

**UNITED STATES ARMY WAR COLLEGE  
SENIOR SERVICE COLLEGE FELLOWSHIP PROGRAM  
ACADEMIC YEAR 2002**

1. **References**. In accordance with guidance contained in the following references, the U.S. Army War College (USAWC) Commandant implements Department of the Army's Senior Service College Fellowship Program (SSCFP).

a. Army Regulation 621-7, Army Fellowships and Scholarships.

b. Deputy Chief of Staff for Operations and Plans (DCSOPS) Letter of Instruction (LOI), U.S. Army War College-Affiliated Fellows of the U.S. Army Senior Service College Fellowship Program (SSCFP), 29 May 87.

c. Memorandum of Understanding (MOU) between HQDA DCSOPS and the Army National Guard (ARNG), Subject: ARNG SSC Fellows' Participation in the USAWC's SSC Fellowship Program, 26 Jan 88.

2. **General**.

a. The civilian fellowship educational program is specifically designed to promote and effect a cooperative, academic exchange at the senior service college level between selected military officers and a select number of civilian educational and teaching facilities. All Army officers who are slated for participation in the program are assigned to the Army War College for military-related and administrative support and affiliated with the USAWC Student Resident Class as a non-resident component member. The USAWC ensures quality senior service education and shares academic oversight with civilian instructional institutions and government teaching agencies.

b. This directive describes the USAWC SSCFP, defines individual roles and responsibilities, establishes critical dates, and identifies the participating civilian instructional hosts.

c. In addition, it preserves the academic influence of the USAWC. First, it provides for a faculty mentor to assume a supporting role for each SSC fellow and their civilian educators. Second, student fellows may consult with their

USAWC mentor about research, writing, and academic issues and concerns at large.

d. This directive also identifies the primary points of contact for USAWC and installation support and services.

e. And, finally, it serves to motivate academic exchange between the USAWC and the civilian educators who support the program.

### 3. Program Objectives.

a. To directly associate MEL-1 senior service academic requirements with the senior service civilian academic programs provided by participating civilian educators.

b. To clarify and provide for appropriate USAWC academic input and oversight, based on the research, writing, and publication requirements at each civilian host.

c. To effectively integrate SSC fellows with the resident students and international fellows studying at the USAWC. USAWC-affiliated SSC fellows are a non-resident component part of the USAWC Resident Student Class.

d. To insure quality support from the USAWC and Carlisle Barracks to student SSC fellows in the areas of military personnel, finance, travel, and general administration.

### 4. Responsibilities.

#### a. **Headquarters Department of the Army (HQDA) Agencies:**

(1) HQDA DCSOPS has overall proponentcy for the USAWC SSCFP and conducts the annual HQDA portion of the SSC Fellowship Orientation Program at the Pentagon, Washington, D.C.

(2) The Deputy Chief of Staff for Personnel (DCSPER), U.S. Total Army Personnel Command (PERSCOM), selects and slates Army officers for a senior service college fellowship education and coordinates with HQDA DCSOPS on post-fellowship duty assignments.

(3) DCSOPS charters the USAWC to provide military-related and primary administrative support to Army SSC fellows ordered to a fellowship educational duty.

(4) DCSOPS chairs the Department of the Army Fellowship Review Committee (DAFRC) and normally meets during the first and fourth quarters of the fiscal year.

b. **U.S. Army War College (USAWC):** The Commandant has direct responsibility for implementing the USAWC SSCFP IAW HQDA DCSOPS guidance. The Commandant appoints the USAWC Fellowship Program Director and establishes the standards for a MEL-1 senior service education.

(1) **USAWC Program Director:** The Program Director organizes and implements the fellowship program; facilitates compliance with mandatory USAWC MEL-1 research, writing, and publication requirements; and, renders referral and assistance on academic, research, and related program issues throughout the fellowship education period. In addition, the Program Director:

(a) Establishes contact following announcement of the academic year assignment slate and welcomes newly selected SSC fellows. Facilitates individual arrival in Carlisle for mandatory attendance at orientation; schedules in-processing of official records and voluntary wellness testing; and, conducts the USAWC portion of the SSC Fellowship Orientation Program.

