



NATIONAL GUARD BUREAU
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ARNG-TR

19 July 2022

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fiscal Year (FY) 2023 Broadening Opportunities Program (BOP)
Announcement

1. The FY23 broadening opportunities are listed below with detailed application requirements contained in the BOP catalog (enclosure 1). Applicants selected to participate in broadening opportunities will receive notification through their commands from the Training Division.
2. Opportunities: Command and General Staff College (CGSC) Interagency Fellowship; Association of the U.S. Army (AUSA) Fellowship; Asia-Pacific Center for Securities Studies; Strategic Broadening Seminars (SBS); United Kingdom Intermediate Command and Staff College (ICSC); White House Fellowship; Army Congressional Fellowship; School of Advanced Military Studies (SAMS) Preparatory Seminar; Harvard Strategist Program; Defense Strategy Course (DSC); Reserve Component National Security Course (RCNSC); Sergeants Major Academy Fellowship ; Strategic Thinkers Program.
3. Soldiers must submit their applications by the deadlines established in enclosure 1. State G-3 endorsement is required for Title 32 Soldier submissions and O-6 endorsement is required for Title 10 Soldier submissions. Funding availability is outlined in the catalog.
4. States, Territories and Title 10 officers will forward applications to the points of contact contained within the BOP catalog. Questions associated with the BOP catalogs should be directed to CPT Erik Bauer at erik.j.bauer.mil@army.mil or 703-601-7066 or Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil or 703-607-7337.

- 4 Encls
1. as
2. Army Posture Statement 2020
3. BOP Application
4. Blank Resume

DISTRIBUTION:
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State/Territory G-3
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GEOFFREY T. BUCHANAN
LTC, MP
ARNG Chief of Training

Broadening Opportunities Program (BOP) Catalog

This catalog is descriptive in nature and should not be interpreted as a regulation or policy. The information assists in determining your qualifications and requirements for each program. Your qualifications, academic achievements, and other key factors will be taken into consideration during selection.

A. Suspense dates for applications.

B. General guidelines.

C. Command and General Staff College (CGSC) Interagency Broadening Fellowship (MAJ-LTC)

D. Asia-Pacific Center for Securities Studies Fellowship (MAJ-LTC)

E. Harvard Strategist Program (CPT-MAJ)

F. Defense Strategy Course (DSC) (MAJ-LTC)

G. Reserve Component National Security Course (RCNSC) (MAJ-LTC/MSG-SGM)

H. HQDA Strategic Broadening Seminars (SBS) (CPT-MAJ/SFC-MSG/CW2-3)

I. Association of the U.S. Army (AUSA) Fellowship (MAJ-LTC)

J. White House Fellowship (SSG-SGM/CPT-LTC/CW2-CW4)

K. United Kingdom Intermediate Command and Staff Course (ICSC) (CPT)

L. Army Congressional Fellowship Program (CPT-MAJ/MSG-SGM)

M. U.S. Army Sergeants Major Academy (USASMA) Fellowship (SGM)

N. School of Advanced Military Studies (SAMS) Preparatory Seminar (CPT-MAJ)

A. Suspense dates for applying (2022/2023).

Application Suspense	Program	Grade	Centrally Funded
31-Aug-22	CGSC Interagency Broadening Fellowship	MAJ-LTC	YES
31-Aug-22	Association of the U.S. Army (AUSA) Fellowship	MAJ-LTC	NO
31-Aug-22	Asia-Pacific Center for Securities Studies Fellowship	MAJ-LTC	YES
3-Oct-22	White House Fellowship	M-Day SSG-SGM/ CPT-LTC/CW2-CW4	YES
4-Nov-22	Defense Strategy Course (DSC)	MAJ-LTC	NA
4-Nov-22	Reserve Component National Security Course (RCNSC)	MAJ-LTC/MSG-SGM	NO
8-Nov-22	HQDA Strategic Broadening Seminar (SBS)	CPT-MAJ/SFC-MSG/ CW2-CW3	YES
6-Jan-23	UK Intermediate Command and Staff Course	CPT	YES
6-Jan-23	School of Advanced Military Studies (SAMS) Preparatory Seminar	CPT-MAJ	YES
15-Mar-23	Army Congressional Fellowship	CPT-MAJ/MSG-SGM	YES
14-Apr-23	Harvard Strategist Program	CPT-MAJ	YES
1-Jun-23	USA Sergeants Major Academy Fellowship	SGM	YES
19-Oct-22	Secretary of Defense Strategic Thinkers Program	MAJ-LTC	YES

B. General guidelines. Read through the guidelines completely. Each broadening opportunity has specific application submission instructions. If you fail to follow specific directions, your application will be returned.

1. Applicants are responsible for updating their Personnel Electronic Records Management System (iPERMS) account, record brief and official photo. Selection panels review all documents, including written essays, to determine the best candidates for these programs. Missing, outdated, or incorrect information will inhibit a Soldier's chance for selection. All Soldier evaluations must be in iPERMS for consideration.
2. Soldiers will route DA 4187 and completed applications through state training office (T32) or Human Capital Management assignment officer (T10) prior to sending to NGB. Each program has specific signature requirements contained in the program requirements.
3. All university transcripts must be uploaded to iPERMS NLT the application suspense dates.
4. If the application instructions call for one PDF document, do not attach PDFs inside of PDFs (portfolio format).
5. Army Combat Fitness Test. Per Army Directive 2020-06, the ACFT replaced the APFT as the Army's physical fitness test of record – 1 October 2020. A passing score on the last Army Physical Fitness Test (APFT) remains valid until 31 March 2022 for any purposes requiring a passing APFT or score, including, but not limited to, professional military education, functional courses, or operational course credit consideration. A valid APFT or the new AFCT will be accepted with all BOP applications unless otherwise specified.
6. Letters of recommendation. One letter of recommendation must be from a current BN or BDE Commander.
7. If applying for more than one broadening program, use one DA Form 4187 and list the programs in order of preference. If applying for more than one broadening program, email the DA 4187 and the required documentation in separate emails. (Example: If applying for three broadening programs, submit three separate emails, each with an identical DA 4187 and program-specific documentation attached.)
8. Documents received after the suspense date will not be accepted. Any application packet that is not complete creates a delay which may result in missing the submission suspense date.
9. If selected, M-Day service members will not be accessed into the Active Guard Reserve (AGR) program. They will be placed on Active Duty Operational Support – Reserve Component (ADOS-RC) or TDY, based on the program.

C. CGSC Interagency Broadening Fellowship.

1. Program Description:

A. The CGSC Interagency Broadening Fellowship immerses MAJs and LTCs of all branches and functional areas into a federal Dept/agency for one year to develop a more thorough understanding of the agency's mission, culture, capabilities, and procedures while

contributing to the host Dept/agency mission as a fully integrated staff officer. This broadening assignment allows officers to build key relationships while developing comprehensive solutions for our nation's most difficult national security challenges. This broadening fellowship requires an innovative mindset and individual initiative. Fellows need to be comfortable routinely interacting with very senior officials within the interagency community. Fellows will receive a DA Form 67-10-2 (officer evaluation report) following completion of this program.

B. Fellows can earn Experience Based Joint Duty Assignment Credit (E-JDA) during the Broadening Fellowship, if their duties meet the criteria in CJCSI 1330.05A and DoDI 1300.19.

2. Planned participating agencies are: Office of Management and Budget; Dept of State; Central Intelligence Agency; U.S. Agency for International Development; Dept of Labor; Office of the Director of National Intelligence; Federal Bureau of Investigation; Dept of Transportation; Defense Advanced Research Programs Agency; Federal Emergency Management Administration; U.S. Border Patrol; Dept of Agriculture; U.S. Marshals Service; Bureau of Alcohol, Firearms, Tobacco and Explosives; Office of the Director of National Intelligence

3. Selection Process:

A. The U.S. Army Human Resources Command (HRC), Fort Knox, KY CGSC Interagency Broadening Fellowship Selection Panel will convene 13-16 September 2022 to establish an order of merit list, which will be submitted to the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas for final selection/coordination with the respective agency.

B. CGSC Representatives will interview select candidates.

C. Candidates will be notified of selection o/a 3 October 2022. Notification for placement at an interagency partner will occur o/a 13 February 2023.

4. Obligations. Officers incur a three-year Active Duty Service Obligation (ADSO). This ADSO is served consecutively with other civilian ADSOs. ARNG officers will serve in their original status at the time of the application (either T32 AGR or T10 AGR). Fellows may also serve a two-year post-broadening fellowship utilization assignment, to be determined by Fellow's state leadership or their Office of Professional Responsibility (OPR). Command and directorate-level leadership positions also satisfy the utilization requirement.

5. Broadening Fellowship Location/Tenure. Officers will be assigned to their selected interagency. CGSC, Ft Leavenworth, KS will maintain officer's personnel and financial records to include processing travel documents and UCMJ issues. The fellowship begins o/a 1 July 2023 for a duration of not less than 10 months, but not to exceed 12 months. Fellows should expect to arrive in the National Capital Region no later than 15 June 2023, unless they receive prior approval.

6. Eligibility Criteria:

A. Army National Guard-Active Guard Reserve (ARNG-AGR) major or lieutenant colonel.

B. AGR officers must not have more than 19 years of Active Federal Commissioned Service (AFCS) as of August 2023. Officers must have a mandatory removal date of no earlier than 1 August 2027.

C. Key and developmental qualified, IAW DA Pam 600-3 and completed Military Education Level (MEL) 4 requirements at the time of the application.

D. Officers must not have been selected or attended Senior Service College.

E. Possess a fully adjudicated Top Secret-Sensitive Compartmented Information (TS-SCI) security clearance, prior to 1 May 2023 that is valid through the duration of the Broadening Fellowship. Those applicants without a valid TS-SCI will be limited to Fellowships at specific interagency partners and offices/bureaus within those partners.

F. Not be pending any adverse actions, not at risk for promotion or passed over for promotion to the next grade.

G. Meet Army height/weight requirements. Demonstrates and serves as an example of the "Warrior Ethos". Have potential for future military service. Possess critical thinking and problem solving skills.

H. Demonstrates highly developed writing skills. Demonstrates initiative, flexibility and ability to think and contribute in high level, ambiguous and unstructured work environments.

I. Not be competing for any other army-sponsored program, fellowship, or scholarship, until selection is made.

J. Must not have been selected for and participated in any of the broadening opportunity programs, listed at <http://www.hrc.army.mil/bop>, within the last ten years. This does not include the Defense Advanced Research Projects Agency (DARPA) or the HQDA Strategic Broadening Seminars Programs.

7. How to Apply. Not later than 31 August 2022, email the following in one "Portable Document Format" (PDF) attachment to james.j.fritschi.ctr@army.mil. Subject title of email "Request to Compete for the 2022 CGSC Interagency Broadening Opportunity Program." Your nomination will be reviewed by the ARNG Training Division for eligibility, availability and derogatory information.

A. DA Form 4187. Title 32 officers will have their State G3 sign in Block 12-13. Title 10 officers will have their OPR chief sign in Block 12-13. See Appendix 1, Section 1 and 2.B for specific instructions.

B. Commissioned Officer Broadening Opportunity Application.

C. Most current DA Form 705 (Army Physical Fitness Test Score Card) and DA Form 5500 (Body Fat content), if applicable.

D. Letters of recommendation (LOR) (any format): A maximum of two. One LOR must be from the current commander. Address to "President of the Selection Panel." (Suggestion: if you are applying for more than one program have the recommender recommend you for "Any Broadening Opportunity Program" instead of a specific program.)

E. Memorandum for Record (any format): List your top five desired partner agencies, in order of preference, see paragraph two. Please include the rationale for your top three choices. Can be in any format. Address to "U.S. Army Command and General Staff College, Fort

Leavenworth, Kansas.” Your name/grade must be on statement. Title statement: “My Top Five Choices for Interagency Partners.”

F. Resume: Complete and submit your resume contained in Enclosure 3. Include the following information: Name, current rank, mailing address, phone number, email address (civilian and military), brief description of military work experience with dates, education (include type of degree, degree major, dates attended, GPA, name of institution), brief accounting of languages, special skills, interests. Please keep your resume to 1 page or your application will be returned without action.

G. Memorandum for Record with the following information (any format): grade, name, last four of your SSN, and the following statement: “I understand, if selected as a 2023/2024 CGSC Interagency Broadening Fellow, I will incur a service obligation of three years in my current status. I also understand that I may receive a two year utilization assignment following my Broadening Fellowship, based on the needs of the Army National Guard. I authorize the U.S. Army Human Resources Command, ARNG, and CGSC to release all documents to anyone who may require them in connection with my nomination and or selection into this program.”

8. For further information about this Broadening Fellowship go to <https://partis.leavenworth.army.mil/cgsc/ia>. At the login screen, external Ft Leavenworth users need to choose AKO login.

9. Points of contact: Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil or CPT Erik J. Bauer at erik.j.bauer.mil@army.mil.

