEF BD	002 07	STAFF CMTE MBR	K	06	35B48	4K	SR			1	1	JA0179 7DC	WASHINGTON
			003 01	SECY	K	06	48G41	4K	SR			1	1	JA0179 7DC	WASHINGTON
			003 05	DEP SEC CONF DOC	K	05	48G00		SR			1	1	JA0179 7DC	WASHINGTON
			005 01	ADVISOR	K	06	47X48	4K	SR			1	1	JA0179 7DC	WASHINGTON
							UIC TOTAL				4	4			
W1B5AA		NAVY ACTIVITIES	017 03	FA INST	O	04	48B12	5K		FA		1	1	JA0377 7VA	PENTAGON
							UIC TOTAL				1	1			
W1B7AA		AIR FORCE ACT	005 01	DEP CMDT	K	06	48A54	5K		IN		1	1	JA0477 7VA	PENTAGON
			005 02	INSTR	K	04	48A54	5K		FA		5	5	JA0477 7VA	PENTAGON
							UIC TOTAL				6	6			
W1C5AA		ARMS CON DISA A	002 01	POL MIL OFF	K	05	48G54					1	1	JA0277 7DC	WASHINGTON
			003 01	INTL MIL AFR OFF	K	06	54A48	4K				1	1	JA0277 7DC	WASHINGTON
			003 02	FAO	K	05	48G54					1	1	JA0277 7DC	WASHINGTON
							UIC TOTAL				3	3			
W1NBAA		USA ELE SHAPE	009B 01	DEPUTY CHIEF 073	K	06	35B48	4E		MI		1	1	JA0178 BE	55 SHAPE

SRC	IC	UNIT DESCRIPTION	PARA LINE	DUTY 717	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
W2HXAA		HQ AF SOUTH	001E 01	LN OFF ANKARA 038	K	06	48C00	4C	TU	MI	1	1	1	JA0178 IT	55 NAPLES
			001E 02	LN OFF ATHENS 039	K	06	48C00	4C	GR	MI	1	1	1	JA0178 IT	55 NAPLES
W2HYAA		USA ELM ALFSEE	004A 01	DACOS INTEL 002	K	06	35A00	4C	TU	MI	1	1	1	JA0178 TU	55 IZMIR
			004C 01	CHIEF INTEL BR 006	K	05	36A00	4F	TU	MI	1	1	1	JA0178 TU	55 IZMIR
			019A 01	AIDE DE CAMP	O	05	11X00	4C	TU		1	1	1	JA0178 TU	55 IZMIR
W2UFAA		SPECIAL ACTIVITY E	001 01	ATCH SA MATTERS	O	04	48A12	5P	GM		3	3			STUTTGART
			003 01	ASST ARMY SA	K	04	48A00				1	1	1	JA0177 GE	STUTTGART
			004 01	ASST DEF ATT	K	05	48A00				1	1	1	JA0177 GE	STUTTGART
			005 01	CHIEF	O	06	48A14	5L			1	1	1	JA0177 GE	STUTTGART
			006 01	SEC ASSY O	O	04	48A11				1	1	1	JA0177 GE	STUTTGART
W2UGAA		USA ELM HQ SOTFE	001 02	COMMANDER	O	06	48E11	5G	ZZ		5	5			STUTTGART
			015 01	CHIEF	O	05	48B11	5G	ZZ		1	1	1	JA0278 GE	STUTTGART
W2Z7AA		USAE USLOT	001 01	CHIEF USLOT	K	06	48A00	4B	FR	OD	2	2			TUNIS
			003 03	MAT PROG OFF	K	04	48A91	4B	FR	OD	1	1	1	JA0178 IS	TUNIS
W3GGAA		USA ELE JUSMAG-KOR	003 01	LIAISON O	K	05	48G35	4N			1	1	1	JA0278 KS	YONG SAN
W3KZAA		USA ELM HQ USREDCO	039A 04	OP STF O	K	04	48F00	5P	5G		1	1	1	JA0178 IFL	MACDILL
W37MAA		USA ELE NATL DEF U	042 05	MIL FAC	K	06	48A00				1	1	1		FT MCNAIR
W37TAA		USA ELE USEUCOM SC	001 02	SEC ASST OFF	K	05	48A13				1	1	1		VAHINGEN
			001 03	ARMY AFFAIRS OFF	K	05	48A13				1	1	1	JA0278 GE	VAHINGEN
			003 01	CHIEF	K	06	48A00		FR		1	1	1	JA0278 GE	VAHINGEN
			005 01	CHIEF	K	06	48A54	5L	JM		1	1	1	JA0278 GE	VAHINGEN
W48FAA		SPECIAL OPRNS SUPT	001 01	CMDR	O	06	48E11	5G			4	4			MACDILL
											1	1	1	JA0178 IFL	MACDILL
											1	1	1		

SRC	IC	UNIT DESCRIPTION	PARA LINE	DUTY TIT.	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION	
W4CXAA	001 01	CHIEF	001 01		K	06	48A14	5L			1	1	1	JA0178	KU	
UIC TOTAL 1 1 158																
CMD TOTAL 158																
WIFBAA	HQ S FACULTY USMA	055E 02	RESEARCH OFF (PAP)	K	05	48A67	5K						1	MA0279	1NY	96
		061 05	INSTR	K	05	48C00	5K						1	MA0279	1NY	96
		061 06	INSTR	K	04	48C00	4C	5K					4	MA0279	1NY	96
		061 08	INSTR	K	04	48C00	4E	5K					3	MA0279	1NY	96
		061 10	INSTR	K	03	48C00	4M	5K					2	MA0279	1NY	96
		061 12	INSTR	K	03	48C00	4K	5K					1	MA0279	1NY	96
		061 18	INSTR	K	02	48C00	4G	5K					1	MA0279	1NY	96
		061 19	INSTR	K	04	48G00	5K						1	MA0279	1NY	96
		065 14	INSTR	K	04	48G00	5K						1	MA0279	1NY	96
		065 15	INSTR	K	04	48G00	5K						1	MA0279	1NY	96
		065 16	INSTR	K	04	48G00	5K						1	MA0279	1NY	96
		065 17	INSTR	K	03	48G00	5K						1	MA0279	1NY	96
		065 24	INSTR	K	03	48G00	5K						1	MA0279	1NY	96
		065 25	INSTR	K	03	48G00	5K						1	MA0279	1NY	96
		065 26	INSTR	K	03	48G00	5K						1	MA0279	1NY	96
		065 27	INSTR	K	03	48G00	5K						1	MA0279	1NY	96
		065 28	INSTR	K	04	48G47	4G						1	MA0279	1NY	96
		068 07	INSTR	K	04	48G47	4G						1	MA0279	1NY	96
		068 08	INSTR	K	04	48G47	4G						1	MA0279	1NY	96
		068 09	INSTR	K	04	48G47	4G						1	MA0279	1NY	96
		068 10	INSTR	K	04	48G47	4K	6C					1	MA0279	1NY	96
		068 11	INSTR	K	04	48G47	4K	6C					1	MA0279	1NY	96
		068 12	INSTR	K	04	48G47	4E						1	MA0279	1NY	96
068 13	INSTR	K	03	48G47	4E						1	MA0279	1NY	96		
068 14	INSTR	K	03	48G47	4E						1	MA0279	1NY	96		
068 15	INSTR	K	03	48G47	4E						1	MA0279	1NY	96		
068 16	INSTR	K	03	48G47	4E						1	MA0279	1NY	96		
068 19	INSTR	K	03	48G47	4E	6C					1	MA0279	1NY	96		
068 20	INSTR	K	03	48G47	4E	6C					1	MA0279	1NY	96		
068 22	INSTR	K	03	48G47	4E						1	MA0279	1NY	96		
068 23	INSTR	K	03	48G47	4E						1	MA0279	1NY	96		
UIC TOTAL 7																

SRC UNIT UNIT DESCRIPTION PARA LINE DUTY T. E ID GR MOS ASI LIC BR REQ AUT CCNUM LOC MK STATION
 52002H WXBHAA 0167 HHC SPT CUKPS 118 04 1ST OF PLANS OFFICE K 04 48000 NO 1 1 N00270 INC 1155 BIRMINGHAM

UIC TOTAL 3 3
 SRC TOTAL 3 3
 CHD TOTAL 348 349
 107 01 ASST C OF S G5 K 06 4800 NO 1 P34078 JA 1155 CP ZAMA
 107 02 ASST G5 (CA) MAIN K 05 4800 NO 1 P34078 JA 1155 CP ZAMA
 107 03 ASST G5 (PSYOP) MAI K 05 4800 NO 1 P34078 JA 1155 CP ZAMA
 107 04 ASST G5 (CA) MAIN K 04 4800 NO 1 P34078 JA 1155 CP ZAMA
 107 05 ASST G5 (PSYOP) MAI K 04 4800 NO 1 P34078 JA 1155 CP ZAMA

UIC TOTAL 5
 SRC TOTAL 5
 CHD TOTAL 5
 107 03 CA OFF K 03 4800 IN 1 1 P80379 KS CP CASEY
 UIC TOTAL 1 1
 004 01 DEPUTY G2 K 06 4800 MI 1 1 P80179 KS 55 CP RED CLOUD
 005 08 TNG OFF K 04 4800 IN 1 1 P80179 KS 55 CP RED CLOUD
 007 01 ACOFS G5 K 05 4800 IN 1 1 P80179 KS 55 CP RED CLOUD
 007 01A CIV OP OFF K 04 4800 IN 1 1 P80179 KS 55 CP RED CLOUD

UIC TOTAL 4 3
 004 11848 5G 4N IN 1 1 P80177 KS 11XA YONG SAN
 UIC TOTAL 1 1
 006 4811 4N KP IN 1 1 P80179 KS XBX CP LONG
 002 01 OPERATIONS OFF K 05 4800 IN 1 1 P80179 KS XBX CP LONG
 003 01 INTEL OFF K 05 4800 MI 1 1 P80179 KS XBX CP LONG

UIC TOTAL 3 3
 K 05 4800 AM 1 1 P80279 KS 1155 CP CASEY
 UIC TOTAL 1 1
 SRC TOTAL 1 1
 107 02 ASST G5/CA K 06 4800 NO 1 P80379 KS 1155 YONG SAN
 107 03 ASST G5/PSYOP K 05 4800 NO 1 P80379 KS 1155 YONG SAN
 107 04 ASST G5/CA K 05 4800 NO 1 P80379 KS 1155 YONG SAN
 107 05 ASST G5/PSYOP K 05 4800 NO 1 P80379 KS 1155 YONG SAN
 107 06 ASST G5/CA K 04 4800 NO 1 P80379 KS 1155 YONG SAN