(b) Manages and approves travel funds specifically allocated for individual fellowship research and approves reimbursement claims for travel expenditures.

(c) Coordinates with USAWC academic departments, institutes, and the Center for Strategic Leadership (CSL) to identify and request volunteer faculty mentors.

(d) Approves reimbursement requests for textbook and academic supply purchases of Regular Army SSC fellows and transmits claim documentation to the Civil Schools Section, Fort Jackson, South Carolina, for payment action.

(e) Transmits program and procedural guidance and a variety of informational matters considered to be of interest to USAWC SSC fellows.

(f) Briefs the USAWC Commandant and Academic Board regarding significant matters concerning USAWC SSC fellows, to include proposed research, published papers, individual accomplishments, and special training and events.

(g) Verifies the successful completion of MEL-1/academic fellowship requirements, signs individual Civilian Institution Academic Evaluation Reports, and directs the issue of USAWC Certificates of Completion at the end of the fellowship education year.

(h) Represents the Commandant as the USAWC member on the Department of the Army Fellowship Review Committee (DAFRC).

(2) **USAWC Faculty Mentor:** Every USAWC SSC fellow is **linked** to a member of the Army War College faculty. A mentor will be available to each SSC fellow for consultation and advice throughout the academic year, and both mentor and SSC fellow are expected to establish and remain in periodic contact. In addition to a qualified mentor, SSC fellows may consult with any recognized USAWC Subject-Matter Expert (SME) about research, writing, and related issues.

(a) Faculty mentors fulfill a supporting role to the USAWC SSC fellows and to the civilian hosts by asserting and protecting the USAWC MEL-1 requisites. Mentors review mandatory written products for source references and potential security concerns. USAWC fellows are required to submit two written products for MEL-1 certification: a written research product and an article for proposed publication in a professional journal.

(b) Research papers authored for MEL-1 certification will be mentored, received, and reviewed for public clearance IAW USAWC clearance requirements. Depending on the academic requirements of the civilian institutional host, an SSC fellow's research paper will be submitted as a Senior Service College Fellowship Research Paper or as a USAWC Strategy Research Project (SRP):

-- If the civilian host **DOES REQUIRE** a written research product, USAWC fellows will comply and write an institutional- formatted report that may [also] be submitted to satisfy the USAWC MEL-1 research and writing requirement. The institutional host serves as primary adviser to the author and guides, evaluates, and approves the finished product IAW the institution's requirements for a written research product. USAWC mentors may provide interim advice and counsel and may communicate with the institutional adviser or writing coach during development of the product. Ultimately, USAWC faculty mentors receive the finished product for review of the source references and for security concerns. If satisfied that there are no security issues, mentors will place a memorandum statement on the product to that effect, approving it for public release. Ultimately, mentors transmit the completed product to the Director of Communicative Arts for document processing as a Senior Service College Fellowship Research Paper.

-- If the civilian host **DOES NOT REQUIRE** a written research product, USAWC fellows will conduct independent research and write a USAWC SRP, as required of USAWC resident students and as prescribed in the USAWC Communicative Arts Directive. USAWC faculty mentors serve as the primary research and writing adviser (SRP Adviser). Civilian institutional advisers may provide interim advice and counsel, and USAWC faculty mentors will communicate with the institution during development of the written product. Again, mentors receive and evaluate the finished SRP for content, organization, and style; review the SRP for security concerns; and, place a memorandum statement on the SRP, approving it for public release. Ultimately, mentors transmit the completed product direct to the Director of Communicative Arts as a Strategy Research Project.

(c) If a USAWC mentor detects a security violation or questions any issue that precludes an immediate recommendation for a product's public release, it will be returned to the author for recommended revisions and/or additional discussion with the institutional adviser.