D. Asia Pacific Center for Securities Studies Fellowship

1. The Daniel K. Inouye Asia- Pacific Center for Security Studies (DKI-APCSS) is a Department of Defense Regional Center dedicated to educating, connecting and empowering regional civilian and military security practitioners. The fellow will serve on the DKI APCSS College of Security Studies Faculty as a seminar leader or assistant seminar leader for courses and workshops on topics including advanced security cooperation, counterterrorism, and comprehensive crisis management. In addition to leading seminars, the fellow has the option to craft and deliver elective courses, conduct regional orientation travel, and research Indo-Asia Pacific security topics for possible publication. The fellow may also participate in distinguished military and academic visits to DKI APCSS.

2. Selection Process. The U.S. Army Human Resources Command (HRC), Fort Knox, KY Selection Panel will convene 13-16 September 2022 to select two fellows. Applicants will be notified of the results o/a 17 October 2022.

3. Obligations Incurred. Fellows incur a three year active duty service obligation (ADSO). This ADSO is served consecutively with other ADSOs. Fellows must also serve an immediate two-year post fellowship utilization, TBD by NGB in coordination with Headquarters Department of the Army (HQDA) G-3/5/7. If Army requirements support, the goal of the utilization tour is to ensure officers serve within their area of fellowship focus.

4. Fellowship Tenure/Location. All Fellows will be assigned to the U.S. Army Student Detachment, Fort Jackson, SC with duty at the Asia-Pacific Center for Security Studies, Honolulu, Hawaii. All will report between 15 July 2023 and 15 August 2023.

5. Eligibility Criteria.

- A. Active Guard Reserve (RC-AGR) Major or Lieutenant Colonel and be MEL-4 complete.
- B. Have a mandatory removal date of 1 September 2027 or later.
- C. Must have a graduate degree at time of application.
- D. Have interest and experience in political-military affairs.
- E. Be able to complete full fellowship and a two-year immediate post fellowship utilization assignment without interruption.
- F. Not be competing for any other Army-sponsored program, fellowship, or scholarship, until selection is made. (The only exception is the AUSA Fellowship).
- G. Must not have been selected for and participated in any of the broadening opportunity programs, listed at <https://www.hrc.army.mil/bop>, within the last ten years. This does not include the Defense Advanced Research Projects Agency (DARPA) or the HQDA SBS.

6. How to apply. Not later than 31 August 2022, email your application in one "Portable Document Format" to Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil. Subject title of the email - "Request to compete for the 2022 Asia-Pacific Center for Security Studies Fellowship."

A. DA Form 4187. Title 32 officers will have their State G3 sign in Block 12-13. Title 10 officers will have their OPR chief sign in Block 12-13. See Appendix 1, Section 1 and 2.B for specific instructions.

B. The Commissioned Officer Broadening Opportunity Application.

C. Letters of recommendation (LOR) (any format): A maximum of two. One LOR must be from the current commander. Address to "President of the Selection Panel." (Suggestion: if you are applying for more than one program have the recommender recommend you for "Any Broadening Opportunity Program" instead of a specific program.)

D. Resume: Officers may use any format with the following information: Name, current rank, mailing address, phone number, email address (civilian and military), brief description of military work experience with dates, education (include type of degree, degree major, dates attended, GPA, name of institution), brief accounting of languages, special skills and interests. Resume may not exceed one page in length.

E. Most current DA Form 705 (APFT or ACFT) and DA Form 5500 (Body Fat Content), if applicable.

F. Memorandum for Record with the following information (any format): grade, name, last four of your SSN, graduate degree GPA and the following statement: "I understand that if I am selected for an Asia-Pacific Center Fellowship, I will incur an active duty service obligation of three years and that this ADSO is served consecutively with other civilian ADSOs. I also

understand I will be obligated to serve an immediate two-year post fellowship utilization, TBD by DAMO-SSF & NGB. I authorize the U.S. Army Human Resources Command to release all documents to anyone who may require them in connection with my nomination and or selection to a broadening opportunity program."

G. Only if you are also applying for the AUSA Fellowship: The following statement (any format): "I understand if I am applying for more than one program, I may not receive my first preference and I further understand my selection or non-selection is determined by the selection panel's order of merit list (OML) of the programs. I understand if I am selected to attend one of the programs I am competing for, I will not be considered for any other program and I will accept the program I was selected for." Your name/grade must be on statement. Title statement "Applying for More Than one Broadening Opportunity Program."

E. Harvard Strategist Program.

1. Program description: The HQDA Harvard Strategist Program is a highly challenging academic and professional path for officers aspiring to qualify as Army strategists. Selected officers will pursue the Mid-Career Master in Public Administration at Harvard University's John F. Kennedy School of Government, and then complete a mandatory utilization assignment within the ARNG G-3/5/7, or other location as directed by the HQDA Director, Strategy, Plans and Policy. Selected officers regularly interact at the general officer level within the Army and Joint Force, and incur a three-year Active Duty Service Obligation (ADSO) upon graduation. Officers that successfully complete this program are awarded a skill identifier of "6Z" (Strategic Studies Graduate), are transferred to Functional Area (FA) 59 (Strategist), and placed on T10 active duty orders (AGR, OTOT, or ADOS) for the duration of their utilization assignment. As such, completion of this program requires significant commitment on the part of the selected officer. The Harvard Strategist Program and the 3 year ADSO are centrally funded.

2. Selection process:

A. The ARNG FA59 Proponent Manager forwards applications of officers approved to compete to Army Human Resources Command (HRC) for appropriate screening and validation. HRC will forward applications of the officers approved to compete to the FA59 Proponent Manager, Strategic Leadership Division, HQDA G-3/5/7 (DAMO-SSF). The FA59 Proponent Manager convenes a selection panel and recommends an order-of-merit list. The HQDA Director, Strategy, Plans and Policy, approves final selection. Candidates are notified of final selection o/a 1 September 2023.

B. Once selected, a mentor (Harvard Kennedy School graduate) assists the officer in applying for admission directly to Harvard University. Harvard makes final admission decisions for academic year (AY) 2024-2025 o/a March 2024. If the officer is not admitted to Harvard, the applicant does not incur an obligation and will not enter the Strategist program. Once applicants have been officially accepted, HRC and the ARNG directorate will coordinate with the officer to initiate assignment into the program.

3. Fellowship and utilization tenure/location:

A. All ARNG selectees are assigned to the ARNG G-3/5/7, Arlington, VA with duty at Harvard University, Cambridge, MA. The year-long program of instruction begins July 2024.

B. Upon graduation from Harvard Kennedy School, the ARNG selected Officer will work with

the ARNG G-3/5/7 to fulfill the remaining FA59 accession requirements during the mandatory utilization tour. FA59 accession requirements include: a Master's degree in a strategy related field (obtained at Harvard); Intermediate Level Education – Common Core (ILE-CC) completion; Defense Strategy Course completion; and successful completion of the Basic Strategic Arts Program (BSAP). Officers that are not graduates of ILE-CC will complete that program during their utilization tour. Upon completion of FA59 accession requirements, ARNG officers complete a follow-on Title 10 assignment for at least the remaining ADSO, and are managed by the ARNG Title 10 Career Field Strategic Planning and Policy.

4. Obligations incurred: Scholars incur a three-year ADSO, in accordance with AR 350-100. This ADSO is served consecutively with other civilian ADSOs. Officers will complete their ADSO in T10 status (AGR, OTOT, or ADOS).

5. Eligibility criteria:

A. Officers must hold the rank of CPT or MAJ. Majors cannot have more than 24 months-time-in-grade as of July 2024.

B. Not later than June 2023, Captains must have completed a key developmental assignment for current grade and branch in accordance with DA PAM 600-3, as well as the Captains Career Course. Majors are not required to have completed ILE-CC at the time of application.

C. ARNG officers must not have more than 10 years of Active Federal Commissioned Service (AFCS) as of 17 April 2023. Officers must have a mandatory removal date no earlier than 1 April 2033 and be able to complete the full scholarship and utilization tour without interruption.

D. Officers must have a Bachelor's grade point average of 3.0 or higher (waivable by the FA59 Proponent Manager if officer has a self-funded graduate degree) and a Graduate Record Exam (GRE) minimum scores of 153 verbal, 144 quantitative, and 4.0 analytical (writing). The test date must be within five years as of December 31, 2023. The applicant is responsible for obtaining the GRE scores.

E. Not have a graduate degree paid for by the U.S. Army. This means the tuition and fees were solely funded by the U.S. Government. Degrees funded through Tuition Assistance (TA), Degree Completion, Cooperative Degree, Intermediate Level Education, GI Bill, or Commissioning Programs do not apply.

F. Officer must possess or have the ability to obtain a Top Secret/Sensitive Compartmented Information (TS/SCI) security clearance. Once accepted to the program, officer will have sufficient time to apply for a TS clearance.

G. Must not have competed for or be selected for any of the broadening opportunity programs, listed at <http://www.hrc.army.mil/bop>, within the last ten years. This does not include the Defense Advanced Research Projects Agency (DARPA) or the HQDA Strategic Broadening Seminars Programs.

H. Officers must not be pending any adverse actions, and not be at risk for promotion or passed over for promotion to the next grade.

I. Not be competing for any other Army-sponsored program, fellowship, or scholarship, until selection is made.

6. How to apply: Not later than 14 April 2023, the applicant sends their GRE score to HRC. The applicant must log into their ETS account (<https://www.ets.org/gre>) and Select "Send Additional Score Reports." From there, the applicant can send previous scores to the school and department (HRC code is 5852 and department code is 5199). The applicant submits all documents indicated below as single PDF file to LTC Travis Urbanek at travis.m.urbanek.mil@army.mil. The subject title of email, "Request to compete for the 2023 Harvard Strategist Program."

A. DA Form 4187. Title 32 officers will have their State G3 sign in Block 12-13. Title 10 officers will have their OPR chief sign in Block 12-13. Please refer to Appendix 1 paragraphs 1 & 2.D for required information.

B. The Commissioned Officer Broadening Opportunity Application.

C. Most current DA Form 705 and DA Form 5500, if applicable. Officers with a P2 or P3 profile must submit a copy of their DA Form 3349 or MMRB/MEB/MAR2 documentation as part of their packet demonstrating they are eligible to deploy world-wide.

D. Resume: Any format with the following information: Name, current rank, mailing address, phone number, email address (civilian and military), brief description of military work experience with dates, education (include type of degree, degree major, dates attended, GPA, name of institution), brief accounting of languages, special skills, interests. Please keep your resume to 1 page or your application will be returned without action.

E. Letters of recommendation (LOR) (any format): A maximum of two. One LOR must be from your current commander. Address to "President of the Selection Panel." (It is suggested that if you are applying for more than one program, have the recommender recommend you for "Any Broadening Opportunity Program" instead of a specific program.)

F. A statement (any format) that discusses your career goals, as well as the factors that led you to select the Harvard Strategist Program as a means of furthering your personal and professional goals. Be as specific as possible in describing how your expected course of study will enable you to build on your prior professional experience and achieve these goals. (750-word limit)

G. Undergraduate and graduate (if applicable) transcripts.

H. Submit a Memorandum for Record with the following information: grade, name, last four of SSN, baccalaureate degree GPA, graduate degree GPA (if applicable), GRE scores, and the following statement: "I understand that if I am selected for the 2024 Harvard Strategist Program, I will incur an active duty service obligation (ADSO) of three years, and that this ADSO is served consecutively with other civilian ADSOs. I also understand I will be obligated to serve a total of three years in utilization assignments immediately following my attendance at the Harvard Kennedy School. I further understand that after successful completion in the Harvard Strategist Program I will convert to Title 10 order status within the ARNG Title 10 Strategic Planning and Policy Career Field. I authorize HRC to release all submitted documents and other documents in my Army Military Human Resource Record to anyone who may require them in connection with my nomination and or selection to this program." Statement must be signed and dated.

F. Defense Strategy Course (DSC).

1. Program Description. The DSC is a four-month online course taught by the Army War College. The program will improve student understanding about the role of the DoD in the development of National Security Strategy within a Volatile, Uncertain, Complex, and Ambiguous (VUCA) international environment. DSC is an excellent primer to Senior Service College in that it teaches about Defense Strategy and uses the Army War College educational models. DSC is also a requirement prior to completing the Basic Strategic Arts Program (BSAP) and awarding the Functional Area FA 59-Strategist. The DSC includes four sections of 13 lessons and each lesson takes approximately 7 to 10 hours to complete. The course work includes classical thinking about strategic theory and the military schools of thought and will examine the current strategic environment. There are three written essays and an online forum that constitute the evaluation requirements for the course. Successful completion of DSC authorizes the student the additional skill identifier (ASI) of 6Z-Strategic Studies Graduate per DA Pam 611-21. The War College offers two courses in FY 2023: 8 January - 14 May 2023 and 16 July-19 November 2023. This Distance Learning (DL) opportunity requires no funding.

2. This course is open to MEL4/JPME 1 complete majors and lieutenant colonels. The LTCs should have no more than 3 years TIG by the application deadline of 4 November 2022. Applicants must possess a Secret (or higher) security clearance by the DSC class start date.

3. Selection Process:

A. Army National Guard candidates submit the required information no later than 4 November 2022 to Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil or CPT Erik Bauer at erik.j.bauer.mil@army.mil. The application should be in a single PDF. Subject title of email "Request to Compete for DSC."