SRC	JIC	UNIT DESCRIPTION	PARA LINE	DUTY TIT	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
54412H	WATMAA	0008 ARMY HHQ	107	ASST GS/PSYOP	K	04	48B00			NO	1		P80379	KS	1155 YONG SAN
								UIC	TOTAL		6				
								SRC	TOTAL		6				
54412H	WDCSAA	0019 HHC SPT	121	ACOF'S CMO	K	06	48F00			NO	1		P80279	KS	1155 CP HENRY
			121	CIVIL AFFAIRS OFF	K	05	48D00			NO	1		P80279	KS	1155 CP HENRY
			121	PSYOP OFFICER	K	05	48B00			NO	1		P80279	KS	1155 CP HENRY
			121	ECONOMICS OFF	K	04	48D00	6C		NO	1		P80279	KS	1155 CP HENRY
			121	GOVT COM OFF	K	04	48D00			NO	1		P80279	KS	1155 CP HENRY
			121	SP CA FUNTIONS OFF	K	04	48D00			NO	1		P80279	KS	1155 CP HENRY
								UIC	TOTAL		6				
								SRC	TOTAL		6				
								CMD	TOTAL		22				
W2H6AA	SCH USA WAR COLLEG	004	03	DIR NATL STRATEGY S	K	06	48G47	6Z		AD	1		1 SF0178	IPA	96
		004	05	DIR STRAT APPR STU	K	05	48G54	6Z	4Z	EN	1		1 SF0178	IPA	96
		006	04	DIR W EUR & AFRI ST	K	06	48G47	4A	4C	IN	1		1 SF0178	IPA	96
		006	05	DIR ASIAN STU	K	06	48G47	4R	4M	MI	1		1 SF0178	IPA	96
		006	06	DIR SOV & E EUR STU	K	06	48G47	4E		EN	1		1 SF0178	IPA	96
		006	07	DIR MID EAST STU	K	06	48G47	4E	4Q	EN	1		1 SF0178	IPA	96
		006	10	DIR THE AMERICAS ST	K	05	48G47	4K	4L	AD	1		1 SF0178	IPA	96
		007	03	DIR MIL PING STUDIE	K	06	48G47	4K	4G	IN	1		1 SF0178	IPA	96
		007	06	DIR MIL PING STU EU	K	06	48G47	4K	4F	FA	1		1 SF0178	IPA	96
		007	09	DIR FORGN MIL CAP S	K	06	48G47	4K	4E	AR	1		1 SF0178	IPA	96
		007	10	DIR MIL PING STU PA	K	06	48G47	4K	4Q	FA	1		1 SF0178	IPA	96
		008A	11	STRAT RSCH ANAL (SS	K	05	48G47	4K	4E	MI	1		1 SF0178	IPA	96
		008A	15	STRAT RSCH ANAL (SS	K	05	48G47	4K	4B	AD	1		1 SF0178	IPA	96
		008A	17	STRAT RSCH ANAL (SS	K	05	48G47	4K	4M	FA	1		1 SF0178	IPA	96
								UIC	TOTAL		15				
W3WCAA	CONCEPTS ANALYSIS	004A	09	OPERATIONS STAFF OF	K	04	54A48	4E		IN	1		1 SF0179	7MD	BETHESDA
		004B	06	INTELLIGENCE OFFICE	K	05	35A48	4E		MI	1		1 SF0179	7MD	BETHESDA
		004B	14	INTELLIGENCE OFFICE	K	04	35A48	4E		MI	1		1 SF0179	7MD	BETHESDA
		007A	07	POLITICAL-MILITARY	K	05	48G13	6Z		FA	1		1 SF0179	7MD	BETHESDA
		007C	03	STRATEGIC INTEL OFF	K	04	35B48	4C		MI	1		1 SF0179	7MD	BETHESDA
								UIC	TOTAL		5				
W3IXAA	USA INTEL OPRNS DE	008	01	CHIEF	K	06	48G35	4E		MI	1		1 SF0178	7VA	PENTAGON
		008	02	INTEL OFF	O	05	48G12	4E		MI	1		1 SF0178	7VA	PENTAGON
								UIC	TOTAL		2				
W3ZFAA	USA CINCPAC SUPPOR	004	06	PSYOP/UM STAFF OFF	O	05	48E54			AR	1		1 SF0178	HI	X155 FT SHAFTER
		004	25	STRAT/POLICY OFFICE	K	05	48A54		6Z	IN	1		1 SF0178	HI	XESS FT SHAFTER
		004	26	ASIAN AREA OFFICER	K	05	48A49	4R		FA	3		3 SF0178	HI	XESS FT SHAFTER
								UIC	TOTAL		5				

SRC	UTC	UNIT DESCRIPTION	WIEDAA	PARA LINE	DUTY TI	ID	GR	MOS	ASI	LIC	BR	REQ	AUT	CCNUM	LOC	STATION
				005A 07	UM PROJ OFF	0	04	48E54 5G			IN	1		1	TC0180 INC 86	FT BRAGG
				005A 10	SF PROJ OFF	0	03	48E54 5G		FA	SC	2		1	TC0180 INC 86	FT BRAGG
				005A 11	SF PROJ OFF	0	03	48E25 5G				1			TC0180 INC 86	FT BRAGG
				005A 12	SF PROJ OFF	0	03	48E54 5G			AR	1			TC0180 INC 86	FT BRAGG
				005A 13	CMO PROJ OFF	0	03	48E54 5P			AR	1			TC0180 INC 86	FT BRAGG
				005A 14	CA PROJ OFF	0	03	48D49 5P			AR	1			TC0180 INC 86	FT BRAGG
				005A 15	MAT PROJ OFF	0	04	48E51 5G			IN	1			TC0180 INC 86	FT BRAGG
				005B 02	PROJ OFF	0	04	48E28 5G		FA	IN	10		3	TC0180 INC	FT BRAGG
				006B 03	PROJ OFF	0	04	48E28 5G			IN	3		3	TC0180 INC 86	FT BRAGG
				006C 02	SR PROJ OFF	0	04	48E28 4Z		FA	IN	2		1	TC0180 INC 96	FT BRAGG
				006C 03	PROJ OFF	0	04	48E28 5G			IN	1		1	TC0180 INC 86	FT BRAGG
				006C 03A	PROJ OFF	0	04	48E28 5G			IN	4		1	TC0180 INC 86	FT BRAGG
				006C 04	PROJ OFF	0	04	48E28 5G			AR	10		3	TC0180 INC	FT BRAGG
				009 01	DIR	0	06	48E28 5G			IN	1		1	TC0180 INC TF	FT BRAGG
				009 02	ASST DIR	0	05	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009C 01	CHIEF	0	05	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009E 01	CHIEF	0	04	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009F 01	CHIEF	0	05	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009G 01	CHIEF	0	05	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009H 01	CHIEF	0	04	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009I 01	CHIEF	0	04	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009J 01	CHIEF	0	05	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009K 01	CHIEF	0	04	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009L 01	CHIEF	0	04	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009M 01	CHIEF	0	04	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009N 01	CHIEF	0	04	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				009O 01	DIR	0	06	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				010 01	ASST DIR	0	06	48E28 5G			IN	1		1	TC0180 INC	FT BRAGG
				010 02	DIR	0	05	48G28			IN	1		1	TC0180 INC 96TF	FT BRAGG
				010B 01	DIR	0	05	48G54			IN	1		1	TC0180 INC TA	FT BRAGG
				010B 02	FAO COORD	0	05	48G54			IN	1		1	TC0180 INC 96TA	FT BRAGG
				010C 01	DIR	0	05	48G00 4Z			IN	1		1	TC0180 INC 96TA	FT BRAGG
				010C 02	INSTR AFR	0	05	48G00 4A			IN	1		1	TC0180 INC 96TA	FT BRAGG
				010C 03	INSTR ASIA	0	05	48G00 4N			MI	3		1	TC0180 INC 96TA	FT BRAGG
				010C 04	INSTR EUR	0	05	48G00 4C			MI	4		1	TC0180 INC 96TA	FT BRAGG
				010C 05	INSTR LA	0	05	48G00 4K			MI	3		2	TC0180 INC 96TA	FT BRAGG
				010C 06	SR INSTR	0	05	48G11 4Z			MI	2		2	TC0180 INC	FT BRAGG
				010C 07	INSTR MID E	0	04	48G00 4G			MI	3		2	TC0180 INC 96	FT BRAGG
				010C 08	INSTR INTL D	0	04	48G00 4E			IN	1		1	TC0180 INC 96	FT BRAGG
				010C 09	INSTR SEC ASST	0	04	48A54 4K			IN	1		1	TC0180 INC	FT BRAGG
				010C 10	INSTR US FOR POLICY	0	04	48G54 4Z			MI	1		1	TC0180 INC	FT BRAGG
				010C 11	INSTR ASIA	0	04	48G35 4Q			MI	1		1	TC0180 INC	FT BRAGG
				010C 12	INSTR AFR	0	04	48G35 4A			MI	1		1	TC0180 INC	FT BRAGG
				010C 13	INSTR EUR	0	04	48G35 4E			MI	1		1	TC0180 INC	FT BRAGG
				010C 14	INSTR LA	0	04	48G35 4K			MI	1		1	TC0180 INC	FT BRAGG
				010C 15	INSTR MID E	0	04	48G35 4G			MI	1		1	TC0180 INC	FT BRAGG
				010C 16	PROJ OFF	0	04	48A28			IN	1		1	TC0180 INC UD	FT BRAGG
				010C 17	PROJ OFF	0	04	48C28			FA	1		1	TC0180 INC UD	FT BRAGG
				010C 18	PROJ OFF	0	04	48G28 4Z			FA	1		1	TC0180 INC UD	FT BRAGG
				010C 19	INSTR ECON	0	03	48A00 6C			AR	1		1	TC0180 INC 96	FT BRAGG
				010C 20	INSTR POL SCI	0	03	48G00 4Q			MI	1		1	TC0180 INC 96	FT BRAGG
				010C 21	INSTR INTL REL	0	03	48G00 4R			AG	1		1	TC0180 INC 96	FT BRAGG
				010D 01	DIR	0	05	48G28 5W			IN	1		1	TC0180 INC	FT BRAGG
				010D 03	INSTR SA OPNS	0	05	48A54			IN	1		1	TC0180 INC 96TD	FT BRAGG
				010D 04	SR INSTR	0	05	48F00			AR	1		1	TC0180 INC	FT BRAGG
				010D 05	INSTR CMO	0	04	48F11 5W			IN	1		1	TC0180 INC 96XA	FT BRAGG
				010D 06	INSTR POL	0	04	48G28 5W			IN	1		1	TC0180 INC 96	FT BRAGG
				010D 07	INSTR CRM/TERRORISM	0	04	48G11 4Z			IN	1		1	TC0180 INC	FT BRAGG



PROGRAM OF INSTRUCTION



FOREIGN AREA OFFICER COURSE

7B-F3

JUNE 1977

UNITED STATES ARMY INSTITUTE FOR MILITARY ASSISTANCE

FORT BRAGG, NORTH CAROLINA 28307

UNITED STATES ARMY
INSTITUTE FOR MILITARY ASSISTANCE
Fort Bragg, North Carolina 28307

June 1977

PROGRAM OF INSTRUCTION
FOR

7B-F3
FOREIGN AREA OFFICER COURSE

MOS: None.

