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DISTINGUISHED VISITOR ORIENTATION TOUR PROGRAM

DESK TOP REFERENCE

2019

DVOT PROGRAM

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DVOT PROGRAM

DVOT Program Mission

MISSION STATEMENT

The Distinguished Visitor Orientation Tour (DVOT) Program is a Security Cooperation Program conducted by the International Student Management Office (ISMO) at the National Defense University (NDU) that serves as a vehicle for international flag or general officers or civilian defense leaders to participate in a short visit to the US to learn about specific military training and education institutions. The DVOT program serves to enhance mutual understanding, cooperation, and partnership between the US and participating nations.

IMPACT OF THE DVOT PROGRAM

The DVOT Program has a history of being an integral part of the overall US security cooperation mission. This program has helped to facilitate the US relationship with countries new to security cooperation or with countries transitioning to more democratic systems. It has also served to deepen the US relationship with its partner nations as they align their militaries more closely with the US military. DVOTs provide international leaders with quick, time-sensitive, and high-level ways to learn how to better manage their own defense resources, train and educate their armed forces, and improve their defense institutions.

TESTIMONIALS

“Hungary took advantage of a couple of DVOTs in 2005/06 in meeting the challenge of building a Special Operations Forces capability. We visited command and training locations with senior military leaders and some Parliamentarians. Both DVOTs played a crucial role in taking active steps in building the SOF capability. Those forces have now been operating in combat theaters (not only alongside US troops, but commanding a multinational SOF group in ISAF) and are highly respected in the international community. The DVOTs were extremely effective in providing the necessary information resulting in the final, positive decision for capability development.”

- Mr. Michael Newberg, ODC Budapest, 2015

“In addition to providing a forum for developing defense capabilities, the DVOT program enables international partners to develop and grow a relationship with US counterparts. This visit opened up numerous future opportunities for Indonesia and the United States to work together to improve combat capabilities, bolster national defenses, and solidify open relations between allies.”

- Mr. Eric Day, ODC Jakarta, 2016

Brief Program Overview

The Distinguished Visitor Orientation Tour Program is a United States Security Cooperation Program that provides a country's defense leadership the unique opportunity to learn about specific assets of the US defense establishment in order to address objectives specific to their own militaries and governments. DVOT delegations visit a variety of military installations, professional military education institutions, training facilities, and government organizations throughout the US to learn from experts on specific subject matters.

- **Distinguished Visitor Orientation Tour (DVOT)** – Intended for senior military officers, typically flag or general rank, or civilian equivalent holding positions of major importance or selected for such positions
- **Orientation Tour (OT)** – Intended for selected military officers or civilians who are destined for responsible positions in their country's defense establishment. Senior officer is typically O-6 or civilian equivalent

What is a DVOT?

- Hand-tailored, short, intensive training program developed to meet the strategic defense needs of a country
- Familiarizes international military officers and civilians to types of training provided through US security cooperation programs
- Funded through **International Military Education and Training (IMET)**, **Foreign Military Financing (FMF)** or **Foreign Military Sales (FMS)**
- Consists of customized visits to military training installations, schools, and government agencies where relevant expertise resides
- Provides an opportunity to address a particular topic of strategic interest to that country
- Provides a time-sensitive way for a country's military and civilian defense leaders to receive the information that they need to achieve their unique objectives
- Includes field study activities to expose tour participants to cultural, social, economic, and historical aspects of the United States of America
- 14 days maximum, excluding OCONUS travel time
- Delegations are limited to 7 individuals, unless waived by DSCA

How is a DVOT Scheduled?

- Requested by country's Ministry of Defense through US Security Cooperation Organization (SCO)

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- Request sent to NDU by SCO (sometimes request comes to NDU through CPM, DSCA, or other channels)
- Request approved by the Defense Security Cooperation Agency (DSCA) and the Combatant Command
- NDU reviews request and builds preliminary itinerary and budget for SCO and SATFA review
- Programmed in DSAMS by the Army Security Assistance Training and Field Activity (SATFA), sometimes in coordination with NETSAFA or AFSAT
 - SANWeb will reflect what has been programmed in DSAMS and the SCO will then be able to cut ITOs for the participants and upload to SANWeb
- SATFA sends participant lines of accounting to SCO to issue ITOs, distribute M&IE per diem in country, and purchase OCONUS airfare and OCONUS lodging, if required
- SATFA sends 285-R to NDU to cover costs including non-refundable deposit, DVOT management fee, participant CONUS lodging, participant CONUS airfare and checked baggage, group meals, field study activities, and ground transportation
 - For CPM reference, NDU does not accept MIPRs. A 285-R is a funding document similar to a MIPR. See Appendix P for reference
- Planned and executed by the National Defense University
- Country may program only one DVOT per fiscal year at NDU's availability unless an exception is approved by DSCA

Which costs are covered by the DVOT Program?

- Participant OCONUS & CONUS economy class airfare
- Checked baggage fees
- Participant lodging, including use of business center and internet
- Ground transportation
- Cultural field study activities
- Participant meals & incidental expenses (M&IE) which are advanced in country prior to departure during pre-departure briefing with SCO
- Group or provided meals
- Interpreters' fees and travel expenses (where applicable; recommend that FSN/LES from the embassy serve as interpreter and travel with delegation from host nation as it is much more cost effective than hiring interpreter in US)
- Document translation (if applicable)
- US SCO or DAO escort and NDU escort officer travel expenses (funding case must include TLA line)

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DVOT Program Guidance

Program guidance for the DVOT program comes from Chapter 10 of the Security Assistance Management Manual (SAMM), Chapter 12 of the Joint Security Cooperation Education and Training (JSCET) manual and is supplemented by and the Joint Travel Regulation (JTR). The SAMM is a manual that provides DoD-wide guidance to all of the DoD Components engaged in the management or implementation of DoD Security Assistance and Security Cooperation programs over which the Defense Security Cooperation Agency (DSCA) has responsibility, in accordance with the Foreign Assistance Act (FAA), the Arms Export Control Act (AECA), and DoD Directive 5132.03, "DoD Policy and Responsibilities Relating to Security Cooperation", dated October 24, 2008, and all other related statutes and directives.

For SAMM regulation on DVOT, see the Specialized Training section, C10.17.20.3 on Orientation Tours, which outlines the scope and basic requirements of the DVOT Program and designates NDU as the executive agent for the DVOT Program. See Appendix A for this section of Chapter 10 of the SAMM relating to DVOT.

The JSCET is regulation that prescribes policies, responsibilities, procedures, and administration for the education and training of international military students by the Departments of the Army, Navy, and Air Force. The most recent version of the JSCET came out in 2011. See Appendix B for this version of the JSCET Chapter 12. The DVOT PM has recommended suggested revisions of the JSCET Chapter 12 to DSCA. See Appendix C for suggested revisions.

The JTR governs all travel by all military and DoD civilian employees.

Memoranda and instruction to NDU from the Secretary of Defense and Chairman of the Joint Chiefs of Staff designate NDU as the executive agent of the DVOT Program. Per the memorandum from Secretary of Defense Ash Carter signed 10 January 2017, approved NDU Charter section 6 paragraph c.11. states that NDU-P is responsible for planning and executing the DoD Distinguished Visitor Orientation Tour in coordination with the Defense Security Cooperation Agency. CJCSI 1801.D dated 10 June 2015 reflects the same language. See Appendices D and E for both of the above documents. The SAMM and JSCET reinforce NDU's designation as the executive agent of the DVOT Program.

PROGRAM GUIDANCE RESOURCES

SAMM- <http://www.samm.dsca.mil/chapter/chapter-10>

JSCET- http://www.apd.army.mil/pdffiles/r12_15.pdf

JTR - <http://www.defensetravel.dod.mil/Docs/perdiem/JTR.pdf>

SECDEF Memorandum - Appendix D

CJCS Instruction - Appendix E

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DVOT Lifecycle

DVOT REQUIREMENTS

- The requesting nation must have lesser developed relations with the US, must be a new or transitioning country, or must be interested in deepening their knowledge of a specific aspect of democracy, peacekeeping, military modernization and interoperability, or counterterrorism.
- The objectives of the DVOT must include familiarization with US military education, training, facilities, operations, procedures, doctrine, equipment, organization, or civil-military relations and practices.
- DVOTs will not be used to conduct materiel acquisition.
- To qualify as a DVOT, the delegation must include at least one flag officer. DVOTs are intended for top military officials and defense civilians who hold positions of major importance. Otherwise, the tour will be designated as OT.
 - There are minute differences in the requirements for a DVOT vice OT in the JSCET, but these are mostly related to the units hosting the delegations and do not affect anything for the DVOT PM. However, it is an important distinction to make in your communications and reporting.
- A DVOT must not exceed 14 calendar days, plus OCONUS travel time.
- DVOTs will not be conducted in conjunction with other sequential training.
- Delegations can include up to 7 delegates, plus interpreter, US SCO escort, and NDU escort. Aides are not permitted.
- Participants must have ECL of 70 or higher, or an interpreter will be expected to accompany group. If interpretation is required for entire group, recommend 2 interpreters accompany group.

INITIAL REQUEST

- The SCO in the US Embassy will work with a country's Ministry of Defense to determine the defense needs of that country and to further security cooperation between the two countries.
- The SCO will reach out to the DVOT Program Manager (PM) at NDU ISMO to determine if a DVOT is the appropriate mechanism to achieve the objectives of that particular country and if the DVOT PM is available to support during the requested timeframe. This discussion via email, phone call, or in person serves as the initial request for the DVOT.
- If the proposed trip and objectives match the DVOT requirements, the DVOT PM and SCO will work together to determine a mutually feasible timeframe to conduct the DVOT. At this point, the DVOT PM will block the requested dates on the DVOT calendar, but the dates will NOT be considered confirmed until DVOT PM receives a completed DVOT Worksheet that includes a viable funding source (see below) and a fully signed Waiver.
 - When the SCO identifies a fund source, either IMET or a specific FMS/FMF case, the DVOT PM should reach out to the CPM at SATFA to ensure there is adequate funding available through the specified program. This is a critical step to complete early on in the planning process.

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- Once a preliminary timeframe has been discussed, the DVOT PM will instruct the SCO to submit a DVOT Worksheet and Waiver to the DVOT PM. The more specific the information included on the Worksheet regarding objectives, participants, etc., the better. In some cases, the DVOT PM can assist the SCO in determining the best location or installation achieve those specific objectives. See Appendix F for a sample Worksheet and Appendix G for a sample Waiver. DVOT PM will also supply SCO with DVOT Questionnaire and Planning Checklist. See Appendix H.
- This request, in conjunction with submission of the DVOT Worksheet and Waiver to NDU, must be made to NDU no later than 120 days before the proposed start date of the DVOT, according to the JSCET. It is somewhat flexible, but accepting requests for less than 90 days in advance does not set the DVOT PM up for successful DVOT planning and it is not advised.

FORMAL REQUEST

- If the DVOT PM and SCO have determined that the visit objectives fit the scope of a DVOT, have agreed on a feasible timeframe, and there is a viable funding source, the SCO will submit the DVOT Worksheet and Waiver, if applicable, to NDU, COCOM, and DSCA.
- DSCA, which is the overarching authority for DVOT, must approve the DVOT request. Additionally, delegations may request to visit DSCA to discuss future training opportunities.
 - The COCOMs will usually not reject a DVOT request. DSCA also carefully reviews the request, but will ask the DVOT PM for a recommendation and will generally support the DVOT PM's recommendation. Therefore, it is the responsibility of the DVOT PM to carefully review the request to ensure that it is a legitimate request within the scope of the program.
 - Items that require justification to DSCA:
 - If a delegation member has previously participated in an IMET program, and the DVOT is IMET-funded.
 - If a delegation member has previously participated in a DVOT/OT.
 - If there are more than 7 delegation members.
 - If the country has a well-developed relationship with the US or has a well-developed training program, but would like to develop a new capability.
 - Note: The above items are not authorized, but with strong justification can be approved.
- When the DVOT Worksheet and Waiver have been sent to DSCA, DVOT PM will create a budget estimate (Cost Estimate Sheet), which will reflect the proposed itinerary. This budget will then be sent to the SCO for approval and to SATFA to ensure there is adequate funding available.
- Pending DSCA approval, the DVOT PM will begin the planning process by reaching out to the requested visit installations to confirm availability to host during requested timeframe.
 - The main factor for host installations is availability:
 - Are senior leaders on post and available to support the visit? And,
 - Are there any conflicting visits or major events?

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- Many host installations will not support a visit if their senior leaders (or equivalents to the head of the delegation) are not able to host the visit. While this may seem relatively unimportant depending on the delegation or the delegation's objectives, from a protocol and foreign relations perspective, it is reasonable.
- After DSCA approves (if required), and both SCO and NDU have agreed on a budget SATFA will program the DVOT in DSAMS using the appropriate MASLs, based on the Cost Estimate Sheet created by the DVOT PM. This should occur no later than 40 days prior to the start of the DVOT. However, SATFA should be looped in to DVOT coordination at any time funding or programming is being discussed. SATFA representative can give insight into available funding and any issues related. See explanation of MASLs below:
 - MASL B366003 DVOT Management Fee (B872): This includes all of NDU's costs for acting as DVOT executive agent, including NDU resources, labor, etc. This covers DVOT PM pay and is calculated using civ pay calculator. This funding is sent to NDU via 285-R prior to DVOT.
 - MASL B366004 DVOT Support (B872): This includes all CONUS including lodging, CONUS airfare, ground transportation, group meals, field studies activities, and any additional operational costs. This MASL covers the stated costs for the delegation and interpreter(s). If necessary, US escort officer funding can be included in this MASL. If it is included, a DTS cross-org will be given to the US escort officer to utilize for travel orders. Otherwise, MASL B362000 will be used for US escort officer funding. For MASL B366004, this funding is sent to NDU via 285-R prior to DVOT.
 - MASL B366006 DVOT Mandatory Planning (B872): This MASL is used for the \$5,000 non-refundable deposit. This funding is sent to NDU via 285-R prior to DVOT.
 - MASL B362000 Escort Officer (B831): Note: Escort Officers normally travel on individual DTS or E2 orders. This MASL includes OCONUS and CONUS airfare, OCONUS and CONUS lodging, and M&IE for US escort officer. This is sent to the SCO via fund cite letter to utilize prior to DVOT. SCO purchases OCONUS airfare and OCONUS lodging. (If necessary, MASL B366004 can be used to program US escort officer CONUS costs, including CONUS lodging and CONUS airfare).
 - MASL B181011 OT Participants (B872): This is a per person cost, programmed against a different WCN for each DVOT/OT delegation member. It includes OCONUS airfare, OCONUS lodging (if required), and both OCONUS and CONUS meals and incidentals. This is sent to the SCO via fund cite letter to execute prior to DVOT/OT. SCO purchases OCONUS airfare and OCONUS lodging. Meals and incidental costs are issued in cash from SCO to participants prior to DVOT/OT.
 - MASL B179923 Interpreter (B872): This is a per person cost, programmed against a different WCN for each interpreter. It includes OCONUS airfare, OCONUS lodging, and both OCONUS and CONUS meals and incidentals. This is sent to the SCO via fund cite letter to execute prior to DVOT. SCO purchases OCONUS airfare and OCONUS lodging. Meals and incidental costs are issued from SCO to interpreter prior to DVOT.

Note on Programming:

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DVOT PM will work with the CPM at SATFA to program the DVOT. As the program is relatively unique and countries are limited to one DVOT per year, programming the DVOT is not a regular process for CPMs.

DVOT PM coordinated with SATFA in 2019 to update SATFA's DVOT SOP and materials and ensure a consistent understanding of the process. The following language and information is helpful in the planning process. Please also see Appendix N for SATFA DVOT SOP and other materials.

WCNs: IMET-funded DVOTs should use the 6000-6999 series WCNs. FMS/FMF-funded DVOTs should use WCNs that correspond to the fiscal year (this is based on SATFA practices).

Track Type: For the MASLs that require ITOs, B181011 OT Participants and B179923 Interpreter, the Track Type must be IMS in order to be able to create ITOs. For all other MASLs, the Track Type must be OT.

DVOT TIMELINE

If the requested start date of a DVOT is 25 February, this chart shows an example timeline for the planning process. Dark Green indicates the ideal timeframe for each planning item. Yellow and Red indicate potential problems in the planning process.

The deadlines below are outlined in the JSCET.

DVOT Start																	
25-Feb-16	Deadline	28-Sep	8-Oct	18-Oct	28-Oct	7-Nov	17-Nov	27-Nov	7-Dec	17-Dec	27-Dec	6-Jan	16-Jan	26-Jan	5-Feb	15-Feb	25-Feb
DVOT Request and Worksheet Sent to NDU	120 Days Prior																
DVOT Request (Worksheet and IMET Waiver) Sent to DSCA for Approval	90 Days Prior																
NDU develops budget estimate, sent to SCO and SATFA for approval	80 Days Prior																
Names, Bio Data, Copies of Passports and Copies of Visas are sent to NDU from SCO (minimum of names and ranks at this point)	60 Days Prior																
\$5,000 non-refundable deposit is sent to NDU from SATFA via 285-R	50 Days Prior																
MASLs are programmed and WCNs are created	45 Days Prior																
Funding is sent to NDU and SCO from SATFA	40 Days Prior																
FVRs are submitted by Embassy in Washington, DC through official channels	30 Days Prior																
NDU Submits Manual Travel Orders	30 Days Prior																
Final itinerary available, given to SCO for translation	14 Days Prior																
Briefings (as available) given to SCO for translation	10 Days Prior																
ITOs are created in SANWeb	10 Days Prior																

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DVOT SCHEDULING

- DVOT PM may frequently receive multiple requests from different countries for the same time frame, especially during fall and spring. Overlapping DVOTs should be avoided if possible. In order to manage incoming requests, DVOT PM should ensure that all requests are given equal opportunity by making the set of request requirements standard and should accommodate on a first come, first serve basis with completed DVOT Worksheet and signed DVOT Waiver. A DVOT should be considered unconfirmed until DVOT PM receives DVOT Worksheet, SATFA has confirmed that funding is available, and the SCO, COCOM, and DSCA have signed the DVOT Waiver. To assist SCOs, DVOT PM can send SCO an example of a completed Worksheet. When DVOT PM receives DVOT Worksheet from SCO, provided that time frame is mutually agreeable, the time frame should be considered held for that country. Immediately, however, DVOT PM should address any potential issues with DVOT Worksheet, such as objectives, funding, etc.
- The DVOT PM understands that sometimes due to external factors the DVOT will be canceled. When working with such high-level officials, schedules can change drastically at any time.
 - Additionally, the DVOT PM may cancel a DVOT when necessary. However, this should only be done when absolutely necessary, as it can hurt relationships.
- The DVOT PM will also keep DVOT events up to date on office-wide shared calendar and include in annual office planning documents.
- The DVOT PM will keep a DVOT Database using Microsoft Access. This database will contain information on all DVOTs ever conducted by NDU, including country, year, delegation members, locations visited, and objectives. All ISMO staff members will have access to this Database.

PLANNING AND PREPARATION

- As stated in the “Initial Request” section, the SCO will provide the DVOT Program Manager a completed DVOT Worksheet, which will include the requested locations, installations, objectives, number of participants, and name and rank of head delegate no later than 120 days before the projected DVOT start date.
- The DVOT PM will put together a proposed itinerary based on the requested installations, objectives, and dates provided by the SCO Chief. This proposed itinerary will be reflected in the budget. Budget will include per diem amounts. See Appendix I for a sample budget.
- The DVOT PM will confirm availability of requested installations and will continue to focus the visit on specific objectives to maximize effectiveness of the visit. After DVOT PM has made initial contact with installations to request visit, installations will request more detailed information from DVOT PM to determine availability to host at appropriate level and to focus the visit on specific objectives of delegation. Narrowing the objectives to apply to each specific location will require discussion with SCO. This information will help locations determine if they have the staff bandwidth to host and will help them provide the best possible visit. When discussing the content of the visit, it is helpful to include the SCO to provide context. DVOT PM should lead all logistical discussions. Also, for some installations, it may be their first time hosting a DVOT, which will require an additional level of explanation.

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- When visiting various military bases, DVOT PM may try to arrange transportation through base protocol when it meets the needs of the delegation and the itinerary, and is available for only the period of the visit. DVOT PM must arrange private transportation for the delegation for non-official hours/days. Generally delegations prefer base transportation, and it is usually the better option in terms of size (i.e. for parking), knowledge of the area, and control. In some cases, lodging may also be arranged through base protocol. For example, visits to remote locations like the Marine Corps Mountain Warfare Training Center in Bridgeport, California necessitate base lodging, as no other options in the vicinity are available. Base lodging may also be preferable if lodging options are far away, if time in the location is extremely limited, or if adequate lodging options are otherwise not available. On-base lodging, like commercial lodging, will be paid for via CBA. A standard rooming list will be submitted to the lodging provider. See the paragraph below for additional information on lodging. When visiting a military installation, depending on the itinerary and the needs of the delegation, group meals can be arranged on base. DVOT funding can be used to pay for group meals for delegation and hosts, provided that they are within the appropriate per diem amount and can be paid via CBA. This must be arranged prior to DVOT. In some instances, host locations will cover meal costs. Ensure that locations know of any dietary restrictions or other preferences and requirements.
- DVOT PM will make lodging reservations for entire CONUS portion of DVOT. Lodging cost must be no more than the allowed maximum lodging per diem for that location, unless waived by NDU-RMD. Lodging reservations should not include tax, whenever possible. Tax exempt form or memo may be required. Rooms requiring individual payment may include tax. NDU escort will pay for room individually using IBA. US escort, depending on travel reimbursing system (DTS or E2), may also pay for room individually – this must be established prior to funding the DVOT. All other rooms will be paid as a group via CBA. See Appendix J for standard rooming list form.
- DVOT PM will make all CONUS air transportation arrangements. Air travel arrangements will be made through Carlson CWT Sato Travel. Name, date of birth, and gender on each passenger will be needed at the time of reservation. After reservations have been made, signed orders must be sent to Carlson for final ticketing. All CONUS tickets will be paid via DVOT PM CBA.
- SCO will make all OCONUS air travel arrangements, along with any necessary OCONUS lodging. SCO should send confirmed OCONUS flight itinerary to DVOT PM as soon as it is booked in order for DVOT PM to make arrival and departure arrangements.
- NDU Logistics will make all CONUS ground transportation arrangements. DVOT PM has no control over this process and the supplied buses. (Previously - DVOT PM will send bid request to all approved carriers in area using DTMO list of approved carriers. DVOT PM will collect at least 3 bids and choose based on a variety of factors including cost, history with company, reliability, responsiveness, quality of coaches, coach size based on needs of delegation, etc. Per DoD policy, NDU is not permitted to pay parking, tolls, or other fees associated with transportation.) The bus company is responsible for providing driver information to DVOT PM in a timely manner in order to complete base security requirements. The bus company should be familiar with route and locations and should include any associated costs in quote, understanding that they will be responsible for covering costs such as

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parking and tolls. The bus company will also be responsible for paying for driver's lodging accommodations. Accommodations should be made with delegation wherever possible or necessary. In Washington, DC for example, driver will not need accommodations as a local company will supply coaches and drivers. This will be the same in many locations. See Appendix K for bus quote request information. This information must be submitted into NDU Sharepoint 35 days in advance.

- The SCO will provide the DVOT PM with participant names, ranks, copies of passports and visas, and relevant biographical data, to include background/CVs, on participants no later than 60 days before the DVOT start date.
- DVOT budget will be finalized by NDU and funding will be programmed by SATFA and sent to via 285-R NDU no later than 40 days before the DVOT start date.
- DVOT PM will submit manual group travel orders (DD1610) to NDU-RMD no later than 30 days before the DVOT start date.
- The DVOT PM will work with the country's embassy in Washington, DC to ensure that the Foreign Visit Request (FVR) is submitted through the appropriate official channels to each requested visit location at least 30 days prior to the date of the visit. Each location will require an FVR. DVOT PM should coordinate with host to ensure the FVR is routed to appropriate POCs for approval. FVR must be approved and complete before visit can take place. See Appendix L for sample FVR form.
 - FVRs are submitted through the country's embassy in Washington, DC. DVOT PM should ensure that the embassy submits FVR through proper diplomatic channels and should assist with providing specific POCs. Most delegations that visit Washington, DC will also wish to conduct events with their embassy, this may include dinners, official visits and discussions, etc. The DVOT PM may or may not be included in these arrangements. Embassy officials may also be interested in joining the delegation for official visits and/or field study activities in the Washington, DC area. The invitation should be extended prior to DVOT so appropriate arrangements can be made, especially for visits requiring advanced security. Please see Appendix M for a list of FVR contacts by service.
- If the DVOT itinerary includes a visit to the Pentagon, NCTC, NSA, or other secure location, additional biographical information in advance of visit may be required. Most delegations that visit the Washington, DC area will wish to conduct a Pentagon tour. DVOT PM should arrange this for each delegation visiting the area. [Visitorsponsor.pfpa.mil](http://visitorsponsor.pfpa.mil) is the website to register all Pentagon visitors for building access. DVOT PM must register both US and foreign visitors in this system, or participants may not be able to enter the building. This website is accessible on the NIPR (.Mil) computers in the NDU library. For Foreign Nationals, passport number, date of birth, citizenship, FVR number, and requested entrance are required. I recommend coordinating entrance through the North Parking Entrance, however it is also feasible to enter through the main entrance, Note preferred entrance on the visitor registration form for each visitor. For US visitors, you will need to include date of birth and social security number.
- The DVOT PM should have Pentagon access and escort privileges, using DD 2249.
- The DVOT PM will make all substantive and logistical arrangements for the DVOT.

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- The DVOT PM will work with the SCO and with the host installation action officers to determine the appropriate focus and strategic content of the visit.
 - The DVOT PM will work with SCO to ensure that both the country's particular needs and objectives are met and that the US objectives of the visit are met as well.
- Logistically, the DVOT PM will work with action officers and POCs at each location including any specific protocol or cultural measures that must be conducted, such as a gift exchange or specific religious or dietary needs. Additionally, DVOT PM will make all CONUS travel arrangements, including airfare, bus transportation, lodging, tickets or admission, tour guides and other field studies activities, and meals.
 - The DVOT PM will ensure that appropriate arrangements are made regarding the level and rank of the visiting delegation. Certain delegations will be more sensitive to rank protocols. Office call or introduction should be done at the level of rank of the head of the delegation, as is possible. Briefers should be able to speak to strategic level issues.
- SCO is responsible for all OCONUS travel and disbursing M&IE, and must provide copies of OCONUS flight itinerary and any lodging arrangements to DVOT PM to coordinate arrival and departure logistics. Cost of OCONUS flights and OCONUS lodging must be included in the budget and must be allocated prior to DVOT.
- The DVOT PM will finalize the itinerary and send to SCO to be translated for delegation prior to the visit, when possible at least 10 days in advance to allow for translation. If the SCO does not have the means to translate the documents, the DVOT PM will use DIA resources, if available, to have the documents translated. See Appendix O for sample itinerary.
- The DVOT PM will request copies of all presentations for translation prior to visit. If they are translated prior to the visit, the DVOT PM will send the translated presentations back to the visit locations to be presented at the time of the briefing. Copies of all available briefings will be included in padfolio created for each traveler. DVOT PM will create a leather binder or "padfolio" for each participant that includes a (translated) copy of the itinerary, biographies of speakers, copies of the presentations (if available), information on the cities that the delegation will be visiting, copies of that individual's ITO and passport, DVOT PM's business card, DVOT Program pen, and a flag friendship pin. All of the documents included will be translated if possible.
- The DVOT PM will finalize the budget and send to SATFA so that the appropriate funding can be sent via 285-R to NDU and committed to the DVOT funding lines. The DVOT PM will confirm with the SCO of the appropriate amount of per diem to issue the delegation prior to their arrival in the US. This amount will cover any meals not covered as group meals by the DVOT Program. All costs, including per diem, will be included in budget. Budget is final prior to DVOT. After per diem has been distributed, the amount cannot be changed. See Appendix P for an example of a 285-R.
- The DVOT PM will work with the SCO to determine any specific needs of the delegation, such as dietary restrictions or preferences, prayer rooms and other religious needs, specific cultural customs, protocol requirements, etc. to ensure that the DVOT runs as smoothly as possible. The DVOT PM will communicate these requirements to the various installations as necessary.

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- SATFA will program the DVOT in DSAMS/SANWeb and the SCO will create the ITOs in SANWeb for DVOT participants 14 days prior to the DVOT start date.

EXECUTION OF DVOT

- The DVOT PM should accompany the delegation for the entirety of the DVOT. The majority of DVOTs request an NDU escort to facilitate the trip. It is possible, but strongly not recommended to conduct an unaccompanied DVOT.
- The DVOT PM will meet the delegation upon arrival in CONUS and will accompany delegation up to departure from CONUS. This may require that the DVOT PM fly out to a different US city to meet the delegation or fly back to Washington, DC after seeing the group off at the conclusion of DVOT from another US city.
- During the DVOT, the DVOT PM will act as the POC for coordination of all official visits, lodging and travel arrangements, field studies activities, and any other events. DVOT PM is solely responsible for all CONUS arrangements.
 - The JSCET highly encourages conducting field studies activities in the various locations visited. There is no mandated number of field studies or field studies objectives required. Normally, DVOT field studies include city tours, museum or cultural/historical site visits, and other group activities.
- The US SCO escort is encouraged to help guide official visit discussions to ensure that the appropriate topics are covered and that the delegation understands the strategic purpose of the briefing. It is for this reason that adequate interpretation should be available if the delegation requires it.
- The country's Defense Attaché in Washington, DC is generally welcome to join delegation for any Washington, DC events and visits. Defense Attaché can in some cases attend entirety of DVOT provided it is preferred by SCO and adequate funding is available, or an alternative fund source is used. Defense Attachés are beneficial on DVOTs as they can ensure that DVOT objectives are understood by in-country representatives and Washington, DC-based representatives of that country. They can also serve as liaisons between the delegation and US staff to ensure that all proper protocols are followed, delegation needs are met, and cultural customs are understood.