B. Candidates will be notified of selection for the course no later than 18 November 2022 for the first course and no later than April 2023 for the second course.

4. Application requirements:

A. DA Form 4187: Block 12-13 should be signed by the first O6 in the Soldier's chain of command. Please refer to Appendix 1, paragraphs 1 & 2.A for required information.

B. Officer Record Brief (ORB).

C. The last two OERs recorded in iPERMS.

D. Most current DA Form 705 and DA Form 5500, if applicable.

E. DA Form 1059 documenting ILE Complete status (ILE-Common Core and AOC or alternative recognized MEL4 credit), per AR 350-1.

G. Reserve Component National Security Course (RCNSC).

1. Program Description. The RCNSC is a two-week resident seminar offered to senior officers (MAJ-LTC) and non-commissioned officers (MSG-SGM) of the U.S. Reserve Components,

allied officers, and select interagency civilians and industry fellows working in national security. There are three iterations of the course for FY 2023: 22 January-3 February 2023, 2-14 April 2023 and 10-22 July 2023. The course is taught by faculty at the National Defense University at Ft. McNair, Washington, DC and consists of guest lectures (General Officers and Ambassador-level), work in seminar rooms, and a strategic policy exercise. Funding for this course is the responsibility of the parent organization. For more information on RCNSC go to <http://rcnsc.dodlive.mil/>.

2. This course is open to MEL4/JPME 1 complete MAJs and LTCs. The LTCs should have no more than 3 years TIG by the application deadline of 4 November 2022. Non-Commissioned Officers in the rank of MSG and SGM must have a Bachelor's Degree.

3. Selection Process. Candidates will be notified of selection NLT 24 November 2022 for the first course and NLT February 2023 for the remaining two courses.

4. ARNG candidates submit the required information no later than 4 November 2022 to Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil or CPT Erik Bauer at erik.j.bauer.mil@army.mil. The application should be in a single PDF. Subject title of email "Request to Compete for RCNSC." Application requirements:

A. DA Form 4187: Title 32 Soldiers should have their state G3 sign in Block 12-13. Title 10 Soldiers should have their first O6 sign in Block 12-13. Please refer to Appendix 1, paragraphs 1 & 2.A for required information.

B. Current ORB or ERB.

C. The last two OER/NCOERs recorded in iPERMS.

D. Most current DA Form 705 and DA Form 5500, if applicable.

E. DA Form 1059 documenting ILE Complete status (ILE-Common Core and AOC or alternative recognized MEL4 credit), per AR 350-1. Non-commissioned officers submit their DA 1059 showing completion of MLC.

H. HQDA Strategic Broadening Seminars.

1. Program Description. The SBS are unique opportunities designed to introduce mid-grade officers, warrant officers and NCOs into strategic planning and policy formulation and non-traditional problem solving techniques. The various programs provide three to five week resident courses that enhance appreciation for the complex contemporary security environment. The diverse curriculum and unique characteristics will challenge attendees to think critically and creatively. The SBS opportunities are centrally funded by ARNG-TR. **These programs are estimations and based on funding availability.**

2. Eligibility. Applicants must meet the defined criteria to be eligible for an SBS.

A. All applicants must be current with their PME requirements for their current grade. Anyone not enrolled in and scheduled to complete their education by 1 May 2022 is not eligible.

B. Officers. Captains must have at least 4 years-time in grade (TIG) by 1 May 2023. Majors must not have more than 4 years TIG by 1 July 2023.

C. Chief Warrant Officers (CW) in the grade of CW2 and CW3 are eligible as long as they have the Advanced Course completed. Warrant Officers must have a Bachelor's Degree to be eligible for certain programs.

D. Non-Commissioned Officers. Sergeants First Class and Master Sergeants are eligible to attend. MSGs that do not have the Master Leader Course (MLC) completed are still eligible to attend. Certain programs require a Bachelor's Degree to be eligible.

3. Selection Process:

A. Army National Guard candidates submit their required information no later than 23 November 2022 to Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil or CPT Erik Bauer at erik.j.bauer.mil@army.mil.

B. The ARNG will conduct a centralized panel to create an OML for this opportunity. Selectees will be slated against an SBS location based on their preference, requirements of the course, and needs of the ARNG. Selectees will be notified no later than 10 January 2023.

C. Selected candidates must accept or decline the opportunity no later than 24 February 2023. Selectees will not be able to defer their course. State G3 organizations must send funding requirements to ARNG-TR no later than 24 March 2023 for each T32 selectee.

4. Location. All SBS locations and times are tentative and based on school availability and HQDA funding. Changes to the times and locations may occur and selectees should remain flexible.

A. University of Indiana-Institute for Defense and Business. The school offers one program from **15 May to 2 June 2022 (ESTIMATE)**. The 3 week program is hosted by the Kelley School of Business and is designed to introduce participants to the multifaceted strategic cyber risks facing the United States with a special focus on harnessing the benefits, while mitigating the risks, of emerging technologies in the national security context from a non-military lens. Open to individuals in a cyber position in the rank of SFC-SGM, CW3-CW4, and CPT-MAJ. Applicants must have at least an Associate degree.

B. University of Louisville. The program is from late **August to late September 2023 (ESTIMATE)**. The month-long program will take place at Louisville's McConnell Center and will focus on three core areas of strategic broadening: Leadership and Political Philosophy, Constitutionalism and National Security, and Security Developments in the Pacific Asia region. Soldiers will become conversant in political debates, consider varying roads to character development, explore leadership strategies from the ancients to contemporary actors, come to understand national security debates from the point of view of a constitutional government, and explore the politics, economics, culture and military strategies of nations in Asia. Bachelor's degree required.

C. Cranfield University, United Kingdom Defense Academy. The school offers two programs from **16 January-24 February 2023 and 18 September-27 October 2023 (ESTIMATE)**. The course is open to Captains and Majors. The postgraduate course in defense leadership brings together a wide range of public and private sector employees involved in all areas of defense management. The course provides emphasis on the study and application of academic rigor to leadership. Students will develop the ability to think critically, engage at the strategic level of the

defense and security debate, conduct research and then construct effective and persuasive arguments. Selectees must have a valid U.S. Passport prior to the start of the program.

D. Dense Urban Studies, New York University. The school offers two programs held from **20-31 March 2023 and 11-22 September 2023 (ESTIMATE)**. This SBS is an intensive, educational and experiential learning opportunity designed to introduce future senior Army leaders to the complexities of the Dense Urban Environment. During these sessions, you will be introduced to critical infrastructure/urban geography, the technological and physical connectedness of city networks, and the culture and behavior of people in their environment. Two weeks will be spent in NYC. Associate degree required.

E. Industry Based Broadening-Information Operations (IB2-IO), University of North Carolina. The 3 week program from **10-28 July 2023 (ESTIMATE)** is designed for high performing individuals in the IO field. This is an educational and experiential learning opportunity to better understand best practices of their industry counterparts. Students better understand the fundamentals of strategic communication, the cultures of the industries that utilize it, and the technologies for securing its infrastructure. Applicants must be in an IO assignment.

F. Industry Based Broadening-Logistics (IB2-LG), University of North Carolina. The 3 week program from **6-24 March 2023 (ESTIMATE)** is designed for high performing individuals in the Logistics field. The seminar is designed to assist students to evaluate and interpret data in a complex Enterprise Resource Planning (ERP) environment in support of effective decision making. Students will work with industry leaders in planning and data analytics. Applicants must be in an LG assignment.

5. How to Apply: No later than 8 November 2022 email completed packets as one PDF to Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil or CPT Erik Bauer at erik.j.bauer.mil@army.mil. Subject title of email "Request to Compete for BOP."

A. DA Form 4187: Title 32 Soldiers should have their state G3 sign in Block 12-13. Title 10 Soldiers should have their first O6 sign in Block 12-13. Please refer to Appendix 1, paragraphs 1 & 2.B for required information. List three preferences in Block IV.

B. Officer Record Brief or Enlisted Record Brief.

C. Most current DA Form 705 and DA Form 5500, if applicable.

D. One letter of recommendation. Can be in any format. Address to "President of the Selection Panel."

E. Essay: Statement should explain what unique abilities you would bring to the program and how being selected will contribute to the attainment of your personal and professional goals and how your selection will benefit the Army. Can be in any format and not longer than 250 words. Your name/grade must be on statement. Title essay: "Why I should be selected."

I. Association of the U.S. Army (AUSA) Fellowship.

1. Program Description: This fellowship exposes officers to educational and research opportunities comparable to graduate level study. Selected officers will undertake and complete multiple major research projects of relevance to the Dept of the Army and publish their work. Fellows regularly interact with the Institute of Land Warfare (ILW) senior fellows which include prominent retired 3-star and 4-star level Army general officers. Fellows also have the opportunity to participate in ILW's many forums and professional development venues. This

Fellowship is 9-12 months long. Funding is the responsibility of the parent organization.

2. Selection Process: The U.S. Army Human Resources Command (HRC), Fort Knox, KY Selection Panel will convene 13-16 September 2022 to select one fellow. Applicants will be notified of the results on or about 15 October 2022.

3. Obligations Incurred: Fellows incur a three year active duty service obligation (ADSO). This ADSO is served consecutively with other ADSO. There is no post fellowship utilization.

4. Fellowship Tenure/Location: The Fellowship will begin o/a 15 July 2023. All fellows will be assigned to the U.S. Army Student Detachment, Fort Jackson, SC with duty at AUSA Institute of Land Warfare, Arlington, VA.

5. Eligibility Criteria:

A. Active Guard Reserve MAJ or LTC. Officers must not have more than 19 years of AFCS as of August 2023. Officers must have a MRD of 1 September 2028 or later.

B. Be Intermediate Level Education complete.

C. Have ARSTAF, Joint Staff, or OSD experience within the last six years.

D. Not be pending any adverse actions, not at risk for promotion or passed over for promotion to the next grade.

E. Be able to complete full fellowship and active duty service obligation. Candidates must be able to meet Army height and weight requirements and have potential for future military service.

F. Must not have been selected for any of the broadening opportunity programs, listed at <http://www.hrc.army.mil/bop>, within the last ten years. This does not include the HQDA SBS.

6. How to Apply: NLT 31 August 2022, email the following documents as one PDF file to Jim Fritschi at james.j.fritschi.ctr@army.mil. Subject title of email "Request to Compete for BOP."

A. Commissioned Officer Broadening Opportunity Application.

B. DA Form 4187: Title 32 Soldiers should have their state G3 sign in Block 12-13. Title 10 Soldiers should have their OPR Chief sign in Block 12-13. Please refer to Appendix paragraph 1 & 2.A for required information.

C. Letters of recommendation (LOR) (any format): A maximum of two. One LOR must be from the current commander. Address to "President of the Selection Panel." (Suggestion: if you are applying for more than one program have the recommender recommend you for "Any Broadening Opportunity Program" instead of a specific program).

D. Resume. Use attachment 1 to this document (AIM Resume)

E. Most current DA Form 705 and DA Form 5500, if applicable.

F. Memorandum for Record with the following information (any format): grade, name, last

four of your SSN, baccalaureate degree GPA, graduate degree GPA (if applicable), GRE scores (verbal/quantitative/analytical), defense language aptitude battery scores (if applicable), and the following statement: "I understand that if I am selected for the 2023 AUSA Fellowship, I will incur an ADSO of three days for each day I am in the AUSA Fellowship Program authorize the U.S. Army Human Resources Command to release all documents to anyone who may require them in connection with my nomination and or selection as a 2023 AUSA Fellow."

J. White House Fellowship.

1. Program Description: Being a White House Fellow is an honor, privilege, and a full-time commitment. Fellows are expected to fully engage in their work placement. The fellowship can offer unparalleled experience working with cabinet and White House officials on challenging issues. The work requires long hours and, at times, unglamorous duties that require as much perseverance as ability on the fellows' part. The education program augments and enhances the work experience. Over the course of the year, fellows are expected to fully participate in the education program, which may include weekly speaker seminars, international policy trips, and day trips to study various policy issues, which will vary year to year. Each class meets with Supreme Court justices, cabinet secretaries, senior white house officials, members of congress, military leaders, journalists, historians, business executives, leaders from non-government organizations, and foreign heads of state. These sessions generally take place during the week, and are off-the-record, lively and frank. If travel is possible, another component of the education program involves the study of U.S. policy in action across the country and abroad, during several policy study trips throughout the year. In addition to their work placement and education program, the fellows also participate in community service projects in Washington, D.C. Selection as a White House Fellow is based on a combination of the following criteria: a record of **remarkable** professional achievement early in one's career, evidence of leadership skills and the potential for further growth, a demonstrated commitment to public service, the skills to succeed at the highest levels of the federal government, and the ability to work effectively as part of a team. We also look for individuals with exceptional writing ability, a positive attitude, strong management skills, and the ability to work well with others. Funding is provided by the ARNG Training Division.

2. Selection Process: ARNG-TR will review each candidate's request for eligibility compliance. Candidates authorized to compete will receive the official White House Fellowship application. Applicants will be notified by the President's Commission on White House Fellowships regarding their status during the March 2023 timeframe.