Length:	Peacetime:	21 weeks, 1 day
	Mobilization:	None

Approved by:
Commander
United States Training and Doctrine Command
9 April 1974
Revision Date
1 June 1977

This POI supersedes the POI
for the Foreign Area Officer Course
dated 1 July 1975

SECTION I. - PREFACE

- A. Course: 7B-F3, Foreign Area Officer Course
- B. Purpose: To qualify officers for assignments in the Foreign Area Officer Specialty and to provide knowledge of the objectives, concepts, doctrine, and resource management tools applicable to security assistance, internal defense and development, civil-military operations, and politico-military activities throughout the conflict spectrum.
- C. Prerequisite: Must be a commissioned officer and member of the Active Army in grade of captain through colonel. Must be a member of the Foreign Area Officer Specialty. Final SECRET clearance investigation. Obligated service: None.
- D. Length: Peacetime Mobilization
21 weeks, 1 day None.
- E. Training Location: US Army Institute for Military Assistance
Fort Bragg, North Carolina 28307
- F. MOS feeder pattern: None.
- G. Ammunition requirements: No ammunition required.
- H. Selected training recapitulation: Not applicable.
- I. Standardization prefix digit 5 training: Not applicable.

SECTION II - Summary

COURSE: Foreign Area Officer Course, 7B-F3

HOURS: 849

SUBJECT	HOURS	ANNEX	PAGE
A. Academic Subjects			
Introduction	6	A	4A01
Analysis of the Operational Environment	241	B	4B01
Security Assistance	82	C	4C01
Protection From Terrorism	4	D	4D01
Intercultural Communications	16	E	4E01
Civil-Military Operations	72	F	4F01
Unconventional Warfare	12	G	4G01
Foreign Policy of Selected World Powers	37	H	4H01
Guest Speaker Support	146	I	4I01
Language Training and Independent Research	<u>90</u>	J	4J01
Subtotal	706		
B. Nonacademic Subjects			
Inprocessing	24		
Outprocessing	8		
Physical Conditioning	50		
Commandant's Time	20		
Open Time	<u>41</u>		
	143		
C. Recapitulation			
Secret	169		
Confidential	2		
Unclassified	<u>678</u>		
D. Type of Instruction			
Lecture	2.00		
Conference	223.05		
Case Study	27.00		
Demonstration	<u>4.00</u>		

SECTION II - Summary (Cont)

SUBJECT	HOURS	ANNEX	PAGE
Guest Speaker	72.00		
Practical Exercise	207.50		
Seminar	152.50		
Film	7.30		
Television	7.65		
Self-Paced Study	3.00		
Nonacademic	<u>143.00</u>		
Total	849.00		

SECTION III - BODY

COURSE: Foreign Area Officer Course, 7B-F3

Academic Subjects: Peacetime: 706

ANNEX TITLES AND SUBJECTS	HOURS	ANNEX	PAGE
Introduction		A	
Commandant's Time	1		4A01
Academic Orientation	2		4A01
Foreign Area Officer Specialty	3		4A01
Annex Total	6		
Analysis of the Operational Environment		B	
Subannex - Dimensions of National Development		B1	
Sub-subannex - Social Development		B1a	
Introduction to the Operational Environment	1		4B01
Interdisciplinary Analysis of Change	3		4B01
Personality and Social Change	4		4B02
Culture and Social Change	4		4B02
Institutions and Social Change	4		4B03
The Law and Society	3		4B03
Research in Law and Society	2		4B03
Man's Population Predicament	4		4B03
Sub-subannex Total	25		
Sub-subannex - Economic Development		B1b	
Principles of Economics	3		4B04
Economics of Development	3		4B04
Alternative Economic Systems	3		4B05
Contemporary Economic Problems	4		4B05
Monetary Policy	1		4B06
International Monetary Theory	2		4B06
Statistical Analysis	4		4B06
Energy, Ecology, and Economics	2		4B07
Sub-subannex Total	22		

SUBJECT	HOURS	ANNEX	PAGE
Sub-subannex - Political Development		B1c	
Political Theory and Methodology	2		4B07
Comparative Political Systems	5		4B07
Political Development	5		4B08
Political Bureaucracies	<u>3</u>		4B08
Sub-subannex Total	15		
Subannex Total	62		
Subannex - Dynamics of National Development		B2	
Sub-subannex - Conflict and Change		B2a	
Introduction to Internal Conflict	2		4B09
Conflict Theory: An Overview	3		4B09
Conflict Theory Operationalized	3		4B09
Politico-Military Aspect of Internal Conflict	3		4B10
External Involvement in Internal Conflict	1		4B10
Forms of Political Violence	3		4B11
Internal Conflict Workshop	<u>10</u>		4B11
Sub-subannex Total	25		
Sub-subannex - Management of Change		B2b	
Conflict, Change and Planning	2		4B12
National Decisionmaking	2		4B12
Resource Allocation and Management	1		4B12
National Security Planning	2		4B13
Management of National Development: Workshop	12		4B13
Practical Exercise: Analysis of the Operational Development	35		4B13
Extemporaneous Writing Exercise	4		4B14
Analysis of the Operational Environment: Written Requirement	<u>16</u>		
Sub-Subannex Total	74		
Subannex Total	99		

SUBJECT	HOURS	ANNEX	PAGE
Subannex - Area Studies		B3	
Area Orientation: Africa	70		4B14
Area Orientation: Asia	70		4B14
Area Orientation: Europe	70		4B15
Area Orientation: Latin America	70		4B15
Area Orientation: Middle East	70		4B15
Area Orientation Oral Reports: Africa, Asia, Europe, Latin America, Middle East	<u>10</u>		4B16
Subannex Total	80		
Annex Total	241		
Security Assistance		C	
Subannex - Dimensions of US Foreign Policy and Security Assistance		C1	
US Foreign Policy	8		4C01
International Law I	2		4C01
International Law II	2		4C02
US Security Assistance	3		4C02
Peacekeeping	2		4C02
Organization For Security Assistance	2		4C02
US Assistance Agencies	3		4C03
Strategy of Arms Control	2		4C03
Security Assistance Research Requirement	<u>20</u>		4C03
Subannex Total	44		
Subannex - Security Assistance Resource Management		C2	
Security Assistance Planning	2		4C04
Foreign Military Sales	3		4C04
Foreign Military Sales Case Study	2		4C04
Fundamentals of Programming	1		4C05
Security Assistance Program Execution	1		4C05
Security Assistance Logistics Program	2		4C05
Security Assistance Training	2		4C05

SUBJECT	HOURS	ANNEX	PAGE
Mobile Training Assistance	1		4C06
Security Assistance Planning/ Programming Exercise	<u>14</u>		
Subannex Total	30		
Subannex - Advisory Operations		C3	
Role of the Advisor	2		4C07
Legal Aspects of Security Assistance	3		4C07
Security Assistance Training Management Office	1		4C07
MAAG Operations	<u>2</u>		4C07
Subannex Total	8		
Annex Total	82		
Protection From Terrorism		D	
Protection From Terrorism	3		4D01
Hostage Behavior	<u>1</u>		4D01
Annex Total	4		
Intercultural Communications		E	
Communications Theory	2		4E01
Communications Process	2		4E01
Intercultural Communications	2		4E01
Sociological Factors	3		4E02
Educational Factors	2		4E02
Demographic Data	1		4E02
Attitude Formation and Change	<u>4</u>		4E02
Annex Total	16		
Civil-Military Operations		F	
Subannex - Civil Affairs		F1	
Civil Affairs Concepts and Principles	2		4F01
Organization of Civil Affairs Units	1		4F01
Civil Affairs Intelligence Activities	1		4F01
Civil Affairs in a Theater of Operations	1		4F02

SUBJECT	HOURS	ANNEX	PAGE
Case Study of Civil Affairs Operations: Low-Intensity Conflict	4		4F02
Case Study of Civil Affairs Operations: Mid-Intensity Conflict	4		4F02
Case Study of Civil Affairs Operations: High-Intensity Conflict	4		4F02
Public Health Support to the Commander	1		4F03
DP, Refugee, Evacuee Operations	3		4F03
Public Safety Support to the Commander	1		4F03
Concepts and Planning for Military Civil Action	2		4F03
Domestic Action	1		4F03
Civil Defense and Disaster Relief Support	<u>2</u>		
Subannex Total	27		
Subannex - Psychological Operations		F2	
PSYOP Doctrine and Concepts	2		4F05
Propaganda Development	2		4F05
Target Analysis and Campaign Control	3		4F05
Themes, Symbols, and Persuasion Messages	1		4F05
PSYOP Organization and Functions	3		4F06
Evaluation of PSYOP Impact	1		4F06
Psychological Operations Seminar	<u>8</u>		4F06
Subannex Total	20		
Subannex - Civil-Military Operations			4F07
Introduction to Civil-Military Operations	2		4F07
Legal Considerations of Civil- Military Operations	2		4F07
Analysis of US Presence	2		4F07
Civil-Military Operations Practical Exercise	10		4F07

SUBJECT	HOURS	ANNEX	PAGE
Civil-Military Operations			
G5/S5 Seminar	2		4F08
Effects of Population on			
Combat Operations	1		4F08
Civil-Military Operations			
Staff Procedures	4		4F08
CMO and the News Media	2		4F09
Subannex Total	25		
Annex Total	72		
Unconventional Warfare Operations		G	
Special Forces Capabilities	8		4G01
Gabriel Demonstration	4		4G01
Annex Total	12		
Foreign Policies of Selected World Powers		H	
Foreign Policy of Selected World Powers: Introduction	2		4H01
Foreign Policy of Selected World Powers: UN	2		4H01
Foreign Policy of Selected World Powers: Soviet Union and Eastern Europe	3		4H01
Foreign Policy of Selected World Powers: Western Europe	2		4H02
Foreign Policy of Selected World Powers: People's Republic of China	2		4H02
Foreign Policy of Selected World Powers: Japan	2		4H02
Foreign Policy of Selected World Powers: OPEC	2		4H03
Foreign Policy of Selected World Powers: Sub-Saharan Africa	2		4H03
Case Study: Non-US Assistance Programs in Selected Countries	20		4H04
Annex Total	37		