POST-DVOT EVALUATION AND FOLLOW-UP

- DVOT PM will write a DVOT summary and distribute to DSCA and NDU leadership.
- DVOT PM will also write an article and provide with a photograph to NDU PAO for NDU newsletter.
- The DVOT PM will use an easily accessible online or paper survey tool to measure feedback from the US escort and delegation members, when possible. The survey will measure whether the DVOT met the objectives of the participant nation, whether the content of the briefings provided information of strategic importance, whether the travel and lodging arrangements were satisfactory, and whether the tour overall was successful. See Appendix R for sample survey.
- After the DVOT, the DVOT PM completes an After Action Report (AAR) that serves as a reference for future DVOTs. The AAR will analyze the communication, planning, and execution of the DVOT. The AAR

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will make recommendations for future DVOTs based on experience and will be used as a tool for improvement of future visits. See Appendix Q for sample AAR form.

- DVOT PM will send a letter of appreciation to any installations or individuals deemed necessary by DVOT PM. See Appendix S for a sample letter of appreciation.

Funding Programs

Distinguished Visitor Orientation Tours are funded through International Military Education and Training (IMET), Foreign Military Financing (FMF), or Foreign Military Sales (FMS). The country must have available IMET funds or have an open FMS or FMF case that can be used to fund the DVOT. DVOT PM will work with the CPM at SATFA to confirm funding is available.

- **IMET** is an instrument of US national security and foreign policy and a key component of US security assistance that provides training and education to students from allied and friendly nations. In addition to improving defense capabilities, IMET facilitates the development of important professional and personal relationships, which have proven to provide US access and influence in a critical sector of society that often plays a pivotal role in supporting, or transitioning to, democratic governments. IMET's traditional purpose of promoting more professional militaries around the world through training has taken on greater importance as an effective means to strengthen military alliances and the international coalition against terrorism. The objectives of the IMET program include:
 - Imparting skills and knowledge that help participating countries develop new capabilities and better utilize their existing resources.
 - Providing training and education that augments the capabilities of participant nations' military forces to support combined operations and interoperability with US, NATO and regional coalition forces.
 - Exposing foreign military and civilian personnel to the important roles democratic values and internationally recognized human rights can play in governance and military operations.
- **FMF** is a critical foreign policy tool for promoting US interests around the world by ensuring that coalition partners and friendly foreign governments are equipped and trained to work toward common security goals and share burdens in joint missions. In that regard, FMF is vital to supporting US coalition partners in the war on terrorism. FMF provides grants for the acquisition of US defense equipment, services and training, which promotes US national security by contributing to regional and global stability, strengthening military support for democratically-elected governments, and containing transnational threats including terrorism and trafficking in narcotics, weapons, and persons. These grants enable key allies and friends to improve their defense capabilities and foster closer military relationships between the US and recipient nations. Increased military capabilities build and strengthen multilateral coalitions with the US and enable friends and allies to be increasingly interoperable with regional, US, and NATO forces. By increasing demand for US systems, FMF also contributes to a strong US defense industrial base, an important element of US national defense strategy. Objectives of the FMF program include:
 - Improving the military capabilities of key friendly countries to contribute to international crisis response operations, including peacekeeping and humanitarian crises.

DVOT PROGRAM

- Promoting bilateral, regional and multilateral coalition efforts, notably in the global war on terrorism.
 - Maintaining support for democratically-elected governments that share values similar to the United States for democracy, human rights, and regional stability.
 - Enhancing rationalization, standardization, and interoperability of military forces of friendly countries and allies.
 - Assisting the militaries of friendly countries and allies to procure US defense articles and services that strengthen legitimate self-defense capabilities and security needs.
 - Supporting the US industrial base by promoting the export of US defense-related goods and services.
- **FMS** facilitates sales of US arms, defense equipment, defense services, and military training to foreign governments. The purchaser does not deal directly with the defense contractor; instead, the Defense Security Cooperation Agency serves as an intermediary, usually handling procurement, logistics and delivery and often providing product support, training, and infrastructure construction.
 - FMS is based on countries being authorized to participate, cases as the mechanism to procure services, and a deposit in a US Trust Fund or appropriate credit and approval to fund services.

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Program Promotion

ONGOING EFFORTS

- The DVOT PM will attend SCETWG events as available and will meet with SCO representatives to discuss opportunities for scheduling DVOTs
 - Recommended by DSCA as most effective option for DVOT outreach
- The DVOT PM will update all promotional materials and resources, including the DVOT page on the ISMO website, and the DVOT brochure. See Appendix T for DVOT brochure.
- The DVOT PM will reach out to COCOM representatives to discuss DVOT opportunities.
- The DVOT PM will share feedback from past DVOT participants/escort officers with SCOs who might be considering participating in the program

FUTURE EFFORTS

- Upload the DVOT brochure, Waiver, Worksheet and other materials on SANWeb and the DISCS website for wider distribution. See Appendix U for updated DVOT page of Security Cooperation Programs Handbook, which is distributed to SCOs prior to pcs-ing to their post in country.

Appendices

- Appendix A: SAMM Chapter 10
- Appendix B: JSCET Chapter 12
- Appendix C: JSCET Chapter 12 Suggested Revisions
- Appendix D: SECDEF Memorandum
- Appendix E: CJCSI 1801.D
- Appendix F: Sample DVOT Worksheet
- Appendix G: Sample IMET Waiver
- Appendix H: DVOT Questionnaire and Planning Checklist
- Appendix I: Sample Budget
- Appendix J: Standard Rooming List Form
- Appendix K: Bus Bid Request Form
- Appendix L: FVR Form
- Appendix M: Service FVR Contacts
- Appendix N: SATFA DVOT SOP
- Appendix O: Sample Itinerary
- Appendix P: 285-R Form
- Appendix Q: Sample AAR
- Appendix R: Sample Survey
- Appendix S: Sample Letter of Appreciation
- Appendix T: DVOT Brochure
- Appendix U: Security Cooperation Programs Handbook DVOT Page (Updated)

C10.17. - Other Training Programs

C10.17.20. Specialized Training.

C10.17.20.1. Observer Training. During Observer Training, the IMS observes methods of operation, techniques, and procedures. Observer Training is not part of a formal course of instruction although it sometimes supplements or follows a student's formal training. Observer Training is authorized only if a course covering the desired training is not available. This includes specialist-type training. Certain Observer Training explicitly excludes "hands on" training. For example, foreign personnel enrolled under Medical Observer Training are prohibited from hands-on patient care.

C10.17.20.2. On-the-Job Training (OJT) or Familiarization Training. OJT is follow-on technical training devoted to practical application conducted after attendance at a formal course of instruction. This training is planned in advance as part of the country's training program. For IMET, OJT conducted independently and not in conjunction with formal courses of instruction is authorized in the United States only if a course covering the desired training is not available. OJT in overseas schools and installations is provided in accordance with CCMD or MILDEP policies, dependent on the training sponsor.

C10.17.20.3. Orientation Tours. Orientation Tours familiarize selected mid- and senior-level foreign military personnel with U.S. military training and doctrine. These tours may be designated as Distinguished Visitor Orientation Tours (DVOTs) if there are General Officers or equivalent MoD civilian personnel in the delegation. These tours are hand-tailored, short, intensive education programs that meet the specific needs of the country. National Defense University (NDU) is responsible for conducting OTs and DVOTs sponsored by the SC training program. These tours are limited to countries with lesser-developed defense relationships with the United States (e.g., new IMET recipient countries), unless extraordinary circumstances exist. In addition to the military objectives, OTs serve to enhance the United States and participating nation mutual understanding, cooperation, and friendship. See Section C10.6.3.5., for DVOT additional information. See Section C10.11.1.2., for additional information regarding the requirement for foreign visit requests (FVR) and ITO for DVOT participants.

C10.17.20.3.1. Orientation Tour Requirements. See the National Defense University DVOT Program Overview and Desk Top Reference - available at <http://ismo.ndu.edu/ISMO-Programs/International-Visits/DVOT-Program>. Some OTs are eligible for IMET funding. When submitting orientation tour requirements, the positions held by the visiting officers must be indicated. A fillable OT/DVOT request form and worksheet are also available in SAN/SC-TMS under FORMS.

C10.17.20.3.1.1. Requests for OTs at the Chief of Staff and higher levels are not funded under IMET and should be referred to the corresponding U.S. element for funding and other action.

C10.17.20.3.1.2. DVOTs are funded with IMET, FMF or FMS. The country must have available IMET funds or have an open FMS or FMF case that can be used to fund the DVOT. IMET and FMF funded DVOTs are authorized for senior country officials holding positions of major importance and high authority below the equivalent U.S. position of

Chief of Staff or Chief of Naval Operations. All FMS, FMF and IMET-funded DVOTs must be approved by DSCA (Building Partner Capacity Directorate (BPC)). If the visit includes visits to a senior OSD or JCS office, then a similar visit to DoS will be scheduled.

C10.17.20.3.1.3. DVOTs should not exceed fourteen calendar days plus overseas travel time and should be limited to not more than five visitors per tour. Travel arrangements (mode of transportation for overseas and domestic travel) and accommodations should be comparable to those provided U.S. personnel under similar circumstances.

C10.17.20.3.1.4. Orientation Tours (not DVOTs) are authorized for selected officers who may become future leaders and policy makers. Tours should be restricted in number (not more than seven visitors per tour) and limited primarily to international military participants. OT/DVOTs to visit the U.S. Military academies are not authorized. The FAA, section 636(g) (22 U.S.C. 2396(g)), provides the authority to reimburse the expenses of U.S. military officers detailed in connection with orientation visits of foreign military and related civilian personnel.

C10.17.20.3.1.5. Medical Screening, Security screening and Human Rights Screening (Leahy vetting) are required for all OT and DVOT participants. Human Rights Screening (Leahy Vetting) is not required if the tour is funded with FMS/Partner Nation Funds. DVOT and OT participants funded by FMF and IMET are covered for emergency medical treatment only. See Section C10.8., for specific screening requirements.

C10.17.20.3.2. Country Team Evaluation of Orientation Tours. Prior to any proposal to country officials, which could be construed as an agreement to provide a tour, the SCO should coordinate with the NDU OT/DVOT Manager to ensure the request meets OT guidance. Once the coordination is complete, the SCO will forward the OT requests to the CCMD, DSCA, NDU, and the IA, with supporting rationale and justification for approval. (NOTE: A fillable OT/DVOT request form and worksheet are available in SAN/SC-TMS under FORMS. IMET-funded OTs are programmed only after the SCO Chief attests to their importance to the country's efforts and the SCO forwards the request for approval. Orientation Tours should not comprise a major portion of an established program nor be a routine use of country program funds.

C10.17.20.3.3. Participant Selection for Orientation Tours. Participant selection and itinerary design should be based on maximum accomplishment of objectives. Where tour objectives are specific in terms of exposure to specialized techniques, procedures, and facility operation, the schedule should be designed accordingly, as opposed to tours in which the objective is broad exposure to concepts, higher-level decision-making, management, and staff operation.

C10.17.20.3.4. Official Entertainment for Orientation Tours. Official entertainment in connection with Orientation Tours (e.g., luncheons, dinners and receptions) should be in keeping with the grade and position of tour participants.

C10.17.20.3.5. Assignment of Escort Officers for Orientation Tours. When lack of English fluency of the participants makes a language-qualified escort essential to tour objectives, every effort is made to provide one. SCO representatives should not be used

as escort officers for IMET-sponsored Orientation Tours. However, in exceptional cases and with prior approval of DSCA (Building Partner Capacity Directorate (BPC)) a SCO representative may serve as an escort officer. This is justified when special qualifications, workload, unusual rapport with key host nation personnel, and associated projects or contacts may be useful. The SCO representative selected as an escort officer is under the complete jurisdiction of the executive agency (NDU) and remains with the tour at all times until the tour participants return to host nation. Temporary Duty (TDY) travel and per diem costs for the escort officer for the duration of the tour are chargeable to IMET funds, and are programmed as a separate line in the country program under budget project N70. U.S. personnel other than bona fide escort officers designated or agreed to by NDU for tour implementation are not authorized to accompany tour groups. The dollar value of escort officer expenses is programmed in the TLA data field.

C10.17.20.3.6. Responsibilities for Orientation Tours. While every effort is made to meet SCO recommendations, the tour agenda is the responsibility of NDU and the DSCA (Building Partner Capacity Directorate (BPC), and the appropriate Integrated Regional Team (IRT)). NDU must clear all itineraries with the DSCA (Building Partner Capacity Directorate (BPC), prior to releasing the proposed agenda to the country team.

C10.17.20.3.7. Leave for Participants in Orientation Tours. When authorized in the ITO, leave may be taken by tour participants at the conclusion of an Orientation Tours at no additional expense to IMET.

- b.* The IMSO will advise Air Force Security Assistance Training Squadron/Field Studies Program Office of the total amount of funds expended within 30 workdays after completing the tour.
- c.* Base IMSO are encouraged to contact other IMSO within the same area so they are aware of other activities of interest to IMS at their location.
- d.* The Field Studies Program funds will not be obligated or expended to pay for food outside the military installation unless associated with a Field Studies Program trip where students do not stay at or have the opportunity to dine upon a military installation.

Chapter 12

Orientation Tours

Section I

General

12-1. Objectives

- a.* OT are provided under the Security Cooperation Education and Training Program (SCETP) to selected foreign officers and government civilians of new or transitioning countries for familiarizing them with U.S. military doctrine, techniques, procedures, facilities, equipment, organization, management practices, and operations and civil-military theories and practices.
- b.* OT may be one of the first SCETP for a new or transitioning country, whose government structure is undergoing a transition as a result of the end of a civil war, or military rule. These leaders often need quick and time-sensitive ways to learn how to better manage their country's defense resources, or how to interact within their new civil-military defense structure, or how to better train their newly-designed Armed Forces. OT provide this opportunity. These tours are conducted as short-term orientations as opposed to long-term formal courses.
- c.* OT are usually limited to countries with lesser developed relations with the United States, but in recent years, transitioning countries not new to security assistance have conducted tours to deepen their knowledge of democracy, peacekeeping, military modernization and interoperability, and counterterrorism. These tours are conducted as short-term orientations as opposed to long-term formal courses.
- d.* In addition to the military and expanded civil-military objectives to be achieved through OT, it is intended that they serve to enhance mutual understanding, cooperation, and friendship between U.S. forces and participating nations.

12-2. Types of orientation tours

The two types of OT-sponsored by DOD under the SCETP are as follows:

- a. Distinguished visitors orientation tour.* A distinguished visitor orientation tour is conducted only for high-level or senior foreign military officers and government civilians (below the equivalent U.S. position of Chief of Staff, Chief of Naval Operations, or Commandant of the Coast Guard or the Marine Corps) holding positions of major importance or selected for such positions. A distinguished visitor orientation tour normally is of flag or general rank and civilian equivalent. A distinguished visitor orientation tour is conducted for a period not to exceed 14 calendar days plus overseas travel time and distinguished visitor orientation tour is limited to not more than seven participants per tour. For waiver exceptions to increase the number of participants the Security Cooperation Organization must get approval from DSCA. Courtesies and honors should be afforded a distinguished visitor orientation tour according to the participant's rank and position. Such honors and other appropriate activities (such as receptions, dinners, or luncheons) should be modest. Personal aides are not authorized to accompany flag or general officers.
- b. Orientation tour.* An OT is conducted for selected foreign officers and government civilians who are destined for responsible positions in their country's military and or parliamentary establishment. These officers and civilians do not presently qualify for DVOTs. An OT is conducted for a period not to exceed 14 calendar days plus overseas travel time and is limited to not less than three but no more than seven participants per tour. An OT is provided on a modest basis with minimum official entertainment.

12-3. Other visits

- a. Chief of Staff or head of Service visits.* Visits by the heads of foreign military Services, or officers designated to occupy such positions, are arranged through diplomatic channels under the auspices of the head of the U.S. sponsoring Military Service. These visits are not implemented under security assistance sponsorship or procedures.
- b. Self-invited visits.* Self-invited visits are requested by the foreign country through diplomatic channels and all expenses are the responsibility of the foreign country. Security Cooperation Organization will coordinate requests for self-invited visits with the appropriate U.S. country team.

12-4. Programming and implementation

- a.* OT will be programmed in the FY IMET or FMS programs in the same way as other training at the annual

Security Cooperation Education and Training Working Group hosted by the Combatant Commands. (See fig 12–1 for programming information for orientation tours.)

b. All OT under IMET sponsorship must be approved by DSCA before implementation. Itinerary, justification, and adequate supporting rationale should be forwarded by the Security Cooperation Organization along with the ambassador's statement attesting to the importance of providing such training.

c. Unless otherwise directed, NDU will schedule, cost, coordinate and plan OT, which can be single Service or Joint-oriented in nature and scope. NDU will charge the country program an OT coordination fee (or manpower fee). See section III for final guidance.

d. Requests for unprogrammed orientation tours will be considered only by exception, on a case-by-case basis. Requests will be sent through the Combatant Command to the NDU no less than 120 days before the requested tour start date.

e. OT are not "off-the-shelf" programs, OT are hand-tailored, intensive training programs that are developed to meet the defense and civil-military needs of a new or transitioned country. Each is tailored to country requirements and U.S. objectives. One itinerary is provided for each tour, regardless of the number, grade, or assignment of tour participants.

12–5. Restrictions and limitations

a. Tours will have training/education as the primary focus.

b. Tours will not be programmed or implemented in conjunction with other sequential training.

c. Tours will be conducted on an unclassified basis.

d. Tour participants should have a minimum ECL of 70, if not an interpreter will accompany the team.

e. Tours to the U.S. Service academies will not be arranged during examination and graduation periods (normally 1 May to 1 June).

f. The tour program will not be used to support visits that have materiel acquisition as an objective.

g. Tours funded under IMET will not be used to promote foreign military sales.

h. Persons who have taken part in training in the United States will be scheduled for an orientation tour under IMET only when fully justified by the Security Cooperation Organization. The combat commander, DSCA, and the Military Service must also approve such actions.

i. The foreign country may program only (1) OT per year subject to the Military Service or NDU capability to implement the tour.

12–6. Biographical data

Biographical data on each tour participant will be provided in accordance with paragraph 10–11. Biography data will be sent to the Military Service at least 60 days before the scheduled arrival of the participants in CONUS.

12–7. Invitational travel orders

Each orientation tour participant requires an Invitational Travel Order (ITO). ITO will be sent to Military Service in accordance with chapter 9.

12–8. Pre-departure briefing

a. Foreign officers selected to participate in OT will be thoroughly briefed by Security Cooperation Organization personnel before departure to the United States.

b. The following items should be given special emphasis during the in-country predeparture briefing:

(1) *Itinerary*. No changes will be made to the final itinerary established for the orientation tour and all orientation tour participants will travel together for the duration of the tour.

(2) *Clothing*. Military uniforms are required; however, participants should bring some seasonal casual clothes and at least one civilian suit.

(3) *Family members*. Family members are not authorized to accompany orientation tour participants.

(4) *Medical services*. Only emergency medical services will be provided. See chapter 8 for eligibility requirements.

(5) *Leave*. If authorized, leave can be taken only upon conclusion of the orientation tour. Appropriate leave authorization will be included in the ITO.

(6) *Privately-owned vehicle*. Purchase of a POV by orientation tour participants will be deferred until completion of the tour.

(7) *Orientation tour authorized expenditures*. Inform orientation tour participants about the charges the program will cover and incidental charges they will have to cover with their own personal funds.

(8) *Events*. Gift exchanges, office calls with U.S. officials, receptions, and distinguished visitor orientation tour representational events.

(9) *Economy coach air*. Tour participants will generally fly CONUS at the economy government rate.

12-9. Baggage

a. Each IMET orientation tour participant is authorized two pieces of baggage not to exceed the weight limit for U.S. domestic air travel. For that portion of the travel funded under IMET, baggage will accompany the individual. This authorization will be included in the ITO. The tour participant will pay the cost for excess baggage or weight. Additional allowance for instruction material is authorized.

b. Because of baggage handling problems, the baggage limitations applicable to IMET participants in paragraph *a*, above should be adhered to by FMS participants.

12-10. Field Studies Program activities

Field Studies Program requirements are discussed in chapter 11. As part of the SCETP, every effort must be made to include some areas of the FSP programs in the orientation tour to expose tour participants to cultural, social, economic and historical aspects of America. The SAMM, paragraph C10, 11.5. Extraordinary Expenses, offers additional guidance.

12-11. United States escorts

a. The Security Cooperation Organization will normally furnish U.S. escorts from their office resources. If available, escorts fluent in the language of the tour participants will be furnished. The escort will accompany the tour group from the time of departure from OCONUS to arrival in CONUS, until the group departs for the group's home country, except during authorized leave periods.

b. The Security Cooperation Organization representatives should not be used as escort officers for IMET-sponsored OT. However, in exceptional cases and with prior approval of DSCA, a Security Cooperation Organization representative may serve as an escort officer. This is justified when special qualifications, workload, unusual rapport with key host country personnel, and associated projects or contacts may be useful. The Security Cooperation Organization representative selected as an escort officer is under the complete jurisdiction of the implementing agency (NDU) and remains with the tour at all times until the tour participants return to host country. Temporary duty (TDY) travel and per diem costs for the escort officer for the duration of the tour are chargeable to IMET funds, and are programmed as a separate line in the country program. U.S. personnel other than bona fide escort officers designated or agreed to by NDU for tour implementation are not authorized to accompany tour groups. The dollar value of escort officer expenses is programmed in the TLA data field.

c. U.S. personnel assigned within the foreign country may act as escorts if recommended by the Security Cooperation Organization, Combatant Command and approved by DSCA and NDU.

d. If the Security Cooperation Organization cannot provide escort officers and/or interpreters, Military Service will provide and budget costs to the tour.

e. The escort will use billeting accommodations at the same location (hotel, motel, or bachelor officer quarters) as provided to the tour participants.

f. The use of foreign country personnel as escorts is not authorized. They can serve as interpreters, if qualified, but must accompany the U.S. escort officer.

g. If interpreters are required, but cannot be provided by the Security Cooperation Organization, Military Service must provide by other sources and ensure they are qualified, budgeted for, cleared, and properly briefed of their tour responsibilities.

h. The U.S. escort may be appointed as class A agent/cashier for disbursing funds to defray the cost of Field Studies Program activities. Installations hosting official functions, chargeable to the Field Studies Program, should ensure that appropriate charges are presented to the U.S. escort before the tour leaves the installation.

Section II Programming

12-12. Orientation tours

a. OT are programmed as separate WCN and all tour participants will be programmed as separate WCN (tour participants) entries.

b. The cost of the tour line is included in the travel and living allowance (TLA) column and includes the following:

(1) Round trip transportation to the CONUS port (if IMET or CTFP pays overseas transportation). When U.S. funds are used, U.S. carriers will be used at the lowest cost. For IMET waivers refer to figure 12-2. Orientation tours funded under FMS cases will not include overseas transportation unless a waiver has been provided by DSCA.

(2) The costing factor determined by NDU or the Military Service to cover the costs of CONUS travel, quarters, meals, and Field Studies Program. OT-funded under FMS cases may include all; a portion; or none of these costs as directed by the country.

(3) The U.S. escort may be programmed for the duration of the tour plus one additional week to allow for the Military Service briefing, travel to the port of tour arrival, and travel from the port of tour departure.

(4) Tour and U.S. escort must be programmed in the current FY program.

(5) Installations that host official functions can be reimbursed through the distinguished visitor orientation tour implementing agency.

(6) Tour participants are responsible for personal expenses and must have sufficient funds to defray their costs.

c. A meal and incidental allowance is payable to IMET OT participants in accordance to the JTR. OT participants should be given an advance payment for meals and incidentals by the US Embassy in country. In extraordinary circumstances this payment may be made by the OT implementing agency. Upon return to the home country and completion of the TDY voucher, OT participants will be reimbursed the remaining 20 percent meal and incidental allowance.

d. Installations can request EE funds. The amount of expenditure per installation visited will be as determined by the NDU or the Military Service.

e. The escort officer may be appointed as class A agent/cashier for disbursing funds to defray the cost of participants' and International Program activities.

f. When possible, OT participants should be assigned double room accommodations within JTR lodging allowance, if funded by the IMETP.

g. The tour and the U.S. escort must be programmed in the current FY program.

h. Installations that host official functions, chargeable to security assistance funds, should ensure appropriate charges are presented to the escort officer before the tour leaves the installation.

i. Tour participants are responsible for personal expenses and must have sufficient funds to defray their costs.

12-13. Distinguished visitor orientation tour

a. A meal and incidental allowance is payable to IMET distinguished visitor orientation tour participants in accordance to the JTR. Distinguished visitor orientation tour participants should be given an advance payment for meals and incidentals by the U.S. Embassy in country. In extraordinary circumstance this payment may be made by the distinguished visitor orientation tour implementing agency. Upon return to the home country and completion of the TDY voucher, distinguished visitor orientation tour participants will be reimbursed the remaining 20 percent meal and incidental allowance.

b. Installations can request EE funds. The amount of expenditure per installation visited will be as determined by the NDU or the Military Service.

c. When the use of commercial quarters is required, distinguished visitor orientation tour should be provided with single room accommodations.

12-14. Procedures for requesting orientation tours

a. Requests for OT visits in the United States must be submitted via the Combatant Commander to DSCA, the Military Service and NDU at least 120 days before the desired departure date from the country. An IMET waiver and tour objective worksheet whether IMET-, FMS- or RDCTP-funded must be completed by the Security Cooperation Organization and submitted to DSCA for approval and NDU coordination respectively. The objectives worksheet should include the following information:

(1) General scope of interest of tour participants.

(2) Suggested itinerary with specific areas of interest at the activities recommended to visit.

(3) Recommended International Program activities.

(4) Number of participants and the name and rank of the senior officer.

b. Upon receipt of the information in, NDU will contact the proposed installations immediately as to the feasibility of hosting the requested OT visit and will submit a detailed itinerary within 10 days. At the same time, the Security Cooperation Organization is required to forward the following information so that it will arrive no later than 45 days before commencement of the visit:

(1) ITO of participants.

(2) List of participants in order of precedence, including rank as U.S. rank equivalent) and billet currently held or anticipated.

(3) Biographical data on plain bond paper for all participants. These must be in English. An original and two copies are required, each with a photograph affixed.

(4) Roommate assignments when applicable.

(5) Name and rank of the designated Class A agent/cashier if the Security Cooperation Organization is supplying escorts.

c. Based on the information received from the Security Cooperation Organization and from the commands to be visited, NDU will prepare a final itinerary approximately 30 days prior to execution of the scheduled tour.

Section III

Department of the Army (National Defense University)

12–15. Letter of offer and acceptance pricing

a. To ensure proper pricing of FMS OT and to ensure that costs incurred are borne by the purchasing country, the following cost guidance will be applied in preparing the letter of offer and acceptance (LOA):

(1) *U.S. escort.* The cost estimated for pay and allowances should be computed using the standard composite rate plus a 20-percent acceleration factor. Per diem should be computed according to the JTR for the duration of the tour plus 1 week. All transportation costs should be included.

(2) *Project officers.* Local project officer and staff charges should be computed for each installation visited to cover and estimated 1man-week of preparation for and participation in activities connected with the tour.

(3) *CONUS transportation for tour participants.* Costs for all CONUS travel will be based on current commercial, USG-purchased coach fares unless otherwise specifically requested by the country involved.

(4) *Field Studies Program.* A standard cost per week of \$150 per OT participant and \$250 per distinguished visitor (DV) tour participant may be included to pay for International Program activities and official host functions at the installations visited. These funds will not be used for any other purpose.

b. *Local asset use charge.*

(1) One through four \$200.

(2) Over four \$250.

c. FMS OT will be conducted on a cash-in-advance basis; no other terms are authorized. Funds stipulated in the LOA will be deposited with DFAS not less than 90 days in advance. If funds are not available, a U.S. escort cannot be appointed nor can CONUS travel arrangement be made.

d. Each orientation tour will be covered by a separate sales case unless the foreign country desired to fund from an existing FMS training case.

12–16. Responsibilities for orientation tours

a. The NDU will—

(1) Act as implementing agent and primary Army and Joint Point of Contact for interface with DSCA PGM/flight training exchanges.

(2) Coordinate with Security Cooperation Organization on available tour dates.

(3) Develop, coordinate, cost, plan and execute tour itineraries

(4) Coordinate with Director, SATFA, to ensure funds are transferred to support the tour.

(5) Transfer fund cite to appropriate agencies, that is, airlines, interpreter support, and contractor in support of the tour.

(6) Prepare class A agent orders for escort officer.

(7) Close expense account with escort officer following completion of the tour.

b. Director, SATFA, will—

(1) Program OT under appropriate U.S. government funded program or FMS program.

(2) Ensure that appropriate fund cites are forwarded to NDU and Security Cooperation Organization in ample time to meet administrative requirements.

c. Military Service and Joint commands will—

(1) Assist NDU, SATFA, and commanders of combatant commands in conducting OT.

(2) Provide NDU and SATFA with a detailed itinerary for tour participants at least 30 days prior to participant arrival in CONUS.

d. Security Cooperation Organization will—

(1) Ensure general scope and objectives of the visit are submitted to NDU NLT 120 days prior to the visit.

(2) Provide specific areas of interest and suggested installations to visit to NDU NLT 90 days prior to the visit.

(3) Provide number and names of participants to NDU NLT 90 days prior to the visit and in the proper rank order, annotating the senior participant/head of delegation, including U.S. rank equivalent.

(4) Obtain OCONUS transportation using the ITO fund cite unless circumstances preclude obtaining tickets locally. In that case, Security Cooperation Organization will coordinate with NDU who will make the travel arrangements and have prepaid, round trip tickets issued directly at the originating flight.

12–17. Other visits

a. *Chief of Staff, Army visits.* AR 37–47 covers visits of foreign personnel who hold positions equal to the CSA.

b. *Self-invited visits.* AR 380–10 covers self-invited visits to CONUS Army installations.