Unless discussed with the faculty mentor and authorized by the USAWC Program Director, research products should be completed and submitted to the USAWC in **UNCLASSIFIED** format to afford maximum distribution and public exposure.

USAWC faculty mentors also ensure that SSC fellow authors are aware of security considerations and proper handling techniques for classified reference materials, personal notes, drafts, and finalized documents assembled during research and writing.

(d) USAWC mentors ensure accurate entry in the USAWC Strategy Research Project (SRP) Database of the research topics authored by their assigned SSC fellows. The SRP Database is a computerized management tool for collecting and archiving the student writing produced by each USAWC resident class. As a component of the resident class, SSC Fellows and their research data are also maintained in the database.

(e) Articles authored for USAWC MEL-1 compliance and formatted for publication in a professional journal will [also] be mentored and reviewed. In this case, USAWC mentors initiate the full USAWC clearance process by recommending clearance for publication to the USAWC Clearance Authority. Although the civilian host may provide advice and counsel during the

development of the article, the USAWC clears and approves each article for transmittal to the author's selected publisher. Publishers have final approving authority for style, format, and content.

(1) Articles written at the request of the civilian fellowship host for an institutional publication may [also] be used to fulfill the USAWC MEL-1 writing for publication requirement. In this case, the civilian fellowship host serves as primary coach and adviser; the USAWC clears for publication; and, the institution's publishing editor approves for style, format and content. USAWC faculty mentors receive the finished article for an initial security review and initiate the full USAWC clearance process by recommending release of the article to the USAWC Clearance Authority. This

guidance applies to articles authored by USAWC SSC Fellows on request by any publishing source.

(2) If the civilian host does not agree that an article written exclusively for the institution may [also] satisfy the MEL-1 article requirement, USAWC SSC fellows must write a separate article for proposed publication in a professional journal to fully satisfy the USAWC MEL-1 writing for publication requirement. Again, the finished article must be reviewed by the author's USAWC mentor and properly cleared for publication by the USAWC Clearance Authority.

(f) USAWC faculty mentors should discuss writing incentives with their student SSC fellows and identify skillful writing early. The mentor may motivate an author by imposing drafting and completion dates that can facilitate compliance with the submission dates announced by the USAWC Student Writing Awards Program. USAWC mentors also may coach an author toward timely completion dates and recommend the best final product for an appropriate writing award or other recognition.

**c. Carlisle Barracks Human Resources Directorate:**

(1) Provides military-related and general student-related administrative support, to include the preparation of individual TDY documents, the review and processing of reimbursement claims for travel expenditures, and the processing of leave and permissive TDY documents for the Program Director's approval.

(2) Assists the Program Director with preparations for program orientation at two orientation sites; coordinates for lodging in Carlisle and Washington, D.C.; and, briefs at the USAWC orientation.

(3) Collects and records a variety of data, publishes individual biographical sketches, and records individual APFT results.

(4) Prepares and dispatches the Civilian Institution Academic Evaluation Reports (DA Form 1059-1) and USAWC Certificates of Completion.

(5) Coordinates with servicing personnel and finance offices and facilitates a variety of document transmittals and information referrals.

d. **Each Civilian Fellowship:**

(1) Serves as host and sponsor and the primary academic adviser to assigned Army fellow(s).

(2) Develops a program of instruction and/or class attendance schedule; provides academic and reach-out opportunities; and, also provides a work area that facilitates completion of academic requirements in compliance with AR 621-7, Army Fellowships and Scholarships, and Department of the Army USAWC-Sponsoring Institution Memorandum of Understanding (MOU), if applicable.

(3) Assists USAWC fellows with their selection of a mandatory research topic or selects and prescribes a topic that is appropriate. If a written research product is required by the hosting institution, ensures compliance with the institution's writing policies and guidance. If a written research product is not required, ensures compliance with USAWC guidance in the Communicative Arts Directive for a Strategic Research Project (SRP). Fellowship institutional sponsors and USAWC faculty mentors should conduct informal and routine dialogue to discuss individual progress in research, writing, and publication and should maintain an active and current exchange about USAWC research, writing, and publication perspectives.