SECTION III - BODY

SUBJECT	HOURS	ANNEX	PAGE
Guest Speaker Support		I	
The World Scene: Foreign Policy Perspective	3		4I01
The World Scene: Security Perspective	3		4I01
Conflict and Change: The Chinese Experience	3		4I02
Conflict Theory: A Systematic Approach	3		4I02
The Political Role of the Military in Non-Western Nations	3		4I02
The Dynamics of Modernization: Theory versus Practice	3		4I03
Development Planning: Lessons of Experience I	3		4I03
Development Planning: Lessons of Experience II	3		4I03
Defense and Development: Resource Competitors	3		4I03
The Military Role: Providing Internal Security	3		4I04
Urban Insurgency Movements - Nature and Countermeasures	3		4I04
Strategic Arms Limitations	3		4I04
Mutual and Balanced Force Reductions	3		4I05
International Law in Foreign Policy Decisionmaking	3		4I05
The National Security Council and US Foreign Policy	3		4I05
Department of State and Security Assistance	3		4I05
US Foreign Policy: Congressional Perspective	3		4I06
National Security and the Media	3		4I06
Department of Army and Security Assistance	3		4I06
Department of the Air Force (Navy) and Security Assistance	3		4I07
Commercial Foreign Military Sales	3		4I07
Psychological Operations in Modern Conflict	3		4I07

SUBJECT	HOURS	ANNEX	PAGE
Politico-Military Operations in the 1970's	3		4I07
Food and Foreign Policy	3		4I08
Foreign Purchaser's Perspective	3		4I08
International Economics and Development	3		4I08
Interdepartmental Agency Field Trip - Washington	46		4I08
International Affairs Symposium	<u>22</u>		4I09
Annex Total	146		
Language and Independent Research		J	
Foreign Languages	60		4J01
Independent Research	<u>30</u>		4J01
Annex Total	90		

U.S. ARMY RUSSIAN INSTITUTE

**USARI
BULLETIN**

1979



GARMISCH GERMANY



FOREWORD

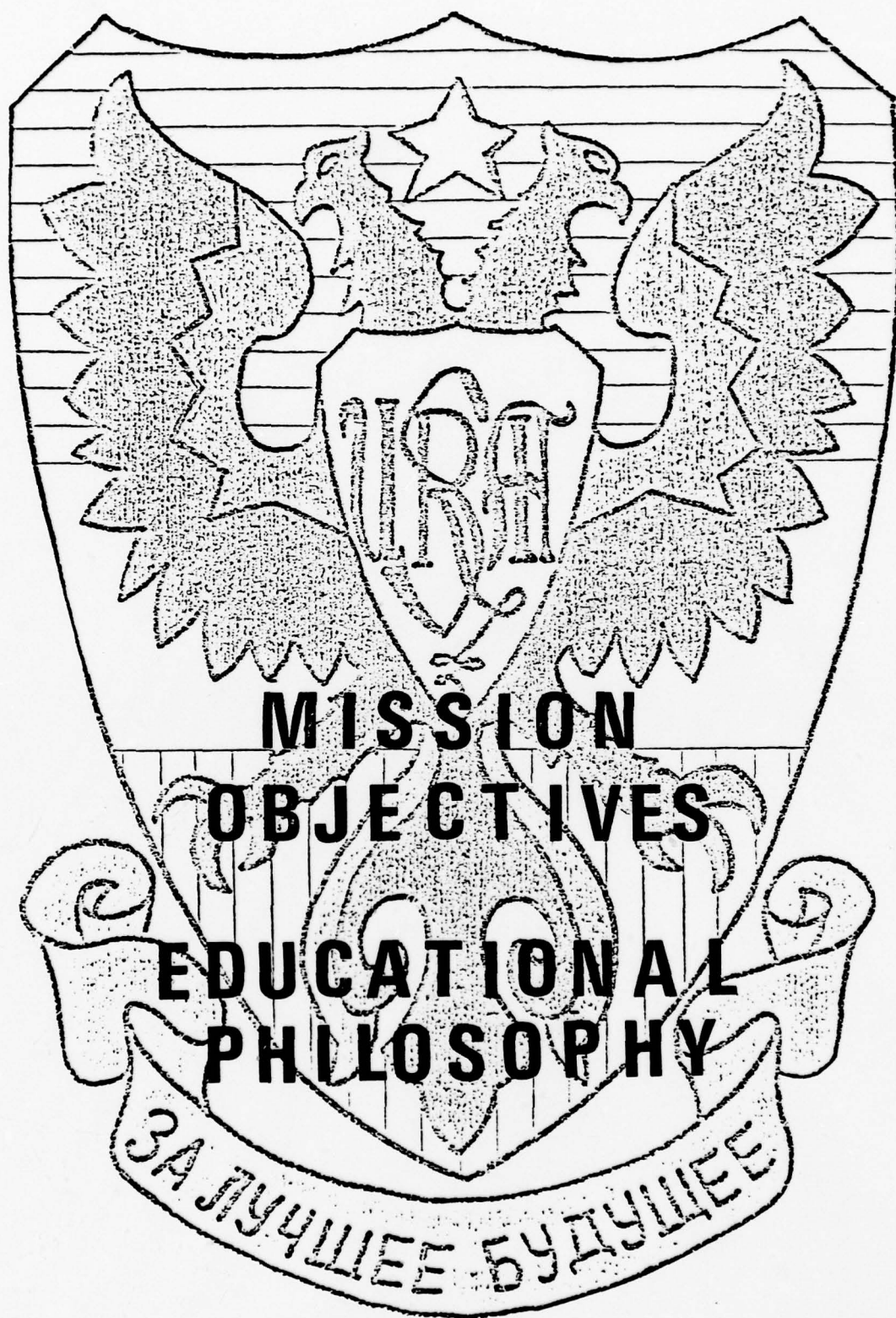


The U.S. Army Russian Institute located in Garmisch, Germany, is a truly unique educational experience. The two-year curriculum of advanced Russian language training, Soviet area studies, individual research program, outstanding guest speakers and repeated travel opportunities to the USSR and East Europe allows the student to gain an appreciation of the Soviet Union not otherwise obtainable in the West.

Since its inception in 1947 the Institute has trained over five hundred specialists representing all the military services, the Department of Defense, and the State Department. These graduates have served with distinction in Moscow, East Europe and Washington in positions requiring an in-depth understanding of the Communist World. Many through their continuing efforts have become acknowledged authorities on Soviet affairs.

As the Soviet Union continues to dominate the foreign policy and national defense planning of the United States, the need for specialists with exactly the type background and training provided by the US Army Russian Institute will continue to increase, providing graduates with opportunities for varied and challenging assignments throughout the spectrum of government service.


ROLAND LAJOIE
LTC MI
Commanding



1. MISSION

- a. Provide a two-year program of graduate-level studies primarily in the Russian language pertaining to the Armed Forces, political structure, ideology, economic system, history, literature, and sociological characteristics of the Soviet Union in support of the Department of Army Foreign Area Officer Program.
- b. Conduct courses of varying lengths in Soviet area studies and advanced Russian language for selected U.S. military and government personnel and allied officials.
- c. Support the INSCOM in-country language training program by providing a package of Russian language refresher courses for designated personnel in Europe.

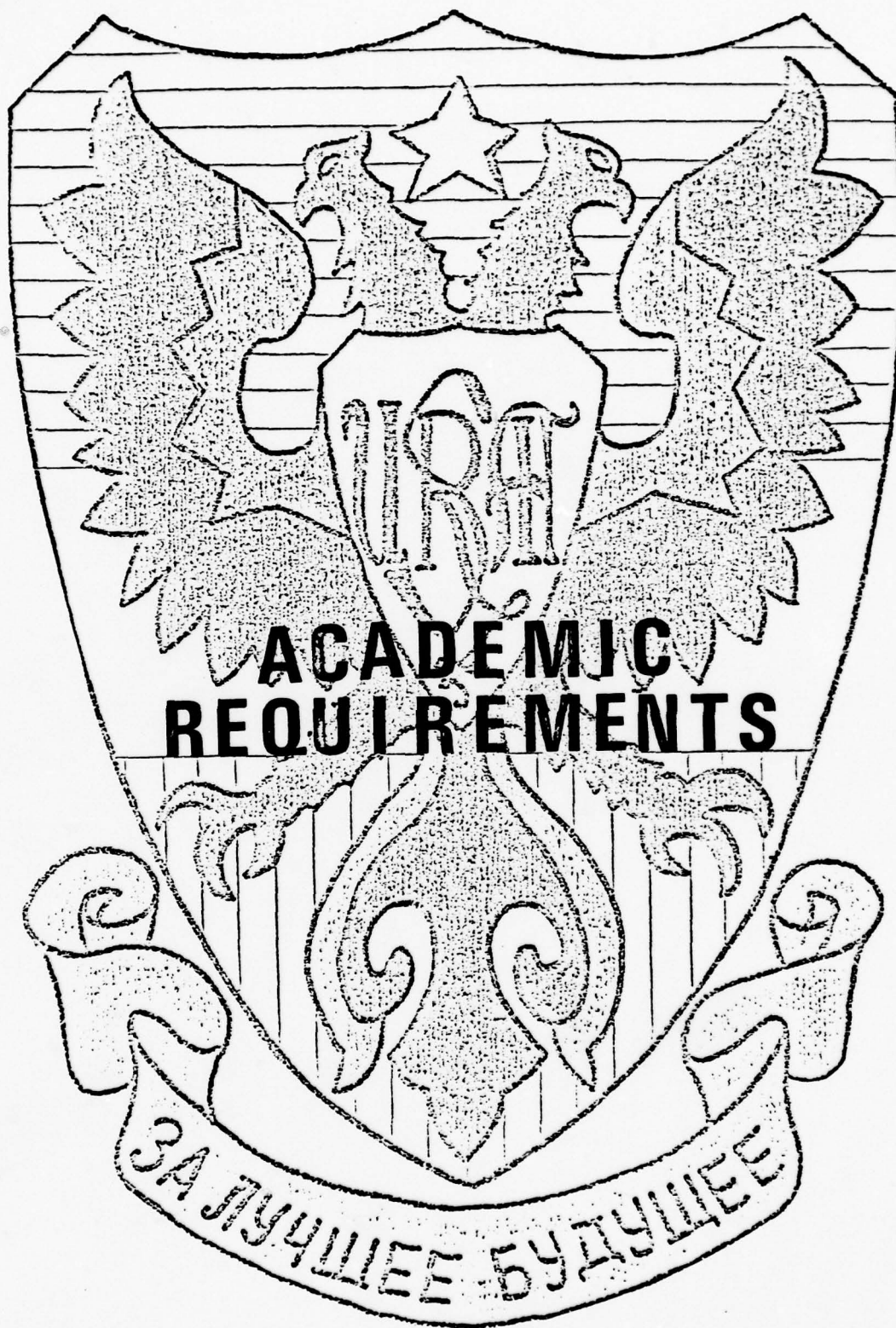
2. OBJECTIVES

- a. To develop a sufficient number of qualified officers to serve in Department of Defense and Department of the Army positions which require a detailed knowledge of foreign areas, language proficiency, and a politico-military awareness. (DA PAM 600-3)
- b. To produce competent Soviet area specialists proficient in the Russian language who fully understand the USSR and in particular its military establishment and who are capable of formulating sound politico-military estimates concerning the capabilities, limitations and potentials of the Soviet Union. (USARI)

3. EDUCATIONAL PHILOSOPHY

- a. The Institute program is conducted in a controlled environment with virtually all instruction and student activities conducted in the Russian language. Instruction combines classroom lectures, seminars, individual reports, advanced language training, individual reading, and research projects. Guest lecturers, recognized as experts in their fields, as well as films, television, magazines, newspapers and other literature of all types are extensively utilized. The Institute's program is supported by a 30,000 volume specialized library which is constantly being expanded by a vigorous acquisition program. Concerted effort is made to provide students with the experience of living and working in a Russian atmosphere during all phases of the program. This includes social and cultural activities parallel to the academic program, personal contact between students and instructors, and travel in the USSR and Eastern Europe.

b. The Institute program is designed to provide detailed guidance to students only during the first year. As the program develops, detailed guidance is gradually replaced by student initiative. Students are therefore encouraged during their second year to establish their own specific goals within the framework of the Institute's program. The Institute staff and faculty insures that student progress continues by establishing high standards and overall goals and programs, and monitoring student progress.