12-18. Biographical data

Biographical data or professional curriculum vitae will be submitted by the Security Cooperation Organization to NDU who will ensure they are distributed to installations participating in the orientation tour.

12-19. Invitational travel orders

The ITOs for OT will be distributed as prescribed in paragraph 9-5.

12-20. Travel

Information on the mode of travel to and from CONUS, including the confirmed flight schedules and ports for arrival in and departure from the United States, will be furnished by Security Cooperation Organization message at least 30 days before the arrival date to the following

- a. NDU.
- b. Each OCONUS headquarters through which the tour participants are routed.
- c. Appropriate commanders of combatant commands.

12-21. Tour reports

Within 10 days after the completion of each tour, a tour report will be prepared by the escort officer and sent to NDU distinguished visitor orientation tour, with an information copy to—

- a. Security Cooperation Organization.
- b. Appropriate commanders of combatant commands and Army component command.
- c. HQDA (DASA (DE&C)), 102 Army Pentagon, Washington DC 20310-0102.
- d. Director, SATFA.

12-22. International military education and training orientation tour funding

The following guidelines in funding and reimbursing programmed tour costs will be used:

- a. Funds for tour participants are distributed from the country program allocation through IMET funding channels. SATFA will provide fund cite to NDU for tour execution and to Security Cooperation Organization for inclusion in ITO and roundtrip OCONUS ticket purchase.
- b. The escort officer's travel and per diem funds (generic code N7B) are allocated to SATFA. SATFA will furnish the fund cite to Security Cooperation Organization and/or NDU for the preparation of TDY orders.
- c. The escort officer will be appointed as class A agent/cashier for disbursing funds.

12-23. Foreign military sales orientation tour funding

The following guidelines in funding and reimbursing programmed tour costs will be used:

- a. The SATFA will furnish a fund cite to Security Cooperation Organization or NDU for travel and per diem of escort officer, NDU for CONUS travel of tour participants, and Field Studies Program monies. The OMA funds will be reimbursed from the FMS case. The escort officer will be appointed by NDU as class A agent/cashier.
- b. Upon completion of the tour, SATFA will submit SF 1080 for reimbursement of OMA funds, MPA for escort officer and local project officers.

Section IV

Orientation Tours (Department of the Navy (U.S. Navy, U.S. Marine Corps, and U.S. Coast Guard)

12-24. Procedures for requesting orientation tours

The National Defense University is available to program, coordinate, cost and plan OT or distinguished visitor orientation tour for USN and USMC activities and should be submitted to them unless directed otherwise by Naval Education and Training Security Assistance Field Activity or CG, Security Cooperation Education and Training Center MCCDC. Requests for OT visits to predominately USCG activities will be submitted to USCG International Affairs (GCI).

12-25. Limitations

Visits to the U.S. Naval Academy and other military and civilian colleges will not be scheduled during examination or graduation week. Visits to DON installations whose activities are classified must be fully justified and are subject to the provisions of the SECNAVINST 5510.34A.

12-26. Restrictions

Heads of foreign services and officers scheduled to occupy those positions in the near future normally will not participate in IMET-sponsored OT visits. Visits of this nature are handled by CNO (or CMC) and occur only at the

personal invitation of the CNO or CMC respectively, reference SECNAVINST 5720.44A, SECNAVINST 7042.14A, and OPNAVINST 5710.27B.

12-27. Publicity

Current policy regarding public affairs and information is contained in SECNAVINST 5720.44B DON Public Affairs Policy and Regulations. Requests by the civilian media will be referred through channels to the Office of the Assistant Secretary of Defense (Public Affairs). See chapter 10, paragraph 10-19 of this publication for further information

Section V

Orientation Tours (Department of the Air Force)

12-28. General

The NDU is available to program, coordinate, cost and plan OT or distinguished visitor orientation tour for the USAF and unless otherwise directed, requests may be submitted to them. Should the USAF choose to program the OT or distinguished visitor orientation tour, the following applies:

a. All tours and visits under IMET sponsorship must be approved by DSCA before implementation. Proposed itinerary and justification should be forwarded by the Security Cooperation Organization to DSCA, Washington DC 20301-2800, with information copies to SAF/IAPX/IAPD, 1080 Air Force Pentagon, Washington DC 20330-1080, and Air Force Security Assistance Training Squadron, 315 J Street West, Randolph AFB, TX 78150-4302, as soon as the requirement is known.

b. OT and DV are available to FMS countries on a fully reimbursable basis to the U.S. Air Force. Itinerary approval is required. Security Cooperation Organization will plan OT to be funded by an existing blanket order training case at least 120 days in advance to permit adequate CONUS planning. If an LOA must be written for the tour, the request and the proposed itinerary to Air Force Security Assistance Training Squadron, 315 J Street West, Randolph AFB, TX 78150-4302, not later than 180 days in advance of the proposed start date. During the negotiation phase of an OT, Security Cooperation Organization will specify any unusual tour requirements. Consistent with the OT information provided by the Security Cooperation Organization, Air Force Security Assistance Training Squadron will review the itinerary to ensure that reasonable time is allowed for travel between locations.

c. The ITO for DV and OT will be prepared by the Security Cooperation Organization when authorization to publish the orders has been provided by Air Force Security Assistance Training Squadron. Authority to publish ITO for OT will be provided by Air Force Security Assistance Training Squadron.

d. When travel in CONUS is to be via commercial air, ITO must reach Air Force Security Assistance Training Squadron at least 30 days before the arrival date of the visitors at the CONUS port of debarkation to ensure sufficient time to make travel reservations. Air Force Security Assistance Training Squadron will be informed of the mode of travel and estimated time of arrival of the visitors at least 20 days before the arrival date at the CONUS port of debarkation.

12-29. Orientation tour implementation

a. The Air Force Security Assistance Training Squadron implements, funds, and monitors OT.

b. The Air Force Security Assistance Training Squadron designates the MAJCOM to sponsor the tour based on tour objectives and the proposed itinerary. When more than one MAJCOM is involved, the command with greatest participation and interest is the sponsor.

c. The sponsoring agency reviews the proposed itinerary and recommends changes to assure accomplishment of tour objectives, submits a recommended itinerary to Air Force Security Assistance Training Squadron for approval, appoints an escort officer, and identifies a point of contact at each location in the approved itinerary.

d. The Security Cooperation Organization will provide Air Force Security Assistance Training Squadron with biographic data on OT participants at least 60 days before their arrival in CONUS.

12-30. Escort officer functions

a. A U.S. Air Force escort officer will be provided for all tours. The escort officer will be included as part of the tour requirement in the country's IMET or FMS program.

(1) The escort officer will be briefed on the specific duties and responsibilities regarding funding and the Field Studies Program. (See chap 11, sec II.) In addition, the escort officer's TDY orders will include two additional days after completion of the OT to prepare an after-action report and settle finances.

(2) The escort officer will be responsible for submitting SF 1034 covering the authorized expenditures.

(3) Travel and per diem of the escort officer will be funded from IMET N70 funds or charged to the applicable FMS case.

b. The escort officer will be designated as the paying agent.

12–31. Completion of orientation tours

The Security Cooperation Organization will debrief OT participants upon return to their home country. A summary of this debriefing will be submitted to Air Force Security Assistance Training Squadron, 315 J Street West, Randolph AFB, TX 78150–4302. An information copy will be sent to SAF/IAPX, 1080 Air Force Pentagon, Washington, DC 20330–1080, DSCA, Washington, DC 20301–2800 and the unified command.

12–32. Distinguished visitor implementation

The Air Force Security Assistance Training Squadron implements DV tours as follows:

- a.* The proposed itinerary for the DV will be submitted by the Security Cooperation Organization to arrive at Air Force Security Assistance Training Squadron at least 120 days before the projected start date. An information copy will be provided to the unified command, the appropriate SAF/International Affairs regional division, and SAF/IAPX. The itinerary will list specific items of interest for briefing or discussion at HQ USAF and at each installation to be visited.
- b.* Air Force Security Assistance Training Squadron will forward the approved schedule to the Security Cooperation Organization. In no case will firm commitments be made or orders published before receipt of approval from Air Force Security Assistance Training Squadron.
- c.* The Security Cooperation Organization will inform Air Force Security Assistance Training Squadron (with information copies to the unified command, the appropriate SAF/International Affairs regional division, SAF/IAPX, and Air Force Security Assistance Training Squadron) of the country Air Force's acceptance of the proposed dates and schedule or recommended changes as soon as possible. Biographical data on the team member will be provided at least 60 days in advance of the tour start date.
- d.* Activities that host a tour will provide color photographic coverage of the visit. Each unit should provide the escort officer with no fewer than two rolls of 36 exposure (ASA 100) film or digital camera and memory chip prior to departure. Emphasis of photographic coverage should be on the professional aspect of the visit (such as tour demonstrations, equipment, and briefings) and limited coverage of social events. The film will be processed at Randolph AFB, TX; Air Force Security Assistance Training Squadron will prepare and forward an album to the Security Cooperation Organization for presentation to the officer.

Chapter 13 Exchange Training

Section I General

13–1. Exchange of professional military education

a. Authorization. The PME exchanges are authorized by Section 544 (Exchange Training) of the FAA of 1961, chapter 5, part II. Section 544 authorizes the President to provide for the attendance of foreign military personnel at PME institutions in the United States (other than Service academies) without charge, if such attendance is part of an international agreement (see fig 3–4), to be negotiated, that provides for the exchange of students on a one-for-one, reciprocal basis each FY between the two military Services participating in the exchange. Each country is responsible for paying their own students' TLA. Definitions applicable to PME exchanges are included in figure 13–1.

b. Professional military education institutions. For purposes of PME exchanges, PME institutions will include, but not be limited to the following US Service Schools and comparable foreign schools:

- (1) U.S. Army War College.
- (2) U.S. Army Command and General Staff College.
- (3) USAF Air War College.
- (4) USAF Air Command and Staff College.
- (5) USAF Institute of Technology.
- (6) U.S. Naval Command College.
- (7) U.S. Naval Staff College.
- (8) U.S. Naval Postgraduate School
- (9) USMC Command and Staff College.
- (10) NDU.
- (a) NDU International Fellows Program.
- (b) Joint Forces Staff College.

c. Quota allocations. The PME exchanges will be made according to existing guidelines for quota allocations in schools listed above.

d. Time constraints. The PME exchanges must commence within the same U.S. FY.

From: TON, K T (KATHY) CIV DSCA SA-E (US)
To: [Forhan, Kayleigh \(CIV US NDU/ISMO\)](#); [McGaughey, James P CIV DSCA STR \(US\)](#)
Subject: RE: [Non-DoD Source] RE: Posting the OT/DVOT request form on SC-TMS
Date: Thursday, August 16, 2018 10:19:57 AM

It could be "new IMET countries" or countries with IMET but their training program is under developed, or if we want them to develop specific program, for example they only participate in EIMET school but not PME then we want to encourage them to visit the War colleges/NDU, SPME schools. Are we on the same page (:

Kathy

-----Original Message-----

From: Forhan, Kayleigh (CIV US NDU/ISMO) <kayleigh.forhan@ndu.edu>
Sent: Thursday, August 16, 2018 9:24 AM
To: McGaughey, James P CIV DSCA STR (US) <james.p.mcgaughey.civ@mail.mil>; TON, K T (KATHY) CIV DSCA SA-E (US) <khanh.t.ton.civ@mail.mil>
Subject: [Non-DoD Source] RE: Posting the OT/DVOT request form on SC-TMS

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Hi Jim,

Thank you! This looks great. I only have minor adjustments:

C10.17.20.3. - I would take out the word "new," but I know Kathy disagrees with me on this :)

C10.17.20.3.1. - change the word "requirements" to "requests" in the sentence " When submitting orientation tour requests, the positions held by the visiting officers must be indicated."

C10.17.20.3.1. - change the last sentence to read "A fillable OT/DVOT request worksheet and waiver form are also available in SAN/SC-TMS under FORMS."

Otherwise, everything else looks good - thank you very much for including me on these revisions.

V/r,

Kayleigh Forhan
DVOT Program Manager
National Defense University
202-685-4308
202-368-9245

kayleigh.forhan@ndu.edu
kayleigh.j.forhan.civ@mail.mil

kayleigh.j.forhan.civ@mail.smil.mil

-----Original Message-----

From: McGaughey, James P CIV DSCA STR (US)

[Caution-<mailto:james.p.mcgaughey.civ@mail.mil>]

Sent: Wednesday, August 15, 2018 7:33 AM

To: TON, K T (KATHY) CIV DSCA SA-E (US) <khanh.t.ton.civ@mail.mil>; Forhan, Kayleigh (CIV US NDU/ISMO) <kayleigh.forhan@ndu.edu>

Cc: McGaughey, James P CIV DSCA STR (US) <james.p.mcgaughey.civ@mail.mil>

Subject: RE: Posting the OT/DVOT request form on SC-TMS

Kayleigh,

I just want to make sure we have captured all requested OT/DVOT edits in the updated language below - please look this over one last time.

C10.17.20.1. Observer Training. During Observer Training, the IMS observes methods of operation, techniques, and procedures. Observer Training is not part of a formal course of instruction although it sometimes supplements or follows a student's formal training. Observer Training is authorized only if a course covering the desired training is not available. This includes specialist-type training. Certain Observer Training explicitly excludes "hands on" training. For example, foreign personnel enrolled under Medical Observer Training are prohibited from hands-on patient care.

C10.17.20.2. On-the-Job Training (OJT) or Familiarization Training. OJT is follow-on technical training devoted to practical application conducted after attendance at a formal course of instruction. This training is planned in advance as part of the country's training program. For IMET, OJT conducted independently and not in conjunction with formal courses of instruction is authorized in the United States only if a course covering the desired training is not available. OJT in overseas schools and installations is provided in accordance with CCMD or MILDEP policies, dependent on the training sponsor.

C10.17.20.3. Orientation Tours (OT). Orientation Tours familiarize selected mid- and senior-level foreign military personnel with U.S. military training and doctrine. These tours may be designated as Distinguished Visitor Orientation Tours (DVOTs) if there are General Officers or equivalent MoD civilian personnel in the delegation. These tours are hand-tailored, short, intensive education programs that meet the specific needs of the country. National Defense University (NDU) is responsible for conducting OTs and DVOTs sponsored by the SC training program. These tours are limited to countries with lesser-developed defense relationships with the United States (e.g., new IMET recipient countries), unless extraordinary circumstances exist. In addition to the military objectives, OTs serve to enhance the United States and participating nation mutual understanding, cooperation, and friendship. See section C10.6.3.5., for DVOT additional information. See section C10.11.1.2., for add

itional information regarding the requirement for foreign visit requests (FVR) and ITO for DVOT participants.

C10.17.20.3.1. Orientation Tour Requirements. See the National Defense University DVOT Program Overview and Desk Top Reference - available at Caution-<http://ismo.ndu.edu/ISMO-Programs/International-Visits/DVOT-Program/>. Some OTs are eligible for IMET funding. When submitting orientation tour requirements, the positions held by the visiting officers must be indicated.

A fillable OT/DVOT request form and worksheet are also available in SAN/SC-TMS under FORMS.

C10.17.20.3.1.1. Requests for OTs at the Chief of Staff and higher levels are not funded under IMET and should be referred to the corresponding U.S. element for funding and other action.

C10.17.20.3.1.2. DVOTs are funded with IMET, FMF or FMS. The country must have available IMET funds or have an open FMS or FMF case that can be used to fund the DVOT. IMET and FMF funded DVOTs are authorized for senior country officials holding positions of major importance and high authority below the equivalent U.S. position of Chief of Staff or Chief of Naval Operations. All FMS, FMF and IMET-funded DVOTs must be approved by DSCA (Building Partner Capacity Directorate (BPC)). If the visit includes visits to a senior OSD or JCS office, then a similar visit to DoS will be scheduled.

C10.17.20.3.1.3. DVOTs should not exceed fourteen calendar days plus overseas travel time and should be limited to not more than five visitors per tour. Travel arrangements (mode of transportation for overseas and domestic travel) and accommodations should be comparable to those provided U.S. personnel under similar circumstances.

C10.17.20.3.1.4. Orientation Tours (not DVOTs) are authorized for selected officers who may become future leaders and policy makers. Tours should be restricted in number (not more than seven visitors per tour) and limited primarily to international military participants. OT/DVOTs to visit the U.S. Military academies are not authorized. The FAA, section 636(g) (22 U.S.C. 2396(g)), provides the authority to reimburse the expenses of U.S. military officers detailed in connection with orientation visits of foreign military and related civilian personnel.

C10.17.20.3.1.5. Medical Screening, Security screening and Human Rights Screening (Leahy vetting) are required for all OT and DVOT participants. Human Rights Screening (Leahy Vetting) is not required if the tour is funded with FMS/Partner Nation Funds. DVOT and OT participants funded by FMF and IMET are covered for emergency medical treatment only. See Section C10.8., for specific screening requirements.

C10.17.20.3.2. Country Team Evaluation of Orientation Tours. Prior to any proposal to country officials, which could be construed as an agreement to provide a tour, the SCO should coordinate with the NDU OT/DVOT Manager to ensure the request meets OT guidance. Once the coordination is complete, the SCO will forward the OT requests to the CCMD, DSCA, NDU, and the IA, with supporting rationale and justification for approval. (NOTE: A fillable OT/DVOT request form and worksheet are available in SAN/SC-TMS under FORMS. IMET-funded OTs are programmed only after the SCO Chief attests to their importance to the country's efforts and the SCO forwards the request for approval. Orientation Tours should not comprise a major portion of an established program nor be a routine use of country program funds.

V/R,
Jim

Jim McGaughey
DoD International Training Policy and IMET Program Manager
703-697-9666
james.p.mcgaughey.civ@mail.mil

-----Original Message-----

From: TON, K T (KATHY) CIV DSCA SA-E (US)

Sent: Tuesday, August 7, 2018 11:45 AM

To: Smeder, Thomas R CTR DSCA STR (US) <thomas.r.smeder.ctr@mail.mil>
Cc: McGaughey, James P CIV DSCA STR (US) <james.p.mcgaughey.civ@mail.mil>
Subject: FW: Posting the OT/DVOT request form on SC-TMS

Tom,
Pls revised as comment in the attached.
Could you create a live link in eSAMM for this form and the excel spreadsheet titled "OT/DVOT Participant Data" ?
We will also post them in SC-TMS but not everyone has access to SC-TMS, and it's more convenient if they can just access in eSAMM
Thanks,
Kathy

-----Original Message-----

From: Forhan, Kayleigh (CIV US NDU/ISMO) <kayleigh.forhan@ndu.edu>
Sent: Monday, August 6, 2018 10:33 AM
To: TON, K T (KATHY) CIV DSCA SA-E (US) <khanh.t.ton.civ@mail.mil>
Subject: [Non-DoD Source] RE: Posting the OT/DVOT request form on SC-TMS

Kathy,

Apologies - I was TDY in Montana/Wyoming and was having email issues. I've attached the Request form with my comments. My question regarding the request form is - is this a request form for all DVOTs IMET/FMF/FMS-funded? Or is it a waiver form for only IMET/FMF? If it is only for IMET/FMF, I would recommend changing the name to waiver form, not request form. Additionally, if it is only for IMET/FMF - I still need a lot of that information for FMS-funded DVOTs, and will need to create a similar form for FMS.

Regarding the Participant Information spreadsheet, I would recommend changing the name from Worksheet to Participant Data and would also request a deadline of 45 days prior to DVOT in order to make appropriate arrangements and meet 30 day FVR deadlines (assuming some will miss the 45 day mark, but still be able to make the 30 day requirement).

V/r,

Kayleigh Forhan
DVOT Program Manager
National Defense University
202-685-4308
202-368-9245

kayleigh.forhan@ndu.edu
kayleigh.j.forhan.civ@mail.mil
kayleigh.j.forhan.civ@mail.smil.mil

-----Original Message-----

From: TON, K T (KATHY) CIV DSCA SA-E (US) [Caution-<mailto:khanh.t.ton.civ@mail.mil>]
Sent: Tuesday, July 31, 2018 2:21 PM
To: Forhan, Kayleigh (CIV US NDU/ISMO) <kayleigh.forhan@ndu.edu>
Subject: FW: Posting the OT/DVOT request form on SC-TMS

Kayleigh,

Attached are the DVOT/OT request form (will be fillable) and worksheet.

I want to make sure you get to see and comment on them one more time since we made/merge various fields into the attached.

We will post these a live-link in the SAMM that users can click on the link to get them, and also in SC-TMS under Form.

The SAMM C10 revision package will be submitted up the chain for signature later this week, and these forms are a part of the package.

Kathy

-----Original Message-----

From: Smeder, Thomas R CTR DSCA STR (US)

Sent: Wednesday, July 25, 2018 10:38 AM

To: TON, K T (KATHY) CIV DSCA SA-E (US) <khanh.t.ton.civ@mail.mil>

Cc: McGaughey, James P CIV DSCA STR (US) <james.p.mcgaughey.civ@mail.mil>

Subject: RE: Posting the OT/DVOT request form on SC-TMS

Kathy -

Attached are the modified/cleaned up versions for review. The word document had a lot of changes incorporated into it, so I want to make sure its correct before creating the PDF form version.

-Tom

-----Original Message-----

From: TON, K T (KATHY) CIV DSCA SA-E (US)

Sent: Tuesday, July 24, 2018 4:25 PM

To: Smeder, Thomas R CTR DSCA STR (US) <thomas.r.smeder.ctr@mail.mil>

Cc: McGaughey, James P CIV DSCA STR (US) <james.p.mcgaughey.civ@mail.mil>

Subject: FW: Posting the OT/DVOT request form on SC-TMS

Tom,

Could you pls turn the attached Word doc into fillable form? and change the title of the Excel sheet to DISTINGUISHED VISITOR (DVOT) or ORIENTATION TOUR (OT) PARTICIPANT INFORMATION

Thanks,

Kathy

-----Original Message-----

From: Smeder, Thomas R CTR DSCA STR (US)

Sent: Thursday, June 7, 2018 2:01 PM

To: TON, K T (KATHY) CIV DSCA SA-E (US) <khanh.t.ton.civ@mail.mil>

Subject: RE: Posting the OT/DVOT request form on SC-TMS

Kathy -

Just as an idea on collecting all of this:

Word Doc:

- Waiver section is first

- Includes the 1st half of the DVOT/OT area as it seemed more generalized and possibly could be completed via a form.

MS Excel Workbook

- For the participant information, a draft MS Excel workbook is attached to collect all of those details. Unfortunately we can't create active forms (ones that can grow/expand) otherwise this could all be included in one PDF.

-Tom

-----Original Message-----

From: TON, K T (KATHY) CIV DSCA SA-E (US)
Sent: Thursday, June 7, 2018 12:03 PM
To: Smeder, Thomas R CTR DSCA STR (US) <thomas.r.smeder.ctr@mail.mil>
Subject: FW: Posting the OT/DVOT request form on SC-TMS

Tom,

For the OT/DVOT worksheet attached to the Request Form. The Work sheet lays out required info so it should not be in fillable form, but I don't want to post it separately from the request form in SC/TMS.

-----Original Message-----

From: Forhan, Kayleigh (CIV US NDU/ISMO) <kayleigh.forhan@ndu.edu>
Sent: Thursday, June 7, 2018 11:54 AM
To: TON, K T (KATHY) CIV DSCA SA-E (US) <khanh.t.ton.civ@mail.mil>; McGaughey, James P CIV DSCA STR (US) <james.p.mcgaughey.civ@mail.mil>
Subject: [Non-DoD Source] RE: Posting the OT/DVOT request form on SC-TMS

Kathy,

I have one more edit - I should have included this in my documents yesterday. On the worksheet, for sections c. and d. I would like to state the following:

c. Fund Source: (State IMET-, FMF-, or FMS-funded, include specific case ID for FMF and FMS)

d. Type of Tour: (State OT or Distinguished Visitor (DV) tour, and area or areas of interest to be covered by the tour; for example, operations, maintenance, engineering, education, flight training, technical, staff, command, professional, etc.)

NOTE: A Waiver is required for IMET- and FMF-funded DVOTs/OTs.

Thank you!

V/r,

Kayleigh Forhan
DVOT Program Manager
National Defense University
202-685-4308
202-368-9245

kayleigh.forhan@ndu.edu
kayleigh.j.forhan.civ@mail.mil
kayleigh.j.forhan.civ@mail.smil.mil

-----Original Message-----

From: Forhan, Kayleigh (CIV US NDU/ISMO)
Sent: Wednesday, June 6, 2018 11:53 AM
To: 'TON, K T (KATHY) CIV DSCA SA-E (US)' <khanh.t.ton.civ@mail.mil>;
McGaughey, James P CIV DSCA STR (US) <james.p.mcgaughey.civ@mail.mil>
Subject: RE: Posting the OT/DVOT request form on SC-TMS

Kathy,

I think this is an excellent idea. Any way we can increase awareness and understanding of the program is useful! I would recommend posting the two documents attached - the worksheet and the waiver. I have highlighted any of my suggested changes in yellow. I've either added or removed text. A fillable PDF is fine.

Please let me know if you have any questions.

V/r,

Kayleigh Forhan
DVOT Program Manager
National Defense University
202-685-4308
202-368-9245

kayleigh.forhan@ndu.edu
kayleigh.j.forhan.civ@mail.mil
kayleigh.j.forhan.civ@mail.smil.mil

-----Original Message-----

From: TON, K T (KATHY) CIV DSCA SA-E (US) [Caution-<mailto:khanh.t.ton.civ@mail.mil>]
Sent: Thursday, May 31, 2018 4:11 PM
To: Forhan, Kayleigh (CIV US NDU/ISMO) <kayleigh.forhan@ndu.edu>; McGaughey, James P CIV DSCA STR (US) <james.p.mcgaughey.civ@mail.mil>
Subject: Posting the OT/DVOT request form on SC-TMS

Kayleigh,

We can post the OT/DVOT request form on SC-TMS, under "Form" tab, and can make it a pdf fillable form (unless you prefer MS-Word.) Let me know if you think this would be helpful for the country team and/or you, and if you want to add to the form any required information, you would like to see.

We will continue to post other Waiver forms in fillable format in SC-TMS for users' easy access.

Kathy

JSCET Chapter 12 Suggested Revisions (sent to SATFA Oct. 2015)

Section 12-1 Paragraph C States: OT are usually limited to countries with lesser developed relations with the United States, but in recent years, transitioning countries not new to security assistance have conducted tours to deepen their knowledge of democracy.

Discussion: Please clarify or define countries with lesser-developed relations with the United States as some countries are concerned that this regulation prohibits them from requesting a DVOT/OT.

Section 12-3 Paragraph A States: Chief of Staff or Head of Service visits are done through embassy and not through security assistance mechanisms.

Discussion: What prohibits Chiefs of Staff or Heads of Service from participating in DVOTs?

Section 12-4 Paragraph B States: All OT under IMET sponsorship must be approved by DSCA before implementation.

Recommended: All OT under IMET or FMS sponsorship must be approved by DSCA before implementation.

Discussion: There should be some mechanism or some organization outside of NDU to oversee and approve of FMS DVOT requests.

Section 12-5

Recommended: Clarify policy regarding repeat attendance in DVOT. Can someone attend more than one DVOT? If so, in what capacity? Under what circumstances?

Section 12-8 Paragraph B (1) States: Itinerary. No changes will be made to final itinerary established for the orientation tour and all orientation tour participants will travel together for the duration of the tour.

Recommended: In addition, participants are required to participate in all scheduled official activities according to the predetermined DVOT itinerary.

Section 12-8 Paragraph B (3) States: Family members: Family members are not authorized to accompany orientation tour participants.

Recommended: Family members are not authorized to participate in any official activities.

Section 12-9

Recommended: Gratuity for baggage handlers included in authorized program costs.

Section 12-10

Recommended: Bottled water is authorized to be purchased for events including field studies activities and extended bus travel time.

Section 12-11 Paragraph E States: The escort will use billeting accommodations at the same location (hotel, motel, or bachelor officer quarters) as provided to the tour participants.

Recommended: The U.S. escort and NDU escort will use billeting accommodations at the same location (hotel, motel, or officer quarters) as provided to the tour participants.

Discussion: Specify that this regulation includes both U.S. escort and NDU escort, if an NDU escort is requested.

Recommended: Defense Attaché posted in Washington, DC authorized as DVOT participant.

Authorized to participate in either Washington, DC events or DVOT program as a whole.

Discussion: Defense Attaché is a valuable DVOT participant and can bridge the knowledge gap between the US Department of Defense and the international defense organization.

Discussion: Can program funds be used to pay for meals and activities for embassy officials, foreign students or other foreign officials from the same country as DVOT participants, and US hosts?

Section 12-12 Paragraph B (5) States: Installations that host official functions can be reimbursed through the distinguished visitor orientation tour implementing agency.

Discussion: Please clarify appropriate ratio of hosts to DVOT participants in official functions, such as hosted meals, etc.

Section 12-12 Paragraph C States: A meal and incidental allowance is payable to IMET OT participants in accordance to the JTR. OT participants should be given an advance payment for meals and incidentals by the US Embassy in country. In extraordinary circumstances this payment may be made by the OT implementing agency. Upon return to the home country and completion of TDY voucher. OT participants will be reimbursed the remaining 20 percent meal and incidental allowance.

Recommended: Please take out "In extraordinary circumstances this payment may be made by the OT implementing agency. Upon return to the home country and completion of the TDY voucher, OT participants will be reimbursed the remaining 20 percent meal and incidental allowance."

Section 12-13 Paragraph A States: A meal and incidental allowance is payable to IMET distinguished visitor orientation tour participants in accordance to the JTR. Distinguished visitor orientation tour participants should be given an advance payment for meals and incidentals by the U.S. Embassy in country. In extraordinary circumstance this payment may be made by the distinguished visitor orientation tour implementing agency. Upon return to the home country and completion of the TDY voucher, distinguished visitor orientation tour participants will be reimbursed the remaining 20 percent meal and incidental allowance.