(4) Prepares an end-of-year performance evaluation in the form of a civilian letter for each USAWC student fellow and forwards it to arrive in the USAWC Fellowship Program Office **NLT 1 Jun 02.\*** The Letter Evaluation Report (LER) should clearly specify exact dates of the full fellowship education period. The sponsor's evaluation is an attachment to [in fact, the essence of] the standard Civilian Institution Academic Evaluation Report (AER) rendered on Army SSC fellows.

e. **Individual Student SSC Fellow:**

(1) Adheres to the procedural guidance published in the SSCFP Administrative Handbook; complies with critical action dates; and establishes dialogue with the Program Director on research, academic, and other issues directly concerned with program requirements.

(2) Determines the academic year/fellowship education dates of the hosting fellowship and reports back to the USAWC to facilitate advance preparation of performance evaluation forms.

Academic year and instructional dates tend to differ among the teaching institutions—military and civilian.

(3) Determines whether research and writing is required by the civilian host as part of its academic completion requirements. If so, compliance with the hosting fellowship's writing guidance may also be developed to satisfy the mandatory USAWC MEL-1 research and writing requirements (AR 621-7). If research and writing is not required by the civilian host, USAWC fellows must independently select and propose a research topic and produce an SRP in accordance with the guidance contained in the USAWC Communicative Arts Directive. Regardless of the institutional format applied, USAWC fellows will prepare an abstract and travel plan to be approved by an official or assigned academic advisor at the civilian fellowship and by the USAWC Program Director.

(4) Maintains professional and timely contact with the USAWC faculty mentor; facilitates communication between USAWC mentor and the institutional academic adviser and/or writing coach; and provides progress reports and courtesy interim drafts to the USAWC mentor during the research and writing period.

(5) Submits a written research product in absolute final form and an article for proposed publication in a professional journal (required by AR 621-7) to the USAWC mentor (article may be a derivative of the research paper). Both written documents must satisfy the required clearance review for student writing. ***Note: If the research product is developed ahead of schedule for award consideration by the USAWC mentor, the document must be in the mentor's hands, in its final edited condition, within and NLT the first week of April 2002.***

(6) Anticipates absence and travel needs for research and leave; completes required forms and furnishes the necessary information to request administrative support; and, submits each

request two weeks prior to leave or travel start dates. USAWC fellows should routinely discuss anticipated absences with the Program Director to obtain approval in advance of a request for absence, travel, or expenditure of funds.

(7) Informs the USAWC Program Office and assigned faculty mentor of conferences, activities, seminars and exercises that would be of interest to the College.

(8) Responds positively and as quickly as possible to all non-projected requirements that arise during the fellowship year.

(9) Completes two Army Physical Fitness Tests (APFT) and, if applicable, a Body Fat Evaluation with each during the fellowship year and furnishes results to the Carlisle Barracks Human Resources Directorate. Tests should be performed and the results submitted IAW program milestones.

(10) Coordinates to ensure that a Letter Evaluation Report of individual academic performance is prepared by the hosting fellowship and submitted to the Program Director by **1 Jun 02\*** (required by AR 621-7). SSC fellows may assist (should offer input) with the preparation of the evaluation.

(11) Completes and returns a personal critique of the civilian academic program and opportunities provided by the respective host and of the oversight provided by the USAWC **NLT 1 June 02\*** (required by AR 621-7).

**\*NOTE:** The preceding asterisked dates indicate absolute milestones for accomplishing program requirements. When completed and received in the USAWC SSCFP Office, these requirements will initiate the preparation of an end-of-year Civilian Institution Academic Evaluation Report and the issuance of a U.S. Army War College Certificate of Completion. Neither document will be provided by the Army War College until these required actions are properly completed and on file in the USAWC SSCFP Office.