1. ADMISSION

a. Students in the regular program are selected by their respective agencies. Army students are all officers who have at least a bachelor's degree, have completed their branch advanced course and one year of Russian language at DLI, and have been selected by MILPERCEN to undergo training as Russian Foreign Area Officers under the provisions of DA Pamphlet 600-3.

b. Students in special programs are normally sent to the Institute TDY by their unit or agency with the approval of the Institute Commander.

2. MASTERS OF ARTS IN INTERNATIONAL RELATIONS PROGRAM

a. The Institute offers a cooperative master's degree program in coordination with the University of Southern California's (USC) School of International Relations. All courses are taught in Garmisch at the Institute in English. The Institute pays for tuition and fees for all Army students, but other students must make arrangements through their own agency for the costs of the program.

b. The university courses are an integral part of the program of instruction. Army students without a related master's degree (see Ch 28, DA Pam 600-3) are required to complete all degree requirements. Army students already possessing an MA degree who elect not to become degree candidates are required to take three of the five courses and one of the two jointly sponsored field trips.

c. Requirements for admission into the degree program are: (1) an acceptable grade point average as shown by transcripts from institutions previously attended, and (2) acceptable GRE Aptitude Test scores less than five years old. While the five year requirement can be waived depending on educational experience since taking the GRE, those prospective students who have never taken the GRE or whose scores are over 10 years old should consider taking the GRE before they arrive in Garmisch. The test is available in Germany, but not always at convenient times in the student's schedule.

d. The MA degree program is organized as follows:

- | | |
|---|-----------------|
| (1) <u>Five Core Courses</u> | ---- 20 Credits |
| Soviet Foreign Policy (IR570) | |
| International Communism (IR575) | |
| Military Strategy and Arms Control (IR531) | |
| Strategic and Defense Policy Analysis (IR631) | |
| Power and Diplomacy (IR502) | |
| (2) <u>Two Field Trips</u> | ---- 4 Credits |
| East Germany/Poland (IR591) | |
| Balkan/Black Sea (IR591) | |

(3) Transfer from USARI POI

---- 8 Credits

32 Credits

e. Students who satisfactorily complete the above, as well as all USARI courses and pass USC written and oral comprehensive exams will be awarded an MA in international relations by the University of Southern California.

3. GRADING

a. Student performance in most courses is evaluated by the instructor based on a combination of classroom participation, written or oral examinations, and term papers. A few courses of short duration are evaluated on a credit/no credit basis.

b. Grades are given for course work on the following scale:

- A Distinction
- A- Outstanding
- B+ Above Average
- B Typical Graduate Quality
- B- Below Average, not marginal
- C Marginal Graduate Quality
- U Unsatisfactory
- CR Credit
- NC No Credit

4. STUDENT RESEARCH REPORT

Each two-year student is required to prepare an unclassified English-language research paper on a topic related to Russian/Soviet area studies. The paper must be an original research project of approximately 30-60 double spaced pages which is drawn primarily from Russian language sources. The paper will ideally investigate a military topic which has been suggested by DA or DOD agencies.

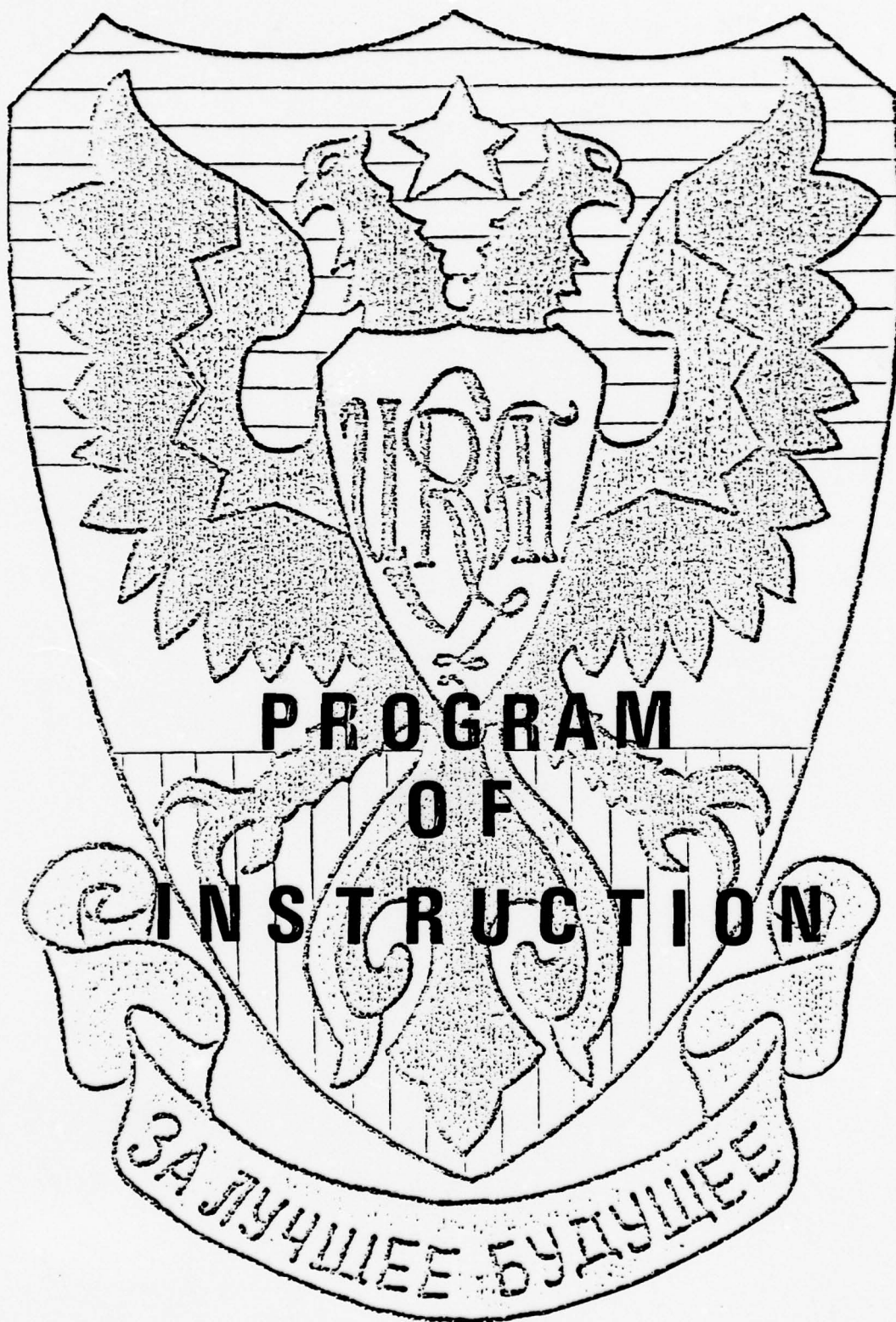
5. COMPLETION OF THE PROGRAM

Requirements for graduation are:

- a. Attain minimum professional fluency in Russian as measured by the Defense Language Proficiency Test taken upon completion of the program.
- b. Maintain a B average in all course work.
- c. Write an acceptable research paper (two-year students only)

6. RECOGNITION OF ACADEMIC EXCELLENCE

Each year, the Institute staff selects the honor graduate(s) based on final academic standings. In addition, students in the top 20% of each class are designated as being on the Commandant's list and receive special recognition on their academic evaluation reports.



1. ACADEMIC HOLIDAYS

Labor Day	New Year's Day
Columbus Day	President's Day
Fall Recess (one week)	Spring Recess (one week)
Veterans Day	Memorial Day
Thanksgiving (two days)	Summer Recess (three weeks)
Winter Recess (one week)	Independence Day

2. DAILY SCHEDULE

a. The daily schedule extends from 0800 to 1645 hours:

1st period	0800-0845
2nd period	0850-0935
3rd period	1005-1050
4th period	1055-1140
5th period	1310-1355
6th period	1400-1445
7th period	1510-1555
8th period	1600-1645

b. Normally classes are scheduled during the first six periods. Guest lectures and extracurricular activities are usually held during the other two periods. During weeks without holidays, Wednesday afternoons are kept open for administrative matters, athletics, and Army mandatory training subjects and Friday afternoons are free after 1500. Students in the junior year normally are in class 18-25 hours per week, seniors are in class 12-18 hours a week allowing more time for individual research.

3. SUMMARY OF ACADEMIC SCHEDULE

a. Junior Year

- (1) Summer Language Program (Jul-Sep, 11 weeks):
 Rus 500 Garmisch Intermediate Intensive Russian (GIIR), approximately 280 class hours, 15 credit hours.

SAS 501 Field Trip to Munich Research Facilities.

- (2) Fall Semester (Oct-Jan, 12 weeks of instruction):

<u>Course</u>	<u>Credit Hours</u>
Eco 502 Geography of the USSR	2
Lit 501 Seminar on Soviet Literature I	1
Mil 501 Organization of the Soviet Armed Forces	1
Pol 504 Political History of Russia	2
Mil 504 Organization of the Soviet Ground Forces	1
Soc 501 Soviet Society	1
Mil 509 Introduction to Soviet Military Readings	3
IR 570/631 USC course	4
SAS 502 Field Trip to Moscow-Leningrad	2
Electives/Language Program	2
Sub total:	19

- (3) Inter-Semester Language Program (Jan, 3 weeks):
 Rus 501 Intensive Russian Reading 60 class hours, 3 credit hours.