Recommended: Please take out "In extraordinary circumstances this payment may be made by the distinguished visitor orientation tour implementing agency. Upon return to the home country and completion of the TDY voucher, OT participants will be reimbursed the remaining 20 percent meal and incidental allowance."

Section 12-14 Paragraph B States: At the same time, the Security Cooperation Organization is required to forward the following information so that it will arrive no later than 45 days before commencement of the visit:

(3) Biographical data on plain bond paper for all participants. These must be in English. An original and two copies are required, each with a photograph affixed.

Recommended: 60 days. Section 12-6 states that biographical data on each participant will be sent no later than 60 days out.

Section 12-14 Paragraph C States: Based on information received from the SCO and from the commands to be visited, NDU will prepare a final itinerary approximately 30 days prior to the execution of the scheduled tour.



Recommended: 14 days prior. NDU will draft ongoing itineraries 30 days out, but because itinerary is dependent on so many components and various competing factors, 30 days is an unrealistic timeline for a "final" itinerary.

- b. The IMSO will advise Air Force Security Assistance Training Squadron/Field Studies Program Office of the total amount of funds expended within 30 workdays after completing the tour.
- c. Base IMSO are encouraged to contact other IMSO within the same area so they are aware of other activities of interest to IMS at their location.
- d. The Field Studies Program funds will not be obligated or expended to pay for food outside the military installation unless associated with a Field Studies Program trip where students do not stay at or have the opportunity to dine upon a military installation.

Chapter 12 Orientation Tours

Section I General

12-1. Objectives

- a. OT are provided under the Security Cooperation Education and Training Program (SCETP) to selected foreign officers and government civilians of **new or transitioning countries** for familiarizing them with U.S. military doctrine, techniques, procedures, facilities, equipment, organization, management practices, and operations and civil-military theories and practices.
- b. OT may be one of the first SCETP for a **new or transitioning country**, whose government structure is undergoing a transition as a result of the end of a civil war, or military rule. These leaders often need quick and time-sensitive ways to learn how to better manage their country's defense resources, or how to interact within their new civil-military defense structure, or how to better train their newly-designed Armed Forces. OT provide this opportunity. These tours are conducted as short-term orientations as opposed to long-term formal  courses.
- c. OT are usually limited to countries with **lesser developed relations**  with the United States, but in recent years, transitioning **countries not new to security assistance** have conducted tours to deepen their knowledge of democracy, peacekeeping, military modernization and interoperability, and counterterrorism. These tours are conducted as short-term orientations as opposed to long-term formal courses.
- d. In addition to the military and expanded civil-military objectives to be achieved through OT, it is intended that they serve to enhance mutual understanding, cooperation, and friendship between U.S. forces and participating nations.

12-2. Types of orientation tours


The two types of OT-sponsored by DOD under the SCETP are as follows:

- a. *Distinguished visitors orientation tour.* A distinguished visitor orientation tour is conducted only for high-level or senior foreign military officers and government civilians (below the equivalent U.S. position of Chief of Staff, Chief of Naval Operations, or Commandant of the Coast Guard or the Marine Corps) holding positions of major importance or selected for such positions. A distinguished visitor orientation tour normally is of flag or general rank and civilian equivalent. A distinguished visitor orientation tour is conducted for a period not to exceed 14 calendar days plus overseas travel time and distinguished visitor orientation tour is limited to not more than seven participants per tour. For waiver exceptions to increase the number of participants the Security Cooperation Organization must get approval from DSCA. Courtesies and honors should be afforded a distinguished visitor orientation tour according to the participant's rank and position. Such honors and other appropriate activities (such as receptions, dinners, or luncheons) should be modest. Personal aides are not authorized to accompany flag or general officers.
- b. *Orientation tour.* An OT is conducted for selected foreign officers and government civilians who are destined for responsible positions in their country's military and or parliamentary establishment. These officers and civilians do not presently qualify for DVOTs. An OT is conducted for a period not to exceed 14 calendar days plus overseas travel time and is limited to not less than three but no more than seven participants per tour. An OT is provided on a modest basis with minimum official entertainment.

12-3. Other visits

- a. *Chief of Staff or head of Service visits.* Visits by the heads of foreign military Services, or officers designated to occupy such positions, are arranged through diplomatic channels under the auspices of the head of the U.S. sponsoring Military Service. These visits are not implemented under security assistance sponsorship or procedures.
- b. *Self-invited visits.* Self-invited visits are requested by the foreign country through diplomatic channels and all expenses are the responsibility of the foreign country. Security Cooperation Organization will coordinate requests for self-invited visits with the appropriate U.S. country team.

12-4. Programming and implementation

- a. OT will be programmed in the FY **IMET or FMS**  programs in the same way as other training at the annual

Security Cooperation Education and Training Working Group hosted by the Combatant Commands. (See fig 12–1 for programming information for orientation tours.)

b. All OT under **IMET** sponsorship must be approved by DSCA before implementation. Itinerary, justification, and adequate supporting rationale should be forwarded by the Security Cooperation Organization along with the ambassador's statement attesting to the importance of providing such training.

c. Unless otherwise directed, NDU will schedule, cost, coordinate and plan OT, which can be single Service or Joint-oriented in nature and scope. NDU will charge the country program an OT coordination fee (or manpower fee). See section III for final guidance.

d. Requests for unprogrammed orientation tours will be considered only by exception, on a case-by-case basis. Requests will be sent through the Combatant Command to the NDU no less than 120 days before the requested tour start date.

e. OT are not "off-the-shelf" programs, OT are hand-tailored, intensive training programs that are developed to meet the defense and civil-military needs of a new or transitioned country. Each is tailored to country requirements and U.S. objectives. One itinerary is provided for each tour, regardless of the number, grade, or assignment of tour participants.

12–5. Restrictions and limitations

a. Tours will have training/education as the primary focus.

b. Tours will not be programmed or implemented in conjunction with other sequential training.

c. Tours will be conducted on an unclassified basis.

d. Tour participants should have a minimum ECL of 70, if not an interpreter will accompany the team.

e. Tours to the U.S. Service academies will not be arranged during examination and graduation periods (normally 1 May to 1 June).

f. The tour program will not be used to support visits that have materiel acquisition as an objective.

g. Tours funded under IMET will not be used to promote foreign military sales.

h. Persons who have taken part in training in the United States will be scheduled for an orientation tour under IMET only when fully justified by the Security Cooperation Organization. The combat commander, DSCA, and the Military Service must also approve such actions.

i. The foreign country may program only (1) OT per year subject to the Military Service or NDU capability to implement the tour.

12–6. Biographical data

Biographical data on each tour participant will be provided in accordance with paragraph 10–11. Biography data will be sent to the Military Service at least 60 days before the scheduled arrival of the participants in CONUS.

12–7. Invitational travel orders

Each orientation tour participant requires an Invitational Travel Order (ITO). ITO will be sent to Military Service in accordance with chapter 9.

12–8. Pre-departure briefing

a. Foreign officers selected to participate in OT will be thoroughly briefed by Security Cooperation Organization personnel before departure to the United States.

b. The following items should be given special emphasis during the in-country predeparture briefing:

(1) *Itinerary*. No changes will be made to the final itinerary established for the orientation tour and all orientation tour participants will travel together for the duration of the tour.

(2) *Clothing*. Military uniforms are required; however, participants should bring some seasonal casual clothes and at least one civilian suit.

(3) *Family members*. Family members are not authorized to accompany orientation tour participants.

(4) *Medical services*. Only emergency medical services will be provided. See chapter 8 for eligibility requirements.

(5) *Leave*. If authorized, leave can be taken only upon conclusion of the orientation tour. Appropriate leave authorization will be included in the ITO.

(6) *Privately-owned vehicle*. Purchase of a POV by orientation tour participants will be deferred until completion of the tour.


(7) *Orientation tour authorized expenditures*. Inform orientation tour participants about the charges the program will cover and incidental charges they will have to cover with their own personal funds.

(8) *Events*. Gift exchanges, office calls with U.S. officials, receptions, and distinguished visitor orientation tour representational events.


(9) *Economy coach air*. Tour participants will generally fly CONUS at the economy government rate.

12-9. Baggage

a. Each IMET orientation tour participant is authorized two pieces of baggage not to exceed the weight limit for U.S. domestic air travel. For that portion of the travel funded under IMET, baggage will accompany the individual. This authorization will be included in the ITO. The tour participant will pay the cost for excess baggage or weight. Additional allowance for instruction material is authorized.


b. Because of baggage handling problems, the baggage limitations applicable to IMET participants in paragraph a, above should be adhered to by FMS participants. 

12-10. Field Studies Program activities

Field Studies Program requirements are discussed in chapter 11. As part of the SCETP, every effort must be made to include some areas of the FSP programs in the orientation tour to expose tour participants to cultural, social, economic and historical aspects of America. The SAMM, paragraph C10, 11.5. Extraordinary Expenses, offers additional guidance. 

12-11. United States escorts

a. The Security Cooperation Organization will normally furnish U.S. escorts from their office resources. If available, escorts fluent in the language of the tour participants will be furnished. The escort will accompany the tour group from the time of departure from OCONUS to arrival in CONUS, until the group departs for the group's home country, except during authorized leave periods.

b. The Security Cooperation Organization representatives should not be used as escort officers for IMET-sponsored OT. However, in exceptional cases and with prior approval of DSCA, a Security Cooperation Organization representative may serve as an escort officer. This is justified when special qualifications, workload, unusual rapport with key host country personnel, and associated projects or contacts may be useful. The Security Cooperation Organization representative selected as an escort officer is under the complete jurisdiction of the implementing agency (NDU) and remains with the tour at all times until the tour participants return to host country. Temporary duty (TDY) travel and per diem costs for the escort officer for the duration of the tour are chargeable to IMET funds, and are programmed as a separate line in the country program. U.S. personnel other than bona fide escort officers designated or agreed to by NDU for tour implementation are not authorized to accompany tour groups. The dollar value of escort officer expenses is programmed in the TLA data field. 

c. U.S. personnel assigned within the foreign country may act as escorts if recommended by the Security Cooperation Organization, Combatant Command and approved by DSCA and NDU.

d. If the Security Cooperation Organization cannot provide escort officers and/or interpreters, Military Service will provide and budget costs to the tour.

e. The escort will use billeting accommodations at the same location (hotel, motel, or bachelor officer quarters) as provided to the tour participants.

f. The use of foreign country personnel as escorts is not authorized. They can serve as interpreters, if qualified, but must accompany the U.S. escort officer.


g. If interpreters are required, but cannot be provided by the Security Cooperation Organization, Military Service must provide by other sources and ensure they are qualified, budgeted for, cleared, and properly briefed of their tour responsibilities.


h. The U.S. escort may be appointed as class A agent/cashier for disbursing funds to defray the cost of Field Studies Program activities. Installations hosting official functions, chargeable to the Field Studies Program, should ensure that appropriate charges are presented to the U.S. escort before the tour leaves the installation.

Section II Programming

12-12. Orientation tours

a. OT are programmed as separate WCN and all tour participants will be programmed as separate WCN (tour participants) entries.

b. The cost of the tour line is included in the travel and living allowance (TLA) column and includes the following: 

(1) Round trip transportation to the CONUS port (if IMET or CTFP pay overseas transportation). When U.S. funds are used, U.S. carriers will be used at the lowest cost. For IMET waivers refer to figure 12-2. Orientation tours funded under FMS cases will not include overseas transportation unless a waiver has been provided by DSCA. 

(2) The costing factor determined by NDU or the Military Service to cover the costs of CONUS travel, quarters, meals, and Field Studies Program. OT-funded under FMS cases may include all; a portion; or none of these costs as directed by the country.

(3) The U.S. escort may be programmed for the duration of the tour plus one additional week to allow for the Military Service briefing, travel to the port of tour arrival, and travel from the port of tour departure.

(4) Tour and U.S. escort must be programmed in the current FY program.

(5) Installations that host official functions can be reimbursed through the distinguished visitor orientation tour implementing agency.

(6) Tour participants are responsible for personal expenses and must have sufficient funds to defray their costs.

c. A meal and incidental allowance is payable to IMET OT participants in accordance to the JTR. OT participants should be given an advance payment for meals and incidentals by the US Embassy in country. In extraordinary circumstances this payment may be made by the OT implementing agency. Upon return to the home country and completion of the TDY voucher, OT participants will be reimbursed the remaining 20 percent meal and incidental allowance.

d. Installations can request EE funds. The amount of expenditure per installation visited will be as determined by the NDU or the Military Service.

e. The escort officer may be appointed as class A agent/cashier for disbursing funds to defray the cost of participants' and International Program activities.

f. When possible, OT participants should be assigned double room accommodations within JTR lodging allowance, if funded by the IMETP.

g. The tour and the U.S. escort must be programmed in the current FY program.

h. Installations that host official functions, chargeable to security assistance funds, should ensure appropriate charges are presented to the escort officer before the tour leaves the installation.

i. Tour participants are responsible for personal expenses and must have sufficient funds to defray their costs.

12-13. Distinguished visitor orientation tour

a. A meal and incidental allowance is payable to IMET distinguished visitor orientation tour participants in accordance to the JTR. Distinguished visitor orientation tour participants should be given an advance payment for meals and incidentals by the U.S. Embassy in country. In extraordinary circumstance this payment may be made by the distinguished visitor orientation tour implementing agency. Upon return to the home country and completion of the TDY voucher, distinguished visitor orientation tour participants will be reimbursed the remaining 20 percent meal and incidental allowance.

b. Installations can request EE funds. The amount of expenditure per installation visited will be as determined by the NDU or the Military Service.

c. When the use of commercial quarters is required, distinguished visitor orientation tour should be provided with single room accommodations.

12-14. Procedures for requesting orientation tours

a. Requests for OT visits in the United States must be submitted via the Combatant Commander to DSCA, the Military Service and NDU at least 120 days before the desired departure date from the country. An IMET waiver and tour objective worksheet whether IMET MS- or RDCTP- led must be completed by the Security Cooperation Organization and submitted to DSCA for approval and NDU coordination respectively. The objectives worksheet should include the following information:

- (1) General scope of interest of tour participants.
- (2) Suggested itinerary with specific areas of interest at the activities recommended to visit.
- (3) Recommended International Program activities.
- (4) Number of participants and the name and rank of the senior officer.

b. Upon receipt of the information in, NDU will contact the proposed installations immediately as to the feasibility of hosting the requested OT visit and will submit a detailed itinerary within 10 days. At the same time, the Security Cooperation Organization is required to forward the following information so that it will arrive no later than 45 days before commencement of the visit:

- (1) ITO of participants.
- (2) List of participants in order of precedence, including rank as U.S. rank equivalent) and billet currently held or anticipated.
- (3) Biographical data on plain bond paper for all participants. These must be in English. An original and two copies are required, each with a photograph affixed.
- (4) Roommate assignments when applicable.
- (5) Name and rank of the designated Class A agent/cashier if the Security Cooperation Organization is supplying escorts.


c. Based on the information received from the Security Cooperation Organization and from the commands to be visited, NDU will prepare a final itinerary approximately 30 days prior to execution of the scheduled tour.

Section III

Department of the Army (National Defense University)


12-15. Letter of offer and acceptance pricing

a. To ensure proper pricing of FMS OT and to ensure that costs incurred are borne by the purchasing country, the following cost guidance will be applied in preparing the letter of offer and acceptance (LOA):

(1) *U.S. escort.* The cost estimated for pay and allowances should be computed using the standard composite rate plus a 20-percent acceleration factor. Per diem should be computed according to the JTR for the duration of the tour plus 1 week.  transportation costs should be included.

(2) *Project officers.* Local project officer and staff charges should be computed for each installation visited to cover and estimated 1man-week of preparation for and participation in activities connected with the tour.

(3) *CONUS transportation for tour participants.* Costs for all CONUS travel will be based on current commercial, USG-purchased coach fares unless otherwise specifically requested by the country involved.

(4) *Field Studies Program.* A standard cost per week of \$150 per OT participant and \$250 per distinguished visitor (DV) tour participant may be included to pay for **International Program**  ities and official host functions at the installations visited. These funds will not be used for any other purpose.

b. *Local asset use charge.*

(1) One through four \$200.


(2) Over four \$250.

c. FMS OT will be conducted on a cash-in-advance basis; no other terms are authorized. Funds stipulated in the LOA will be deposited with DFAS not less than 90 days in advance. If funds are not available, a U.S. escort cannot be appointed nor can CONUS travel arrangement be made.

d. Each orientation tour will be covered by a separate sales case unless the foreign country desired to fund from an existing FMS training case.

12-16. Responsibilities for orientation tours

a. The NDU will—

(1) Act as implementing agent and primary Army and Joint Point of Contact for interface with DSCA **PGM/flight training exchanges.** 

(2) Coordinate with Security Cooperation Organization on available tour dates.

(3) Develop, coordinate, cost, plan and execute tour itineraries

(4) Coordinate with Director, SATFA, to ensure funds are transferred to support the tour.

(5) Transfer fund cite to appropriate agencies, that is, airlines, interpreter support, and contractor in support of the tour.

(6) Prepare class A agent orders for escort officer.

(7) Close expense account with escort officer following completion of the tour.

b. Director, SATFA, will—

(1) Program OT under appropriate U.S. government funded program or FMS program.

(2) Ensure that appropriate fund cites are forwarded to NDU and Security Cooperation Organization in ample time to meet administrative requirements.

c. Military Service and Joint commands will—

(1) Assist NDU, SATFA, and commanders of combatant commands in conducting OT.

(2) Provide NDU and SATFA with a detailed itinerary for tour participants at least 30 days prior to participant arrival in CONUS.

d. Security Cooperation Organization will—

(1) Ensure general scope and objectives of the visit are submitted to NDU NLT 120 days prior to the visit.

(2) Provide specific areas of interest and suggested installations to visit to NDU NLT 90 days prior to the visit.

(3) Provide number and names of participants to NDU NLT 90 days prior to the visit and in the proper rank order, annotating the senior participant/head of delegation, including U.S. rank equivalent.

(4) Obtain OCONUS transportation using the ITO fund cite unless circumstances preclude obtaining tickets locally. In that case, Security Cooperation Organization will coordinate with NDU who will make the travel arrangements and have prepaid, round trip tickets issued directly at the originating flight.

12-17. Other visits

a. *Chief of Staff, Army visits.* AR 37-47 covers visits of foreign personnel who hold positions equal to the CSA.

b. *Self-invited visits.* AR 380-10 covers self-invited visits to CONUS Army installations.

12-18. Biographical data

Biographical data or professional curriculum vitae will be submitted by the Security Cooperation Organization to NDU who will ensure they are distributed to installations participating in the orientation tour.

12-19. Invitational travel orders

The ITOs for OT will be distributed as prescribed in paragraph 9-5.

12-20. Travel

Information on the mode of travel to and from CONUS, including the confirmed flight schedules and ports for arrival in and departure from the United States, will be furnished by Security Cooperation Organization message at least 30 days before the arrival date to the following

- a. NDU.
- b. Each OCONUS headquarters through which the tour participants are routed.
- c. Appropriate commanders of combatant commands.

12-21. Tour reports

Within 10 days after the completion of each tour, a tour report will be prepared by the escort officer and sent to NDU distinguished visitor orientation tour, with an information copy to—

- a. Security Cooperation Organization.
- b. Appropriate commanders of combatant commands and Army component command.
- c. HQDA (DASA (DE&C)), 102 Army Pentagon, Washington DC 20310-0102.
- d. Director, SATFA.

12-22. International military education and training orientation tour funding

The following guidelines in funding and reimbursing programmed tour costs will be used:

- a. Funds for tour participants are distributed from the country program allocation through IMET funding channels. SATFA will provide fund cite to NDU for tour execution and to Security Cooperation Organization for inclusion in ITO and roundtrip OCONUS ticket purchase.
- b. The escort officer's travel and per diem funds (generic code N7B) are allocated to SATFA. SATFA will furnish the fund cite to Security Cooperation Organization and/or NDU for the preparation of TDY orders.
- c. The escort officer will be appointed as class A agent/cashier for disbursing funds.

12-23. Foreign military sales orientation tour funding

The following guidelines in funding and reimbursing programmed tour costs will be used:

- a. The SATFA will furnish a fund cite to Security Cooperation Organization or NDU for travel and per diem of escort officer, NDU for CONUS travel of tour participants, and Field Studies Program monies. The OMA funds will be reimbursed from the FMS case. The escort officer will be appointed by NDU as class A agent/cashier.
- b. Upon completion of the tour, SATFA will submit SF 1080 for reimbursement of OMA funds, MPA for escort officer and local project officers.

Section IV

Orientation Tours (Department of the Navy (U.S. Navy, U.S. Marine Corps, and U.S. Coast Guard))

12-24. Procedures for requesting orientation tours

The National Defense University is available to program, coordinate, cost and plan OT or distinguished visitor orientation tour for USN and USMC activities and should be submitted to them unless directed otherwise by Naval Education and Training Security Assistance Field Activity or CG, Security Cooperation Education and Training Center MCCDC. Requests for OT visits to predominately USCG activities will be submitted to USCG International Affairs (GCI).

12-25. Limitations

Visits to the U.S. Naval Academy and other military and civilian colleges will not be scheduled during examination or graduation week. Visits to DON installations whose activities are classified must be fully justified and are subject to the provisions of the SECNAVINST 5510.34A.

12-26. Restrictions

Heads of foreign services and officers scheduled to occupy those positions in the near future normally will not participate in IMET-sponsored OT visits. Visits of this nature are handled by CNO (or CMC) and occur only at the

personal invitation of the CNO or CMC respectively, reference SECNAVINST 5720.44A, SECNAVINST 7042.14A, and OPNAVINST 5710.27B.

12-27. Publicity

Current policy regarding public affairs and information is contained in SECNAVINST 5720.44B DON Public Affairs Policy and Regulations. Requests by the civilian media will be referred through channels to the Office of the Assistant Secretary of Defense (Public Affairs). See chapter 10, paragraph 10-19 of this publication for further information

Section V

Orientation Tours (Department of the Air Force)

12-28. General

The NDU is available to program, coordinate, cost and plan OT or distinguished visitor orientation tour for the USAF and unless otherwise directed, requests may be submitted to them. Should the USAF choose to program the OT or distinguished visitor orientation tour, the following applies:

a. All tours and visits under IMET sponsorship must be approved by DSCA before implementation. Proposed itinerary and justification should be forwarded by the Security Cooperation Organization to DSCA, Washington DC 20301-2800, with information copies to SAF/IAPX/IAPD, 1080 Air Force Pentagon, Washington DC 20330-1080, and Air Force Security Assistance Training Squadron, 315 J Street West, Randolph AFB, TX 78150-4302, as soon as the requirement is known.

b. OT and DV are available to FMS countries on a fully reimbursable basis to the U.S. Air Force. Itinerary approval is required. Security Cooperation Organization will plan OT to be funded by an existing blanket order training case at least 120 days in advance to permit adequate CONUS planning. If an LOA must be written for the tour, the request and the proposed itinerary to Air Force Security Assistance Training Squadron, 315 J Street West, Randolph AFB, TX 78150-4302, not later than 180 days in advance of the proposed start date. During the negotiation phase of an OT, Security Cooperation Organization will specify any unusual tour requirements. Consistent with the OT information provided by the Security Cooperation Organization, Air Force Security Assistance Training Squadron will review the itinerary to ensure that reasonable time is allowed for travel between locations.

c. The ITO for DV and OT will be prepared by the Security Cooperation Organization when authorization to publish the orders has been provided by Air Force Security Assistance Training Squadron. Authority to publish ITO for OT will be provided by Air Force Security Assistance Training Squadron.

d. When travel in CONUS is to be via commercial air, ITO must reach Air Force Security Assistance Training Squadron at least 30 days before the arrival date of the visitors at the CONUS port of debarkation to ensure sufficient time to make travel reservations. Air Force Security Assistance Training Squadron will be informed of the mode of travel and estimated time of arrival of the visitors at least 20 days before the arrival date at the CONUS port of debarkation.

12-29. Orientation tour implementation

a. The Air Force Security Assistance Training Squadron implements, funds, and monitors OT.

b. The Air Force Security Assistance Training Squadron designates the MAJCOM to sponsor the tour based on tour objectives and the proposed itinerary. When more than one MAJCOM is involved, the command with greatest participation and interest is the sponsor.

c. The sponsoring agency reviews the proposed itinerary and recommends changes to assure accomplishment of tour objectives, submits a recommended itinerary to Air Force Security Assistance Training Squadron for approval, appoints an escort officer, and identifies a point of contact at each location in the approved itinerary.

d. The Security Cooperation Organization will provide Air Force Security Assistance Training Squadron with biographic data on OT participants at least 60 days before their arrival in CONUS.

12-30. Escort officer functions

a. A U.S. Air Force escort officer will be provided for all tours. The escort officer will be included as part of the tour requirement in the country's IMET or FMS program.

(1) The escort officer will be briefed on the specific duties and responsibilities regarding funding and the Field Studies Program. (See chap 11, sec II.) In addition, the escort officer's TDY orders will include two additional days after completion of the OT to prepare an after-action report and settle finances.

(2) The escort officer will be responsible for submitting SF 1034 covering the authorized expenditures.

(3) Travel and per diem of the escort officer will be funded from IMET N70 funds or charged to the applicable FMS case.

b. The escort officer will be designated as the paying agent.

12–31. Completion of orientation tours

The Security Cooperation Organization will debrief OT participants upon return to their home country. A summary of this debriefing will be submitted to Air Force Security Assistance Training Squadron, 315 J Street West, Randolph AFB, TX 78150–4302. An information copy will be sent to SAF/IAPX, 1080 Air Force Pentagon, Washington, DC 20330–1080, DSCA, Washington, DC 20301–2800 and the unified command.

12–32. Distinguished visitor implementation

The Air Force Security Assistance Training Squadron implements DV tours as follows:

- a.* The proposed itinerary for the DV will be submitted by the Security Cooperation Organization to arrive at Air Force Security Assistance Training Squadron at least 120 days before the projected start date. An information copy will be provided to the unified command, the appropriate SAF/International Affairs regional division, and SAF/IAPX. The itinerary will list specific items of interest for briefing or discussion at HQ USAF and at each installation to be visited.
- b.* Air Force Security Assistance Training Squadron will forward the approved schedule to the Security Cooperation Organization. In no case will firm commitments be made or orders published before receipt of approval from Air Force Security Assistance Training Squadron.
- c.* The Security Cooperation Organization will inform Air Force Security Assistance Training Squadron (with information copies to the unified command, the appropriate SAF/International Affairs regional division, SAF/IAPX, and Air Force Security Assistance Training Squadron) of the country Air Force's acceptance of the proposed dates and schedule or recommended changes as soon as possible. Biographical data on the team member will be provided at least 60 days in advance of the tour start date.
- d.* Activities that host a tour will provide color photographic coverage of the visit. Each unit should provide the escort officer with no fewer than two rolls of 36 exposure (ASA 100) film or digital camera and memory chip prior to departure. Emphasis of photographic coverage should be on the professional aspect of the visit (such as tour demonstrations, equipment, and briefings) and limited coverage of social events. The film will be processed at Randolph AFB, TX; Air Force Security Assistance Training Squadron will prepare and forward an album to the Security Cooperation Organization for presentation to the officer.

Chapter 13 Exchange Training

Section I General

13–1. Exchange of professional military education

a. Authorization. The PME exchanges are authorized by Section 544 (Exchange Training) of the FAA of 1961, chapter 5, part II. Section 544 authorizes the President to provide for the attendance of foreign military personnel at PME institutions in the United States (other than Service academies) without charge, if such attendance is part of an international agreement (see fig 3–4), to be negotiated, that provides for the exchange of students on a one-for-one, reciprocal basis each FY between the two military Services participating in the exchange. Each country is responsible for paying their own students' TLA. Definitions applicable to PME exchanges are included in figure 13–1.

b. Professional military education institutions. For purposes of PME exchanges, PME institutions will include, but not be limited to the following US Service Schools and comparable foreign schools:

- (1) U.S. Army War College.
- (2) U.S. Army Command and General Staff College.
- (3) USAF Air War College.
- (4) USAF Air Command and Staff College.
- (5) USAF Institute of Technology.
- (6) U.S. Naval Command College.
- (7) U.S. Naval Staff College.
- (8) U.S. Naval Postgraduate School
- (9) USMC Command and Staff College.
- (10) NDU.
- (a)* NDU International Fellows Program.
- (b)* Joint Forces Staff College.

c. Quota allocations. The PME exchanges will be made according to existing guidelines for quota allocations in schools listed above.

d. Time constraints. The PME exchanges must commence within the same U.S. FY.



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

JAN 10 2017

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
COMMANDERS OF THE COMBATANT COMMANDS

SUBJECT: National Defense University Charter

On October 22, 2015, I directed a funding realignment of National Defense University (NDU) and delegated my authority for direct management control and responsibility over the programming and education resources for NDU effective at the beginning of fiscal year 2017. Through Resource Management Decision 700A2, the Deputy Secretary of Defense directed realignment of NDU under the Joint Staff as a Chairman of the Joint Chiefs of Staff controlled activity (CCA). To implement these decisions, I am approving the attached NDU charter that establishes NDU as a CCA. The President, NDU, will report to the Chairman through his designee.

The Chairman and the President, NDU, will issue the appropriate instructions to disseminate the policies, procedures, objectives, and responsibilities of NDU and its components.