5. Directive Highlights and Compliance Techniques. The hosting civilian institutions and government agencies set the academic pace, outline the individual goals and objectives, and plot each individual course of study for their assigned USAWC SSC fellows.

In most cases, the instructional host designates an academic adviser for each individual fellow or group of fellows. In all cases, the host renders a letter evaluation describing each USAWC SSC fellow's participation, contributions, achievements, and overall performance. An **Administrative Handbook** is published by the USAWC Program Office as a companion to this Program Directive. The handbook provides detailed instructions and sample forms to facilitate student responsibilities and compliances. USAWC SSC fellows are encouraged to monitor and refer to the USAWC calendared activities and compare them against the key compliance dates published by the hosting fellowships. Fellows should also conduct frequent dialogue with the USAWC Fellowship Program Office and individual faculty mentors. From an institutional perspective, the successful association of Army SSC fellows with the Army War College and its academic rigor for a MEL-1 educational experience may be fully appreciated by officials, educators, and the SSC fellow participants associated with the USAWC SSCFP. From the USAWC fellow's perspective, these responsibilities and techniques directly involve each individual fellow, serve to bridge compliance with program requirements, and are intended to facilitate a congenial and rewarding educational experience.

6. **Significant USAWC Action Dates**. Refer to pages 14, 15, and 16 of this directive for program milestones that facilitate successful openings and closings of the academic years for arriving and departing student groups.

7. **Procedures Prior to Arrival**. Prior to reporting for fellowship educational duty, slated SSC fellows may communicate directly with the U.S. Army Total Personnel Command (PERSCOM), the National Guard Bureau (NGB), or the Office of Chief of the Army Reserve (OCAR) on assignment and PCS-related matters. In addition, fellows are encouraged to contact the Carlisle Barracks Directorate of Military Personnel (DMP) for PCS-related TDY and travel guidance en route to Carlisle Barracks. Fellows should also contact their designated civilian institution or agency hosts about academic concerns relating to the fellowship education and their individual academic program. For routine support defined in this directive, SSC fellows may contact the Fellowship Program Office or the

Carlisle Barracks Human Resources Directorate, as appropriate, using the contact information provided below. And, finally, the USAWC faculty is available to discuss substantive issues regarding MEL-1 research and writing, the traditional SRP, and publication issues. USAWC fellows may contact the Fellowship Program Office for referral to a faculty member.

- a. To contact the USAWC Fellowship Program Office:

**COL Robert E. Smith, Program Director**

[Robert.Smith@carlisle.army.mil](mailto:Robert.Smith@carlisle.army.mil)

Telephone: 717-245-3907

FAX: 717-245-4721

**Ms. Elaine Palmer, Program Assistant**

[Elaine.Palmer@carlisle.army.mil](mailto:Elaine.Palmer@carlisle.army.mil)

Telephone: 717-245-3044

FAX: 717-245-4721

- b. To contact the installation of Carlisle Barracks for student-related support and PCS information:

**MAJ Jeff Barlup (Student Administration)**

**Directorate of Human Resources**

[Jeff.Barlup@carlisle.army.mil](mailto:Jeff.Barlup@carlisle.army.mil)

Telephone: 717-245-4161 (DSN242)

**SGT Shane Baer (Student Fellow Administration)**

**Directorate of Human Resources**

[Kenneth.Baer@carlisle.army.mil](mailto:Kenneth.Baer@carlisle.army.mil)

Telephone: 717-245-3413

FAX: 717-245-3002

**Mr. Larry Deihl (Records, PCS Travel, and Reporting)**

**Directorate of Human Resources**

[Larry.Deihl@carlisle.army.mil](mailto:Larry.Deihl@carlisle.army.mil)

Telephone: 717-245-3889

FAX: 717-245-3988

- c. Newly slated USAWC SSC fellows and hosting institutions and agencies with DSN access may call into Carlisle Barracks and into the USAWC by using the DSN prefix 242-xxxx. However, the Fellowship Program Office does not have DSN capability for placing outgoing calls to a DSN number. In fact, few offices at Carlisle Barracks have the