3. Fellowship Tenure/Location. The 12 month fellowship begins August 2023. All Fellows will be assigned to the U.S. Army Student Detachment, Fort Jackson, SC w/duty at the President's Commission on White House Fellowships, Washington, DC. Selected individuals do not serve in the White House but will serve in Federal agencies representing the Fellows program. (Note: the Director of the President's Commission on White House Fellowships will determine where fellows are placed.)

4. Obligations incurred. Fellows incur a three year ADSO, IAW AR 350-100, served consecutively with other ADSOs. Applicants return to M-Day status to complete the ADSO.

5. Eligibility criteria:

A. Must be a U.S. citizen. National Guard Traditional Drilling Member (M-Day). Must be able to start the fellowship in August 2023 and be able to complete full fellowship without

interruption. Active Guard Reserve (AGR) applicants must resign their AGR status if they are accepted into the fellowship. ARNG-TR does not guarantee re-entry into the AGR program.

B. Be in the rank of CPT to LTC, warrant officers (CW2-CW4), and NCO (E6-E9). Have a baccalaureate degree (minimum).

C. Captains through LTC must not have more than 19 years AFCS as of August 2023. Applicants will not have more than 16 years of Active Federal Service and will not be permitted to enter sanctuary while on this fellowship. Officers must have a MRD of 1 September 2027 or later, and NCOs must have an End Term of Service (ETS) date not earlier than 1 September 2027.

D. NCOs must have completed all Military Education Level (MEL) training and education requirements for current grade and MOS. CPTs must have successfully completed the Captain Career Course. MAJs must be ILE complete. Warrants in the rank of CW2 (P) and CW3 must be a graduate of the Warrant Officer Advanced Course. Warrants in the rank of CW4 must be a graduate of the Warrant Officer ILE.

E. Officers must have at least one current grade "key developmental (KD) assignment" OER at time of application. KD assignment must be IAW DA Pam 600-3.

F. Candidates must be able to hold a TS/SCI clearance. Individuals selected for the program must initiate the TS clearance if they do not currently hold one or their clearance will expire during the fellowship.

G. Not be competing for any other Army-sponsored program, fellowship, or scholarship. Must not have been selected for any of the broadening opportunity programs, listed at <http://www.hrc.army.mil/bop> within the last ten years. This does not include the HQDA SBS.

6. How to Apply: No later than 3 October 2022 email the packet as one PDF to Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil, Subject title of email "Request to Compete for BOP."

A. DA 4187: Title 32 Soldiers should have their state G3 sign in Block 12-13. Title 10 Soldiers should have their OPR Chief sign in Block 12-13. Please refer to Appendix paragraph 1 & 2.B for required information.

B. Warrant Officers & Non-Commissioned Officers only - DA Form 4187: Please refer to Appendix 1 paragraphs 1 & 2.B for the required information.

C. CPT thru LTC please submit the Commissioned Officer Broadening Application.

D. Most current DA Form 705 and DA Form 5500, if applicable.

E. Letters of recommendation (LOR) (any format): A maximum of two. One LOR must be from the current commander. Address to "President of the Selection Panel." (Suggestion: if you are applying for more than one program have the recommender recommend you for "Any Broadening Opportunity Program" instead of a specific program.)

F. Memorandum for Record (MFR) with the following statement: "I understand that if I am selected as a White House Fellow I will not be accessed into Active Guard Reserve (AGR) status. Instead I will serve in my current status and placed on Active Duty Operational Support – Reserve Component (ADOS-RC) while in the program. I further understand that funding will be

provided by the Army National Guard.” Include your undergraduate degree GPA and any graduate degree GPA.

7. For more information on the White House Fellowship program, go to <https://www.whitehouse.gov/participate/fellows>.

K. United Kingdom Intermediate Command and Staff College.

1. Program Description. The UK ICSC is a two week residential, comprehensive career course run at the Army Division of the Joint Services Command and Staff Course at the UK Defense Academy, Shrivenham, UK. There are two training opportunities for this broadening program: **7-24 July 2023 and 4-21 October 2023 (ESTIMATE)**. The course provides training and education for all British officers across a broad range of subjects. The course is comparable to U.S. Army ILE phases. It is delivered through a series of modules and consists of central lectures, seminar work (classes of 12 students) with additional time dedicated to reading and reflection. Guard participants will not receive constructive credit towards their ILE requirement. The ICSC opportunity is centrally funded by ARNG-TR.

2. This course is open to captains with at least 4 years-time in grade (TIG) prior to 1 July 2023. Additional requirements are listed below:

A. Officers must be a Captain Career Course graduate or have constructive credit awarded prior to 6 January 2023.

B. Officers must possess a Secret security clearance.

C. Officers may be enrolled in Phase I or II of Intermediate Level Education (ILE), but will not be considered if they are ILE Common Core complete.

D. Officers must have a valid US passport prior to ICSC. Costs associated with obtaining a U.S. passport are the responsibility of the Soldier.

3. Selection Process. Candidates submit application as one PDF NLT 6 Jan 2023 to Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil or CPT Erik Bauer at erik.j.bauer.mil@army.mil. Subject title of email “Request to Compete for BOP.” ARNG-TR will notify candidates of selection for the course NLT 17 Feb 2023.

4. Fellowship Tenure/Location. The UK Defense Academy is located in Shrivenham, England. Officers should plan at least one travel day prior to the course dates.

5. Application requirements:

A. DA Form 4187: Title 32 officers must have their state G3 sign in Block 12-13. Title 10 officers will have their deputy OPR chief sign in Block 12-13. Please refer to Appendix 1, paragraphs 1 & 2A for required information.

B. Officer Record Brief.

C. Most current DA Form 705 and DA Form 5500, if applicable.

D. Last three OERs entered into iPERMs.

E. Essay: Statement should explain what unique abilities you would bring to the program and how being selected will contribute to the attainment of your personal and professional goals. Can be in any format and not longer than 250 words. Your name/grade must be on statement. Title essay: "Why I should be selected."

L. Army Congressional Fellowship.

1. Overview. The Army Congressional Fellowship Program is a 44-month program which includes completion of a Master of Professional Studies (MPS) Degree in Legislative Affairs at George Washington University (GWU), service on the staff of a Member of Congress, and utilization on the Army Staff in a congressional-related duty position. This program is for Soldiers that have demonstrated outstanding promotion potential. Officers and senior NCOs looking for a fast-paced and exciting broadening opportunity are encouraged to apply for the Fellowship.

A. Purpose. The Army Congressional Fellowship Program has four purposes:

(1) Provide service members with strong promotion potential an opportunity to understand and appreciate the importance of the strategic relationships between the Army and Congress.

(2) Expose Congressional Members and staff to the outstanding quality of Soldiers. Also, to help Congress learn about the Army as an institution through contact with Army fellows.

(3) Develop a cohort of Army Leaders who can be immediately assigned to Legislative Liaison duties within the Office of the Chief, Legislative Liaison (OCLL) and Assistant Secretary of the Army for Financial Management and Comptroller (ASA-FM&C), NGB-Office of the Legislative Liaison (NGB-LL).

(4) Develop a pool of officers and senior noncommissioned officers for potential future utilization in the field of legislative liaison.

B. Orientation and Academics. Selectees begin the fellowship with an HQDA orientation which educates fellows on HQDA operations and the Army's position on a wide range of issues. The academic portion of the fellowship begins simultaneously with the orientation and includes an intensive summer program at GWU. The GWU MPS in Legislative Affairs is a rigorous, 11-course program focused on Congress. The curriculum exposes students to all aspects of the congressional experience. Congressional staffers comprise the majority of students, which offers Army fellows a unique opportunity to network with others working on Capitol Hill and in the legislative liaison arena. Fellows enroll in GWU core courses and electives in the summer and fall 2024 sessions. Fellows take elective courses in spring 2025 in areas of their choosing, pursue independent study opportunities, and complete comprehensive exams earning a Master of Professional Studies Degree in Legislative Affairs. At GWU's discretion, fellows can transfer credit for Army PME and courses completed that have not contributed to a Master's.

C. The Capitol Hill experience. In January 2025, fellows begin their assignment on Capitol Hill by serving on the staff of a Member of Congress or on a congressional committee. Fellows are typically given responsibility for drafting legislation, preparing and staffing the Member for congressional hearings, writing speeches, drafting floor statements, handling defense-related

constituent issues, and briefing Members of Congress prior to committee deliberations and floor debate. The Capitol Hill experience ends in December 2024.

D. Utilization Assignment. Fellows will immediately serve a 24-month utilization assignment upon completion the Capital Hill experience. Fellows will be placed in either OCLL, SAFM-BUL, or NGB-LL. All assignments will be approved by the Chief, Legislative Liaison IAW AR 1-202.

2. Selection Process:

A. The U.S. Army Human Resources Command (HRC), Fort Knox, FY 2023 Army Congressional Fellowship Selection Panel will convene on or around 10-13 May 2023 to select candidates to present to the Office of the Chief, Legislative Liaison for final selection of Fellows.

B. The HRC Selection Panel will notify applicants of the results on or around 11 Jun 2023 and final results on or about 16 Sep 2023.

3. Fellowship Tenure/Location: Army National Guard Fellows will be assigned to the National Guard Bureau, Arlington, VA. All fellows will be attached to OCLL, Washington, DC as a Congressional Fellow. The fellowship begins in May 2024 and completes December 2025. Fellows will serve a two-year utilization tour through December 2027.

4. Obligations Incurred:

A. Immediately following the fellowship, military fellows are required to complete a two-year utilization tour. Once accepted, fellows cannot compete for any other broadening opportunity or unit assignments for the duration of the fellowship program and utilization tour.

B. All Service Members participating in this program incur two separate ADSOs. The ADSOs will be three times the length of the period, computed in days, for each day served in this program. One ADSO will be from pursuing a graduate degree and the second ADSO will be from participating in the Congressional Fellowship Program on Capitol Hill, approximately a combined four-year ADSO. Both ADSOs will be served concurrently with each other but will be served consecutively with other military ADSOs.

5. Eligibility Criteria: (Waivers for this criterion are not permitted)

A. Officers:

(1) Hold the rank of CPT or MAJ. Majors must not have more than four years-time in grade as of May 2024. Captains must complete CCC NLT April 2023; Majors must complete ILE NLT April 2024.

(2) Title 32 AGR and M-Day Soldiers may apply to the program if the Adjutant General (TAG) provides an approved and signed TAG release memorandum with the application packet.

(3) Must have successfully completed at least one "Key Developmental" Assignment for current grade IAW DA Pam 600-3.

B. Non-Commissioned Officers:

(1) Hold the rank of 1SG, MSG, SGM/CSM.

(2) Title 32 AGR and Traditional Drilling (M-Day) soldiers may apply to the program if the TAG provides a signed TAG release memorandum with the application packet.

(3) 1SG/MSG applicants must have a DOR of 1 May 2022 or earlier. SGM applicants must be able to complete their utilization assignment prior to their MRD.

(4) First Sergeant/Master Sergeant applicants selected for promotion to SGM while in the fellowship program will not attend the USASMA Resident Course but will be enrolled in the non-resident course.

(5) All applicants must have completed all requisite levels of NCOES for their rank to include their distributed leader courses.

(6) Applicants are still eligible for consideration under the qualitative service and qualitative management program.

C. Additional selection criteria-All Candidates:

(1) Must not have been selected for any of the broadening opportunity programs, listed at <http://www.hrc.army.mil/bop>, within the last ten years. This does not include the Defense Advanced Research Projects Agency (DARPA) or the HQDA SBS Programs.

(2) Possess a bachelor's degree from an accredited institution.

(3) Have an undergraduate grade point average of 2.8 or better. (Not required if you already possess a graduate degree or a juris doctorate.) Candidates with a bachelor's GPA below 2.8 who do not have a master's degree, or a juris doctorate must complete the Graduate Record Exam (GRE) or Graduate Management Admission Test (MAT). The applicant is responsible for the cost associated with these tests.

(4) Meet army height and weight requirements and be in excellent physical condition and not pending any adverse actions or be at risk for promotion.

(5) Have interpersonal skills and the ability to interact and form relationships with individuals from diverse backgrounds. The candidate must have superb writing and speaking skills.

(6) Be able to complete both the fellowship and utilization assignment without interruption. Be able to begin the fellowship on or about 1 May 2024 and complete the utilization assignment NET 31 Dec 2027.

(7) Applicants must possess or have the ability to obtain a Top Secret/Sensitive Compartmented Information (TS/SCI) security clearance prior to beginning the fellowship.

6. How to apply: ARNG Title 10 candidates must submit a DA Form 4187 signed by their Office of Primary Responsibility (OPR), G-Staff Colonel. Title 32 AGR and Traditional Drilling (M-Day) candidates must submit a signed TAG Release Memorandum and a DA 4187. Examples of the DA 4187 and memorandum are provided at <http://www.nationalguard.mil/Leadership/Joint-Staff/Personal-Staff/Legislative-Liaison/Congressional-Fellowship-Program/>.