Ash Carter

Attachment:
As stated

cc:
Deputy Secretary of Defense
Under Secretaries of Defense
Executive Secretary, Department of State



OSD000085-17/CMD000127-17

CHARTER FOR NATIONAL DEFENSE UNIVERSITY

1. PURPOSE. This charter provides guidance for National Defense University (NDU) under the Joint Staff as a Chairman of the Joint Chiefs of Staff (CJCS) controlled activity (CCA). The charter prescribes the basic organization and resourcing of NDU and assigns key responsibilities of major stakeholders. Revisions to this charter require approval of the Secretary of Defense. The CJCS and President, NDU (NDU-P), are authorized to develop and publish instructions and policies necessary to conduct oversight and management responsibilities for NDU.
2. BACKGROUND. On October 22, 2015, the Secretary of Defense delegated authority for direct management control and responsibility over programming and execution of resources for NDU. Additionally, the Secretary directed the CJCS to review other authorities necessary for the exercise of CJCS authority, direction, and control over NDU. Through Resource Management Decision 700A2, the Deputy Secretary of Defense directed realignment of NDU under the Joint Staff as a CCA. This charter implements the delegated authorities and includes authority for the CJCS to exercise management and oversight of the component institutions of NDU consistent with section 2165 of title 10, United States Code (U.S.C.). The CJCS will provide policy guidance and oversight for all operations including resource and personnel management, curriculum development, and support for NDU.
3. COMPOSITION AND RELATIONSHIPS. NDU consists of educational institutions described at section 2165 of title 10, U.S.C., and other educational institutions so designated by the Secretary. The CJCS exercises authority, direction, and control over NDU for the Secretary of Defense. Several Department of Defense (DoD) components, including Office of the Secretary of Defense (OSD) Principal Staff Assistants (PSAs), have functionally specific equities in NDU courses, curriculums, and programs. Direct liaison is required between NDU and the OSD PSAs to effectively incorporate OSD perspectives in curriculums and programs.
4. EXECUTIVE AGENT. Section 527 of the National Defense Authorization Act for Fiscal Year 2002, Public Law Number 101-107, directed that the Secretary of Defense be the executive agent for funding the professional education operations of all NDU components. In a memorandum dated October 22, 2015, titled "Funding Realignment for the National Defense University," the Secretary of Defense delegated authority to the CJCS for direct management control and responsibility over the programming and execution of the resources for NDU and all components thereof. This delegation is consistent with the CJCS responsibilities established in section 153(a)(5)(C) of title 10, U.S.C., specifically, the responsibility for "[f]ormulating "policies for coordinating the military education and training of members of the Armed Forces," and constitutes an additional duty of the CJCS under section 153(a)(6)(B) of title 10, U.S.C., which states that the CJCS shall perform "such other duties as may be prescribed by . . . the Secretary of Defense."

5. RESOURCES

a. As required by federal law, funding for professional development education operations for NDU is provided from the operation and maintenance, Defense-wide appropriation. The Joint Staff executes budget and management oversight for NDU. The Military Department installation that hosts NDU or its components is responsible for selected base support of NDU in accordance with support agreements.

b. NDU will formally submit all Planning, Programming, Budgeting, and Execution (PPBE) products (including the Program Budget/Review and Mid-Year Review) to the Joint Staff Comptroller. NDU PPBE submissions will occur within the timelines of the Under Secretary of Defense Comptroller/Chief Financial Officer (USD(C/CFO)) and Director, Cost Assessment and Program Evaluation, to ensure NDU can fulfill the CJCS responsibilities and the Joint Staff can incorporate them in overall Joint Staff products.

c. NDU is authorized to accept grants and receive reimbursement, in accordance with applicable legal and regulatory authority, for expenses incurred by conducting scientific, literary, or educational research, or providing NDU programs or support to non-DoD Federal Agencies, nongovernmental organizations, educational institutions, the private sector, and international students.

6. RESPONSIBILITIES

a. Chairman of the Joint Chiefs of Staff. The CJCS is responsible for the following:

(1) Approving the mission of NDU and the missions of its component institutions.

(2) Selecting an NDU-P from Service nominees.

(3) Approving CJCS Chairs for NDU.

(4) Advising the Secretary of Defense on education of the Joint Force. This responsibility is executed, *inter alia*, through periodic review and revision of the curriculum of each NDU school to enhance the education of officers in joint matters.

b. Military Service Chiefs. The Military Service Chiefs are responsible for the following:

(1) Supplying sufficient students for NDU Joint Professional Military Education (JPME) colleges, schools, and programs so that each Military Department provides approximately one-third of the U.S. military student body to meet requirements delineated by CJCS policy.

(2) Supplying sufficient qualified military faculty for NDU JPME colleges, schools, and programs so that each Military Department provides approximately one-third of the U.S. military faculty at each college, school, and program.

(3) Nominating, as solicited, general/flag officers to serve as the NDU-P and as commandants of the Eisenhower School (ES), Joint Forces Staff College (JFSC), and National War College (NWC).

(4) Approving Service Chief Chairs.

(5) Providing base support, in accordance with agreements, at these locations:

(a) Department of the Army: NDU main campus, Fort Lesley J. McNair, Washington, D.C. Support agreements establish specific terms, conditions, and responsibilities for mission and base operations support to be furnished.

(b) Department of the Navy: JFSC, Norfolk, Virginia. A memorandum of understanding implements delivery of agreed-upon services.

(6) Ensuring that sufficient officers graduate from the Joint Advanced Warfighting School to fill planner positions as described in the CJCS Officer Professional Military Education Policy and the annual NDU Student Size and Composition Plan.

c. NDU-P. The NDU-P is responsible for the following:

(1) Accomplishing the NDU mission, including the missions of all its components, as described in this charter.

(2) Developing a set of unified directives for all aspects of NDU and its components in accordance with public law, DoD and CJCS policies, directives, and instructions.

(3) Maintaining joint and academic accreditation status in accordance with public law, DoD and CJCS policies, directives and instructions; the Department of Education; and relevant civilian academic accreditation agencies (specifically, the Middle States Commission on Higher Education).

(4) Managing NDU resources in accordance with public law, DoD and CJCS policies, directives, and instructions.

(5) Coordinating all PPBE products with the Joint Staff Comptroller for submission to the USD(C/CFO) within provided timelines and guidance.

(6) Coordinating joint table of distribution manpower changes with the Joint Staff J-1.

(7) Coordinating base operations, facility, logistic, and administrative support services with OSD, host installations, the Joint Staff directorates, and the Services.

(8) Recommending ES, JFSC, and NWC commandant nominees to the CJCS.

(9) Participating in the Military Education Coordination Council.

(10) Maintaining a professional interchange with selected educational and research organizations involved in the study of national security affairs, operational art, and resource management strategies.

(11) Planning and executing the DoD Distinguished Visitors Orientation Tour in coordination with the Defense Security Cooperation Agency.

(12) Other mission areas or tasks as assigned by the Secretary of Defense and the CJCS.

7. ADMINISTRATION. NDU, under the authority, direction, and control of the CJCS, will develop arrangements with appropriate Service personnel support elements and the Joint Staff to provide personnel and other administrative support such as processing performance evaluations, submitting promotion board requirements, preparing awards, managing security clearances, and completing other related administrative support functions. NDU may develop policies for administering its courses including, but not limited to, the administration of temporary duty and travel funds. All NDU policies will follow applicable law and DoD policy. The CJCS will provide oversight for NDU policies. The General Counsel of the Department of Defense/Director, Defense Legal Services Agency (DLSA), will exercise authority, direction, and control over the General Counsel, NDU, who is part of DLSA.



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7
DISTRIBUTION: A, B, C

CJCSI 1801.01D
10 June 2015

NATIONAL DEFENSE UNIVERSITY POLICY

References: See Enclosure G.

1. Purpose. This instruction disseminates the policies, procedures, objectives, and responsibilities of the National Defense University (NDU) and its components as prescribed in references a and b and related documents.
2. Superseded/Cancellation. CJCSI 1801.01C CH 1, 2 September 2011, "National Defense University Policy," is superseded.
3. Applicability. This instruction applies to the Joint Staff, National Defense University (NDU), and the Military Services. Distribution to other agencies is for information only.
4. Policy
 - a. General. NDU is the Nation's premier Joint Professional Military Education (JPME) provider. Its fundamental purpose is to educate emerging senior leaders in the defense and interagency communities at the strategic and operational levels. NDU's primary focus is the provision of JPME, enabled by premier teaching, scholarly research and academic engagement. As an academic institution, NDU operates on the principle of academic freedom.
 - b. Mission. NDU supports the Joint Warfighter by providing rigorous JPME to members of the U.S. Armed Forces and select others in order to develop leaders that have the ability to operate and creatively think in an unpredictable and complex world.
 - c. Vision. NDU will be the premier national security institution focused on advanced joint education, leader development, and scholarship.

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d. NDU Components. Enclosure A describes NDU components and their missions.

e. Resources

(1) The Secretary of Defense is the executive agent for funding the professional education operations of all NDU components. This responsibility, effectively for operations and maintenance (O&M) and manpower, is exercised by the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer (USD(C)/CFO).

(2) As required by federal law, NDU is funded by Department of Defense (DoD)-wide O&M funding. The OUSD(C)/CFO provides this funding. The Military Department installation that hosts NDU or its components is responsible for selected base operations, facility, logistics, and administrative support of NDU.

(3) NDU will formally submit all Planning, Programming, Budgeting, and Execution (PPBE) products (including the Program and Budget Review and Mid-Year Review) through the Joint Staff J-7 to the Joint Staff J-8. NDU PPBE submissions will occur before OUSD(C)/CFO and OUSD Cost Assessment and Program Evaluation (CAPE) timelines to ensure NDU can fulfill the Chairman's title 10 responsibilities.

(4) NDU is authorized to recoup resources for providing NDU programs or support to Federal Agencies outside the Department of Defense, the private sector, and international students. Such compensation is to be in accordance with applicable statutory and regulatory authorities. NDU may conduct reimbursable research in accordance with paragraph 4.c. of Enclosure A.

5. Definitions. Refer to the Glossary for abbreviations and acronyms.

6. Responsibilities. Enclosure B details NDU-related responsibilities of the Chairman of the Joint Chiefs of Staff (CJCS); the President, NDU (NDU-P); the Joint Staff; and the Military Services. Enclosure C provides policy regarding NDU senior leadership and faculty. Enclosure D details policy regarding NDU JPME class size, composition, and student selection. Enclosure E lists recurring reports required of NDU. Enclosure F provides the due dates of each NDU report.

7. Summary of Changes

a. Restates the Policy section and relevant sections of the enclosures to incorporate elements from Change One to the instruction.

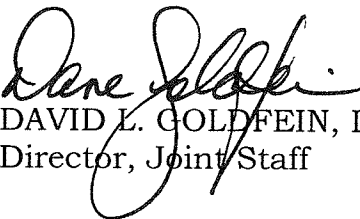
b. Incorporates the new mission statement of NDU.

- c. Incorporates the new vision for NDU.
- d. Restates the Resources section for improved clarity.
- e. Removes the Teach, Research, and Outreach construct.
- f. Incorporates new name and mission of the Industrial College of the Armed Forces.
- g. Updates the mission statements of Joint Forces Staff College and its component schools.
- h. Removes Senior Enlisted JPME; NATO Staff Officer Orientation Course; Reserve Component National Security Course; Institute for National Security Ethics and Leadership; Center for Joint and Strategic Logistics Excellence; Center for Transatlantic Security Studies; Center for Strategic Conferencing; and the Secretary of Defense Corporate Fellows Program.
- i. Adds responsibilities of Vice President for Academic Affairs (Provost); Department of Ethics; Health and Fitness Directorate; Office of Institutional Research, Planning, and Assessment; Enrollment Management and University Registrar; and the Director, Research and Strategy Support.
- j. Incorporates revised mission statements of the Institute for National Security Studies and its components.
- k. Adds the description of the process for oversight of NDU research activities.
- l. Restates the description of NDU outreach and collaboration.
- m. Updates the responsibilities of the Military Service Chiefs, the Joint Staff, and the President of NDU.
- n. Updates the officer grade requirements for the president of NDU and the College Commandants.
- o. Incorporates the College of International Security Affairs as senior-level education and a provider of JPME II.
- p. Updates officer grade requirements for the Joint Advanced Warfighting School.
- q. Updates the International Student Program.
- r. Updates required reports and due dates.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal Agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: <http://www.dtic.mil/cjcs_directives/>. Joint Staff activities may also obtain access via the SIPR Directives Electronic Library Web sites.

9. Effective Date. This INSTRUCTION is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:


DAVID L. GOLDFEIN, Lt Gen, USAF
Director, Joint Staff

Enclosures:

- A - NDU Components
- B - Responsibilities
- C - NDU Senior Leadership and Faculty
- D - JPME Class Size, Composition, and Student Selection
- E - Reports
- F - Reports and Submissions Summary
- G - References
- GL - Glossary

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ENCLOSURE A

NDU COMPONENTS

1. Overview. This enclosure describes the major components of NDU and includes their mission statements.
2. The following NDU components are primarily venues for educating students. They include offerings designated as JPME venues in federal law and CJCS policy.

- a. General/Flag Officer (GO/FO) and Command Senior Enlisted JPME

- (1) PINNACLE. PINNACLE's mission is to convey an understanding of national policy and objectives, with attendant international implications, to prospective joint/combined force commanders. PINNACLE also educates commanders on how to integrate those policies and objectives into operational campaign plans.

- (2) CAPSTONE. CAPSTONE's mission is to increase the effectiveness of all newly selected Active Component GO/FOs) in planning and employing U.S. Forces in joint and combined operations. Additionally, CAPSTONE enhances knowledge and exposure to all the instruments of national power by integrating senior officials from the interagency into course content and class composition.

- (3) KEYSTONE. KEYSTONE's mission is to prepare Active Component command senior enlisted leaders for service in a flag officer joint headquarters. The primary course focus is on the strategic and operational levels of war as well as integrating the elements of national power to achieve national security objectives.

- b. Senior Education

- (1) College of International Security Affairs (CISA). The CISA mission is to educate and prepare civilian and military national security professionals and future leaders from the United States and partner nations for the strategic challenges of the contemporary security environment. CISA is the DoD flagship for education and the building of partnership capacity in combating terrorism and irregular warfare at the strategic level.

- (2) Dwight D. Eisenhower School for National Security and Resource Strategy (Eisenhower School). The Eisenhower School (ES) mission is to prepare selected military officers and civilians for strategic leadership and

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success in developing national security strategy and in evaluating, marshaling, and managing resources in the execution of that strategy.

(3) Information Resources Management College (IRMC, also known as the iCollege). The IRMC mission is to prepare military and civilian leaders to optimize information technology management and secure information dominance within cyberspace.

(4) National War College (NWC). The NWC mission is to educate future leaders of the Armed Forces, Department of State, and other civilian agencies for high-level policy, command, and staff responsibilities by conducting a senior-level course of study in national security strategy.

(5) Joint Forces Staff College (JFSC). The JFSC mission is to educate national security professionals to plan and execute operational-level joint, multinational, and interagency operations to instill a primary commitment to teamwork, attitudes, and diverse perspectives. JFSC is composed of four schools, each with different student populations and purposes.

(a) Joint Advanced Warfighting School (JAWS). JAWS produces graduates who can create campaign-quality concepts, plan for the employment of all elements of national power, accelerate transformation, succeed as joint force operational/strategic planners and be creative, conceptual, adaptive, and innovative. JAWS is designed for a small group of selected Service-proficient senior officers en route to planning-related positions in the Combatant Commands.

(b) Joint Combined Warfighting School (JCWS). The JCWS mission is to prepare and educate national security professionals to anticipate, innovate, plan, and execute operational level joint, interagency, intergovernmental, and multinational operations in order to instill a primary commitment to joint, interagency, intergovernmental, and multinational teamwork, attitudes, and perspectives.

(c) Joint Command, Control, and Information Operations School (JC2IOS). JC2IOS is designed to educate and train military officers and civilian equivalents in the concepts, applications, and procedures associated with Command, Control, Communication, Computers, and Intelligence (C4I) and Information Operations planning in joint and multinational environments. The school is composed of a C4I and an Information Operations (IO) division, offering a variety of educational opportunities to the joint community.

(d) The Joint Continuing and Distance Education School (JCDES). JCDES offers the Advanced Joint Professional Military Education (AJPME)

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course. AJPME is a 40-week hybrid course composed of an optimized blend of synchronous, asynchronous, and in-residence delivery modes. AJPME is a Reserve Component (RC) officer course that incorporates interagency organizations and senior non-commissioned officers into a course of instruction similar in content, but not identical to, the in-residence JCWS course.

3. Vice President for Academic Affairs (Provost). The Provost is NDU's Chief Academic Officer and advances the mission and values of NDU. The Provost ensures high quality and rigorous academic programs, making use of best practices to support joint education, leader development, and scholarship. The Provost facilitates institutional research, evidence-based decisions, continuous institutional and academic assessment, evaluation, planning, improvement, effectiveness, enrollment management, registration and other services in support of the academic mission of NDU. The Provost promotes the academic mission through:

a. Center for Applied Strategic Learning (CASL). CASL's mission is to research, develop, and facilitate experiential education products and events (e.g., simulations, war games, and exercises) to provide JPME for the joint warfighter, including the U.S. military students and select others at NDU. CASL supports the NDU leadership, the components, and others by providing experiential education services. CASL faculty serves as NDU's resident experts in the field of exercises, war games, and facilitation.

b. Department of Ethics. The Department of Ethics mission is to teach courses, conduct research, and produce teaching materials (including case studies) in the fields of national security ethics and law, primarily in support of JPME and professional military education. In addition, the Department of Ethics serves as NDU's subject matter experts in ethics and the Profession of Arms, and as such works with college faculties and researchers to enhance the consideration of ethics in NDU's curricula.

c. Health and Fitness Directorate. The Health and Fitness Directorate's mission is to support NDU's strategic goals by enhancing Joint Total Fitness through health, fitness and wellness interventions that optimize performance across the joint force to include classroom instruction, resiliency programs, and individual interventions with faculty, staff, and students.

d. NDU Libraries. The mission of the NDU Libraries is to advance education through teaching information fluency; collecting, organizing, making accessible, and preserving recorded knowledge and products of human creativity. The NDU Library supports all NDU educational programs. The NDU Library staff provides information literacy instruction for all students at NDU,

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teaching critical research skills that students will carry forward into subsequent professional assignments.

(1) One Virtual Library. One Virtual Library provides a common interface that delivers library resources and services to students and faculty at any location. NDU will maintain the Military Education Research Library Network (MERLN) to provide ready-made Web guides on topics of interest to JPME.

(2) Special Collections/Classified Documents Center (CDC). Special Collections/CDC accepts voluntary donations of non-record copies of personal papers from any former Chairman or Vice Chairman of the Joint Chiefs of Staff and any former Combatant Commander. NDU faculty, staff, and authorized researchers have access to this repository for research. Using the papers and artifacts from senior military leaders, Special Collections staff creates exhibits throughout NDU that provide visual learning experiences. Special Collections/CDC is the repository for NDU student papers.

e. Office of Institutional Research, Planning, and Assessment. The Office of Institutional Research, Planning, and Assessment is responsible for the research, assessment, surveying, evaluation, effectiveness, and planning services and functions across NDU. The office provides management and oversight for these efforts and integrates, aligns, and standardizes practices, processes, procedures, resources, tools, and tasks.

f. Enrollment Management and University Registrar. The Registrar is responsible for and delivers enrollment and registration services and functions. These services and functions are those areas that involve maintaining the official academic records of students and courses offered by the university.

4. Research and Strategic Support. NDU incorporates some of the Nation's premier national security and defense technology research and scholarship centers.

a. Director, Research and Strategic Support (D-RSS). The D-RSS promotes, supports, and disseminates scholarly research across NDU and the broader national security and Joint community. The D-RSS conducts outreach with NDU colleges and components, the regional centers, and other national and international academic bodies to inform and encourage research collaboration. The D-RSS leads and directs the Institute for National Strategic Studies (INSS) and facilitates the coordination of research across NDU. The mission of INSS is to conduct research in support of the academic and leader development programs at NDU, to provide strategic support to the Secretary of Defense, the Chairman, and the Combatant Commands, and to interact with other U.S.

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governmental agencies and the broader national security community. INSS consists of the following components that provide academic venues for increasing the breadth and depth of knowledge regarding national and international security matters and for the advancement of strategic thinking:

(1) Center for Complex Operations (CCO). The CCO is a congressionally authorized center. Its mission is to conduct research, identify lessons learned, enhance training and education, and improve the planning and execution of interagency operations.

(2) Center for the Study of Chinese Military Affairs (CSCMA). The mission of CSCMA is to serve as a national focal point and resource center for multidisciplinary research and analytic exchanges on the national goals and strategic posture of the People's Republic of China and the ability of that nation to develop, field, and deploy an effective military instrument in support of its national strategic objectives.

(3) Center for Strategic Research (CSR). The CSR supports the INSS core mission of providing objective, rigorous, and timely analyses that respond to the needs of decision-makers in the Department of Defense and other policy audiences. In formulating research plans it pays particular attention to emerging strategic trends that pose longer-term challenges for U.S. national security and raise complex trade-offs for policy-makers. The Center includes the Center for Study of Chinese Military Affairs.

(4) Center for the Study of Weapons of Mass Destruction (CSWMD). CSWMD's mission is to prepare U.S. national security leaders to address the challenges posed by weapons of mass destruction (WMD) through education, research, and outreach activities across the full spectrum of WMD issues. CSWMD provides cutting-edge research on the impact of WMD on U.S. and global security to the national security community. CSWMD is the focal point for WMD education in JPME.

(5) Center for Technology and National Security Policy (CTNSP). The mission of CTNSP is to conduct research and analysis, and to design curricula on future trends in science and technology and their implications for national security policy, military transformation, and defense strategy. CTNSP harnesses the talents of senior defense scientists, technologists, and defense policy analysts who develop new concepts to deal with the missions outlined in the Quadrennial Defense Review. It also advises senior DoD officials and publishes the results of its research.

(6) NDU Press. The mission of NDU Press is to disseminate knowledge intrinsic to advanced joint education and leader development by publishing

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books, policy briefs, occasional papers, monographs, and special reports on national security strategy, defense policy, national military strategy, regional security affairs, and global strategic problems. NDU Press also publishes the Joint Force Quarterly, a professional military and security journal.

b. Strategic Support. In addition to research for internal requirements, NDU research provides strategic support to decision-makers in the Office of the Secretary of Defense (OSD), the Joint Staff, the military departments, Combatant Commands, Defense Agencies, and other organizations. NDU generates and disseminates knowledge to promote policy development, innovation, and whole of society engagement that can be of broad value to the Department of Defense. Such work must be within NDU's capacity and be approved by NDU leadership. The results of this work should be linked to NDU's primary mission of JPME and leader development as much as possible.

c. Process. Useful research requires a well-defined process for initiation, conduct, and assessment, while maintaining a focus on the anticipated users of the research. This process must allow senior stakeholders the opportunity to shape efforts through early collaboration on broad themes and permit a review and evaluation of output in a structured, scheduled and meaningful way.

(1) Annually in September, INSS will coordinate with stakeholders on proposed research themes for the next fiscal year. The Joint Staff J-5 and J-7 as well as OSD (Policy) will be included in this coordination.

(2) These themes will guide researchers and sponsors as they develop projects, deliverables, and evaluation criteria. OSD and Joint Staff directorates and approved others can coordinate requests for research directly with direct-funded research centers. Approved sponsors may work directly with reimbursable centers in conjunction with resources provided. Appropriate memoranda of agreement or understanding, or statements of work, along with oversight and review mechanisms and reporting requirements, shall govern resource transfers.

(3) Annually in June, INSS will present the state of NDU research plans and projects to the Directors of the Joint Staff J-5 and J-7, OSD (Policy), and other stakeholders.

5. Outreach and Collaboration. The following NDU components are primary venues for conducting international outreach.

a. International Student Management Office (ISMO). The ISMO mission is to administer and oversee all resident international students enrolled in

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academic programs on the Fort McNair campus. The ISMO duties are comprehensive. They include pre-arrival coordination; procuring temporary and permanent lodging; arranging for banking, medical insurance, and driver's licenses; coordinating schooling for dependent children; and post-graduation follow-up through alumni outreach.

(1) ISMO runs the International Student Hall of Fame (HOF) program. Any interested party may nominate potential HOF inductees to ISMO. The normal process begins once ISMO determines a graduate is eligible. To be eligible, graduates must be a Service Chief, Chief of Defense, Minister, Ambassador, commander of a United Nations Task Force, or a similar high-level position.

(2) Vetting is a three-part process. ISMO gathers nominations and submits them to the appropriate U.S. embassy country team, the appropriate Combatant Command and to the Joint Staff. Once all concur, ISMO informs the graduate and conducts the appropriate ceremony.

b. International Military Student Office (IMSO). IMSO executes a mission similar to ISMO for international students enrolled in NDU academic programs on the JFSC Norfolk campus.

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ENCLOSURE B

RESPONSIBILITIES

1. Overview. This enclosure outlines responsibilities of the CJCS, the Military Services, the Joint Staff, and the NDU-P, relative to NDU.

2. Chairman of the Joint Chiefs of Staff. The Chairman is responsible for the following:

a. Approving the mission of NDU and its component institutions.

b. Selecting an NDU-P from Service nominees.

c. Approving CJCS chairs for CISA, ES, JFSC, and NWC.

d. Advising and assisting the Secretary of Defense by periodically reviewing and revising the curriculum of each NDU college to enhance the education and training of officers in joint matters.

3. Military Service Chiefs. The Military Service Chiefs are responsible for the following:

a. Supplying sufficient students for JPME colleges and schools so that each Military Department can provide approximately one-third of the U.S. military student body to meet requirements delineated by federal law and CJCS policy.

b. Supplying sufficient military faculty for JPME colleges and schools so that each Military Department can provide approximately one-third of the U.S. military faculty at each college and school.

c. Nominating, as solicited, GO/FOs to serve as the NDU-P and as commandants of ES, JFSC, and NWC.

d. Approving Service Chief chairs for ES, JFSC, and NWC.

e. Providing base operations, facility, logistic, and administrative support at these locations:

(1) U.S. Army: NDU main campus, Fort Lesley J. McNair, Washington, D.C.

(2) U.S. Navy: Coordination for selected support provided to JFSC, Norfolk, Virginia.

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f. Ensure that officers graduating from JAWS are assigned to planner positions as described in the Chairman's Officer Professional Military Education Policy (OPMEP) instruction and the annual NDU Student Size and Composition Plan.

4. Director, Joint Staff (DJS). The DJS is responsible for the following:

a. Overseeing Joint Staff support for NDU.

b. Approving the annual NDU Student Size and Composition Plan for JPME venues.

c. Serving as the Joint Staff authority to approve/disapprove waiver requests from the Services for JAWS graduates assignments as described in the OPMEP.

5. Joint Staff. All Joint Staff directorates are responsible for assisting/providing collaboration on NDU education offerings that parallel their assigned functional area.

a. Director for Manpower and Personnel, Joint Staff (DJ-1). DJ-1 is responsible for providing Joint Staff collaboration and support regarding NDU students, personnel and staffing issues, as required.

b. Director for Operations, Joint Staff (DJ-3). The DJ-3 is responsible for coordination of JFSC Information Operations courses.

c. Director for Strategic Plans and Policy, Joint Staff (DJ-5). The DJ-5 is responsible for the following:

(1) Providing Joint Staff collaboration and support, in coordination with J-7 and OSD (Policy) for NDU research activities to include, but not limited to, the following: guidance and coordination on NDU's strategic studies, regional security studies programs, and the Secretary of Defense's Strategic Policy Forum program.

(2) Providing Joint Staff collaboration and support regarding NDU engagement activities. This includes prioritizing the participation of nations in the NDU international student programs at ES, CISA, JAWS, JCWS and NWC.

d. Director for Command, Control, Communications, and Computer (C4) Systems, Joint Staff (DJ-6). The DJ-6 is responsible for the following:

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(1) Providing, in coordination with the DoD Chief Information Officer, Joint Staff collaboration and support for IRMC and JFSC's C4I education program as presented in CJCSI 6245.01 Series.

(2) Providing network support to NDU by extending Joint Staff Information Network capabilities to the NDU campus at JFSC.

e. Director for Joint Force Development, Joint Staff (DJ-7). The DJ-7 is responsible for the following:

(1) Providing primary Joint Staff oversight for NDU matters, which include establishing Chairman's NDU policy and issuing other such administrative guidance as required to discharge oversight responsibilities.

(2) Approving NDU's personnel staffing.

(3) Initial coordination and appropriate tasking of all formal correspondence related to the provision of NDU support to the Office of the Secretary of Defense, the Combatant Commands, Services, Defense Agencies, the U.S. interagency, and allies.

(4) Providing Joint Staff collaboration and support to NDU regarding the delivery of JPME including the following:

(a) Coordinating the annual NDU Student Size and Composition Plan.

(b) Coordinating CJCS invitations for the NDU International Fellows program.

(c) Hosting NDU student visits to the Joint Staff.

(d) Periodically reviewing the curriculum of each NDU school to enhance the education and training of officers in joint matters.

(5) Validating, in coordination with DJ-8, all NDU PPBE products.

(6) Providing the Joint Operations Module portions of the CAPSTONE, PINNACLE, and KEYSTONE programs.

f. Director for Force Structure, Resources, and Assessment, Joint Staff (DJ-8). The DJ-8 is responsible for the following:

(1) Providing Joint Staff collaboration and support to NDU's participation in the DoD PPBE process, including the Program and Budget Review and Mid-Year Review. Additionally, DJ-8 responsibilities include

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validating and advocating for any unfunded requirements during Mid-Year Review that could affect the Chairman's title 10 authority.

(2) Reviewing and collaborating with the DJ-7 on all NDU PPBE products and preparing CJCS endorsement of NDU PPBE submissions to OSD.

(3) The Chemical Biological Defense Program provides annual funding, via J-8's Joint Requirements Office for Chemical, Biological, Radiological, and Nuclear Defense, to the NDU CSWMD for the cost of salaries and other expenses to execute the WMD JPME focal point mission.

6. NDU-President. The NDU-P is responsible for the following:

a. Accomplishing the NDU mission, including the missions of all its components, as described in this instruction.

b. Developing a set of unified directives for all aspects of NDU and its components in accordance with public law, DoD and CJCS policies, directives, and instructions.

c. Maintaining joint and academic accreditation status in accordance with public law, DoD and CJCS policies, directives and instructions; the Department of Education; and relevant civilian academic accreditation agencies (specifically, the Middle States Commission on Higher Education).

d. Managing NDU resources in accordance with public law, DoD and CJCS policies, directives, and instructions.

e. Routing all PPBE products through the DJ-7 and DJ-8 prior to submission to the OSD Comptroller.

f. Coordinating base operations, facility, logistic, and administrative support services with OSD, host installations, and the Services.

g. Recommending ES, JFSC, and NWC commandant nominees to the Chairman.

h. Participating in the Military Education Coordination Council.

i. Providing necessary support functions, including library services, for mission accomplishment.

j. Maintaining a professional interchange with selected educational and research organizations involved in the study of national security affairs, operational art, and resource management strategies.