DSN capability. When leaving a voicemail message and requesting a return call, ***always provide a commercial number.*** A toll free number may be used for official or emergency calls to the installation when direct and urgent contact with a desired office or person is unsuccessful: **1-800-453-0992 + 4607.**

d. E-mail is encouraged for routine conversational exchange, and the FAX is the preferred method for all document transmittal.

e. And, finally, the mailing address for routine communications in writing and for transmitting official documentation to the Army War College Fellowship Program Office is:

**Director, Senior Service College Fellowship  
Program (AWCC-AA)  
Directorate of Academic Affairs  
U.S. Army War College  
Carlisle Barracks  
122 Forbes Avenue  
Carlisle, PA 17013**

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**HOST INSTITUTIONS/AGENCIES AND ASSIGNED SSC FELLOWS  
ACADEMIC YEAR 2002**

<b><u>Host School/Institution/Agency (T-19) Assigned (T-45)</u></b>	<b><u>No.</u></b> <b>RA/ ARNG/</b>
<b>USAR</b>	
The Atlantic Council of the United States Washington, D.C.	1 / 0 / 0
Carnegie Mellon University Pittsburgh, PA	0 / 1 / 0
Center for Strategic and International Studies Washington, DC	1 / 1 / 0
Central Intelligence Agency Washington, DC	2 / 0 / 0
Department of Health & Human Services Washington, DC	2 / 0 / 0
Department of Justice Washington, DC	1 / 0 / 0
Drug Enforcement Administration Arlington, VA	0 / 1 / 0
Georgetown University Edmond A. Walsh School of Foreign Service Washington, DC	1 / 0 / 0
Georgia Institute of Technology U.S. Army Environmental Policy Institute Atlanta, GA	1 / 1 / 0
Harvard University The John F. Kennedy School of Government Cambridge, MA	

- National Security Program	5 / 2 / 2
- Management & Leadership Program	1 / 0 / 0

<b><u>Host School/Institution/Agency</u></b>	<b><u>No. Assigned</u></b> <b>RA/ ARNG/ USAR</b>
Joint Center for Political and Economic Studies Washington, DC	1 / 0 / 0
Massachusetts Institute of Technology Cambridge, MA	1 / 0 / 0
Old Dominion University Norfolk, VA	0 / 1 / 0
Queen's University Center for International Relations Kingston, Ontario, Canada	1 / 0 / 0
Stanford University Hoover Institution of War, Revolution and Peace Palo Alto, CA	1 / 0 / 0
Tufts University The Fletcher School of Law and Diplomacy Medford, MA	1 / 2 / 2
University of Texas Austin, TX	
- Center for Professional Development and Training	5 / 2 / 2
- Institute for Advanced Technology (Modeling and Simulation)	2 / 0 / 0
U.S. Institute of Peace Washington, DC.	1 / 0 / 0
U.S. Naval Post Graduate School Department of National Security Affairs Monterey, CA	1 / 0 / 0

**TOTALS 29 / 11 / 06 = 46**

## AY02 PROGRAM MILESTONES

The following dates and corresponding actions are important to the success of the fellowship education program. USAWC SSC fellows and associated program officials are expected to assume personal responsibility for providing the initiative, cooperation, and actions necessary to comply with these planning and milestone dates.