A. NLT 15 Mar 2023, submit a complete application packet in PDF format to NGB-LL at ng.ncr.ngb-arng.mbx.ngbjs-arng-congressional-fellowship@army.mil. The packet must include:

(1) Non-Commissioned Officers - DA Form 4187 (Personnel Action): Title 32 Soldiers must have their state G3 sign in Block 12-13. Title 10 Soldiers will have their OPR chief sign in Block 12-13. Please refer to Appendix 1, paragraphs 1 & 2.A for required information.

(2) Commissioned Officers –submit the Commissioned Officer Broadening Application.

(3) Civilian resume with the following information (Any format): Name, current rank, mailing address, phone number, email address (civilian and military), brief description of military work experience with dates, education (include type of degree, degree major, dates attended, GPA, name of institution), brief accounting of languages, special skills, interests. Please keep your resume to 1 page or your application will be returned without action.

(4) Letters of recommendation (LOR) (any format): A maximum of two. One LOR must be from the current commander. Address to "President of the Selection Panel." (Suggestion: if you are applying for more than one program have the recommender recommend you for "Any Broadening Opportunity Program" instead of a specific program.)

(5) Selection Board Record Brief (SBRB)

(6) Your last five evaluation reports (OERs/NCOERs).

(7) Candidates with a bachelor's GPA below 2.8 and without a graduate degree or juris doctorate must submit a copy of their valid Graduate Record Exam (GRE) or Graduate Management Admission Test (GMAT) scores. Test date must be after 1 May 2017.

(8) Writing Sample: All applicants must write a 2-page executive summary (single spaced) of the 2020 Army Posture Statement (enclosure 2) identifying key points for each of the Army's priorities. Use Arial, 12-pt. font and 1-inch margins. Include a title and your name. No other headers or footers are necessary.

(9) Most current DA Form 705 and DA Form 5500/5501, if applicable.

(10) Only if you are applying for more than one program: The following statement: "I understand if I am applying for more than one program, I may not receive my first preference. I further understand my selection or non-selection is determined by the selection panel's order of merit list (OML). I understand if I am selected to attend one of the programs, I will not be considered for any other program and I will accept the panel's offered program." Can be in any format. Your name/grade must be on statement. Title statement "Applying for More Than one Broadening Opportunity Program."

(11) Memorandum for Record with the following information (IAW AR 25-20): rank, name, last four of your SSN, baccalaureate degree GPA, graduate degree GPA (if applicable), GRE/GMAT scores (verbal/quantitative/analytical), and the following statement: "I understand that if I am awarded an FY2024 Army Congressional Fellowship, I will incur the following obligations: a) Two separate Active Duty Service Obligations (ADSO). ADSOs will be three times the length of the period, computed in days, for each day I participate in this fellowship. One ADSO will be from pursuing a graduate degree from George Washington University and the second ADSO will be from participating in the Congressional Fellowship Program on Capitol

Hill. Both ADSOs will be served concurrently. This will result in an approximate four-year ADSO. I understand the graduate degree ADSO will not begin until the day after I graduate from George Washington University and my second ADSO will not begin until the day after I complete my time on Capitol Hill. I also understand the ADSOs I receive under this program is to be served consecutively with other military ADSOs, IAW AR 350-100, paragraph 3-3". b) I further understand that I have a two-year mandatory utilization, immediately following my time on Capitol Hill. The utilization assignment will be determined by the Office of the Chief for Legislative Affairs (OCLL). I also understand any request to defer or reduce the utilization, must be submitted to OCLL for final decision.

(12) Copy of all undergraduate and graduate degree transcripts.

B. For any additional questions, please contact NGB-LL at ng.ncr.ngb-arng.mbx.ngbis-arng-congressional-fellowship@army.mil or 571-256-7345. Information concerning the fellowship program can be found at <http://www.nationalguard.mil/Leadership/Joint-Staff/Personal-Staff/Legislative-Liaison/Congressional-Fellowship-Program/>.

M. U.S. Army Sergeants Major Academy (USASMA) Fellowship.

1. Program Description: The Noncommissioned Officer Leadership Center of Excellence (NCOL CoE) and the U.S Army Sergeants Major Academy (USASMA) Fellowship Program is targeted for Sergeants Major who have potential and a strong desire to be an educator of future Sergeants Major. Selected candidates will pursue a Master's in Lifelong Learning and Adult Education through Pennsylvania State University (Penn State) or a Master's in Instructional Design, Development and Evaluation from Syracuse University. Both programs are 30 semester hour online programs focusing on the knowledge and skills required to develop professionals who work with adult learners in the academic disciplines of distance and continuing education; program planning, research and evaluation of adult learners; course design and development.

2. Selection Process: The USASMA Fellowship Selection Panel convenes in August 2023 at Fort Bliss to establish a best qualified list to present to the Commandant, NCOL CoE for final selection.

3. Selection Results: Results for Cohort 10 will be released in August of 2023. An ARNG panel will select both primary and alternate candidates. Should a primary candidate be unable to fulfill the program requirements, an alternate candidate will be notified. Selectees can request a preference for Penn State or Syracuse, but final determination will be made by the Commandant, NCOL. Notification of acceptance by Penn State or Syracuse will occur once the institutions' application processes are complete. The Director of the USASMA Fellowship Program will provide additional information on applying to Penn State and/or Syracuse. Fellows must be enrolled in core courses not later than 30 Jun 2024 for the fall 2024 session.

4. Funding: All costs associated with university attendance (application fee, tuition, books) will be borne by NCOL, while the ARNG Training Division will cover pay and allowance and PCS costs. Selectees' education benefits (i.e., GI-Bill, Post 9-11 Education Bill, etc.) will not be affected by this program. Applicants may be required to pay for transcripts from previous education institutions as required by Penn State or Syracuse.

5. Tenure/Location: Assignment will be to the SGM-A, Fort Bliss, TX. Participants will PCS to the SGM-A by June 2024, with 60 days early report authorized. Upon reporting Fellows are expected to be 100% ready in all readiness areas. Before Master's degree course work begins

mid-August 2024, the NCOLCoE Faculty and Staff Development Office (FSDO) will instruct the Fellows on the following courses: Common Faculty Development- Instructor Course (CFD-IC), Common Faculty Development- Developer Course (CFD-DC), Project Athena Coaching Workshop (PACW), and the Digital Learning Instructor Course (DLIC). These courses provide future instructors the opportunity to become enhanced adaptive leaders. See the FSDO page at <https://www.ncolcoe.army.mil/Directorates/Policy-and-Governance/Faculty-and-Staff-Development-Office/>.

6. Obligations incurred:

A. Graduates incur a 2 year service obligation.

B. After graduation Fellows are assigned to USASMA as Sergeants Major Course Instructors. The two year assignment spans from August 2025 through August 2027.

C. Students who participate in this educational program may be required to reimburse the U.S. Government the costs if they voluntarily or involuntarily fail to complete the program.

7. Eligibility Criteria: National Guard Sergeants Major with DA Form 1059 course completion of the U.S. Army Sergeants Major Resident/Non-Resident Course.

A. Must possess a completed Bachelor's degree with a GPA of 3.0 or higher from a regionally accredited university, which holds accreditation from one of the following:

New England Association of Schools and Colleges
North Central Association Commission on Accreditation and School Improvement
Middle States Association of Schools and Colleges
Southern Association of Colleges and Schools
Western Association of Schools and Colleges
Northwest Commission on Colleges and Universities
Or Tertiary (Postsecondary) Degree that is deemed comparable to a four year bachelor's degree from a regionally accredited U.S. institution

B. Must be able to complete full fellowship and utilization without interruption.

C. Possess interpersonal skills and ability to interact and form professional educational relationships with individuals of diverse backgrounds.

D. Pending a suitability screening at by the Enlisted Personnel Management Directorate, HRC (USAHRC), any adverse actions or any history of type 1 or type 2 offenses, IAW ALARACT 188/2014 (Sharp Personnel Screening and Others in Positions of Significant Responsibility) will prevent applicant participation. ALARACT 188/2014: <https://sill-www.army.mil/sharp/doc/documentation/alarct%20188.pdf>

E. Meet Army Physical Fitness requirements, IAW FM 7-22 and Army Height and Weight Requirements, IAW AR 600-9.

F. Meet the requirements of AR 614-200, Enlisted Assignments and Utilization Management, para 6-9 and 6-12.

G. Candidates will not compete for any other Army-sponsored program, fellowship, or scholarship, until selection is made. Applicants must not have been selected for any of the Broadening Opportunity Programs (BOP), listed at <http://www.hrc.army.mil/bop> within the last ten years. This does not include the Defense Advanced Research Projects Agency (DARPA) or the HQDA Strategic Broadening Seminar Programs.

H. Applicants must have less than 26 years' time in service (TIS) as of 1 August 2024. There are no exceptions to policy (ETP) to waive the TIS remaining requirement.

8. How to Apply: Official announcement soliciting applications for Cohort 10 will be published in supplemental guidance to the FY23 Base Operation Guidance and through MILPER in Q2 of FY23. Prospective ARNG applicants can reach out for additional information, guidance, or email a complete packet to SFC Aaron Heft at ng.ncr.ngb-arng.mbx.arng-g3-ldt@army.mil or aaron.l.heft.mil@army.mil. You will receive an email stating receipt of your packet.

9. Summary: The purpose of Fellows is two-fold. First, fellows are personal representatives, even ambassadors for the Chief of Staff and the Sergeant Major of the Army. In this role, they provide the civilian community with a sense of what the Army is doing and how they serve. Secondly, the fellowship program is the Army's response to DoD instructions which require each service to have these outreach programs. The Office of the Secretary of Defense (OSD) guidance recognizes that fellowships provide "unique opportunities" for professional development which is not available within our own PME systems and therefore, the NCO program at Penn State and Syracuse will bring a distinctive opportunity. Fellows are future Army senior leaders and must be capable of interaction with the federal government, the private sector, and academia. The title of Fellows says: I am an ambassador of the Army; I was specifically selected for this purpose, I have the professional and academic credibility to be here. Nineteen years of conflict has demonstrated that the future battle space will continue to grow in complexity and bring amplified intellectual challenges. Therefore, an educated force of leaders and senior leaders is required. The CSA's #1 priority is "Readiness" which places an inherent responsibility on ensuring our Soldiers are never sent into harm's way untrained, poorly led, undermanned, or with less than the best equipment we can provide them. PME, especially the Sergeants Major Course, is critical in ensuring our Soldiers are well trained and well led by critical thinking leadership. This fellowship program directly supports the CSA's priority by providing graduate level instructors delivering an undergraduate level program of instruction that will ensure our future CSM and SGM are postured to make critical decisions.

10. Points of Contact:

A. NCOL CoE: usarmy.bliss.usasma.mesg.ncolcoe-usasma-fellowship@army.mil

B. ARNG: SFC Aaron Heft, ng.ncr.ngb-arng.mbx.arng-g3-ldt@army.mil or aaron.l.heft.mil@army.mil

N. School of Advanced Military Studies (SAMS) Preparatory Seminar.

1. Program Description. The ARNG G5, in conjunction with the ARNG Training Division, conducts a 3-day preparatory seminar for prospective SAMS applicants in order to inform officers of the SAMS program, the application process, and potential career paths following graduation. The SAMS program at Ft. Leavenworth, KS is a one year graduate education program that teaches select officers in the art and science of Operational Planning. Officers selected for SAMS will PCS to Ft. Leavenworth to complete their education. The ARNG Training

Division will fund officers selected for the SAMS program and the preparatory seminar. Officers interested in additional information on SAMS should go to the link:

<https://gko.portal.ng.mil/arng/G3/TR/TRI/TRADOC/SitePages/Home.aspx>

2. This course is open to Captains and Majors in the following career fields: AC, AD, AG, AR, AV, CM, CY, EN, FA, IN, LG, MI, MP, MSC (ONLY 67A, 67J), SC, SF, CA, & PSYOP. FA 30, 34, 40, 46, 49, 57, and 59 officers may apply.

A. Captains must be a Captain Career Course graduate or have constructive credit and have at least 4 years-time in grade (TIG) prior to 6 Jan 2023.

B. Majors must have no more than 4 years TIG prior to 6 Jan 2023.

C. Officers considering applying for SAMS must complete the Intermediate Level Education program, including the Advanced Operations Course or AOC equivalency, prior to starting the SAMS program in June of each year. Officers that are not ILE complete may participate in the SAMS Prep Seminar.

3. Selection Process. Interested officers submit required information as one PDF no later than 6 Jan 2023 to Mr. Jim Fritsch at james.j.fritsch.ctr@army.mil. Subject title of email "SAMS Prep Seminar." The ARNG G5 will review candidates' records and determine seminar participants. ARNG-TR will notify candidates of selection for the course no later than 15 Feb 2023.

4. Training Location and dates. There will be two SAMS Prep Seminars. The first will take place at Ft. Leavenworth, KS from 19-22 April 2023. The second date is TBD. Officers that apply will be notified once the second date is confirmed.

5. Application requirements:

A. DA Form 4187: Title 32 officers will have their G3 sign in Block 12-13. Title 10 officers will have their deputy OPR chief sign in Block 12-13. Please refer to Appendix 1, paragraphs 1 & 2a of this catalog for the information required for submission of the DA 4187.