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k. Planning and executing the DoD Distinguished Visitors Orientation Tour in coordination with the Defense Security Cooperation Agency.

l. Other mission areas or tasks as assigned by the Secretary of Defense and the CJCS.

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ENCLOSURE C

NDU SENIOR LEADERSHIP AND FACULTY

1. Senior Leadership

a. NDU-P and College Commandants. NDU-P and the commandants of ES, JFSC, and NWC are nominative positions filled by GO/FOs. The usual tour length is 3 years. Typically, officers from different Services staff these positions.

(1) NDU-P is an active duty officer serving in grade O-8. The Military Departments fill the position on a nominative basis to the Secretary of Defense through the CJCS. NDU-P will have a broad operational perspective, an advanced degree, and extensive joint experience and education. Additionally, NDU-P will be knowledgeable in national security strategy formulation and execution, joint operations planning and programming, and other matters related to national security strategy. NDU-P must be familiar with the interaction among national security interests in the Executive Branch, Congress, other government agencies, international entities, industry, and the media.

(2) The ES, JFSC, and NWC commandants are active duty officers who are usually in grade O-7. The Military Departments fill these positions on a nominative basis to the CJCS through the NDU-P.

(3) All NDU civilian senior leadership positions are selected through a competitive search process with final decision authority by the NDU-P.

b. Senior Vice President, NDU. Due to the vital linkage between statecraft and military power, a civilian official of ambassadorial rank from the Foreign Service appointed by the Department of State will normally fill this position.

c. Vice President for Academic Affairs (Provost). To ensure leadership continuity at NDU, the Provost is a title 10 employee, possessing a terminal degree that NDU selects through a competitive search process. The Provost is the Chief Academic Officer and reports directly to the NDU-P on all academic matters. The Provost ensures the quality of institutional teaching and student scholarship programs. The College and academic component leaders coordinate on all academic matters with the Provost who is the NDU-P's principle academic advisor.

d. Director for Research and Strategic Support. The Director, Research and Strategic Support (D-RSS) is a title 10 employee possessing a terminal degree, chosen through a competitive search process. The D-RSS reports directly to the NDU-P and is responsible for the development, promotion, and

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dissemination of scholarly research in support of joint education and leader development and for strategic support to the broader national security and Joint community. The D-RSS coordinates development of the strategic and annual research plans, and assesses the quality and productivity of the research faculty and staffs. The D-RSS coordinates with the Provost and college component heads on issues of research faculty in an adjunct instructional role and regarding the infusion of scholarship into the college curricula.

2. Faculty

a. Personnel. Personnel (military and civilian) who, as described in the OPMEP and determined by the Provost, teach, prepare, or design curricula, or conduct research in support of JPME, may be counted as faculty. Personnel performing strictly administrative functions may not be counted as faculty for computing student-to-faculty ratios.

b. Military Faculty

(1) Active duty military officers bring to the NDU faculty invaluable operational currency and expertise; therefore, a sufficient portion of each JPME college/school military officers bring to the NDU faculty invaluable operational currency and expertise are uniformed personnel who prepare, design, or teach JPME curricula or conducts research related to JPME curricula.

(2) The Provost may designate one billet for each JPME college from each Military Department as an indefinite-length tour. In addition, each JPME college may appoint one additional faculty member for an indefinite period. Academic Affairs is authorized the indefinite appointment of one military officer. The NDU-P coordinates with the Military Departments for appointment of officers to indefinite-length tours.

(3) Given the grade and seniority of NDU students, as a rule, the grade of military faculty members shall be senior to the average college/school student grade. Specifically, grades and qualifications shall be as follows:

(a) ES, JAWS, and NWC faculty shall be in grade O-6 and possess an advanced degree in a relevant discipline. Additionally, officers assigned to teach acquisition at ES must be Level-3 certified in accordance with the Defense Acquisition Workforce Improvement Act. College commandants can waive the grade and/or the degree requirement for officers with exceptional professional or academic qualifications. Military faculty will be one-third by Military Department at ES, JAWS, and NWC. All ES and NWC military faculty members should be graduates of a senior-level Service JPME program (resident programs preferred) or NDU senior-level JPME program. JAWS faculty will be Joint Qualified Officers and senior-level JPME program graduates.

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(b) JFSC faculty (other than JAWS) shall be primarily in grade O-5 and possess an advanced degree in relevant academic disciplines. College commandants can waive the requirement for an advanced degree for officers with exceptional joint or operational qualifications. JFSC may accept O-4s selected for O-5 (and some O-4s in specific curriculum-related disciplines with exceptional professional credentials) for assignment to faculty duty. All JFSC (other than JAWS) faculty members should be graduates of an intermediate or senior-level Service JPME program (resident programs preferred) or NDU senior-level program. Military faculty will be one-third by Military Department.

(c) CISA faculty shall be primarily in grade O-5 and O-6 and possess an advanced degree in relevant academic disciplines. The preference is for faculty with terminal degrees and previous teaching experience. CISA may accept O-4s selected for O-5 (and some O-4s in specific curriculum-related disciplines with exceptional academic credentials) for assignment to faculty duty. All CISA military faculty members should be graduates of an intermediate or senior Service JPME program or NDU senior-level college program. Military faculty will be one-third by Military Department.

(d) IRMC military faculty members will normally be in grade O-5 or O-6 and possess an advanced degree in a relevant academic discipline. Some O-4s with exceptional professional credentials in specific curriculum-related disciplines are also acceptable for assignment as faculty.

(e) The length of military faculty assignment to NDU is usually 3 years.

(f) Senior Military fellows assigned to INSS research billets will be in grade O-6 and possess advanced degrees and/or relevant joint or interagency experience.

(g) Military faculty assigned to the Center for Applied Strategic Learning will be in grades O-4 through O-6 and possess an advanced degree and/or relevant joint or interagency experience.

c. Civilian Faculty. Pursuant to reference a, DoD instructions, and delegations of authority, and upon the recommendations of component heads, NDU-P determines the appropriate number of civilians on the various NDU faculties. All faculty members will be of the highest caliber, possess strong academic credentials, and combine functional or operational expertise with teaching ability.

d. Student-to-Faculty Ratio. CJCS policy delineates the ratios of students to faculty at JPME venues. NDU maintains the student-to-faculty ratios at all JPME colleges and schools in accordance with guidance in the OPMEP.

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(1) Faculty includes U.S. military and civilian members, full- and part-time members, and U.S. and international faculty members, as determined by the respective NDU college/school commandant and as validated by the CJCS Process for the Accreditation of Joint Education.

(2) All (U.S. and international) military officers and civilians assigned to NDU as students for the purpose of completing a prescribed course of instruction count as students in the computation of student-to-faculty ratios.

(3) The prescribed student-to-faculty ratio is not applicable to the following:

(a) Nonresident education programs as defined in reference b.

(b) NDU components not officially recognized as JPME venues.

e. Faculty Exchanges. Faculty/fellows exchanges between NDU colleges and appropriate organizations or other educational institutions (public, private, and foreign) are encouraged when they contribute to NDU's academic enrichment. Faculty/fellows assigned or associated full-time to NDU's JPME colleges/schools count as faculty for student-to-faculty ratio purposes.

f. CJCS Chair Program

(1) Each NDU JPME college will establish a CJCS Professor of Military Studies Chair. CJCS chairs will be military faculty of appropriate rank who are a Joint Qualified Officer, have recent joint operational experience, and are capable of contributing insight into joint matters to the faculty and student body. CJCS chairs act as direct liaisons with the Office of the CJCS and the Joint Staff.

(2) The CJCS approves nominees for these chairs, which are from authorized military faculty positions. Each college shall submit a nomination (via NDU and Joint Staff/J-7) for new CJCS chairs to the Chairman 90 days before the departure of the incumbent CJCS chair.

g. Service and Other Chairs

(1) Each NDU JPME college is encouraged to establish Service chief chairs from authorized military faculty positions for each of the Services.

(2) NDU components may establish chairs and each JPME college is encouraged to name distinguished individuals as chairs. Examples include the Roosevelt Chair and the Edison Chair as well as interagency and private sector Chairs.

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ENCLOSURE D

JPME CLASS SIZE, COMPOSITION, AND STUDENT SELECTION

1. Size and Composition Plan (SCP)

a. The student SCP establishes quotas by student category (i.e., military, DoD civilian, non-DoD government civilian, international fellows, and private sector) for attendance at NDU JPME institutions. The Director, Joint Staff, publishes the SCP annually on 31 July for the following academic year (approximately 12 months prior to the class matriculation date).

b. To support the July promulgation of the SCP, NDU will submit its recommendations for the SCP to the J-7 annually on 1 June. This allows time for the J-7 to staff the SCP proposal to the Military Departments.

c. The Service composition of CAPSTONE, CISA, ES, JAWS, NWC, and PINNACLE classes will be approximately one-third by Military Department.

d. The Service composition of JCWS and AJPME classes will be in accordance with the distribution of billets by Service on the Joint Duty Assignment List.

2. Student Selection

a. U.S. Military Students. Military Departments should select students with a representative mix of operational and functional expertise, with consideration for the educational program focus at each NDU institution. The Military Departments may allocate a portion of their military quotas for NDU colleges to Reserve Component officers.

(1) PINNACLE. The Services select attendees in accordance with Joint Staff guidance. The Services select attendees using a tiered system. Normally, Tier I officers attend PINNACLE. Tier I billets are those billets that have the greatest potential to produce a future Joint Force Commander.

(2) CAPSTONE. Attendance is based on GO/FO population by Service.

(3) ES and NWC. Officers attending ES and NWC must attain the grade of O-5 before the academic year starts. Officers will also have a demonstrated record of outstanding performance and have the potential for future growth in positions of senior strategic leadership.

(4) JAWS. Officers attending JAWS should normally be in grades O-5 or O-6 before the academic year starts. Officers will also have a demonstrated

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record of outstanding performance, have potential for future growth in positions of senior strategic leadership, and be JPME I graduates.

(5) JCWS and AJPME. Officers attending JCWS and AJPME must attain the grade of O-4 and successfully complete JPME Phase I, or the Joint Transition Course with an appropriate Joint Staff waiver, before the course starts.

(6) CISA

(a) Combatting Terrorism Fellowship Program (CTFP). Officers must be in grades O-5 or O-6 before the academic year starts. Officers will also have a demonstrated record of outstanding performance and have potential for future growth in positions of senior strategic leadership oriented toward Combating Terrorism, Irregular Warfare, and non-traditional threats.

(b) South and Central Asia Program (SCAP). Officers attending SCAP must be in grades O-4 to O-6 before the academic year starts. Officers will also have a demonstrated record of outstanding performance and have potential for future growth in positions of senior strategic leadership oriented toward advising partners in South and Central Asia.

(7) KEYSTONE. The Services select their senior enlisted personnel from the population of qualified candidates in accordance with the tiered system. Normally Tier 1 senior enlisted personnel attend Keystone. The Senior Enlisted Advisor to the CJCS adjudicates the final list.

b. U.S. Civilian Students

(1) U.S. government civilian students attending NDU will be professionals in their parent organizations and comparable in rank and potential to their military student counterparts. In addition, civilians attending NDU colleges/schools will possess a bachelor's degree and demonstrate potential to serve at the senior executive level. The NDU-P may make exceptions to these criteria when in the interest of the Department of Defense.

(2) The presence of non-DoD civilians in the student bodies of all NDU colleges has a positive effect on the learning process for all concerned.

(3) Students from the private sector are allowed to attend NDU (see title-10, United States Code, Section 2167).

c. International Students. See appendix A to this Enclosure.

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3. Reallocation of Student Quotas

a. PINNACLE. NDU-P may reallocate unfilled PINNACLE seats in the following priority:

(1) Reduce the backlog of Active Component (AC) GO/FOs who have not attended PINNACLE, prioritized by tier level.

(2) Provide an opportunity for RC GO/FOs or senior civilians to attend.

b. CAPSTONE. NDU-P may reallocate unfilled CAPSTONE seats in the following priority:

(1) Reduce the backlog of AC GO/FOs who have not attended.

(2) Provide an opportunity for RC GO/FOs to attend.

(3) Provide an opportunity for interagency GO/FO equivalents to attend.

(4) Provide an opportunity for DoD senior executive service employees to attend.

c. Colleges. NDU-P may reallocate unfilled college quotas equitably among the Military Departments. NDU may make unfilled military quotas available to qualified federal government civilians after coordination with the Joint Staff J-7. NDU will allocate civilian backfills to organizations in the following priority:

(1) The same Military Department returning the quotas.

(2) Other Military Departments.

(3) Other DoD Agencies.

(4) Other Federal Agencies.

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APPENDIX A TO ENCLOSURE D

INTERNATIONAL STUDENT PROGRAM

1. General. The International Student Management Office (ISMO) and the JFSC's International Military Student Office (IMSO) execute security assistance and security cooperation programs for select members of the international Defense community by providing sustained superior support before, during, and after their NDU program. ISMO objectives reflect the ISMO mission and are divided primarily into administrative support and building partnerships. International students bring an essential perspective to NDU educational offerings.

2. Quota Process/Selection. NDU includes international seats in the annual size and composition submission to the Joint Staff in the spring of each year for ES, JAWS, and NWC. NDU collects requests and consolidates the lists using priority lists provided by the Combatant Commands. NDU distributes seats in a manner designed to achieve a global representation in classes.

a. NDU determines how many seats are apportioned to each Combatant Command and recommends countries for invitations or placement on the alternate list. NDU will base its lists on the Security Cooperation Guidance issued by the Secretary of Defense and will annotate countries by tier group. Occasionally, changes are made on the ranking of the alternate list, but in general, NDU closely follows the rankings of the Combatant Commands.

b. NDU sends a single proposed list of international attendees to the Joint Staff. The J-5 coordinates and adjudicates the list based on current political/military situations and events and the Security Cooperation Guidance. The Chairman approves and sends out invitations for ES, NWC and JAWS in November. If a country declines the invitation, NDU processes the invitation for alternate countries and NDU-P signs the invitation. Following country acceptance of the invitation, all further administrative support is via the U.S. Army TRADOC Security Assistance Training Field Activity (SATFA). This organization processes international students for all NDU colleges.

c. International program quotas are managed by SATFA and are also coordinated at the annual Security Cooperation Education and Training Working Group per Combatant Command.

3. Administration. ISMO is focused on supporting the international students (and families where appropriate) in administrative issues such as initial orientation, housing support, medical support, technology support, travel logistics, and final out-processing. The professional and successful fulfillment of these administrative activities prepares and enables students to have a more focused and positive academic experience and has a major impact on building

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partnerships for the United States with each student and her/his respective country.

a. Field Study Program. The Field Study Program is designed to expose and educate international students to the many facets of American life and its people (culture, economics, military, political, health system, education system, etc.).

b. Graduate Writing Course. The writing course is specifically designed for non-native English speakers. The course introduces students to the components of American academic writing at the graduate level. ISMO also offers writing assistance and coaching throughout the year. A resident assistant professor within ISMO handles both teaching and coaching functions.

c. American Studies Course. The American Studies Course is designed to supplement the Field Study Program with academic discussion of the field studies and the associated topics. It also exposes the students to the foundations and core ideals, principles, and values that shape American policy, the American way of life, and its people. The NDU Provost and a resident ISMO assistant professor teach this course.

d. Ongoing Education. Using alumni outreach tools and mediums (newsletters, social media, reunions, continuing education symposiums, etc.), ISMO engages in post-graduation education with the students after they return to their home country. Services like MERLN and newsletters that contain information on NDU materials provide students with the opportunity to stay connected academically to NDU and current on today's global security challenges.

e. International Fellow Sponsorship Program. This dynamic sponsorship program exposes international students to various aspects of American culture, history, traditions, politics, and society outside of the classroom environment through volunteers who share their friendship and family. Additionally, the sponsorship program encompasses attendance and participation by U.S. sponsors and senior foreign military officer NDU students and their families in official and non-official social functions hosted by NDU leadership, by the business community, as well as selected non-profit organizations that support the program on a voluntary basis.

f. DVOT/OT Program. In accordance with the Security Cooperation Education and Training Program (SCETP), ISMO plans, executes, and provides programmatic oversight over the Department of Defense Orientation Tour (OT) and Distinguished Visitor Orientation Tour (DVOT) Program. ISMO develops and executes OT and DVOT, in close coordination with U.S. Embassy Country Teams and international military partners worldwide. OTs and DVOTs are hand-tailored, short, intensive training programs designed specifically to

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support visits to selected DoD facilities by senior foreign military officers and government civilians of new or transitioning countries or of countries who have established strategic, military-to-military and/or military training relationships with the United States. The broad objective of OTs and DVOTs is to familiarize participants with U.S. military doctrine, techniques, procedures, facilities, equipment, organization, management practices, operations, and civil-military theories and practices. The OT/DVOT Program also serves to enhance mutual understanding, cooperation, and friendships between U.S. Forces and participating nations.

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ENCLOSURE E

REPORTS

1. NDU Annual Report. Annually by 1 January, the NDU-P will submit a written report to the CJCS through the J-7, with copies to the respective Service executive agents, concerning NDU's colleges and other activities within its area of responsibility during the past 12 month period ending on 30 June. The report will include a detailed discussion of the curricula, students, faculty, research, facilities, budget, administration, plans, and other areas of interest to the CJCS. The report will specifically address the following:

- a. Use of delegated title 10, United States Code, Section 1595 hiring authority.
- b. An assessment of the effectiveness of the CAPSTONE course in meeting its objectives.
- c. A student body profile of the most recent CISA, ES, JAWS, and NWC classes graduated (operational experience, command assignments, joint experience, and graduate degrees).

2. PINNACLE, CAPSTONE, and KEYSTONE Curriculum Report. The NDU-P will annually review and, as necessary, recommend changes to the PINNACLE, CAPSTONE, and KEYSTONE curricula. NDU will forward annually a copy of the revised curriculum with highlighted changes and a course schedule for the upcoming academic year to the CJCS through the J-7 by 31 January.

3. Student Composition Reports. Within 10 business days of the start and graduation of each JPME program cohort, the NDU-P will submit reports to the Joint Staff (J-1 and J-7) and the Military Departments indicating the number of students enrolled by Military Department; complete student names, ranks, and social security numbers; and total numbers of international, interagency, and DoD/non-DoD civilians.

4. Student Size and Composition Reports. By 1 June annually, NDU-P will submit the Student Size and Composition Plan for each PINNACLE, CAPSTONE, KEYSTONE, AJPME, CISA, ES, JAWS, JCWS, and NWC class for the upcoming academic year to the Director, Joint Staff, through the J-7 for approval.

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ENCLOSURE F

REPORTS AND SUBMISSIONS SUMMARY

REPORT	SUBMITTER	DUE DATE
Annual Report to CJCS	NDU	1 January
Curriculum Report to CJCS	NDU	31 January
Student Composition	NDU	Within 10 business days of class convening and graduation
Student Size and Composition Plan Submission to J-7	NDU	1 June
CJCS Chair Nominations to Chairman	CISA, ES, JFSC, NWC	90 Days to Chairman prior to CJCS Chair Departure
JCWS Int'l Student Nominations to J-7	NDU ISMO	Within 30 days of class convening date
NDU Int'l Fellow Program Nominations to J-7	NDU ISMO	1 September

TABLE 1. Reports and Submissions Summary

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ENCLOSURE G

REFERENCES

- a. Title 10, United States Code, Section 1595, "Civilian faculty members at certain Department of Defense schools: employment, and compensation"
- b. CJCSI 1800.01 Series, "Officer Professional Military Education Policy (OPMEP)"

OTHER RELATED DOCUMENTS

- 1. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy (OPMEP)"
- 2. CJCSI 6245.01 Series, "Management of Joint Command, Control, Communications, and Computer (C4)/Cyber Education and Training Programs"
- 3. Defense Acquisition Workforce Improvement Act (Public Law 101-510), 1990
- 4. Joint Staff Manual, 5100.01 Series, "Organization and Functions of the Joint Staff"
- 5. National Defense Authorization Act, FY 2000, Section 914, "Center for the Study of Chinese Military Affairs"
- 6. Title 10 United States Code, Section 2167, "National Defense University: Admission of Private Sector Civilians to Military Education Program"
- 7. 18th Chairman's 2d Term Strategic Direction to the Joint Force
- 8. Title 10, United States Code, Section 184, "Regional Centers for Security Studies"
- 9. Title 10, United States Code, Section 663, "Education"

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GLOSSARY

AJPME	Advanced Joint Professional Military Education
C4I	Command, Control, Communications, Computers, and Intelligence
CAPE	Cost Assessment and Program Evaluation
CASL	Center for Applied Strategic Learning
CCO	Center for Complex Operations
CDC	Classified Documents Center
CISA	College of International Security Affairs
CJCS	Chairman of the Joint Chiefs of Staff
CSCMA	Center for the Study of Chinese Military Affairs
CSR	Center for Strategic Research
CSWMD	Center for the Study of Weapons of Mass Destruction
CTFP	Combatting Terrorism Fellowship Program
CTNSP	Center for Technology and National Security Policy
DJS	Director, Joint Staff
DoD	Department of Defense
DVOT	Distinguished Visitor Orientation Tour
D-RSS	Director, Research and Strategic Support
GO/FO	general/flag officer
ES	Eisenhower School
IMSO	International Military Student Office
INSS	Institute for National Strategic Studies
IO	Information Operations
IRMC	Information Resources Management College
ISMO	International Student Management Office
J-1	Manpower and Personnel Directorate, Joint Staff
J-2	Intelligence Directorate, Joint Staff
J-3	Operations Directorate, Joint Staff
J-5	Strategic Plans and Policy Directorate, Joint Staff
J-6	Command, Control, Communications and Computer (C4) Systems, Directorate, Joint Staff

J-7	Joint Force Development Directorate, Joint Staff
J-8	Force Structure, Resources, and Assessment Directorate, Joint Staff
JAWS	Joint Advanced Warfighting School
JC2IOS	Joint Command, Control and Information Operations School
JCWS	Joint and Combined Warfighting School
JFSC	Joint Forces Staff College
JPME	Joint Professional Military Education
JQO	Joint Qualified Officer
MERLN	Military Education Research Library Network
NDU	National Defense University
NDU-P	President, National Defense University
NWC	National War College
O&M	operations and maintenance
OPMEP	Officer Professional Military Education Policy
OT	orientation tour
OSD	Office of the Secretary of Defense
OUS(D)/CFO	Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer
PPBE	Planning, Programming, Budget, and Execution
SCAP	South Central Asia Program
SCETP	Security Cooperation Education and Training Program
SCP	Size and Composition Plan
WMD	Weapons of Mass Destruction

All DVOTs and regular OTs are implemented by the National Defense University (NDU). Orientation Tours are **NOT** "Off the Shelf" products; they are tailored to specific country needs and require close attention by you, the SCO, to ensure the NDU plans and implements a tour that meets your objectives. This is the format to provide NDU with the basic information it needs to plan your DVOT/OT.

DISTINGUISHED VISITOR (DVOT) or ORIENTATION TOUR (OT) WORKSHEET FORMAT

- a. COUNTRY:
- b. FY: 2017
- c. WCN:

d. Type of Tour: FMF Distinguished Visitor Tour (DVOT). Areas of interest to be covered by the tour: doctrine, acquisition, training, and education related to force modernization. Areas of interest identified by participant country: joint level command and control (emphasis on maritime), joint level education, joint level logistics, defense support to civil authorities, border security, and protection of critical infrastructure.

e. Objectives: The overall objective of the DVOT is to support US and Government of the participant country goals to increase joint capability with an emphasis on participant country defense modernization and maritime security, ensuring inter-service (joint-level) interoperability and establishing joint-level interoperability requirements.

Doctrine - Assist the participant country Armed Forces in developing joint doctrine to support force modernization efforts, focusing on command and control and electronic communications.

1. **Command and Control.** Introduce participants to C2 joint doctrine at the strategic and operational level. Concepts to include organizational construct, policy, authorities, and strategy. This will include exposure from the national level (national HQ) to subordinate JFC. An additional goal is exposure at the operational level to include JFC and JTF. For Maritime, emphasis will be on JAM-GC (Joint Concept for Access and Maneuver in Global Commons) / Air Sea Battle while sovereign defense will focus on C2 critical infrastructure and border security
2. **Electronic Communications:** the goal is to introduce participants to joint doctrine related to electronic communications in order to assist participant country in the development of joint-level interoperability requirements. Concepts will include: policy, strategy, acquisition, system integration and management, and integration with tactical forces.

Acquisition - Assist the participant country Armed Forces in developing an acquisition and logistics capacity to support joint force modernization efforts and to introduce participants to joint interoperability. This will be done by focusing on understanding and defining requirements at a strategic level. Concepts will include how the US plans to employ a joint force and how that leads to the development of an acquisition strategy. The goal is to prepare participant country for future interoperable equipment acquisitions and the modernization of their force in accordance with national strategic objectives. Emphasis throughout the trip will be on the importance and creation of an interoperable force and creating a culture of self-sufficiency in logistics, maintenance and training.

Education and Training – Assist the participant country Military to develop a training and education capacity to support joint force modernization efforts. This phase of the visit will introduce participants to joint education and training and the development of joint based curriculum.

1. **Joint Concepts:** A key "institution building" objective of the ODC is to support the participant country in the development and implementation of joint concepts with emphasis on planning and organizational change (stand up of Joint Area Commands). The participant country military faces a number of challenges in establishing an efficient joint structure due to historical and military culture limitations and force posture, sizing, and capability shortfalls. A key US goal is to assist participant country in its efforts to become more focused on external defense and to develop the capability to ensure participant country's maritime sovereignty (a President's Global Maritime Fulcrum (GMF) goal). In this capacity, participant country is currently impeded in its joint force efforts by the participant country Army and its unwillingness to acquiesce power and influence to other services. The MoD and Armed Forces future establishment of three "joint area commands" is critical to the realization of US objectives. Establishment of the three joint area commands will essentially create three, mini-NORTHCOM like Joint HQs, with service component HQs below them. The required organizational and command structure changes to make this will be significant and costly. Thus, a major focus of the DVOT will be providing US examples of Joint concepts and operations to help participant country plan and

institute an effective Joint structure leading to improvements in MDA, Maritime Domain Control, and Maritime Interdiction JCA.

f. Proposed Starting Date: 28 October 2017

g. Alternate Starting Date: TBD

h. Tour Itinerary (tentatively reviewed and approved by participant country):

WASHINGTON DC

- Pentagon

-- OSD:

--- **objective: Joint Level Policy Development and Coordination**
Briefing level - HQs

- Provide an overview of DoD's structure and role in guiding the US armed forces
- Provide insights into policy development, planning, resource management, and program evaluation responsibilities
- Discuss the role of the civilian in developing and implementing Defense policy

-- Joint Staff

--- **objective: Joint Level Command and Control**
Briefing level - HQs

- Provide an overview of the Joint Staff structure
- Explain the role of the Chairman of the Joint Chiefs of Staff in relation to the overall defense structure and how it differs from Service Chiefs/organizations
- Discuss the responsibilities of the Joint Staff in its effort to unify strategic direction, operations, and the integration of combatant forces
- Explain Joint Staff authorities in relation to the Services/COCOMs

--- J-4

---- **objective: Joint Level Logistics**
Briefing level - HQs

- Provide an outline of the J4 structure
- Provide an overview of the role of J4 in the logistics enterprise
- Discuss and provide examples of integration activities essential to logistics planning and execution
- Discuss the responsibilities and authorities of J4 in regards to joint force readiness
- Explain the coordination efforts required between services, agencies, Combatant Commands, Industry and Int'l Partners

-- Homeland Security

--- **objectives: Defense support to civilian agencies; Border Security; and Protection of Critical Infrastructure**
Briefing level - HQs

- Discuss civilian vs. military authorities in the administration of the program to include U.S. legal considerations
- Discuss how military personnel and assets factor in homeland security operations
- Provide an overview of how Homeland Security policy is developed and implemented to include:
 - Maritime concerns – unique policy and ops
 - Effective security of air, land, and sea points of entry
 - Safeguarding lawful trade and travel
 - Disrupting and dismantling of transnational criminal and terrorist organizations
 - Prevention of unauthorized acquisition, movement, or use of CBRN materials and capabilities
 - Information sharing and collaboration
 - Enforcement and administration of Immigration Laws

- NDU

-- **objective: Joint Level Education System**
Briefing Level – Senior leader presiding

- Provide purpose, mission, and scope of NDU
- Discuss the intricacies of curriculum development for Joint academics with emphasis on coordination with senior defense leadership and the incorporation of national objectives
- Explain who the target audience is and the strategy and/or compulsory requirements for student selection

- DLA

-- **Objective: Joint Level Logistics**
Briefing Level – HQs

- Provide the purpose, mission, and scope of DLA activities
- Present an overview of the organizational structure and provide information and examples of how the agency develops logistics strategy and implements that strategy on a global scale
- Provide insights on policy development with emphasis on Joint level coordination and collaboration
- Highlight civil vs. military legal authorities with examples of when either or both are used in completing the mission

-- DIA

Briefing Level – HQs

--- **Objectives: Protection of Critical Infrastructure; Defense Support to Civil Authorities; Role of Intel in Joint planning and execution**

- Provide the purpose, mission, and scope of DIA activities
- Discuss the products produced by DIA that assist senior leadership and the warfighter in the defense of the US
- Identify DIA customers – senior leaders, COCOMs, coalition ops, training, etc.

- Possible Cultural Activities (Monuments, White House or Dulles Air & Space, Battle Fields (Bull Run/Manassas, etc.)