- (4) Spring Semester (Feb-Jun, 17 weeks of instruction):

Lit 502 Seminar on Soviet Literature II	1
Mil 502 Service in the Soviet Armed Forces	1
Pol 501 Communist Doctrine and Ideology	2
Mil 505 Ground Force Tactics and Logistics	2
Mil 506 Armed Forces of the Warsaw Pact	1
Pol 502 Political History of the Soviet Union	3
Pol 503 Soviet Law and Government	2
IR 575 Comparative Communism (USC)	4
Mil 507 Soviet Small-Unit Ground Force Tactics	1
SAS 503 Field Trip to East Germany-Poland	2
Electives/Language Program	4
Sub total:	23

Sub-total, Junior Year: 60

b. Senior Year

(1) Summer Session (Jul-Sep, 12 weeks):

Lit 503	Survey of Russian Literature	1
IR 531	Military Strategy and Arms Control (USC)	4
SAS 508	Directed Research I	2
Mil 503	Soviet Military Doctrine and Strategy	2
SAS 504	Field Trip to Balkans	2
SAS 505	Field Trip to Soviet Black Sea Ports	1
	Language Training	4
Sub-total:		16

(2) Fall Semester (Oct-Jan, 12 weeks):

Mil 508	Development of Soviet Military Doctrine	3
IR 570/631	USC Course	4
SAS 509	Directed Research II	4
Eco 501	Soviet Economic System (start)	2
	Electives	4
Sub-total:		17

(3) Spring Semester (Jan-Jun, 16 weeks):

Eco 501	Soviet Economic System (end)	2
IR 502	Power and Diplomacy (USC)	4
SAS 510	Directed Research Seminar	4
SAS 506/7	Field Trip through the USSR	2
	Electives	4
	Language Training	4
Sub-total:		20

Sub-total, Senior Year: 53

Total credit hours: 113

(4) Graduation is normally held at the end of the first week in June.

c. Modifications to the Program of Instruction.

- (1) Changes to the above list of required courses may be made by the Director of Instruction with the approval of the Commander, particularly as new military studies courses become available.
- (2) Non-Army students may substitute elective courses for military or USC courses.
- (3) Army students not enrolled in the USC degree program are required to take electives in lieu of the USC courses they do not take.
- (4) Students may take additional elective courses as an overload or in an audit status with the concurrence of the Director of Instruction.

4. COURSE DESCRIPTIONS

a. The first digit of the Institute course number indicates the type of course: 100-499 are undergraduate courses, 500 are required graduate-level courses, 600 are electives. A particular elective is only conducted when student enrollment during pre-registration each semester is sufficient. New elective courses can be designed to cover additional areas of interest if sufficient students request such a course at least six months in advance. Course credit hours approximate 12 hours of class for one credit hour.

b. Military Studies Department

(1) Mil 501 Organization of the Soviet Armed Forces. A survey of the Soviet Armed Forces: composition of the Soviet Ministry of Defense and Soviet General Staff; the organization of the military departments and their functions; and the command organization of Soviet military forces from platoon to divisional level. One credit hour.

(2) Mil 502 Service in the Soviet Armed Forces. An analysis of service in the Soviet Armed Forces to include: Soviet mobilization procedures, the induction period, pre-induction training, active duty conditions, service schools, service regulations, discipline, and military justice. One credit hour.

(3) Mil 503 Soviet Military Doctrine and Strategy. An analysis of Soviet views on war; Soviet military science, strategic and doctrinal concepts, Soviet principles of war. The course includes seminars on the roles of the Soviet Armed Forces and on SALT and MBFR. Two credit hours.

(4) Mil 504 Soviet Ground Forces Organization and Equipment. A comparative survey of U.S. and Soviet tactical organizations which addresses the basic characteristics of Soviet weapons and weapon systems. Research methodology and Soviet source material is also discussed. One credit hour.

(5) Mil 505 Soviet Ground Force Tactics and Logistics. A study of Soviet views on the operations of large units and the various phases of combat; tactics of the combat arms; unit training; staff structure and functions; logistics and supply. Two credit hours.

(6) Mil 506 Armed Forces of the Warsaw Pact. Lectures on the organization, command structure, strategy, as well as current capabilities and problems of the Warsaw Pact. One credit hour.

(7) Mil 507 Soviet Small-Unit Ground Force Tactics. Introductory lectures on Soviet small unit organization, tactics, order formats, and map symbols followed by a series of practical exercises in small unit

tactics based on tactical problems discussed in Voenny Vestnik.
One credit hour.

(8) Mil 508 Development of Soviet Military Doctrine. Soviet military power and thinking: historical background; permanent factors such as geography, strategic position, national heritage, and major wartime experiences; influence of Marxist and non-Marxist military writers. Selections from five current Soviet military writers are discussed in seminars. The course provides students with a background on the nature of Soviet military power from both practical and theoretical standpoints, and an understanding of the peculiar aspects of Soviet military terminology and thinking. Three credit hours.

(9) Mil 509 Introduction to Soviet Military Readings. Combination of lectures, language sessions, and seminars designed to introduce the student to the basic elements of Soviet military doctrine and military science, and to increase his understanding of the style and vocabulary peculiar to Soviet military writing. Three credit hours.

(10) Mil 601 Seminar on Russian Military History. A reading course designed to acquaint the students with military developments within Imperial Russia, emphasizing the 19th Century. Class work is devoted to discussion and analysis of the readings. One credit hour.

(11) Mil 602 Seminar on Soviet Military History. A reading course designed to acquaint the students with military developments within the USSR 1917-1945. Class work is devoted to discussion and analysis of the readings. One credit hour.

(12) Mil 603 The Eastern Front in World War II. An interdisciplinary course which ties together political and military developments on the Eastern Front with emphasis on the key operations and decisive strategy and tactical concepts of the Wehrmacht and Red Army as opposing forces. Two credit hours.

(13) Mil 604 Soviet Military Law. Lecture - seminars analyzing the organization and functions of the office of the military prosecutor, the military investigative apparatus, military courts and their jurisdiction, the draft laws, quotas, and local draft boards. Also includes brief survey of local civil defense structure. One credit hour.

(14) Mil 605 Military Themes in Contemporary Soviet Literature. A seminar discussion and analysis of recent literary works which include descriptions of current life and conditions in the Soviet Armed Forces, training exercises, and various problems facing military leaders in the age of detente. Texts selected by the instructor are read at home and discussed in class. Students select significant excerpts for translation. Designed for advanced Russian language students. One credit hour.

(15) Mil 606 Political-Military Relations in the USSR. A structural and functional analysis of the Soviet military establishment and its position and influence within Soviet society. A description of CPSU and Soviet government organizations responsible for control of the military, to include KGB organs, and an analysis of how they function; a description of the formal military command structure and an analysis of how it functions, to include its influence on political decision; an analysis of military influence in Soviet society to include its impact on the civilian economy, DOSAAF, and civil defense. Two credit hours.

(16) Mil 607 Analysis of Soviet Military Media. Seminar discussions based on a survey of contemporary Soviet radio and television broadcasts on military topics. Two credit hours.

(17) See also Rus 508, 509, 605 and 608.



c. Soviet Area Studies Department

Economics

- (1) Eco 501 Soviet Economic System. This course is designed to acquaint the student with the conceptual framework of modern macro-economic theory and to apply these analytical techniques to the study of the Soviet economic system. The seminars will focus on domestic and international marketing, central planning, and problems of economic and political motives in overall Soviet policy formulation, with some emphasis on East-West trends of economic competition and cooperation. Four credit hours.
- (2) Eco 502 Geography of the USSR. A study of the physical geography and population of the USSR, including boundaries, climatic zones, topography, lakes, seas, principal cities and localities. The course uses relief, administrative and political maps of the Soviet Union. It concludes with a detailed and illustrative survey of the natural conditions of the principle geographic regions of the USSR. Two credit hours.
- (3) Eco 601 Soviet Economic Geography. Survey of the major economic regions of the USSR, the territorial organization of the economy, and the principle economic problems inherent in the geography and climatic conditions of the USSR. One credit hour.
- (4) Eco 602 Soviet Agriculture. A brief historical review of the development and modernization process in 20th Century Russian and Soviet agriculture followed by an analysis of contemporary socio-economic problems, organizational structure and doctrinal constraints. One credit hour.

Literature and Art

- (1) Lit 501 Seminar on Soviet Literature I. A survey course assessing the relevance of contemporary Soviet literature to Soviet society. Emphasis is on those social problems which are illuminated by the study of Soviet literature. One credit hour.
- (2) Lit 502 Seminar on Soviet Literature II. A continuation of Lit 501. One credit hour.
- (3) Lit 503 Survey of Russian Literature. Examines classics of Russian literature and traces the relationship between these works and contemporary Soviet Society. One credit hour.
- (4) Lit 601 Soviet Theater. A survey of contemporary Soviet theater, to include the study of the influence of pre-revolutionary Russian drama on contemporary Soviet society. One credit hour.
- (5) Lit 602 Soviet Art. A survey in lecture format of the development of icons, the rise of secular art, Russian abstract artists, and Socialist realism. One credit hour.
- (6) Lit 603 Seminar on Russian Literature. Survey in seminar format of pre-revolutionary Russian literature with emphasis on the works of Pushkin, Lermontov, Turgenev, Dostoevsky and Tolstoy. Two credit hours.
- (7) Lit 604 The Philosophy and Writings of Dostoevsky. Analysis and discussion of the major works of Dostoevsky, the mirovoztrenie reflected in his works and the impact of his philosophy on subsequent intellectual thought within Russia and the Soviet Union. One credit hour.

Political Science

(1) Pol 501 Communist Doctrine and Ideology. Discussion and analysis of the basic political and economic tenets of Marxism-Leninism, the role of ideology within decisionmaking, as a legitimizing factor, and as a vehicle for modernization, with emphasis on contemporary ideological problems facing the Soviet regime. Two credit hours.

(2) Pol 502 Political History of the Soviet Union. The course examines Soviet politics in comparative and historical perspective. Russian political-cultural traditions in relationship to the political structure of the Soviet system of government are analyzed. Special emphasis is placed on the role of the Communist Party of the Soviet Union, on its structural and recruitment patterns, the power struggle within its leadership, and its decision-making functions. Three credit hours.

(3) Pol 503 Soviet Law and Government. Introduction to Soviet theory of law and government, analysis of the Soviet constitution, governmental structure, political rights and freedom as compared to West European and American jurisprudence. Two credit hours.

(4) Pol 504 Political History of Russia. Survey of the political and diplomatic history of Imperial Russia during the 19th Century up to the Bolshevik Revolution, with an introduction that assesses the legacy of 18th Century Russia. Emphasis is given to the continuities and changes in the domestic and foreign policies of Imperial Russia. Russian expansionism and Russia's place in the European theater as well as its relations with its neighbors in Central Asia and the Far East are also assessed in depth. The course also addresses cultural and intellectual developments. Two credit hours.

(5) Pol 601 The Soviet Union and the Middle East. The political history of the Middle East from the end of the first World War until present day with special reference to the Israeli-Arab conflict, the military conflicts in the area, and the influence of the Great Powers on the political struggle within the Arab World. Soviet involvement in the area is systematically analyzed. One credit hour.