B. Officer Record Brief

C. Two years DA Form 705 and DA Form 5500, if applicable.

D. Last three OERs entered into iPERMs.

E. The applicant will submit a letter explaining their specific qualifications or experiences that make them a viable candidate for SAMS and how they will use their SAMS education. Applicant will follow Chapter 3 in AR 25-50, *Preparing and Managing Correspondence*. The letter will be no more than 400 words.

O. Secretary of Defense (SecDef) Strategic Thinkers Program (STP).

1. Program Description: The STP is a partnership between the DoD and Johns Hopkins University offering a unique, highly selective, in-depth graduate level education, designed for intellectually talented military officers who wish to develop advanced strategic thinking abilities. Participating officers come from all Services and proceed through the curriculum as a cohort. The curriculum consists of DoD-approved coursework, developed jointly through the Deputy

Assistant Secretary of Defense for Force Education and Training offices and the university. Students will explore the relationship between politics and a range of historical and contemporary military operations, from the use of hybrid warfare by small, non-state groups to the threatened use of nuclear weapons. Studying under world-class scholars and practitioners, students customize a portion of their course of study from hundreds of functional, regional and economic courses to advance their expertise and position themselves for continued professional success. Prominent military leaders throughout DoD will address the military cohort, providing their expertise and perspective on themes of political objective, unity of force, inter-Service and inter-allied cooperation and leadership. High-profile theorists and internationally recognized practitioners will be employed as guest lecturers, exposing students to cutting edge theories and insights that are relevant to the way they understand their Military Service.

The Classroom portion will combine military historical case studies with economics knowledge, analytics, regional expertise, diplomatic skills and the capacity to apply theory to real-world problems. The curriculum is designed to prepare students with the competencies required to anticipate and adapt to current and future strategic challenges, in order to better inform and assist military and civilian decision-making at senior levels. The experiential war-gaming portion will have students examine historical and contemporary decision-making to gain a better understanding of how strategy and operations have evolved over time and how levels of warfare link together. Students will be required to conduct a strategic assessment, develop a theory of victory, and execute a war plan. Staff rides will focus on important issues of leadership and decision-making that have applications well beyond the field of strategic studies.

2. Selection Process: The Army National Guard will convene a selection panel 14-15 November 2022, to select one primary and one alternate to present to the Military Assistant for Training to the ASA (M&RA) (Training, Readiness and Mobilization) for selection of fellows. Those selected by the ARNG panel to move forward in the process and will receive an email response from the ASA (M&RA) (TRM) with further information.

3. Obligations Incurred: Fellows incur a service obligation of 3 days for each day in this fellowship. This SO is served consecutively with other SOs, IAW AR 350-100. Fellows will serve two years of their obligation in a full-time status during their utilization tour. Fellows will serve the final year of the obligation in their original status (M-Day or AGR).

4. Fellowship Tenure/Location: Fellows will be assigned to the U.S. Army Student Detachment, Fort Jackson, SC w/duty at Johns Hopkins University, Washington, D.C. Classes begin in August 2023 and complete approximately 10-12 months later.

5. Eligibility Criteria:

A. ARNG Major or Lieutenant Colonel with at least 10 years but no more than 19 years of Active Federal Commissioned Service (AFCS) as of 30 August 2023.

B. Officers must be MEL-4 complete (Intermediate Level Education-Common Core and the Advanced Operations Course or alternate credit for AOC).

C. Attain an overall ranking in the top twenty percent of their Joint Professional Military Education Phase (ILE-CC or AOC) class.

D. Not be pending any adverse actions, not at risk for promotion or passed over for promotion to the next grade.

E. Be able to complete full fellowship and a two-year immediate post fellowship utilization assignment without interruption.

F. Must have successfully completed at least one "Key Developmental Assignment" IAW DA Pam 600-3, for current grade.

G. Must not have been selected for and participated in any of the broadening opportunity programs, listed at <https://www.hrc.army.mil/bop>, within the last ten years. This does not include the Defense Advanced Research Projects Agency (DARPA) or the HQDA Strategic Broadening Seminars Programs.

H. Officer must possess or must obtain a Top Secret/Sensitive Compartmented Information (TS/SCI) security clearance prior to beginning the fellowship.

6. How to Apply. Not later than 19 Oct 2022, applicants email the following in one "Portable Document Format" (PDF) attachment Mr. Jim Fritschi at james.j.fritschi.ctr@army.mil and CPT Erik Bauer at erik.j.bauer.mil@army.mil. Do not attach PDF's inside of PDF's (portfolio format). Subject title of email "Request to compete for the 2023 SecDef STP." Include the following documents in your PDF file:

A. DA 4187. Section 13 signed by the State G3 or Office of Professional Responsibility (OPR) Chief for Title 10 officers.

B. The Commissioned Officer Broadening Opportunity Application.

C. One page essay stating why you should be selected. Format is single spaced with 1-inch margins in 12 point Arial font. Title Essay "Why I Should be Selected". Rank and name need to be included on the essay.

D. Letters of Recommendation (LOR) (any format). A maximum of two. One LOR must be from current BDE level command and one must be from previous ILE in-resident faculty advisor. Non-resident applicants may provide a written endorsement from their reporting senior rater instead of the ILE in-resident faculty advisor.

E. Two most recent DA Form 705 (Army Physical Fitness Test Score Card) and DA Form 5500 (Body Fat Content), if applicable.

F. Copy of the Joint Professional Military Education Level 1 DA 1059 and transcript from any Intermediate Level Education (ILE) program previously completed.

G. Resume: Resume must be completely filled in.

H. Clear readable "official" college transcripts (undergraduate and graduate). These should be available in your iPERMS file.

I. Memorandum for Record with the following information: grade, name, last four of your SSN, graduate degree GPA and the following statement: "I understand that if I am selected for a 2023 SecDef Strategic Thinkers Program, I will incur a service obligation of three days for each day I am in this program and that this SO is served consecutively with other SOs. I also understand I will be obligated to serve an immediate two-year post fellowship utilization, to be determined by the National Guard Bureau."

J. Applicants serving in a Title 32 status must submit an Adjutant General (TAG) release document.

Appendix 1 - DA Form 4187 (Personnel Action) Procedures

1. Instructions and information required to complete the DA Form 4187 for all Broadening Opportunity Programs unless previously specified.

BLOCK 1	Type the address of the approver that will sign/endorse your DA Form 4187 requesting to compete.
BLOCK 2	Type in National Guard Bureau, ATTN: ARNG-TRI 111 S George Mason Dr. Arlington, VA 22204-1382
BLOCK 3	Your military address.
BLOCK 4	Last name, first name, middle initial.
BLOCK 5	Current grade/rank and career field/military occupational series.
BLOCK 6	Social security number.
BLOCK 7	Leave blank.
BLOCK 8	Check line titled "other" and type in B.O.P.
BLOCK 9	Hand sign or electronically sign this block with your signature.
BLOCK 10	Type in the date you are signing your DA Form 4187 requesting to compete.
SECTION IV REMARKS	Each program has unique information required for this field on the DA Form 4187. Find your specific program below in paragraph 2 for the information required for this field.
BLOCK 11	State/Territory G3 for T32 and OPR Chief for T10.
BLOCK 12	Type approver's signature block.
BLOCK 13	Approver must hand sign or electronically sign this block.
BLOCK 14	Type in the date the approver signs this form.

2. Specific information requirements for Section IV, DA Form 4187.

A. The required information for Section IV, DA Form 4187, are only for the following Broadening Programs:

- (1) Reserve Component National Security Course - (add preferred course dates on 4187)
- (2) UK Intermediate College Staff Course-(add preferred course dates on 4187)
- (3) AUSA Fellowship
- (4) Defense Strategy Course - (add preferred course dates on 4187)
- (5) Army Congressional Fellowship
- (6) HQDA Strategic Broadening Seminars-(add 3 preferred programs)
- (7) SAMS Prep Seminar

SECTION IV REMARKS	(A) I request permission to compete for the insert specific name of program. If you are competing for multiple programs list in order of preference
	(B) Email address:
	(C) Duty phone number & personal phone numbers

B. The required information for Section IV, DA Form 4187, are only for the following Broadening Programs:

- (1) CGSC Interagency Broadening Fellowship
- (2) White House Fellowship
- (3) Asia Pacific Center Fellowship
- (4) SecDef Strategic Thinkers Program

SECTION IV REMARKS	(A) I request permission to compete for the [insert specific name of program.] I also understand I cannot apply for any other Broadening Opportunity Program listed at http://www.hrc.army.mil/bop .
	(B) Email address:
	(C) Duty phone number & personal phone numbers
	(D) Completion of last MIL Ed (ILE/AOC) and Date (XXJAN 202X)
	E) MRD
	(F) Security Clearance:
	(G) Current Status: T32 (AGR, M-Day, Tech) or T10 AGR

C. The required information for Section IV, DA Form 4187, is only for the U.S. Army Sergeants Major Academy Fellowship (USASMA).

SECTION IV REMARKS	(A) Type in the following statement: I hereby apply for the FY2023 USASMA Fellowship Program. I understand I cannot compete for any other program listed at http://www.hrc.army.mil/bop .
	(B) I understand I may be required to reimburse the U.S. Government the costs of training, if I voluntarily or involuntarily fail to complete the Master's Degree or the required 24-36 month service obligation.
	(C) I understand that I am not eligible to compete for CSL or a nominative assignment until after successful completion of the Master's Degree Program and two years as an instructor at USASMA. Selection on CSL or nominative list during 3rd year of instructor requirement will normally result in PCORD/report date for assuming CSM/nominative duties being after 3rd

	year of instructor requirement is fulfilled
	(D) Email address:

D. The required information for Section IV, DA Form 4187, are only for the following Broadening Programs:

(1) Harvard Strategist Program

SECTION IV REMARKS	<p>1. I desire consideration for attendance at the AY23 Harvard Strategist Program. I understand that if I complete the academic program I will be placed in a OTOT or ADOS Title 10 tour program and managed by the Strategic Planning and Policy Career Field. I am able to complete the one year program and 3 year ADSO without interruption.</p> <p>2. I am Key and Developmental Assignment complete as of _____.</p> <p>3. I completed Captains Career Course as of _____.</p> <p>4. Address: Home Phone: Work Phone: Email Address: 5. Unit: NA Unit Phone: NA</p> <p>6. I understand funding for the Harvard Strategist program and the 3 year ADSO will come from the ARNG Training Division.</p>
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RECORD VERSION

**STATEMENT BY
THE HONORABLE RYAN D. MCCARTHY
SECRETARY OF THE ARMY**

AND

**GENERAL JAMES P. MCCONVILLE
CHIEF OF STAFF
UNITED STATES ARMY**

BEFORE THE

SENATE ARMED SERVICES COMMITTEE

SECOND SESSION, 116TH CONGRESS

ON THE POSTURE OF THE UNITED STATES ARMY

MARCH 26, 2020

**NOT FOR PUBLICATION
UNTIL RELEASED BY THE COMMITTEE**

Finishing What We Started

Two and a half years ago, Army Senior Leaders developed the priorities of Readiness, Modernization, and Reform with the support of Congress. Today, the Army's senior leadership has changed, but our priorities have not, and it is people who are our foundation. This budget request builds upon the funding that Congress has generously provided over the past three years to continue our irreversible momentum towards a ready, modernized, multi-domain Army. We are building strategic readiness while sustaining tactical readiness. We are modernizing to ensure future readiness. And we continue to reform our systems to optimize resources.

To date, the strategic environment remains dynamic and great power competitors continue to invest significant resources to modernize their militaries. The Army must maintain a ready force to meet today's challenges, while implementing a transformational modernization effort to ensure the Army is prepared for future threats. The only way in which the Army can achieve our objectives is through our People. People – our Soldiers, Families, Army Civilians, and Soldiers For Life – our Retirees and Veterans – are the foundation of everything we do and are the greatest strength of our Army. We rely on their talent, initiative, innovation, and teamwork to drive the Army forward into the next great era of U.S. Army power-projection dominance.

We are grateful to Congress for the strong support provided to the Army in Fiscal Year 2020 (FY20). With this funding, the Army continues to build readiness to complete missions required by our national leaders, across the globe and with little notice, while taking actions to help our country compete with and deter near-peer competitors. At the same time, the Army continued aggressive modernization efforts to drive the transformational change necessary to ensure America's Army will also be able to win in the future against Great Power Competitors. Consistent funding levels and the continued support of the Congress are critical to achieve modernization. With Congress' steadfast support, we are here to finish what we collectively started.

The Army's FY21 Budget request totals \$178B. FY21 BASE requirement totals \$153.1B. FY21 Overseas Contingency Operations (OCO) requirement totals \$24.9B. This budget proposal continues to align resources in accordance with the National

Defense Strategy, provide substantial support to the Joint Force, and reinforce our Army priorities of Readiness, Modernization, and Reform. Moreover, it keeps the Army on a path to be ready today AND in a future where we will be contested in every domain – land, sea, air, space, and cyber space. Through continued timely, adequate, predictable, and sustained budgetary support, the United States Army will remain ready today as we transform for the future.