- Free time – to meet with local Embassy Personnel

NORFOLK VIRGINIA AREA (Langley AFB, Norfolk, Suffolk)

- ALSA – Air, Land, Sea Application Center (Langley AFB)

-- **Objectives: Joint Level Command and Control; Joint Level Logistics**
Briefing Level – Senior leader presiding

- Provide an overview of the organizational structure
- Demonstrate how a Joint US agency develops joint strategy through inter-Service cooperation and coordination
- Illustrate how the US develops tactical-level solutions to multi-Service interoperability IAC with Joint directives

- FFC (Norfolk)

-- **Objectives: Joint Maritime Command and Control for Homeland Defense**
Briefing Level – Senior leader presiding

- Discuss Navy component preparation/planning for maritime homeland defense (versus power projection or expeditionary requirements e.g. PACFLT)
- Focus on how the US Navy uses readiness data sets to adjust ops tempo, determine training requirements, and defend budget requirements – all of which are capability gaps within participant country
- Examine how a Navy component works with and supports a joint area command focused on homeland defense, e.g. how USN adjusts organizational structures, ship maintenance and work-up schedules
- Discuss the importance of continual evaluation and debate within and between civil and military authorities

- JFSC JPME II – Norfolk

-- **objectives: Joint Level Education System**
Briefing Level – Senior leader presiding

- Expose participant country to PME curriculum concentrating on the integrated deployment and employment of multi-service forces with emphasis on:
 - Detailed review of joint doctrine
 - Case studies that focus on specifics of joint warfare in both developed and underdeveloped regions
 - Increasing the understanding of the four service cultures
 - Developing joint attitudes and perspectives

USNORTHCOM – COLORADO SPRINGS, COLORADO

- Objectives: Joint Level Command and Control; Maritime Defense of U.S. Homeland Briefing level – HQs

- Provide discussions with a CCMD joint staff that is responsible for the maritime defense of the U.S. homeland – a direct correlation with participant country’s Joint Area Commands
- Expose participant country senior leaders to how a CCMD secures and defends the air, land, and sea approaches to the US
- Discuss with CCMD capability planners and requirements generators their perspectives on how a Joint Command makes “joint capability arguments” to set requirements and lobby for capability resources based on sound data, good analytics, and operational risk arguments – tools currently lacking in participant country
- Provide participant with what “looks right” in cooperation and ceding of law enforcement responsibility on the seas to a Coast Guard and other civil authorities – an area of high interests among senior participant country leaders
- Discuss how the creation of USNORTHCOM led to an improved focus on maritime homeland defense and better orchestration of maritime security
- Review how a Navy and Air Force can contribute to maritime defense/security through joint planning and operations

- DISA – Defense Information Systems Agency

-- Objectives: Joint Level Command and Control; Protection of Critical Infrastructure Briefing Level – Senior leader presiding

- Provide an overview of the DISA purpose, mission, and scope
- Discuss how DISA provides command, control, communications, computing, intelligence, surveillance, and reconnaissance to the warfighter
- Discuss the criticality of cyber security and how the US is addressing cyber issues
- Provide an overview of how DISA ensures a global telecommunications infrastructure to support defense requirements
- Discuss how the agency reviews requirements in relations to cost and efficiency

- Possible Cultural Activities – USAF Academy, Olympic Training Center

PACOM – HONOLULU, HAWAII

- Objectives: Joint Level Command and Control; Joint Level Logistics; Joint Maritime Command and Control Briefing Level – HQs

- J3/5 – Discuss PACOM mission to protect the homeland. Focus discussion on maritime operations and naval coordination with other services. Emphasis on joint concept of operations.
- J4 – Discuss PACOM logistics mission and objectives as relates to participant country. Provide insights on how PACOM uses joint concepts to ensure the logistics mission is successfully completed. Provide positive and negative examples of joint planning to help participant country understand the positive applications of joint ops as well as some pitfalls to avoid when setting up joint actions
- J8 – Provide insight into assessing joint staff/COCOM operations. Participant country has asked for help in evaluating programs and learning about different ways to assess and implement changes.
- J2 – Discuss Intel’s role in supporting senior leaders and the warfighter. Once again emphasis is on the joint concept of intel gathering and dissemination.

- Possible Cultural Activities – Commander’s Barge; Polynesian Cultural Center

UNKNOWN AT THIS TIME

k. Names of participants: (Name, rank (U.S. equivalent), date and place of birth of each participant. Underline surname of each person.)

The DVOT will include up to 6 senior leaders responsible for Planning and Budgeting, Operations, Logistics, and Education & Training.

1. General Officer
2. General Officer
3. General Officer
4. General Officer
5. General Officer
6. General Officer

l. Assignment: (Provide a brief synopsis of current or planned assignment, if applicable to the purpose of the tour, of each individual. Compare it to similar positions in the U.S. military.)

1. TBD
Previous assignments:
2. TBD
Previous assignments:
3. TBD
Previous assignments:
4. TBD
Previous assignments:
5. TBD
Previous assignments:
6. TBD
Previous assignments:
7. TBD
Previous assignments:

m. Individual characteristics: (Enter the customs of dress, language, religion, eating and drinking habits, and general demeanor of each participant.)

1. TBD -
 - i. customs of dress:
 - ii. language:
 - iii. religion:
 - iv. eating and drinking habits:
 - v. general demeanor of each participant:
2. TBD -

- i. customs of dress:
 - ii. language:
 - iii. religion:
 - iv. eating and drinking habits:
 - v. general demeanor of each participant:
- 3. TBD -
 - i. customs of dress:
 - ii. language:
 - iii. religion:
 - iv. eating and drinking habits:
 - v. general demeanor of each participant:
- 4. TBD -
 - i. customs of dress:
 - ii. language:
 - iii. religion:
 - iv. eating and drinking habits:
 - v. general demeanor of each participant:
- 5. TBD -
 - i. customs of dress:
 - ii. language:
 - iii. religion:
 - iv. eating and drinking habits:
 - v. general demeanor of each participant:
- 6. TBD -
 - i. customs of dress:
 - ii. language:
 - iii. religion:
 - iv. eating and drinking habits:
 - v. general demeanor of each participant:
- 7. TBD -
 - i. customs of dress:
 - ii. language:
 - iii. religion:
 - iv. eating and drinking habits:
 - v. general demeanor of each participant:
 - n. English capability: (Indicate ECL for each individual.)
- 1. TBD - xxxxx English, ECL xxx
- 2. TBD - xxxxx English, ECL xxx
- 3. TBD - xxxxx English, ECL xxx
- 4. TBD - xxxxx English, ECL xxx
- 5. TBD - xxxxx English, ECL xxx
- 6. TBD - xxxxx English, ECL xxx
- 7. TBD - xxxxx English, ECL xxx

o. Field Studies projects: (Describe any particular aspects of the Field Studies to be accomplished, listed in order of preference.)

Washington DC area

Dulles Air and Space Museum
Manassas National Battlefield Park
Monuments
White House

Yorktown/Norfolk area

Williamsburg
NASA (Langley AFB)

Denver area

US Air Force Academy

Hawaii area

Commander's Barge
Polynesian Cultural Center

p. Publicity: None

IMET WAIVER REQUEST FORMAT

SUBJECT: REQUEST FOR WAIVER FOR IMET TRAINING

THRU: HQ USCENTCOM

TO: DSCA

In accordance with Paragraph C10.6.4, Chapter 10, DOD 5105.38M, of the Security Assistance Management Manual, request that DSCA approve the use of IMET funds for the following training.

COUNTRY:

MILDEP PROGRAM: ARMY

TYPE OF WAIVER: IMET waiver for Distinguished Visitor Orientation Tour (DVOT)

REQUESTED TRAINING:

Title of Course: DVOT

Quantity: 6 Officers

Duration: 14 days

Avail Qtr: 3rd

Program Year: 16I

WCN:

Priority Code: A

MASL ID: B366004

Unit Cost:

TLA:

Total Cost: \$100,000

JUSTIFICATION:

1. **REQUIREMENTS:** Provide Country military leadership with a better understanding of U.S. military education & training facilities. This DVOT will provide the recently appointed Country Army Inspector General of Military Training and Evaluation (IGT&E) and his staff an excellent opportunity to see how their American counterparts are organized and resourced to manage service-level training program and to observe the functions and facilities of major U.S. training centers. Furthermore, DVOT will educate Country training leadership in utilizing the IMET program effectively in accordance with Country training requirements and U.S interests. IGT&E requests orientation tours of the following locations; HQ TRADOC at Fort Eustis, Newport News, VA; the Marine Corps University in Quantico, VA; the National Defense University in Washington, DC; the National Counterterrorism Center in McLean, VA; Pentagon in Arlington, VA; Army War College at Carlisle Barracks, Carlisle, PA; the United States Military Academy in West Point, NY; and the Command and General Staff College at Fort Leavenworth, KS.

2. **OBJECTIVE:** As the largest IMET program in the world, the program provides current and future Country military leaders with training, education, and exposure to U.S. military practices and values, including respect for the rule of law, human rights, and civilian control of the military through study and training with U.S. counterparts, while also building professional and personal ties that promote long-term respect, understanding and cooperation. It further supports IMET objectives to develop rapport, understanding and communications links; develop host country training self-sufficiency; improve Country's ability to manage its defense establishment; and develop skills to operate and maintain United States origin equipment.

There is no alternative type of event that could expose Country to the organizations and systems similar to what is planned during this event.

3. **CAPABILITY:** This training capacity does not exist in country. This DVOT, however, is a large step forward to orientating key military leaders in shaping Country's military training, education and doctrine.

4. **QUANTITY:** The number of personnel to be trained is 6.

5. **IMPACT:** The IGT&E is an important position in Country Army which plays a critical role in implementing security cooperation programs such as IMET, CTFP, FMS, regional centers, etc. If not approved, military leaders will continue its military training, education and evaluation without the understanding and appreciation of what the United States has to offer to one of its most critical allies in the global war on terrorism.

6. **FUNDING RATIONALE:** No other funding is available except IMET.

7. **POLITICAL/MILITARY:** A properly implemented IMET program here in Country has a tremendous potential to have a positive influence in this region, much less on the worldwide war on terrorism/extremism. Exposing key military officers to what the United States has to offer is critical to success of this program and its beneficial influence on Country. USCENCOM's strategic approach to building regional partner's capacity and bilateral relationships is achieved through training. This DVOT will familiarize key military leaders with military doctrine, techniques, produces and management practices essential to the key roles and responsibilities of the IGT&E office.

8. **BENEFITS TO U.S.:** The Country's military is well positioned to make a substantial contribution to the war on terrorism. The IMET program is critical to better prepare Country's military for the fight. This event will improve the effectiveness of the IMET program. The United States benefits greatly from this effort by increasing Country's military capabilities that meet the objectives for both the CENTCOM Campaign Plan and the United State Embassy Mission Strategic Plan for Country.

SAO CHIEF'S APPROVAL:

DATE:

HQ US COCOM:

DATE:

DSCA APPROVAL:

DATE:

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DISTINGUISHED VISITOR (DVOT) or ORIENTATION TOUR (OT) QUESTIONNAIRE AND CHECKLIST

DVOT PLANNING QUESTIONNAIRE

Please respond to the following questions in as much detail as possible:

What are the preferred dates for the DVOT (not to exceed 14 days excluding travel days)?

What are the alternate dates?

How will the DVOT be funded (IMET, FMF, FMS)?

What are the budget limitations (if any)?

Have you completed and submitted the DVOT Worksheet?

Have you completed and submitted the Waiver to your COCOM and DSCA? Was it approved?

Who will serve as the US escort officer?

How many participants will be in the delegation (not to exceed 7 without approval from DSCA for a waiver exception)?

What are the names, ranks, and current positions of each participant? Please include approximate corresponding US position or rank if necessary, and provide in rank order.

Who is the head of the delegation?

Will interpretation and/or translation be required? (participants should have at least a minimum ECL of 70 otherwise interpreters will be required and preferably provided by the SCO)

If yes, will the SCO provide the interpreter? (it is recommended that authorized interpreter in-country accompany the delegation for the duration of the tour; if the full delegation requires interpretation, it is recommended to provide two interpreters).

Please provide DVOT Program Manager with contact info for any personnel you would like the DVOT PM to contact at the installations/locations to be visited. (Optional)

Are there any religious practices for which special accommodation should be made?

Will the country's Embassy be involved with any of the meetings in DC or otherwise? If so, please identify pertinent Embassy POCs.

Are there any smokers in the delegation?

What type(s) of gift/memento will the delegation present to the leadership at each installation? What is the estimated value of the gift? Please be as specific as possible. (not required or expected)

Is your preference to keep the number of group meals to a minimum and provide the maximum amount of M&IE per diem to the participants allowing them to be on their own for meals or would you prefer to have most meals hosted by the DVOT Program and various installations?

Does anyone have dietary restrictions or food allergies? In general, what types of food/cuisine do they prefer?

Does anyone in the delegation have any physical limitations or disabilities? If so, please describe.

Do you expect there will be any non-airfare OCONUS travel expenses for the delegation and escort officer (such as OCONUS lodging, taxis or local transportation, etc.)? If yes, what is the approximate cost per participant and cost for the escort officer?

Are there any other special requirements, requests, or characteristics concerning the delegation that the DVOT PM should be aware of?

DVOT PLANNING CHECKLIST

120 days	General scope and objectives of the tour, including desired locations to be visited, Worksheet completed, including identified funding source	
90 days	DVOT Worksheet and Waiver to NDU, DSCA, and COCOM	
90 days	Talking points/tour objectives (specific to each location)	
90 days	Bio of senior participant/head of delegation (and other participants, if available)	
60 days	Delegation names, ranks, positions	
60 days	Biographical data (DOB/POB/passport number)	
45 days	Copies of passports (and visas, if applicable)	
30 days	Delegation ITOs (please list all installations to be visited and any special authorizations in Item 15 of the ITO; <u>Note</u> : each participant is authorized 2 pieces of baggage, anything in excess will be at the participant's expense)	
30 days	Phonetic spelling of delegation names for pronunciation (if possible)	
30 days	OCONUS Air itinerary--arrival/departure information	
15 days	Copy of escort officer travel orders	
5-7 days	Pre-DVOT Briefing with delegation, including distribution of M&IE	






DVOT 2018

Itinerary

- 1
- 2
- 3
- 4
- 5

Summary of Comments on Appendix I Armenia Proposed DVOT Budget.pdf

Page: 1

-  Number: 1 Author: kayleigh.forhan Subject: Sticky Note Date: 2/11/2019 1:42:53 PM
These M&IE amounts are based on the number of meals provided by the DVOT program. Participants will either receive a full or partial per diem amount depending on the number of provided meals.
-  Number: 2 Author: kayleigh.forhan Subject: Sticky Note Date: 2/11/2019 1:43:13 PM
Use this website to calculate per diem rates in each location: <http://www.defensetravel.dod.mil/site/perdiemCalc.cfm>
-  Number: 3 Author: kayleigh.forhan Subject: Sticky Note Date: 2/11/2019 1:44:41 PM
This is the total M&IE amount which is advanced in cash to the participants prior the the start of the DVOT.
-  Number: 4 Author: kayleigh.forhan Subject: Sticky Note Date: 2/11/2019 1:44:11 PM
These are group meal costs, which are paid by the DVOT Program. Many times, when visiting official locations, the delegation will receive a catered and/or hosted lunch, paid for by the DVOT program.
-  Number: 5 Author: kayleigh.forhan Subject: Sticky Note Date: 2/11/2019 1:46:06 PM
These are Field Studies activities that the delegation will conduct, usually on weekends when official visits are not possible. The JSCET highly encourages Field Studies activities.

		Total FS Costs		\$500.00	
	NDU Pays	Ground transportation Washington, DC (5 days)	\$4,500.00		
		Ground transportation Columbus, GA (2 days)	\$1,500.00		
		Ground transportation Kansas City, MO (3 days)	\$2,500.00		
		Ground transportation San Antonio, TX (2 days)	\$1,500.00		
		Total Ground Transportation:		\$10,000.00	
	NDU Pays	Total Additional Group Costs			\$13,250.00

DVOT COST **\$55,059.45**

DVOT Deposit	Non-refundable deposit	Work Factor (1-3)	\$5,000.00	
DVOT Support Fee	DVOT Management fee	1	\$2,535.00	
Total NDU Support Fee				\$7,535.00


DVOT COST **\$62,594.45**

NDU Escort:	Domestic Airfare	\$225.00	
	Baggage fees	\$180.00	
	M&IE per diem	\$581.75	
	Lodging per diem	\$1,936.80	
	Misc. expenses (internet, business center)	\$500.00	
Total NDU escort:			\$3,423.55


DVOT TOTAL incl. NDU escort: **\$66,018.00**

SATFA

MASL B366003 DVOT Management Fee	\$2,535.00	\$	2,535.00
MASL B366004 DVOT Support	\$39,668.71	\$	38,160.75
MASL B366006 DVOT Mandatory Planning	\$5,000.00	\$	5,000.00
MASL B362000 Escort Officer	\$3,331.75	\$	45,695.75
MASL B181011 OT Participants	\$2,831.75		
	\$2,831.75		
	\$2,831.75		
	\$2,831.75		
	\$2,831.75		
MASL B179923 Interpreter	\$2,831.75		
Total: \$67,525.96			
Total to NDU with 3.3% RMD Fee \$47,203.71			
RMD 3.3% Fee \$1,507.96			
Total to NDU without RMD Fee \$45,695.75			
Total to OSC \$20,322.25			
Total: \$67,525.96			

 Number: 1 Author: kayleigh.forhan Subject: Sticky Note Date: 2/11/2019 1:46:42 PM

This \$5,000 non-refundable deposit should be sent to NDU via 285-R from SATFA no later than 50 days prior to the start of the DVOT.

 Number: 2 Author: kayleigh.forhan Subject: Sticky Note Date: 2/11/2019 1:47:06 PM

This amount (the Total to NDU with 3.3% RMD Fee) should be sent to NDU via 285-R from SATFA no later than 40 days prior to the start of the DVOT.

Tajikistan DVOT Delegation List
August 8-20, 2011

DVOT Rooming List
Washington, DC

Rank	First (& Middle) Name(s)	Last Name	Position	Check-in Date	Check-out Date	Confirmation #	Nightly Rate	Method of Payment	Notes
1								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit) Delegation Lead - request VIP upgrade if available
2								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
3								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
4								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
5								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
6								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
7								Master Account	Room (tax exempt) and internet/business center on master account, please block incidentals in room except internet (unless guest provides credit card or cash deposit)
8								Self-Pay	
9								Self-Pay	

NOTE: Please pre-key all rooms prior to check-in; check in time is estimated to be TBD

13-16 January, Washington, DC and Quantico, VA

Primary Trip Point of Contact: Ms. Kayleigh Forhan, Kayleigh.forhan@ndu.edu, 202-368-9245
(Please include all POC email addresses on any correspondence)

Please ensure that your company can meet our requirements:

- 24-26 pax coach NO LARGER THAN 28 PAX
- Clean 2011 coach or newer
- Working PA system
- Buses have luggage compartments (1-2 large bags per passenger)
- All necessary permits (pre-arranged before trip) – please add cost to the quote
- Flexibility; the itinerary below will change, and while the driving time should not significantly change, the locations within the local area, the departure and arrival times, etc., may shift
- This is a requirement for high ranking military officers; drivers should have experience transporting VIPs or international groups
- Driver information: we'll require driver information one week in advance. Driver information must include a name and cell phone number that we can use to contact the driver through the duration of the trip.
- Communication Requirements:
 - o Company agrees to contact trip Point of Contact no later than one week prior to trip to review itinerary and other trip logistics
 - o Company agrees to pre-trip vehicle inspections if requested
 - o Additionally, company must provide a 24-hour emergency contact number
 - o Company agrees to provide driver information and contact information no later than four days prior to trip
 - o Company will notify Point of Contact by phone or email of any delays or other issues

NOTES:

- Lodging: Lodging must be paid by the bus company, if required
- Driver must be familiar with and have pre-planned all routes prior to driving
- This trip requires the same driver for the bus on all days of the contract – drivers should not change in the middle of requirement

Bus Itinerary (ALL TIMES AND LOCATIONS ARE TENTATIVE AND SUBJECT TO CHANGE):

13 January, Sunday:

12:00pm: Pick up at Reagan National Airport, Arlington, VA 22202
12:15pm: Depart for Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
12:30pm: Arrive at Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
7:00pm: Depart for dinner at Ray's the Steaks, 2300 Wilson Blvd, Arlington, VA 22201
9:00pm: Return to Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
Day Complete

14 January, Monday:

8:00am: Pickup at Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
8:15am: Depart for National Defense University, Fort McNair, Washington, DC 20319

8:30am: Arrive at National Defense University, Fort McNair, Washington, DC 20319
11:30am: Depart for Pentagon North Parking Entrance, Arlington, VA 22202
11:45am: Arrive at Pentagon North Parking Entrance, Arlington, VA 22202
4:30pm: Depart for Fort Myer MCX, 26, Joint Base Myer, 1555 Southgate Rd, Arlington, VA 22214
6:00pm: Depart for Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
6:15pm: Arrive at Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
7:00pm: Depart for dinner at Ray's the Steaks, 2300 Wilson Blvd, Arlington, VA 22201
9:00pm: Return to Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
Day complete

15 January, Tuesday:

8:00am: Pickup at Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
8:15am: Depart for Breckinridge Hall, 2076 South St, Quantico, VA 22134
9:30am: Arrive at Breckinridge Hall, 2076 South St, Quantico, VA 22134
11:30am: Depart for 3017 Russell Rd, Quantico, VA 22134
11:45am: Arrive at 3017 Russell Rd, Quantico, VA 22134
1:30pm: Depart for 1019 ELLIOT ROAD, QUANTICO, VIRGINIA 22134
1:45pm: Arrive at 1019 ELLIOT ROAD, QUANTICO, VIRGINIA 22134
4:30pm: Depart for Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
5:45pm: Arrive at Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
7:00pm: Depart for dinner at Ray's the Steaks, 2300 Wilson Blvd, Arlington, VA 22201
9:00pm: Return to Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
Day complete

16 January, Wednesday:

8:00am: Pickup at Ritz Carlton Pentagon City, 1250 S Hayes St, Arlington, VA 22202
8:30am: Depart for Dulles International Airport, 1 Saarinen Cir, Dulles, VA 20166
9:15am: Arrive at Dulles International Airport, 1 Saarinen Cir, Dulles, VA 20166
Day complete

****Itinerary complete****

FVS VISIT REQUEST

(CLASSIFICATION)

Request Status	Visit ID	Embassy Number	Amendments	Request Date
_____	_____	_____	_____	_____

ADMINISTRATIVE DATA1. Requestor: The Embassy of the Country

TO: Army _____ Navy _____ Air Force _____ DIA _____ Visit Type __ITO _____

2. Requesting Government Agency or Industrial Facility

Name: National Defense University

Postal Address: Fort Lesley J. McNair, Washington, DC 20319

3. Government Agency or Industrial Facility to be Visited

CAGE Code: _____ Organization: _____

a) Name: _____

Postal Address:

Telex/FAX NR: _____ Telephone NR: _____

Point of Contact: _____ Phone: _____

Dates of Visit:

4. Dates of Visit: FROM _____ TO _____

5. Type of Visit (*Select ONE from EACH Column*):☒ Government Initiative☒ Initiated by Requesting Agency or Facility☐ Commercial Initiative☐ By Invitation of the Facility to be Visited

6. Anticipated Level of Classified Information to be Involved: Unclassified

7. Subject to be Discussed and Justification: Visit is part of a Country DVOT to

DVOTs are provided under the Security Cooperation Education and Training Program to selected foreign officers and government civilians of new or transitioning countries for familiarizing them with U.S. military doctrine, techniques, procedures, facilities, equipment, organization, management practices, and operations and civil-military theories and practices.

The objective of this DVOT is to improve high-level relationships and understanding between senior Country and American defense officials; further Country military capability development through first-hand interaction with U.S. defense training institutions and experts; and introduction of U.S. best practices in professional military development with new MOD leadership.

8. Embassy Remarks: _____

9. Is the Visit Pertinent to:

Page 1 of 3

(CLASSIFICATION)

U.S. Equipment or Weapon Systems: (No)

FMS Case: (No)

Export License: (No)

A Program or Agreement: (Yes) IMET Program, Security Cooperation

A Defense Acquisition Program: (No)

10. Knowledgeable U.S. Person: Ms. Kayleigh Forhan

Phone: _____ Organization: National Defense Univeristy

11. Embassy Point of Contact:

Phone: _____ Organization: Embassy of Country

12. The Security Officer of the Requesting Government Agency / Industrial Facility

Name: _____ Telephone: _____

13. Certification of Security Clearance

Name: _____

Postal Address: _____

Telex/FAX NR: _____ Telephone NR: _____

14. Requesting National Security Authority

Name: _____

Postal Address: _____

Telex/FAX NR: _____ Telephone NR: _____

15. U.S. Remarks:

16. Particulars of Visitors:

Visitor #001

Name/Rank: _____

Company/Agency: _____

Position: _____

Date of Birth: _____ Place of Birth: _____

Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #002

Name/Rank: _____

Company/Agency: _____

Position: _____

Date of Birth: _____ Place of Birth: _____

Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #003

Name/Rank: _____

Company/Agency: _____

Position: _____

Page 2 of 3

(CLASSIFICATION)

Date of Birth: _____ Place of Birth: _____
 Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #004

Name/Rank: _____
 Company/Agency: _____
 Position: _____
 Date of Birth: _____ Place of Birth: _____
 Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #005

Name/Rank: _____
 Company/Agency: _____
 Position: _____
 Date of Birth: _____ Place of Birth: _____
 Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #006

Name/Rank: _____
 Company/Agency: _____
 Position: _____
 Date of Birth: _____ Place of Birth: _____
 Nationality: _____ Clearance: _____ ID/PP Number: _____

Visitor #007

Name/Rank: _____
 Company/Agency: _____
 Position: _____
 Date of Birth: _____ Place of Birth: _____
 Nationality: _____ Clearance: _____ ID/PP Number: _____

17. Security Certification:

The visitor(s) included is (are) an authorized representative of the Government of Country, and will observe and carry out the following responsibilities with respect to information obtained during the visit. The information will not be released or made known in any other manner to any other nation, or nationals thereof, without the approval of the USG. The visitor and the Government or Nation represented will afford the information the same degree of security protection afforded to it by the USG. The information will be used for military purposes and for no other purpose. Dissemination will be limited to persons who require the information in accordance with the patent laws of the country of the originator. Any known or suspected compromise or unauthorized transfer of information will be promptly reported to the USG.

.....

ATTACHE
COUNTRY

DATE: / /

Foreign Visit Request (FVR) Service POCs

DIA

Action Officer: Jan Gould

Phone: 703-614-5273

NIPR: janice.gould@dodiis.mil

SIPR: janice.gould@dia.smil.mil

Army

Action Officer: Matthew W. Perez Jr., HQDA G-2 Army G-2X, DAMI-CD, Foreign Disclosure

Phone: 703-695-1085

Cell: 989-316-6009

NIPR: matthew.w.perez3.civ@mail.mil

SIPR: matthew.w.perez3.civ@mail.smil.mil

JWICS: oapermw@army.ic.gov

Navy

Action Officer: Cheryl Crouch, DN/FD

Phone: 202-433-5346

NIPR: Cheryl.crouch@navy.mil

Air Force

Action Officer: Juanita Taylor, DF/FD

Phone: 571-256-7481

NIPR: juanita.n.taylor.civ@mail.mil

Distinguished Visitor Orientation Tour (DVOT)/ Orientation Tour (OT)

24 Jan 2019

IMET uses 6000-6999 WCNs. **FMS** cases use appropriate corresponding year, so FY19 would use the 9000 series WCNs.

In order to program a DVOT, a Cost Estimate Sheet (CES) must be provided by NDU.

There are numerous scenarios regarding how funds are sent from your case/program to NDU or to the country team in support of travel and living allowance.

DVOT/OT Participants will require ITOs, and therefore should utilize the IMS track type and EXA BC7. Interpreter (Foreign Service National) will also require an ITO, and be confirmed and funded in DSAMS using IMS track type and EXA BC7.

The Escort Officer will be a US personnel traveling on DTS or E2 and will not require an ITO, and therefore will be confirmed and funded in DSAMS using the OT track type and EXA BC9.

WCN	MASL	SERVICES	TRACK TYPE	COST	NOTES
6001A	B366003	DVOT MANAGEMENT FEE	OT	TBD	Cost is based on level of effort for each DVOT (not a set price), not all DVOTs require the same support
6001B	B366004	DVOT SUPPORT	OT	TBD	Funds sent to NDU to cover DVOT expenses (rental car, hotels, flights, entry fee, etc.)
6001C	B366006	DVOT Deposit	OT	\$5,000.00	Non-refundable, even if cancelled
6002A	B362000	ESCORT OFFICER	OT	TBD	Usually TLA for a US country team member, use EXA BC9, funds distribution determined by CES
6003A	B179923	INTERPRETER	IMS	TBD	Usually TLA for a local national, use EXA BC7, funds distribution determined by CES
6004-6010	B181011	DVOT/OT Participants	IMS	TBD	TLA for IMS, use EXA BC7, funds distribution determined by CES

Sfx	TLS	T-MASL	T-MASL Title	P	Report Date	Start Date	End Date	Item Cost	TLA Cost	Total Cost
A	C	B366003	DVOT/OT	B	04/26/2016	04/27/2016	05/12/2016	22,430.00	N/A	22,430.00
B	C	B366004	DVOT SUF	B	04/26/2016	04/27/2016	05/12/2016	70,018.20	N/A	70,018.20
C	C	B366006	DVOT - M/	B	04/26/2016	04/27/2016	05/12/2016	5,000.00	N/A	5,000.00

Sfx	TLS	T-MASL	T-MASL Title	P	Report Date	Start Date	End Date	Item Cost	TLA Cost	Total Cost
A	CO	B362000	Country D.	A	02/28/2015	02/28/2015	03/12/2015	0.00	443.00	443.00

Sfx	TLS	T-MASL	T-MASL Title	P	Report Date	Start Date	End Date	Item Cost	TLA Cost	Total Cost
A	CO	B179923	INTERPRE	A	02/28/2015	02/28/2015	03/12/2015	0.00	3,190.00	3,190.00

Sfx	TLS	T-MASL	T-MASL Title	P	Report Date	Start Date	End Date	Item Cost	TLA Cost	Total Cost
A	CO	B181011	OT PARTIC	A	02/28/2015	02/28/2015	03/12/2015	0.00	3,091.00	3,091.00

INFORMATION PAPER

SUBJECT: Distinguished Visitor Orientation Tour (DVOT)

1. **Purpose.** To provide information on Distinguished Visitor Orientation Tours/Orientation Tours (OT).