(6) Pol 602 Soviet-Chinese Relations. A survey of the historical development of relations between these two countries which have led to the situation which exists today. The course includes discussion of cultural, ethnic, political and military considerations in the relations of the two countries. Includes a discussion of Chinese military strategy. One credit hour.

(7) Pol 603 The Khrushchev Era in Soviet Politics. An examination of the succession crisis after Stalin's death in the evolution and resolution of the power struggle within the Party's leadership against the background of the de-Stalinization process within Soviet society and in Soviet foreign relations. One credit hour.

(8) Pol 604 Soviet Law. A review of Soviet legal principles which have impact on the daily lives of Soviet citizens. Includes discussion of administrative, civil, family, and criminal law. Two credit hours.

(9) Pol 605 Soviet International Front Organizations. A survey of the various Soviet-sponsored or controlled mass organizations presently operating as instruments of Soviet foreign policy in the West and the Third World. One credit hour.

(10) Pol 606 The German Democratic Republic. Survey of contemporary East German political, economic, social and military developments in lecture format. One credit hour.

(11) Pol 607 The Polish People's Republic. Survey of contemporary Polish political, economic, social, and military developments in lecture format. One credit hour.

(12) Pol 608 The Socialist Republic of Romania. Survey of contemporary Romanian political, economic, social, and military developments in lecture format. One credit hour.

(13) Pol 609 Seminar on the History of the CPSU. Seminar discussion and analysis of special problems in the history and internal politics of the CPSU under Stalin. One credit hour.

(14) Pol 610 The Soviet Union and Africa. The course is designed to survey Soviet penetration into the African continent, with special emphasis on the military and political implications of recent Soviet involvement in Angola, Somalia, Ethiopia, etc. The role of the Cubans as the Soviets' proxy is assessed, against the background of Sino-Soviet rivalry amongst developing nations. One credit hour.

(15) Pol 611 Seminar on Contemporary Soviet Politics. Seminar-discussion of contemporary political problems and events in the USSR as reflected in the Soviet and Western press. One credit hour.

(16) Pol 612 Soviet Foreign Policy. Survey in lecture format of the goals, methods, and instruments of Soviet foreign policy, and of Soviet post-war relations with Europe, the Third World, the PRC and the US. Concluding seminars review the significance of current Soviet policies. Two credit hours (Required for those students not enrolled in USC IR 570, Soviet Foreign Policy.)

Sociology

(1) Soc 501 Soviet Society. A survey of various aspects of Soviet society with the overall goal of assisting students in determining its distinguishing characteristics. Touches on social organization, structure, education, social services, the process of socialization, the society's goals and present direction. One credit hour.

(2) Soc 601 Soviet Urban Life. A study of current living conditions in a major Soviet city. The course includes commentary on the present situation in terms of housing, employment, entertainment, transportation and other aspects of urban life that can be characterized as typical for a large Soviet city. One credit hour.

(3) Soc 602 Seminar on Contemporary Social Problems in the USSR. A discussion of problems addressed in current articles of Literary Gazette, Komsomolskaya Pravda, and other Soviet periodicals. One credit hour.

(4) Soc 603 Theories of Soviet Society. A reading course of the most recent scholarly literature concerning theories of the sociopolitical process and structure of Soviet society and its system of government. Special attention is also given to the evaluation of the various models with reference to other Communist regimes. One credit hour.

(5) Soc 604 The Soviet System of Education. Seminar on objectives and problems of contemporary Soviet "upbringing" (vospitania) and formal education. Includes comparative analysis of American and Soviet systems with emphasis on recent changes in Soviet Law. One credit hour.

(6) Soc 605 Soviet Family Life. Problems of contemporary family life in the USSR, with emphasis on the role of the family in society and the peculiarities of the composition of and internal relationships within the family unit. Includes a brief historical survey of Soviet state policy toward the family. One credit hour.

(7) Soc 606 Religion in the USSR. Survey of contemporary religious groups in Soviet society with emphasis on their sociological role, status within society, and their struggle for existence. Soviet anti-religious campaigns and attempts at inculcating atheism are also addressed. One credit hour.

(8) Soc 607 Seminar on Problems of Soviet Youth. Seminar on the current attitudes of Soviet youth, including the impact of Western ideas, Soviet dissidents and progressive intellectuals, and traditional Soviet methods of ideological indoctrination, especially the Komsomol. One credit hour.

(9) Soc 608 Seminar on the Role of Women in Soviet Society. Seminar on the roles of women in the construction of a new Soviet society, to include their participation in the political system and the decision-making elite. One credit hour.

(10) Soc 609 Seminar on Soviet Mass Media. Analysis of contemporary Soviet press, radio and television designed to acquaint the student with the organization, functions, and methods of the Soviet communications media and censorship; and to assist the student in analyzing the content of such Soviet sources as newspapers, journals, radio and Moscow television broadcasts. Two credit hours.



Special Area Studies and Activities

- (1) SAS 501 Field Trip to Munich Research Facilities. One-day trip to Radio Free Europe, Radio Liberty, and other local institutions, designed to acquaint the students with their mission, organization, facilities, and research capabilities. Non-credit course.
- (2) SAS 502 Field Trip to Moscow-Leiningrad, USSR. One week TDY trip to the two major cities of the Soviet Union. Political, economic and military briefings are provided by the US Embassy and the Defense Attache Office normally hosts a reception to allow the students to meet with Soviet officials. Aside from these functions, students are grouped in pairs and organize their own activities in both cities. Advance briefings are provided by the Institute staff and an after-action report is required. Two credit hours.
- (3) SAS 503/IR 591 Field Trip to East Germany and Poland. Two-week trip to both of these Warsaw Pact member nations under joint sponsorship of the Institute and USC. The itinerary is arranged through a travel agency and normally includes visits to Berlin, Dresden, Posnan, Krakow, and Warsaw. Briefings are arranged at the USMLM to Potsdam and the US Embassy in Warsaw. Meetings with government, military, and academic officials are also programmed. Extensive pre-trip readings and Institute briefings and a post-trip research paper are required. Two credit hours.
- (4) SAS 504/IR 591 Field Trip to Balkans. Two-week trip to Yugoslavia, Romania, and Bulgaria under joint sponsorship of the Institute and USC. The itinerary is arranged through a travel agency and normally includes visits to Belgrade, Bucharest, Sofia, and Varna. Briefings and receptions are arranged by the US Embassies in each capital city. Meetings with government, military, and academic officials are also programmed. Extensive pre-trip readings and Institute briefings and a post-trip research paper are required. Two credit hours.
- (5) SAS 505 Field Trip to Soviet Black Sea Ports. One week on board a Soviet passenger ship, visiting Odessa, Yalta, Novorossiysk, Sochi, Sukhumi, and/or Batumi. The trip normally immediately follows SAS 601, which ends at Varna, Bulgaria. Post-trip after-action report required. One credit hour.
- (6) SAS 506 Field Trip through the USSR. Three week tour of several major cities and economic regions of the USSR. Based on an itinerary arranged by a travel agency. Extensive pre-trip readings and Institute briefings and a post-trip after-action report are required. Two credit hours.

(7) SAS 507 Field Trip to Soviet Cities. Two-week TDY trip to Moscow, Leningrad, Kiev, and other cities with briefings at the US Embassy. Students are grouped in pairs and organize their own itinerary. Advance briefings are provided by the Institute staff and an after-action report is required. This trip is a substitute for SAS 506 and is only conducted when the longer trip cannot be arranged. Two credit hours.

(8) SAS 508 Directed Research I. Each student selects a research topic based on a list of suggested topics developed by the Institute staff and is assigned a faculty advisor to assist him and direct his research efforts. The student focuses on determining the scope of his paper, defining the problem, surveying the source materials, and developing a research design to be submitted to his advisor. Two credit hours.

(9) SAS 509 Directed Research II. Continuation of SAS 508, with the student conducting the bulk of the research required for his paper and submitting an initial outline to his advisor. Four credit hours.

(10) SAS 510 Directed Research Seminar. Continuation of SAS 509. The student completes his research paper of 30-60 pages, submits it to his faculty advisor and the Institute staff for evaluation and defends it during a seminar with his fellow students. Four credit hours.

(11) SAS 511 Seminar Series on Soviet Area Studies. Series of two-hour lecture and discussion periods on various aspects of Soviet area studies presented by visiting professors, government officers, recent Soviet emigres, as well as Institute faculty and students as part of the USARI guest speaker program during the fall and spring semesters. Non-credit course.

(12) SAS 512/IR 591 Soviet Affairs Symposium. Held annually in cooperation with USC, the symposium brings together various experts in the field of Soviet area studies and international relations to discuss and analyze an interdisciplinary approach to major contemporary issues impacting on US-Soviet relations, US or Soviet defense and foreign policy. Two credit hours only if taken as IR 591.

(13) SAS 601 Soviet Culture. Series of field trips to local concerts, exhibitions and film presentations and other cultural programs presented at the Institute designed to acquaint the student with Russian and Soviet art, theater, films, and music. The program continues throughout the academic year. Non-credit course.

(14) SAS 602 Soviet Drama. Performances of Soviet plays and dramatic sketches by the Russian Drama Club designed to acquaint the student with contemporary Soviet theater and to improve oral language skills. Two credit hours.

(15) SAS 603 Russian Choir. Performances of songs designed to acquaint the student with Russian and Soviet music and to improve oral language skills. Non-credit course.

(16) SAS 604 Russian Dancing. Performances of Soviet folk dances designed to acquaint the student with this art form. Non-credit course.



d. University of Southern California

(1) IR 502 Power and Diplomacy. Historical perceptions of the international system, both academic and diplomatic, emphasizing issues of adequacy and effectiveness in a changing world. Four credit hours.

(2) IR 531 Seminar on Military Strategy and Arms Control. Modern strategic and arms control concepts, doctrines, and objectives. SALT: past, present, and future. Examination of US and Soviet strategic policies and programs, their evolution and basis. Four credit hours.

(3) IR 570 Seminar in Soviet Foreign Policy. Research problems in political, economic, strategic/military and ideological issues. Four credit hours.

(4) IR 575 Seminar in International Communism. Research problems in foreign and intrabloc relations of Communist states and parties; Communist strategy and tactics. Four credit hours.

(5) IR 631 Strategic and Defense Policy Analysis. Advanced research and analysis of superpower strategic programs and alternatives; US defense budgeting, planning and programming; arms limitations. Comparative analytical techniques and calculations of strategic capabilities and forces. Four credit hours.



5. RUSSIAN LANGUAGE PROGRAM

a. Goals

(1) To develop in each student the ability to read, understand, and translate with the aid of a dictionary Russian language source materials which relate to Soviet military affairs, politics, economics, and the social sciences.