Strategic Environment

The National Defense Strategy made clear that the world is complex and dangerous, requiring the Army be prepared against a range of current and potential military challenges. In particular, Russia and China are investing heavily in advanced military capabilities and seek to change the current global balance of power. Russia has the greatest capability to challenge U.S. interests today and is expected to deliver modern capabilities to its forces through the mid to late 2020s. China is our nation's greatest long-term challenge. By 2030, China is expected to be the world's largest investor in research and development, and field a fully modernized force by 2035: investing in artificial intelligence (AI), robotics, energy storage, 5G networks, quantum information systems and biotechnology.

Great Power competition does not have to mean Great Power conflict. In accordance with the National Defense Strategy, the Army recognizes it must be able to compete below the level of armed conflict as well as fight and win against a near-peer competitor. Even if we may not confront Russia or China directly, we are likely to face their systems and methods of warfare as they spread military capabilities to others.

Additionally, regional state adversaries, namely North Korea and Iran, present significant challenges as they pursue advanced capabilities and weapons of mass destruction to gain regional influence and ensure regime survival. Moreover, transnational terrorist organizations continue to threaten our homeland and interests, as well those of our allies and partners. The Army must and will be prepared to defeat and deter highly capable adversaries while disrupting violent extremist organizations and simultaneously defending the homeland.

Today, the Army contributes to achieving objectives outlined in the National Defense Strategy by providing Combatant Commanders over 180,000 Soldiers in more than 140 countries. Army forces comprise 60 percent of Combatant Commander's requirements. This includes over 27,500 Soldiers supporting operations in the Middle East; over 10,000 Soldiers supporting operations in Afghanistan; 32,500 Soldiers in Europe supporting NATO and the European Deterrence Initiative; and over 21,000 Soldiers providing a forward American presence on the Korean Peninsula.

Fortunately, the Army does not fight alone. Warfighting is a human endeavor and establishing and maintaining relationships is critical to what the Army does. We rely on our allies and partners to posture ourselves for future threats, project power, deter and, if necessary, defeat our adversaries. This partnership allows costly and complex problems to be distributed and helps protect the industrial base through Foreign Military Sales (FMS). Having close partnerships enable faster innovation and cost-sharing towards change to our modernization priorities. In addition, partnerships create a shared understanding of the threat picture, and ensures interoperability so that the current delicate balance of power and relative global peace may continue. The Army must continue to compete for and retain allies and partners, as our adversaries will attempt to do the same.

Ultimately, America's Army remains prepared today to respond to other contingency operations, both abroad and at home. However, global demand continues to rise. In response to an increasingly uncertain global picture, the Army is investing in the research and development of the next generation of weapons and equipment needed to stay ahead of our adversaries. Through a disciplined prioritization of resources, the Army will remain postured to defend the Nation.

Readiness

Readiness remains the Army's top priority. We are evolving the way we approach and measure readiness in order to continue to complete missions outlined in the National Defense Strategy. Over the past two years of diligent focus across all three components, Army leaders have successfully rebuilt tactical readiness – the ability of Army units at the

division level and below to fight and meet the demands of their assigned missions. Over the last year, 74% of Active Component Brigade Combat Teams have been at the highest levels of tactical readiness.

In FY21, the Army will continue to focus readiness at the individual, squad / crew, and platoon levels increasing multiple repetitions in order to build upon the basic blocks of lethality. This focus, increasing lethality at the point of ground contact with the enemy, will thereby improve overall BCT readiness. The Army will continue to conduct habitual training using the Combat Training Centers (CTC) such as National Training Center (NTC), and no-notice Emergency Deployment Readiness Exercise (EDRE). Our forces must and will remain lethal and ready.

As the Nation's understanding of the global threat picture evolves, the Army must evolve with it. Tactical readiness prepares our forces to address the current host of adversaries as the last nearly two decades of combat demonstrates. Tactical readiness, however, is not enough to prepare us for competition and conflict against Great Power competitors. The Army must strike a balance between tactical readiness and strategic readiness and establish the logistical footprint needed to accomplish both.

While preparing for the future fight, we will increase our efforts toward achieving Strategic Readiness. Strategic Readiness provides an advantage over our adversaries by demonstrating the Army's ability to rapidly mobilize, deploy, and sustain combat forces. Strategic Readiness will focus on the testing of new concepts, experimenting with new formations and understanding the logistical framework needed to sustain our forces.

Today, the Army is investing in Strategic Readiness by experimenting with new concepts and formations: Multi-Domain Operations (MDO), Multi-Domain Task Force (MDTF), and institutionalizing lessons learned during irregular warfare by employing Security Force Assistance Brigades (SFAB). The Multi-Domain Operations Concept supports the emerging Joint Warfighting Concept. In FY20, the DEFENDER exercises in Europe and the Indo-Pacific will further test and demonstrate our power projection capabilities with our allies and partners. FY21 exercises will expand to the Pacific.

We have institutionalized the lessons we learned during irregular warfare by employing Security Force Assistance Brigades (SFABs). SFABs continue to prove their

worth as an economy of force capability to meet the objectives of the National Defense Strategy by strengthening alliances and attracting new partners while competing globally and freeing conventional brigade combat teams to prepare for Large Scale Combat Operations. Last year, the Army activated the final SFAB, bringing the total to five active duty SFABs and one Army National Guard SFAB. The Army's goal is six fully manned, trained and equipped SFABs.

Additional key components to Strategic Readiness are systems of critical infrastructure that includes installation facilities – motor pools, maintenance bays and Supply Support Activities – and Strategic Power Projection platforms – the ports, roads, airfields and railheads – that move our troops and equipment from the installation to the battlefield. To test and assess our Strategic Readiness capabilities and support Dynamic Force Employment, we are conducting the DEFENDER series of exercises in both the Pacific and European theaters of operation to a size and scale not seen in decades. Additionally, the Army recently deployed one Battalion in 21 hours and one Brigade Combat Team in 122 hours to Iraq.

In order to overcome the logistical issue of equipping forces, while maintaining speed, the forward positioning of logistics becomes critical. The forward positioning of equipment, munitions and materiel enables Strategic Readiness for three key purposes: speed troops to the frontlines; ease strategic air and sea lift requirements for units deploying from the U.S.; and reassure allies and partners while deterring adversaries. Through a concerted effort, we have significantly improved the condition of Army Prepositioned Stocks (APS), configured-for-combat sets of equipment that are sized and constructed to meet theater requirements, and we work closely with the Combatant Commands to ensure APS are positioned and located where they can best achieve their desired effects.

In addition, we have also strengthened munitions readiness, ensuring munitions stockpiles are strategically positioned in the U.S. and abroad to enable flexibility and speed. We consistently and continuously assess forward-positioned equipment and stockpiles as the global environment changes to bolster our capacity and capabilities, and to meet COCOM requirements.

Moreover, the Army's Organic Industrial Base (OIB) – 26 depots, arsenals and ammunition plants – manufacture, repair, upgrade and modernize the Army's equipment, and are absolutely critical to both Strategic and Tactical Readiness. We are optimizing the OIB to three primary end states: support current unit readiness across the force; maintain the ability to meet wartime surge requirements; and modernize and retool to sustain the next generation of Army equipment. Through implementation of Repair Cycle Float, a new methodology that links OIB production and workload to Army readiness, we will fundamentally change and improve the way we resource and manage these critical facilities.

Tactical and Strategic readiness, combined with the logistical framework necessary for sustainment, are what enable the Army to remain ready today while simultaneously preparing for the future fight. Although the Army is still experimenting with concepts and doctrine, our new capabilities are very much real. FY21 strategic DEFENDER exercises in Europe and the Indo-Pacific will serve as our testing grounds as we continue to develop new methodologies for the future of warfare and modernize our Army to meet future great-power competition.

Modernization

The Army is two years into its most transformational change in four decades. Large-scale modernization takes time and patience. We have continued to prioritize the Army budget towards our 6 modernization priorities and 31+3 signature systems, ranging from hypersonic missiles, new squad-level weapons, to aircraft. Prototypes that began in FY18/19 are maturing, with real capability landing in FY21/22. In this fiscal year, we will increase Soldier touch points, test shots, capability demonstrations and the fielding of our formations.

Cloud technology is the foundation for the entire modernization endeavor. Because of the Cloud's importance, we are investing \$800M over the next five fiscal years into Cloud Architecture. Cloud investments will enable the inventory of data, migration of the data to the Cloud, and software development. Artificial Intelligence (AI) enables linking all sensors to all shooters and all Command and Control (C2) nodes. AI-enabled operations

turn information into actionable intelligence and understanding of the threat environment. The Army is making incredible strides with Cloud technology as well as our Six Modernization Priorities:

Long Range Precision Fires - We will improve the range and lethality of cannon artillery and increase missile ranges and capabilities to ensure overmatch. We will invest over \$800M in hypersonic to accelerate our strategic fire capabilities to neutralize and dis-integrate adversary formations and A2/AD networks, from extended ranges, to create windows of opportunity for the Joint Force to exploit. The Extended Range Cannon Artillery is on schedule for delivery in FY23. It will protect and support maneuver forces in the close and deep operational maneuver areas with an extended range out to 70km. The Precision Strike Missile is on schedule to conduct its maximum range test in 3QFY21 and deliver 30 missiles in FY23. It will realize greater range, lethality and survivability at a lower cost than ATACMS. The Army has requested \$1.7B for Long Range Precision Fires in the FY21 President's Budget to accelerate prototyping and initial fielding.

Next Generation of Combat Vehicles - The Army will develop the next generation of combat vehicles through technology development, experimentation, and rapid prototyping to ensure overmatch against near-peer competitors. These vehicles will employ greater firepower, mobility, and protection to successfully maneuver on more lethal battlefields. The Optionally Manned Fighting Vehicle (OMFV) will provide manned-unmanned teaming options with Robotic Combat Vehicles and other platforms to maneuver Soldiers to a point of positional advantage to engage in close combat and deliver decisive lethality during the execution of combined arms maneuver, while simultaneously controlling maneuver robotics and semi-autonomous systems. The OMFV is being designed with an emphasis on supporting weight, architecture, power, and cooling growth to enable spiraled capability as technologies mature. The Robotic Combat Vehicles (RCV) will support decisive mobility, lethality, survivability, increased situational awareness, and formation overmatch with unmanned platforms making contact with the enemy before our Soldiers, while delivering overmatch against future threats. The final RCV capability will be refined by three increasingly complex experiments and capability

demonstrations, displaying both government and industry platforms, between FY20-24 with a decision to procure or reassess NLT FY24.

The Armored Multi-Purpose Vehicle (AMPV) will replace the M113 Family of Vehicles with a modern and more survivable general-purpose, mortar carrier, medical evacuation, medical treatment, and mission command vehicles that can move at the pace of current and future combat vehicles and is able to incorporate future technologies. The first unit equipped with AMPV will be in FY22. Mobile Protected Firepower (MPF) is an armored vehicle that provides precise, large caliber, long-range direct fires for Infantry Brigade Combat Teams. The first unit equipped with MPF will be in FY25. We requested \$425M in the FY21 President's Budget to deliver these capabilities.

Future Vertical Lift (FVL) - We will increase our competitive aviation advantage with next generation aircraft designed to penetrate contested airspace and support independent maneuver from greater distances through extended range, endurance and lifting capacity. The most important FVL investments in-progress are the Army's development of the Future Armed Reconnaissance Aircraft (FARA), designed to address the gap left by retirement of the Kiowa; and the Future Long Range Assault Aircraft (FLRAA) to replace the venerable UH-60 platform. The FARA prototype fly off will begin in FY23. Initial FLRAA prototypes are expected in FY25. FARA and FLRAA will both conduct first unit equipping in FY30. Over \$800M is included in the FY21 President's Budget to develop initial designs and unmanned demonstration systems.

Network - The Army Network supports mission command and the continuous integration of combined arms and Joint capabilities. We will deliver a resilient and secure tactical communications network effective in the most challenging contested and congested electromagnetic spectrum and cyber environments starting in FY21. This network includes advanced information technology, hardware and software, and a reduced electromagnetic signature. We will deliver this network by fielding new capability sets, on a two year basis, that build off of each other and that are infused with commercial solutions and informed by Soldier-led experimentation. Inserting technology in two-year capability sets provides flexibility to augment and integrates IT capability as it emerges from industry. Capability Set 21 will be fielded to four Infantry Brigade Combat Teams in

FY21. We have allocated \$2.19B in the FY21 budget to build our integrated tactical network as part of our network restructuring.

Air and Missile Defense (AMD) - Advanced air and missile defense will protect our forces from adversary aircraft, missiles, and drones to enable joint operations. This includes both theater systems and short-range air defense, like the Maneuver-Short Range Air Defense (M-SHORAD), which will employ directed energy technologies. M-SHORAD is on schedule to deliver four battalions by FY23 equipped with missiles and cannons. Indirect Fire Protection Capability (IFPC) will defend fixed and semi-fixed assets primarily against sub-sonic cruise missiles and Unmanned Aerial threats with a residual capability against fixed and rotary wing aircraft. Thanks to Congressional support, an interim IFPC capability will be fielded in FY22 that will inform the enduring capability. The Lower-Tier Air and Missile Defense Sensor (LTAMDS) will deliver the next generation sensor that fully leverages the capabilities of the Patriot Missile Segment Enhanced (MSE) that is fully integrated into the Army Integrated Air and Missile Defense (AIAMD). The AIAMD initial operational capability is 3QFY22 with fielding to one battalion. The FY21 budget includes \$396M to rapidly deliver an initial AIAMD capability by FY22. An integral part of the AIAMD, the Integrated Air and Missile Defense Battle Command System (IBCS), which is a revolutionary command-and-control system that streamlines sensor to shooter capabilities for air and missile defense engagements. This enhanced tracking system delivers an unambiguous view of the operating environment, allowing commanders and air defenders to make critical decisions within seconds.