<u>DATE</u>	<u>ACTION</u>	<u>COMMENTS</u>
<b>23-25 Jul 01</b>	<b><u>USAWC</u></b> Orientation (Carlisle Barracks)	Introduction to the USAWC, with selected briefings. Provides insight regarding how the USAWC supports the fellowship experience.
<b>26-27 Jul 01</b>	<b><u>PENTAGON</u></b> Orientation (Washington, D.C.)	DCSOPS hosts an annual HQDA Orientation, which includes briefings and discussions with the Army's Senior Leadership and a social (TBD). The DA social is the only activity that includes spouses. USAWC fellows released for travel to civilian fellowship locations upon completion of HQDA Orientation.
<b>o/a -- 13 Aug 01</b>	<b><u>SSC Fellows/ Civilian Fellowship Hosts</u></b>	Normal "NLT" reporting date to civilian fellowship location. Fellowship study officially begins.
<b>13-17 Aug 01</b>	<b><u>SSC Fellows Civilian Instruction Dates</u></b>	USAWC fellows determine academic year dates of their host fellowships and provide the data back to the USAWC Program Office for use in preparing an end-of-year Academic Evaluation Report (AER).

<b><u>DATE</u></b>	<b><u>ACTION</u></b>	<b><u>COMMENTS</u></b>
<b>13-17 Aug 01</b> plan,	<b><u>Civilian Fellowship Hosts</u></b>	Civilian institutional advisers discuss academic issues, a learning performance objectives, and course requirements for both host and USAWC. Host may also assign an Academic adviser at this time.
<b>1 Oct 01</b>	<b><u>SSC Fellows w/ Fellowship Host/Academic Adviser</u></b>	USAWC fellows select a topic for research and prepare a project outline; anticipate travel and prepare a travel plan. Both outline and plan is submitted <u>through</u> the fellowship host/assigned adviser to the USAWC Program Office for approval.
<b>15 Oct 01</b>	<b><u>USAWC Program Director</u></b>	USAWC Program Director coordinates and pairs a USAWC faculty mentor with each SSC fellow to monitor MEL-1 research and writing requirements.
<b>31 Oct 01*</b>	<b><u>SSC Fellows</u></b> (APFT-1)	USAWC fellows complete the <u>first</u> of two tests and submit results to the USAWC Program Office.
<b>2 Apr 02</b>	<b><u>SSC Fellows w/ USAWC Faculty Mentors</u></b>	USAWC fellows entering the USAWC Writing Awards Program must submit completed research papers to the USAWC mentors <b><u>NLT week #1 of April 2002.</u></b> Participation in Awards Program is optional.
<b><u>NLT</u></b> <b>9 Apr 02*</b>	<b><u>SSC Fellows w/ USAWC Faculty Mentors</u></b>	USAWC fellows submit research paper and article for proposed publication in <b><i>absolute</i></b> final form to their USAWC mentor.

<b>30 Apr 02*</b>	<b><u>SSC Fellows</u></b>  (APFT-2)	USAWC fellows complete the <u>second</u> of two tests and submit results to the Carlisle Barracks Of Human Resources.
Directorate		

<b><u>DATE</u></b>	<b><u>ACTION</u></b>	<b><u>COMMENTS</u></b>
<b>1 Jun 02*</b>	<b><u>Civilian Fellowship Hosts w/ SSC Fellows</u></b>	Civilian hosts submit individual evaluation letters for USAWC fellows. (Generally SSC fellows are responsible for follow-up and input to ensure the timely fulfillment and submission of this requirement.)
<b>1 Jun 02*</b>	<b><u>SSC Fellows</u></b> End-of-Year Critique	USAWC fellows submit a personal critique of their civilian academic program and their fellowship experience(s).
	<b><u>SSC Fellows</u></b> Wrap-up	USAWC fellows finalize details associated with their fellowship assignment and reassignment. (Actual departure date will be coordinated with civilian host and determined by the USAWC & Carlisle Barracks in collaboration with PERSCOM, NGB, and OCAR.)
<b>29 Jun 02</b>	<b><u>USAWC</u></b>	USAWC prepares individual Academic Evaluation Reports (AER).
<b>29 Jun 02</b>	<b>Fellowship Officially Closes</b>	USAWC prepares official Certificates of Completion.

**\* NOTE: Compliance with all asterisked dates is essential to the issuance of both an Academic Evaluation Report and a USAWC Certificate of Completion.**