(2) To develop in each student the ability to express his thoughts with ease in Russian and to understand spoken Russian with a level of comprehension that allows him to actively participate in non-technical conversations and discussions.

b. Objectives

The objective of the USARI language program is to provide each student with the appropriate instruction and assistance which will allow him to attain the above goals. Once this has been achieved, the language program is designed to allow most students to maintain this level of proficiency, while offering selected individuals an enriched language environment which leads towards full professional fluency in aural comprehension, reading and oral expression as defined in AR 350-2.

c. Methods

(1) The Institute language program is designed as a three-track system, with each track differentiated by language proficiency. Track 1 is for advanced language students, those who have achieved the program goals and who are required to take only a minimum number of language courses to maintain their proficiency. Track 2 is for those students who have not yet achieved the program goals, but who are making satisfactory progress in the language. Track 3 is for those students who are having considerable difficulty mastering Russian. In consonance with the objectives, the program is designed to move students progressively toward Track 1.

(2) Incoming students are tested, screened, and assigned to the three different levels of the summer language program, Garmisch Intermediate Intensive Russian (GIIR). All three groups use the same materials; however, the basic course is enriched for students in Track 1 in order to further develop their linguistic skills, while the pace of presentation is lessened for those in Track 3, allowing these students to complete the course during the fall semester. No formal language training is conducted during the fall, aside from the completion of GIIR, which is accomplished in lieu of the elective requirement.

(3) In January of the junior year, all students are required to take Russian 501, Intensive Russian Reading, followed by another testing and screening process to allow students to change tracks.

(4) In the spring semester, Track 1 students are exempt from language requirements, but may choose language electives. Track 2 students are required to take a four credit-hour 500-level course and Track 3 students a four credit-hour 400-level course in lieu of electives.

(5) In the summer, all students are required to take four credit hours of language. Track 1 selects courses at the 600-level, Track 2 at the 500-level, and Track 3 at the 400-level. The most advanced Track 1 students also are given the opportunity to teach GIIR to the incoming junior class. At the end of the summer session, students are tested and screened for the third time and placed in the appropriate track.

(6) In the fall semester of the senior year, Track 1 students are again exempt from language requirements, while Track 2 and 3 have a four credit-hour requirement in lieu of electives as in the previous spring.

(7) In the final spring semester, all students have a four credit-hour language requirement, but materials for existing courses can be modified to accommodate known needs at the students' next assignment.

(8) A final Defense Language Proficiency Test is administered just prior to graduation.

d. Course Descriptions

(1) Beginning Russian 101. An undergraduate beginning Russian language course designed for dependents with no prior knowledge of the language. Three credit hours.

(2) Beginning Russian 102. Continuation of Rus 101. Three credit hours.

(3) Rus 201 Basic Russian. Intermediate undergraduate level Russian designed for dependents who have completed Rus 102 or who have previously had one year of college Russian or its equivalent. Three credit hours.

- (4) Rus 202 Basic Russian. Continuation of Rus 201. Three credit hours.
- (5) Rus 401 Russian Review I. Individualized vocabulary-building exercises, reading and discussion designed for small groups of students. Four credit hours.
- (6) Rus 402 Russian Review II. Continuation of Rus 401. Four credit hours.
- (7) Rus 403 Russian Aural Comprehension. Self-paced language lab program designed to improve aural comprehension and pronunciation and vocabulary. Two credit hours.
- (8) Rus 500 Garmisch Intermediate Intensive Russian. An intensive review of Russian grammar with additional emphasis on aural comprehension, speaking skills, and reading and discussion in Russian of non-technical newspaper and magazine articles on various aspects of Soviet life. Approximately 280 class hours. 15 credit hours.
- (9) Rus 501 Intensive Russian Reading. Designed to enable the student to comprehend, without the use of a dictionary, Russian texts reflecting varied language styles and content. Includes a presentation of the essentials of Russian word formation as an aid to expanding the students' vocabulary and to improving reading skills with reduced reliance on a dictionary. Three credit hours.
- (10) Rus 502 Intermediate Thematic Reading and Discussion. Discussion of Russian language texts selected for their thematic content and to be read at home. Several themes are covered during the course which provide exposure to various linguistic styles and specialized vocabulary. Four credit hours.
- (11) Rus 503 Intermediate Russian Conversation. Structured conversation based on brief readings, dialogs, and cartoons designed to improve oral skills and increase active vocabulary. Up to four credit hours.
- (12) Rus 504 Intermediate Russian II. Integrated program of lab drills, texts with glossaries, and vocabulary-building exercises emphasizing verbs. 60 class hours. Four credit hours.
- (13) Rus 505 Intermediate Russian II. Continuation of Rus 504. 60 class hours. Four credit hours.
- (14) Rus 506 Intermediate Aural Comprehension. Self-paced series of aural comprehension drills with accompanying texts in the language lab. Two credit hours.

(15) Rus 507 Intermediate Aural Comprehension. Continuation of Rus 506. Two credit hours.

(16) Rus 508 Intermediate Military Readings. Small seminar discussions of contemporary Soviet military problems derived primarily from newspaper and journal articles. This course is designed to acquaint students with the content of such periodicals and to develop further their linguistic skills. Track 2 Military students are required to take this course. Four credit hours.

(17) Rus 509 Intermediate Military Terminology. A self-paced language lab adaptation of the Defense Language Institute's Training Extension Course (TEC) for Interrogators designed to improve aural and reading comprehension of military subjects. Two credit hours.

(18) Rus 601 Advanced Russian Reading. Small group seminar discussions of articles from contemporary Soviet periodicals with special attention to syntactic and morphological problems. Up to four credit hours.

(19) Rus 602 Advanced Russian. Individualized instruction tailored to student needs based on projected assignments following graduation. Four credit hours.

(20) Rus 603 Consecutive and Simultaneous Interpreting I. A series of classroom lectures and laboratory exercises in consecutive and simultaneous interpreting with emphasis on contemporary military and political terminology. 48 class hours. Two credit hours.

(21) Rus 604 Consecutive and Simultaneous Interpreting II. Continuation of Rus 603. 48 class hours. Two credit hours.

(22) Rus 605 Advanced Military Translation. This course enables the student using lexical aids to translate from the Russian into acceptable English Soviet military publications ranging in difficulty from standard narrative to semi-technical and highly colloquial style. Up to four credit hours.

(23) Rus 606 Student Teaching. Tutoring individual fellow students under the supervision of a faculty member. Two credit hours.

(24) Rus 607 Current Events. Seminar discussion of current world events in Russian under the direction of a faculty member. Designed to improve oral skills and increase active vocabulary. Up to four credit hours.

(25) Rus 608 Advanced Military Readings. Small seminar discussions of contemporary Soviet military textbooks, novels, regulations, and technical publications designed to provide a more detailed knowledge of military life, thought and problems and to continue to build the students military vocabulary. Up to four credit hours.

6. SPECIAL PROGRAMS

a. **Dependent Language Programs:** Dependents of Institute staff, faculty and students are encouraged to study Russian while in Garmisch. Informal, non-credit courses may include beginning, intermediate, and advanced instruction with times and number of hours determined by a consensus of the students. Those dependents who have completed DLI or have an equivalent background in Russian are invited to participate in the regular program. Dependent students may also elect to take credit courses offered by the Institute at no charge, but these courses are formal, attendance and examinations are required, and participation is restricted to the appropriate language level as indicated in the course description. Dependents whose combined score on the DLPT is 90 or above may take 500-level language courses and most area courses, while those who score 110 or above may take any Institute course. Many civilian universities will accept up to 15 hours of transfer credit from the Institute.

b. **Garmisch Accelerated Russian Review.** A 25-day intensive refresher course which systematically reviews basic Russian grammar and military vocabulary offered approximately five times a year for Russian linguist personnel assigned to US military units located in Europe. Selection of students is made by HQ, INSCOM.

c. **Service Academy Summer Program.** Each summer the Institute conducts a special 3-week course in basic Russian language and area studies for highly qualified cadets and midshipmen from the United States Military, Naval, and Air Force Academies, and selected ROTC units. The objective of the Academy Summer Program is to broaden the capabilities and versatility of outstanding future regular officers of the three major services. The summer program has been officially incorporated into the academic program of the US Military Academy as a regular, recurring feature of its curriculum.

d. **Special Students.** The Institute conducts specialized instruction to fill the training needs of many agencies, including the Department of State, International Communications Agency, Department of the Army, Department of Defense, Defense Attache System, US Army Reserve, the US Air Force, US Navy, and NATO. Special programs vary in length from several weeks to a year. Each special student, in consultation with the Director of Instruction, establishes a program based on courses out of the normal two-year program and individualized instruction which best utilize the time available to prepare the student for his future duties.

7. VISITING PROFESSORS

a. Guest Lecture Program. Experts on Soviet affairs present many lectures during the year in connection with or to supplement courses, or in conjunction with the annual Soviet Affairs Symposium. An approximate balance is maintained between speakers from academia and government service. Officials from the American Embassy in Moscow including many graduates of the Institute are often invited to stop by in Garmisch to share their expertise with students and faculty. (See SAS 511 for course description)

b. Soviet Affairs Symposium. Academic and governmental specialists are invited to render reports in conjunction with student-faculty colloquies. The reports are published annually in the form of a symposium anthology as a contribution to the broader understanding of current problems in Soviet studies. In 1978, after a series of eleven Institute Soviet Affairs Symposia, the first joint symposium in conjunction with USC was held in Garmisch. The symposium theme, "New Perspectives on Soviet Foreign and Defense Policy," was addressed by lecturers and panel discussants and attracted an audience of over 200 students of Soviet and international affairs. Joint symposia with USC are expected to continue to be part of the Institute program in the future. (See SAS 512 for course description)

c. Special Courses. Occasionally, arrangements are made to have visiting specialists remain at the Institute long enough to present more than individual lectures. In such cases, short elective courses are presented which are intended to supplement the Institute's normal program.

8. TRAVEL PROGRAMS

a. Institute student orientation travel to the Soviet Union and East Europe is considered a critical element of Soviet FAO training. It enables the Soviet FAO officer to witness first hand Soviet reality and to evaluate the socialist system through the application of personal experience and acquired language skills. These trips reinforce the student's confidence in his ability to effectively communicate in the Russian language and crystallize his conceptual framework. Without this experience FAO officers are forced to rely on secondary sources - a situation which could lead to biased interpretations. Thorough readings and discussions are provided before each trip to insure maximum correlation between the travel and the academic program of instruction. Details on each trip are contained in Section 4.

b. USC-sponsored field trips independent of the Institute program are conducted approximately five times per year, and are usually of three or four days duration. The field trips are normally to West European capitals where special conferences are organized with government, academic, political party, business, and military leaders. Institute students may participate in this program, but the number of available spaces is usually limited.

c. Temporary duty utilization assignments within Europe are frequently made available to students with high language ability. Duties normally include interpreting or translating.

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