Soldier Lethality (SL) - We will equip and train Soldiers to extend overmatch through increased lethality, mobility and survivability against emerging threats. This includes improved weapons, sensors, body armor and training. The FY21 budget includes \$1.4B for rapid prototyping, development, and procurement of the Next Generation Squad Weapon (NGSW) Rifle and Automatic Rifle, Enhanced Night Vision Goggles (ENVG), Integrated Visual Augmentation System (IVAS) - Heads-Up Display (HUD) 3.0, and the Synthetic Training Environment (STE). IVAS is our best example of a departure from the traditional requirements process. We are working with non-traditional partners, like Microsoft, in three month sprints, using Soldier Touch Points during each sprint to refine

the product - to make sure we get it right. Funding enables a first unit equipped with IVAS in 4QFY21 and a first unit equipped with the NGSW Rifle, NGSW Automatic Rifle, and General Purpose Ammo in 4QFY22. We equipped the first unit with ENVGB in 1QFY20.

We remain committed to our six modernization priorities and 31+3 signature systems as they will be the next generation of weaponry for the U.S. Army to win decisively in the future fight. As we move forward with Army modernization, we will increasingly emphasize integration across our Cross-Functional Teams. As we work on all these efforts, we will conduct regular touch points with Soldiers – to make sure that we develop the right solutions for our force. As we modernize, we are committed to working closely with industry to explore and learn what's feasible in terms of innovation, integration, manufacturing, and production. One key to getting modernization right is integrating concepts, force design, capabilities development, and S&T. Army Futures Command, which reached full operational capability this past year, was created to orchestrate that integration.

The Army's transformational modernization efforts continue to build on consistent priorities and a ruthlessly aligned budget. To help ensure the Army has the resources to support this transformational modernization, reform becomes a critical step in that process.

Reform – Transforming an Industrial Age Army to the Information Age

The demand for Army forces, paired against a flat budget since FY 2018, forced tough fiscal decisions in our FY21 budget. In order to build and maintain readiness, continue transformational modernization, and support operations, the Army conducted in-depth program reviews, now known as “night-courts.” For the FY21 budget, ensuring success across the modernization portfolio puts further pressure on the liabilities side of the balance sheet, driving the Army even harder to aggressively pursue necessary reforms at every level and make tougher resourcing choices. In-depth program reviews continued in FY21, with an additional \$9.0B in programs reduced or eliminated.

- FY20-24 Deep Dive #1: eliminated 93 programs; reduced 93 programs.
- FY21-25 Deep Dive #2: eliminated 41 programs, reduced 39 programs.

Command Accountability and Execution Review (CAER) is an Army Senior Leader led fiscal stewardship program that has netted remarkable results. After 1 full year of implementation, the effort has reduced Operations & Maintenance (O&M) de-obligations (lost purchasing power) by 37% compared to historical norms and 50% compared to FY13. We anticipate continued improvements in CAER's second year of operation. These improvements help mitigate the loss of real purchasing power and allow the Army Senior Leaders to continue to prioritize towards modernization. CAER's progress has also resulted in a sharp reduction of Congressional marks due to unobligations.

While reform is critical to support the Army's modernization effort, the Army must also focus on its greatest strength...its People.

People

The greatest strength of the U.S. Army comes from our people—Soldiers, Families, Army Civilians and Soldiers for Life—our Retirees and Veterans. They represent the best our Nation has to offer. The Army People Strategy (APS) captures our People First philosophy and “winning matters” attitude. The APS guides how we will Acquire, Develop, Employ and Retain our future talent. Accordingly, taking care of our Soldiers and their families is key to Army readiness, modernization, and reform. Army culture is grounded in our enduring values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. These values are time-tested and provide a rock solid foundation. Building on this foundation, “This is my squad” concept emphasizes the positive behaviors that build cohesive teams. We will rely on strong leadership and cohesive teams to combat sexual assault and sexual harassment that tear the fabric of our organization. Furthermore, we must use cohesive teams and increase resiliency to stop the suicide epidemic plaguing our ranks. Every person matters.

We recognize that the force should have the best quality of life possible and Army Senior Leaders are constantly improving the way in which we care for our people. One example of investments into our people are the five focused Quality of Life priorities, which include housing, both family and barracks, transforming healthcare, improving and adequately resourcing Child and Youth Services (FY21 Request: \$475M); improving

Spouse Employment opportunities and minimizing the impact of Permanent Change of Station (PCS) moves. We have experienced significant shortfalls in these areas; and, therefore, are refocusing our attention and increasing our efforts. We brought Army leadership back into the housing equation, empowering tenants and holding partners accountable. Our people deserve safe, high quality housing. We are closely examining the healthcare transfer to Defense Health Agency (DHA). It is our duty to provide world-class healthcare to our force and families who sacrifice so much for the Nation.

The Army can no longer be an Industrial Age Army in the Information Age. We are shifting from simply distributing personnel to more deliberately managing our Soldiers and Civilians' talents. The Army Talent Management Task Force (ATMTF) is currently prototyping, piloting, or implementing 39 total talent management initiatives with the goal of implementing most of these initiatives by December 2020. Of these initiatives, the ATMTF is focused on seven major initiatives during FY20: The Army Talent Alignment Process (ATAP), Army Battalion Commander Assessment Program (BCAP), brevet promotions, merit-based promotions, flexible career paths (opt-into/opt-out of promotion boards), direct commissioning, and non-commissioned officer talent management. Army Senior Leaders approved each of these initiatives, and the ATMTF is working with all key stakeholders toward full implementation. Each of these initiatives bridges the gap between the Army's current centrally-directed, data-poor personnel management toward a 21st century data-rich talent management system which best leverages unique individual talents. The Army is working aggressively using the authorities granted by Congress to gain irreversible momentum towards implementation of a talent-based approach for the Total Force. To date, Congressional authorities have enabled us to direct commission seven cyber officers, approve 225 positions for brevet promotion, release the first merit-based promotion list (FY20 ACC MAJ), and establish a framework to adjust the effective date of rank for certain ARNG officers when Federal recognition of promotion was administratively delayed.

Another part of our shift to a 21st century talent-based personnel system is evolving our human resources information technology to improve the active-duty officer management and assignment process and reduce talent management gaps that were

limited by the legacy systems and processes. Notably, the Assignment Interactive Module 2 (AIM2) is a web based information system designed to fundamentally transform the effectiveness, efficiency, and transparency of the officer assignment process by facilitating communication directly between Soldiers, the units with requirements, and the Officer Personnel Management Director (OPMD). AIM2, which bridges the technology gap until full Integrated Personnel and Pay System-Army (IPPS-A) Release 3 fielding, enables the Army to accomplish a significant and historic milestone with the implementation of the new ATAP. For the first time, ~14,000 Active Duty Officers were afforded complete transparency of all available assignments. The first ATAP Cycle using the AIM2 interface saw nearly all eligible officers and units participate, collaborating throughout a 2-month open market window in October and November. This two-way collaboration resulted in 55% of officers and units receiving their first choice and roughly 80% of officers and units receiving one of their top 10% of preferences.

However, achieving a truly 21st century talent based system requires the integration of all components and all Soldiers onto one data rich environment. In this Information Age approach, we are fielding a new Web-based HR system known as IPPS-A. IPPS-A integrates personnel, pay and, talent management functions and will provide the Army with a data rich environment to understand their entire Soldier population across every component. IPPS-A will take the lessons learned from AIM2 and apply them across component and across all populations. To date, we have fielded IPPS-A to the Army National Guards of over 30 states and will finish fielding to all 54 states and territories by April of this year. Moreover, in December 21, the Army will field IPPS-A to all components and provide all components greatly enhanced talent management capabilities.

In light of increasing demand for forces, the Army will stay on a trajectory of modest growth across all of the Components in order to meet the increasing demand for forces across the combatant commands. We are an all-volunteer force that must attract and retain talent, which means recruiting remains crucial. The Army People Strategy established four lines of effort to win talent and keep it: acquire, develop, employ and retain talent. The Vision: Cohesive Teams...professional, diverse, integrated and ready to Win.

Finally, the Army has overhauled its Recruiting and Marketing enterprise, exceeding revised end strength goals in FY19, while simultaneously retaining quality Soldiers. We introduced our new recruiting campaign and accompanying advertisement of “What’s Your Warrior?” The campaign showcases the 150 different career opportunities that the Army has to offer. We have modernized the way in which we approach recruiting, leveraging technologies like hyper-local, location-based recruiting to help find America’s best and brightest who may be interested in joining our ranks. Using our Priority 22 Cities as a framework, the U.S. Army will continue seeking talent from every corner of our Nation.

Closing

The Army remains committed to our priorities of Readiness, Modernization and Reform. People are the strength and foundation of the organization. The FY21 budget request provides the necessary funding to achieve our modernization endeavor goals and fully support the NDS. We continue to ruthlessly align every dollar towards our priorities in order to keep the Army a modern, lethal force capable of defending the Nation today and in the future. The Army thanks Congress and the American people for their continued strong support, which enables our ability to accomplish our mission. By providing timely, adequate, predictable, and sustained funding, Congress will ensure America’s Army remains the most capable and lethal ground combat force in the world. Together with Congress, we are here to finish what we collectively started.

OFFICER BROADENING OPPORTUNITY PROGRAM(S) APPLICATION						
SECTION I Administrative Information						
1. Name: (Last, First, MI)			2. Last 4 SSN:	3. Email Address:		
4. Rank:	5. Date of Rank:	6. Branch/ FA	7. Year Group:	8. Component (AC) (RC) IMA/IRR/AGR/TPU		
9. KD Complete?		Yes:	No:	If no, when? (Enter date projected to be KD Qualified)		
SECTION II Broadening Programs and Preferences						
Complete program descriptions and specific application requirements for each program can be found in the Broadening Opportunity Catalog. If applying for more than one program, rank them in order of your preference (1, 2, 3, 4, etc).						
1LT	PROGRAM			APPLICATION DUE DATE		PREFERENCE
CPT	PROGRAM			APPLICATION DUE DATE		PREFERENCE
	HQDA Harvard Strategist Program			14 APR 2023		
	White House Fellowship			03 OCT 2022		
	Congressional Fellowship			15 MAR 2023		
MAJ	PROGRAM			APPLICATION DUE DATE		PREFERENCE
	CGSC Interagency Broadening Fellowship			31 AUG 2022		
	AUSA Fellowship			31 AUG 2022		
	Asia-Pacific Center for Security Studies			31 AUG 2022		
	White House Fellowship			03 OCT 2022		
	Congressional Fellowship			15 MAR 2023		
	HQDA Harvard Strategist Program			14 APR 2023		
	SecDef Strategic Thinkers Program			19 OCT 2022		
W3/4	Congressional Fellowship			15 MAR 2023		
	White House Fellowship			03 OCT 2022		
LTC	PROGRAM			APPLICATION DUE DATE		PREFERENCE
	CGSC Interagency Broadening Fellowship			31 AUG 2022		
	AUSA Fellowship			31 AUG 2022		
	Asia-Pacific Center for Security Studies			31 AUG 2022		
	White House Fellowship			03 OCT 2022		
	SecDef Strategic Thinkers Program			19 OCT 2022		

SECTION III Mandatory Essays

Applicants must answer the following questions to successfully complete the application process. Question 1 is limited to 500 words. Questions 2 and 3 are limited to 200 words or less.

Question 1: What skills, knowledge or behaviors do you possess that would uniquely qualify you to serve in the desired opportunity or opportunities? (*Response is limited to 500 words*)

Question 2: Where do you see yourself in 10 years? *(Response is limited to 200 words)*

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Question 3: If selected, what will you bring to the Army from attending this opportunity? (If applying for more than one broadening program, answer the question as it relates to your first preference)? *(Response is limited to 200 words)*

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SECTION IV Broadening Application Packet Elements

SECTION V Authentication

1. Applicant Signature

SIGNATURE:	DATE:
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2. Signature of first COL or GO in Chain of Command

SIGNATURE:	DATE:
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OFFICER SELF-PROFESSED KNOWLEDGE, SKILLS & BEHAVIORS

ORB TYPE	BRIEF DATE	FUNCTIONAL CATEGORY	DESIG DATE	CNTL BRANCH	COMPONENT	AD GRADE - ADOR	NAME	
SUMMARY					EDUCATION			
CIVILIAN					ASSIGNMENTS			
ADDITIONAL SKILLS & CERTIFICATIONS					CULTURAL EXPERIENCES & TRAVEL			
LANGUAGE					REFERENCES			
Language	Description				Name	Org (Duty Title)	Email	Phone
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