2. **Facts.** DVOTs/OTs familiarize selected mid and senior-level foreign military personnel with U.S. military training and doctrine. These tours may be designated as DVOTs if there are general officers or equivalent MOD civilian personnel in the delegation. These tours are hand-tailored, short, intensive education programs that meet the specific needs of the country. NDU is responsible for conducting DVOTs/OTs sponsored by the Security Assistance training program, SAMM Chapter 10(C10.17.20.3) and JSCET Chapter 12. National Defense University will provide SATFA with a DVOT/OT Cost Estimate Sheet.

MASLs used for programming DVOTs/OTs:

WCN	MASL	Purpose	Cost
6500A	B366003 DVOT Management Fee	This includes all of NDU's costs for acting as DVOT executive agent, including NDU resources, labor, etc. This covers DVOT PM pay and is calculated using civ pay calculator. This funding is sent to NDU via 285-R prior to DVOT.	Variable
6500B	B366004 DVOT Support	This includes all CONUS including lodging, CONUS airfare, ground transportation, group meals, field studies activities, and any additional operational costs. This MASL covers the stated costs for the delegation and interpreter(s). If necessary, US escort officer funding can be included in this MASL. If it is included, a DTS cross-org will be given to the US escort officer to utilize for travel orders. Otherwise, MASL B362000 will be used for US escort officer funding. For MASL B366004, this funding is sent to NDU via 285-R prior to DVOT.	Variable
6500C	B366006 DVOT Mandatory Planning	This MASL is used for the \$5,000 non-refundable deposit. This funding is sent to NDU via 285-R prior to DVOT.	\$5,000
6500	B362000 Escort Officer	Note: Escort Officers are US personnel who normally travel on individual DTS or E2 orders. This MASL includes OCONUS and CONUS airfare, OCONUS and CONUS lodging, and M&IE for US escort officer. This is sent to the SCO via fund cite letter to	Variable

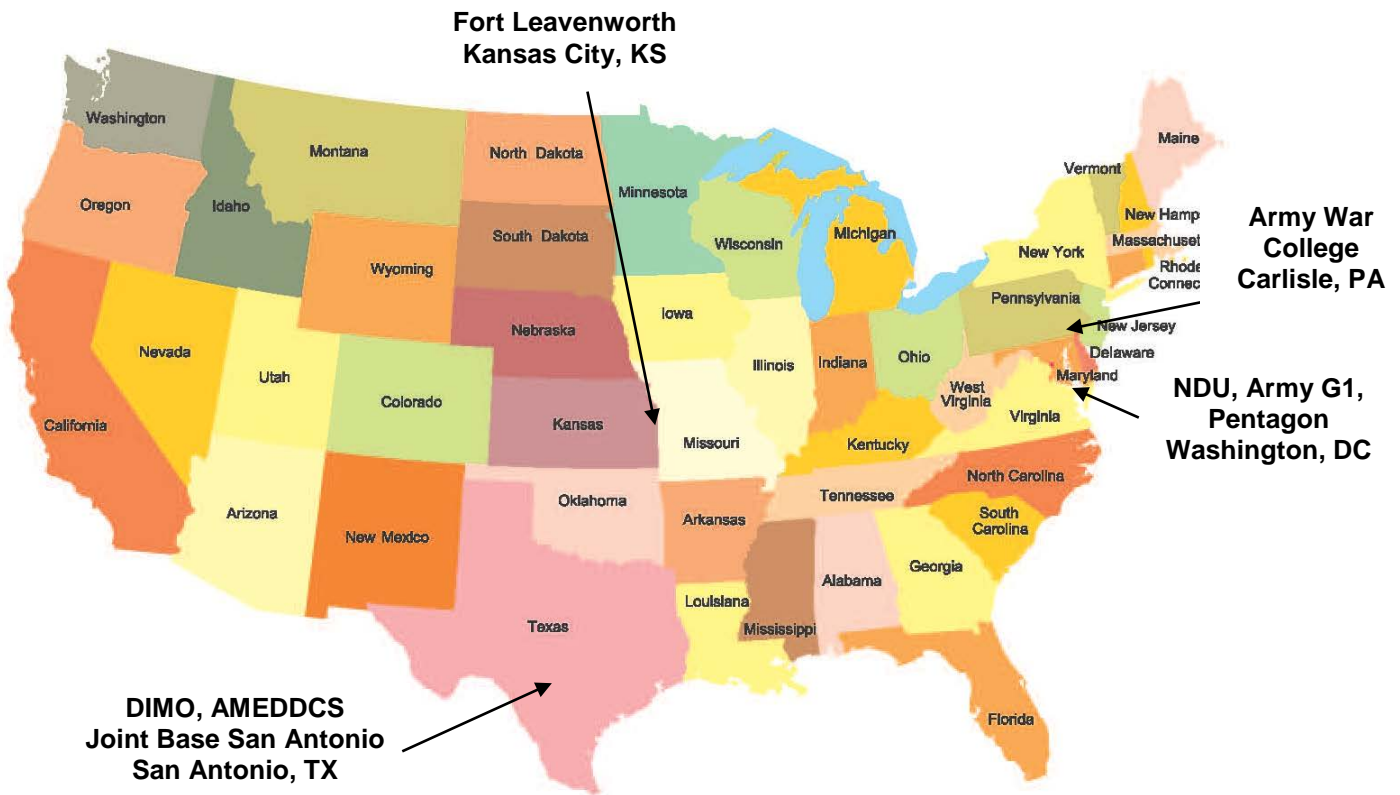
		utilize prior to DVOT. SCO purchases OCONUS airfare and OCONUS lodging.	
6501A	B181011 OT Participants	This is a per person cost, programmed against a different WCN for each DVOT/OT delegation member. It includes OCONUS airfare, OCONUS lodging (if required), and both OCONUS and CONUS meals and incidentals. This is sent to the SCO via fund cite letter to execute prior to DVOT/OT. SCO purchases OCONUS airfare and OCONUS lodging. Meals and incidental costs are issued in cash from SCO to participants prior to DVOT/OT.	Variable
6515A	B179923 Interpreter	This is a per person cost, programmed against a different WCN for each interpreter. It includes OCONUS airfare, OCONUS lodging, and both OCONUS and CONUS meals and incidentals. This is sent to the SCO via fund cite letter to execute prior to DVOT. SCO purchases OCONUS airfare and OCONUS lodging. Meals and incidental costs are issued from SCO to interpreter prior to DVOT.	Variable

B181000, B182000, B179924, B366005, and B179924 have been expired and are no longer used.

Fred Kogel/ATFA-R/3634
APPROVED BY _____

Reference: T:\OPS DIVISION (Vaccaro)\DSAMS (Kogel)\JOB AID\ (TAB 14) DVOT or OT

NATIONAL DEFENSE UNIVERSITY



Distinguished Visitor Orientation Tour (DVOT)

4 – 13 September 2018

DVOT Objectives:

Objectives: This DVOT will provide ideas how to improve the interoperability and an opportunity to be acquainted with the ways US side manages their defense resources, trains and educates their armed forces, which will consequently help participant country side improve their defense education system. In addition, this DVOT will provide the participant country's defense leadership the unique opportunity to learn about specific assets of the US defense establishment in order to address objectives specific to their own military and government.

The team consists of leaders of the Ministry of Defense of the participant country and the Armed Forces of the General Staff, responsible for the management of military education of the military and civilian personnel of the MoD and GS, as well as the unit commander, which is currently the priority unit providing officers and NCOs to be educated and trained in the US.

DVOT Delegation:

1. 2nd Class State Counselor, Head of MoD Personnel and Military Education Department
2. Deputy Head of MoD Personnel and Military Education Department
3. Deputy Chief of General Staff Personnel Department
4. Commander of Peacekeeping Brigade
5. Senior Officer, Defense Policy Department

Interpreter:

1. IMET, FMF, GPOI, CTFP and Regional Center Programs Specialist, US Embassy

Escort Officers:

1. Chief, Office of Defense Cooperation, US Embassy
2. Ms. Kayleigh Forhan, DVOT Program Manager, National Defense University
Cell: +1 202-368-9245, Kayleigh.forhan@ndu.edu

Itinerary Overview:

Sept 4 (Tues)

Depart, Arrive in Kansas City, MO

Sept 5 (Wed)	Visit Fort Leavenworth
Sept 6 (Thurs)	Fly to San Antonio, TX
Sept 7 (Fri)	Visit AMEDDCS, DIMO
Sept 8 (Sat)	Cultural Activities in San Antonio, TX
Sept 9 (Sun)	Fly to Washington, DC
Sept 10 (Mon)	Visit NDU and US Army G1
Sept 11 (Tues)	Cultural Activities in Washington, DC
Sept 12 (Wed)	Visit US Army War College
Sept 13 (Thurs)	Depart Washington, DC
Sept 14 (Fri)	In Transit
Sept 15 (Sat)	Arrive

Attire/Uniform Guidance:

Civilian Business Attire – jacket and slacks, with collared shirt and tie

Civilian Casual – polo shirt, jeans, khaki pants, comfortable shoes are all acceptable

Combat/Utility Uniform – fatigues, camouflage, or flight suit

Weather

Location:

Sept. Average Temperature, Celsius:

Kansas City, MO	High 28, Low 17
San Antonio, TX	High 32, Low 21
Washington, DC	High 27, Low 15
Carlisle, PA	High 26, Low 14

Agenda

Tuesday, 4 September 2018

Uniform: Civilian Casual

0425 Depart on United Airlines flight 9828 to Vienna
0610 Arrive in Vienna
1030 Depart Vienna on United Airlines flight 9849 to Chicago
1355 Arrive in Chicago, proceed through US Customs
1930 Depart Chicago on United Airlines flight 2285 to Kansas City
2105 Arrive in Kansas City
2135 Depart Kansas City Airport for hotel
2200 Check into hotel:

Kansas City Marriott Country Club Plaza
4445 Main St.
Kansas City, MO 64111

Note: To use the wifi, please use your room number and last name.

Note: The hotel offers a free shuttle to the Country Club Plaza shopping and dining areas from 0800-2300. The front desk will arrange the shuttle for you.

Remainder of evening at your leisure

Breakfast and café options at the hotel start at 0600 and include:

Buffet breakfast, 17.95 USD

Full American breakfast, 16.00 USD

Other suggested breakfast locations nearby:

Main Street Café (in Holiday Inn) – opens at 0630

Classic Cup Sidewalk Café – opens at 0700

Wednesday, 5 September 2018

Uniform: Civilian Business/Class B Uniform

Breakfast: Pay on your own.

Lunch: Covered by DVOT Program.

Dinner: Covered by DVOT Program.

~ Meetings at Combined Arms Center, Fort Leavenworth ~

Note: Please remember to bring passport.

0725	Meet in hotel lobby, board bus
0730	Depart for Fort Leavenworth
0815	Arrive at Fort Leavenworth Front Gate
0830	Combined Arms Center (CAC) overview briefing Met by Colonel Paul Reese, G3 CAC
0930	Move to Army University
0945	Army University overview briefing Dr. Jack Kem, Associate Dean of Academics, CGSC Dr. Keith Beurskens, Deputy DTLE, CAC
1055	Tour International Military Student Hall of Fame Mr. Harry Sarles, Public Affairs Office, CGSC
1145	School of Advanced Military Studies (SAMS) overview briefing COL Kirk Dorr, Director, SAMS Dr. Gerald Gorman, Deputy Director, SAMS Studies
1240	Lunch, hosted by Brigadier General Scott Efflandt, Provost, Army University
1400	Mission Command Center of Excellence overview briefing and roundtable Met by Mr. James Benn, Deputy Director, Combined Arms Doctrine Directorate Mr. Phil Andrews, Senior Analyst, Center for Army Lessons Learned LTC Phillip Devries, Operation Officer, Mission Command Center of Excellence
1630	Conclude visit, depart Fort Leavenworth
1715	Arrive at hotel

- 1845 Depart hotel on foot (or via shuttle) for dinner at Jack Stack Barbecue
- 1900 Dinner at Jack Stack Barbecue
- 2030 Return to hotel

Remainder of evening at your leisure

Thursday, 6 September 2018
Uniform: Civilian Casual

Breakfast: Pay on your own.

Lunch: Covered by DVOT Program.

Dinner: Covered by DVOT Program.

~ Travel to San Antonio, Texas ~

- 0845 Check out of hotel and load bus
- 0900 Depart hotel for National WWI Museum
- 0930 Guided tour of National WWI Museum
- 1145 Depart for lunch at the Rockhill Grille
- 1325 Depart for Kansas City Airport
- 1355 Arrive at Kansas City Airport
- 1555 Depart on Southwest Airlines Flight 1382 for San Antonio
- 1745 Arrive in San Antonio
- 1815 Collect baggage and depart for hotel

1835 Check into hotel:

San Antonio Marriott Riverwalk
889 E Market St.
San Antonio, TX 78201

Note: To use the wifi, please accept the charge, then use your room number and last name.

1920 Depart on foot for dinner on Riverwalk at Iron Cactus Mexican Grill

200 River Walk Suite 100
San Antonio, TX 78205

1930 Dinner at Iron Cactus Mexican Grill

Remainder of evening at your leisure

Breakfast and café options at the hotel start at 0600 and include:
Cactus Flower Restaurant
Starbucks

Other suggested breakfast locations nearby:
Sazo's – opens at 0630

Friday, 7 September 2018

Uniform: Civilian Business/Class B Uniform

Breakfast: Pay on your own.

Lunch: Covered by DVOT Program.

Dinner: Pay on your own.

~ Meetings at AMEDDCS and DIMO ~

Note: Please remember to bring passport

0800	Depart hotel for Army Medical Department Center and School, Joint Base San Antonio
0830	Arrive at Joint Base San Antonio, Meet with International Programs Division, Mr. Oscar Ramos, Director
0845	Office Call with Major General Patrick Sargent, Commanding General, Army Medical Department Center and School
0935	Command Brief by Colonel Chris Chun, G3
1005	International Programs Brief by Mr. Oscar Ramos, Director
1035	Expeditionary Combat Medic Brief by LTC Neal Davids, Medical Director, ECM
1105	Depart for hosted lunch
1135	Lunch, hosted by MG Sargent
1300	Depart lunch for Joint Base San Antonio
1330	Briefing and discussion with the department of Training and Academic Affairs
1400	Conclude visit and depart for Defense Institute of Medical Operations
1430	Arrive at Defense Institute of Medical Operations, Command overview briefing and tour
1530	Depart for hotel

Remainder of evening at your leisure

Saturday, 8 September 2018

Uniform: Civilian Casual

Breakfast: Pay on your own.

Lunch: Covered by the DVOT program.

Dinner: Pay on your own.

~ Cultural Activities in San Antonio, Texas ~

- 0830 Depart hotel for walking tour of the Alamo
- 0915 Depart the Alamo for San Antonio Missions National Park
- 0930 Stop at San Antonio Missions National Park Visitor Center, Driving tour of San Antonio Missions
- 1130 Depart for lunch at Smoke Shack BBQ
- 1230 Depart for San Marcos Premium Outlets
- 1530 Return to hotel

Remainder of evening at your leisure

Sunday, 9 September 2018

Uniform: Civilian Casual

Breakfast: Pay on your own.

Lunch: Covered by DVOT Program

Dinner: Pay on your own.

~ Travel to Washington, DC ~

- 0920 Check out of hotel and load bus
- 0940 Arrive at San Antonio Airport

- 1140 Depart on United Airlines flight 6091 to Washington Dulles Airport
- 1555 Arrive at Washington Dulles Airport
- 1630 Depart for hotel
- 1700 Check into hotel:

The Ritz-Carlton, Pentagon City
1250 South Hayes Street
Arlington, Virginia 22202

Note: To use the wifi, please use your room number and last name.

- 1845 Depart for dinner at Carlyle Grand Café
- 1900 Dinner at Carlyle Grand Café
- 2100 Return to hotel

Remainder of evening at your leisure

Monday, 10 September 2018
Uniform: Civilian Business/Class B Uniform

Breakfast: Pay on your own.

Lunch: Covered by the DVOT program.

Dinner: Pay on your own.

~ Meetings at NDU and Pentagon ~

Note: Please remember to bring passport and military or national ID.

- 0800 Depart hotel for National Defense University

0820 Arrive at NDU, Office Call with Dr. John Yaeger, Provost

0850 Command Overview Briefing and JPME Discussion

0950 Comfort Break

1000 Fort McNair Tour

1100 Depart NDU for Pentagon

1115 Proceed through security at Pentagon North Parking Entrance
Met by LTC Jerzy Matyszczyk

1130 Lunch at Pentagon Restaurant

1300 Office call and discussion with MG Tammy Smith, Deputy Chief of Staff, G1

1400 Guided tour of Pentagon

1530 Conclude visit, depart for hotel

1900 Dinner at Bonefish Grill – walking distance from hotel

Remainder of evening at your leisure

Tuesday, 11 September 2018
Uniform: Civilian Casual

Breakfast: Pay on your own.

Lunch: Covered by the DVOT Program.

Dinner: Pay on your own.

~ Cultural Activities in Washington, DC ~

1000 Depart hotel for tour of Washington, DC

- US Air Force Memorial
- USMC Memorial
- Thomas Jefferson Memorial
- Korean and/or Vietnam Memorial

- Lincoln Memorial
- US Capitol
- White House

1300 Arrive at White House for photo stop, conclude tour

1330 Walk to historic Old Ebbitt Grill for lunch

1500 Depart for hotel

1530 Arrive at hotel

Remainder of evening at your leisure

Wednesday, 12 September 2018
Uniform: Civilian Business/Class B Uniform

Breakfast: Pay on your own.

Lunch: Covered by the DVOT Program.

Dinner: Pay on your own.

~ Meetings at Army War College ~

Note: Please remember to bring passport.

0830 Depart hotel for Army War College in Carlisle, PA

0930 Comfort Break

0945 Continue to Army War College, Carlisle Barracks

- 1115 Arrive at Army War College
Met by Colonel Jeffrey Settle, Associate Provost, Army War College
- 1120 Command Overview Briefing
Dr. Breckenridge, Provost, Army War College
- 1205 Lunch with Provost Breckenridge, Ambassador Koran, and COL Thompson,
Chief of Staff, as well as other representatives
- 1250 Curriculum briefing and discussion with Deputy Dean SSL and Directors of
PKSOI and SSI
- 1420 Wargaming overview and discussion with CSL Director
- 1545 Depart Army War College for Washington, DC
- 1845 Arrive at hotel

Remainder of evening at your leisure

Thursday, 13 September 2018

Uniform: Civilian Casual

Breakfast: Pay on your own.

Lunch: Covered by DVOT Program.

Dinner: Pay on your own.

~ Depart Washington, DC for Yerevan ~

- 1200 Lunch
- 1400 Check out of hotel, load bus
- 1415 Depart hotel for Dulles International Airport
- 1500 Arrive at Dulles International Airport
- 1720 Depart Washington on United Airlines flight 9822 to Vienna

Friday, 14 September 2018
Uniform: Civilian Casual

0825 Arrive in Vienna

2220 Depart Vienna on Austrian Airlines flight 641 to Yerevan

Saturday, 15 September 2018
Uniform: Civilian Casual

0335 Arrive in Yerevan

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OBLIGATION AUTHORITY AND CUSTOMER ORDER FOR ARMY - SPONSORED SA TRAINING

PERFORMING AGENCY : BFF

ORDERING AGENCY :

NATIONAL DEFENSE UNIVERSITY
RES MGT DIRECTORATE
ATTN: NDU-RMD/J. GARDNER
BLDG 62 ROOM 210C
WASHINGTON, DC 20003

DIRECTOR
HQ TRADOC G-3/5/7, SATFA
ATTN: ATTG-TRI-SF
950 JEFFERSON AVE
FORT EUSTIS, VA 23604-5724

COUNTRY	CASE	LINE	PRC CAT	GEN CD	CUST NBR	CHG NBR	EFFECTIVE DT
LA	15I	001	Rate E - Formerly IMET	N70	6YDFF5BFFLA15I	000	19 FEB 2015

OBLIGATION AUTHORITY (OA)

PREVIOUS AMOUNT : \$0.00
CHANGE AMOUNT : \$40,014.48
REVISED AMOUNT : \$40,014.48

CUSTOMER ORDER (CO)

PREVIOUS AMOUNT : \$0.00
CHANGE AMOUNT : \$40,014.48
REVISED AMOUNT : \$40,014.48

STATION FUNDS

REMARKS:

- A. TRADOC HAS RECEIVED OBLIGATION AUTHORITY, IAW FAA, SECTION 541 (22 USC 2347) AND AUTHORITY TO IMPLEMENT THE ABOVE CASE.
- B. PURSUANT TO AUTHORITY CONTAINED IN ABOVE PARAGRAPH, SATFA AUTHORIZES PERFORMING ACTIVITY TO EXECUTE ASSIGNED TRAINING LINES AND TO ESTABLISH A REIMBURSEMENT IN STATION FUNDS NOT TO EXCEED THE AMOUNT IN CUSTOMER ORDER (CO) STATION FUNDS TOTAL. THE TOTAL REIMBURSEMENT TO ALL ARMY APPROPRIATIONS WILL NOT EXCEED THE AMOUNT IN OBLIGATION AUTHORITY (OA) TOTAL WITHOUT SATFA PRIOR APPROVAL.
- C. REIMBURSABLE AUTHORITY PROVIDED IS AVAILABLE TO THE EXTENT OF FIRM ORDERS FOR SERVICES RECEIVED FROM THE COUNTRY. ADD'L REIMBURSABLE AUTHORITY MAY BE REQUESTED FROM SATFA, ATTN: ATTG-TRI-SF. (AV 501-5070)
- D. SF 1080 BILL(S) WITH SUPPORTING DOCUMENTATION WILL BE SUBMITTED TO DFAS-INDIANAPOLIS/JAXBB SCA Army FMS, 8899 E. 56TH STREET, INDIANAPOLIS, IN 46249.
- E. REQUEST THAT ONE SIGNED AND DATED COPY OF THE ACCEPTANCE OF THIS FORM BE RETURNED TO THE ORDERING AGENCY ADDRESS WITHIN FIVE WORKING DAYS OF RECEIPT. SATFA DODAAC = W81E19
- **THE LOA HAS SATFA'S FMZ # AND WBS. DO NOT USE TO SETUP YOUR SALES ORDER.**

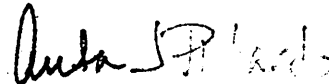
ACCOUNTING CLASSIFICATION TO BE BILLED IS: **Line of accounting cannot be direct charged.**

021 108110D15 A57XX ON700LA1 25GY ARMY 6YDFF5BFFLA15I 40209577 021001

AUTHORIZING OFFICIAL

Ch
Barbara J. Summers, Chief, Financial
Management DSN 501-5088

SIGNATURE



DATE

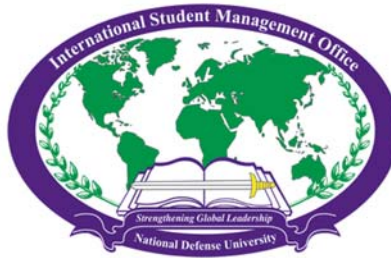
FEB 19 2015

ACCEPTING OFFICIAL

SIGNATURE

DATE

TRADOC FORM 285-R (SEP 79) POC : DYAN CHESTNUT, BUDGET ANALYST DSN 501-5064
Per 12-1 IP funds are fenced and will only be spent on IP activities



AFTER ACTION REPORT: Taiwan MND OT January 2019

Date of Event:	12-18 Jan 2019	Type of Event	X	DVOT
Planner:	Kayleigh			Luncheon
Date of Report:	23 Jan 2019			Reception
Submitted by:	Kayleigh			Hall of Fame
				Other: (name)

<u>Notes:</u>	<u>Recommendations:</u>
Location: Washington, DC Area	12-16 Jan 2019
<ol style="list-style-type: none"> 1. Saturday Arrival in Washington, DC 2. Sunday Tour 3. Dinner at Ted's Montana Grill 4. Scheduled Pentagon Visits Monday – Snow Day 5. Visit Marine Corps Recruiting Command 6. Rescheduled Pentagon Visits 7. Lunch at Old Ebbitt Grill 8. Depart for DC Airport for Kentucky 	<ol style="list-style-type: none"> 1. Good for Jan-Mar DVOTs as you never know when there will be weather-related delays. 2. Good. 3. Held an OT briefing on Sunday for the delegation to go over the week's requirements, expectations, etc. and answer any questions. Went to dinner together after the briefing. The delegation had expressed interest in a steak dinner – this accomplished that. Good place to show American culture and food/ 4. Impromptu DC tour due to federal government snow day/weather closure. Worked with OSD and G1 to reschedule the visits for Wednesday before our flight to Kentucky. Unsure about PFPA registration – only registered for Monday. OSD had to resubmit registration on Tuesday for Wednesday. Can only register on .mil computers. 5. 1 hr from RC Pentagon City to Quantico perfect, long line at gate. Excellent visit – problems with FVR. FVR approved a few days before – approved by HQMC, did not go down to MCRC. Met with Col Trenchard MCRC COS. Full day of briefings. Hosted lunch. MCX visit afterwards. 6. By some miracle, both G1 and OUSD P&R were able to rescheduled Monday's visits for Wednesday morning. PFPA registration was resubmitted for Wednesday on Tuesday and miraculously worked out. After visits, we briefly stopped at gift shop, then went back to the hotel to change clothes and check out. I was able to

	<p>arrange a late checkout due to Monday's weather.</p> <ol style="list-style-type: none"> Group lunch at Old Ebbitt Grill. Perfect spot for lunch. Walked to White House for photos afterward. Departed from White House to DCA.
Location: Louisville, KY	16-18 Jan 2019
<ol style="list-style-type: none"> Picked up at Louisville Airport by Anchor Transportation Omni Louisville Hotel Travel to Fort Knox USAREC Visit Group Dinner Tour of Louisville Lunch at Feast BBQ Visit Outlet Depart for Airport for DC and Taipei (via Chicago) 	<ol style="list-style-type: none"> Good, relatively small airport Very nice hotel, but odd check in requirements. They would not let me get the room keys, even though I was paying for the rooms. They required all guests to provide ID. Not acceptable. Only took 45 minutes, 1 hour is too much time. Excellent visits – very well done by USAREC. BG hosted the delegation. Visited Recruiting Station, did a mock-recruitment interview. Group Mexican dinner. Tour of Louisville – included Churchill Downs, Victorian homes, Whiskey Row, skyline, and bourbon visit. Fantastic restaurant, great last meal in US. Good for burning time before airport. All good.
Additional notes for OT: <ol style="list-style-type: none"> Pentagon Security – PFPA Registration – add a day or two before/after the planned visit date to allow for flexibility re-snowstorm or other extenuating circumstances. For FMS – reimbursement for CONUS and OCONUS baggage for flights paid for by visiting country 	

DVOT SURVEY

DVOT Participant, thank you for participating in a Distinguished Visitor Orientation Tour. I hope you found the trip informative, useful, and relevant. In order to improve the planning process, I'm requesting you complete this survey and return it to me via email or fax. My email address is kayleigh.forhan@ndu.edu and my fax number is 202-685-4308.

According to the waiver you submitted, the objective of the DVOT was to facilitate the Country's Navy modernization effort, covering areas of maintenance, training and education management, and personnel management related to force modernization and improving institutional processes.

To achieve this objective you asked to visit various components at NAS Jacksonville, NAS Orlando, NAS Pensacola, NAS Patuxent River and Naval Postgraduate School. The delegation was able to visit every requested installation.

Hotel Arrangements	Excellent	Good	Acceptable	Fair	Poor
Please rate the Courtyard Jacksonville Orange Park, FL					
Please rate the Residence Inn Orlando East/UCF Area					
Please rate The Gateway Hotel, NAS Pensacola					
Please rate The Ritz-Carlton, Pentagon City					
Please rate the Hyatt at Fisherman's Wharf, CA					
Please rate the Navy Gateway Inns & Suites, CA					
Additional comments about the hotel arrangements:					
Transportation	Excellent	Good	Acceptable	Fair	Poor
Please rate the transportation arrangements in Jacksonville & Orlando, FL					
Please rate the transportation arrangements in Pensacola, FL					
Please rate the transportation arrangements in Washington, DC					
Please rate the transportation arrangements in California					
Additional comments about the transportation arrangements:					

Meals	Excellent	Good	Acceptable	Fair	Poor
Please rate the lunch at NAS Jacksonville					
Please rate the group lunch at NAS Orlando					
Please rate the lunch at Mustin Beach Officer's Club, NAS Pensacola					
Please rate the lunch at Lunch at the Naval Aviation Museum					
Please rate the dinner with Admiral White at Quarters A					
Please rate the lunch at River's Edge Catering and Conference Center (RECCC)					
Please rate the lunch at Boudin Bakery					
Please rate the lunch with Indonesian Students at NPS					
Additional Comments about the meal arrangements:					
NDU Support	Excellent	Good	Acceptable	Fair	Poor
Please rate NDU's support for the DVOT					
Please rate the overall coordination of the DVOT					
Additional Comments about NDU's Support:					
Business	Excellent	Good	Acceptable	Fair	Poor
Please rate the visit of NAS Jacksonville and Office Call with CAPT Roy Undersander Commanding Officer, Naval Air Station Jacksonville, Florida.					
Additional Comments:					
Please rate Center for Naval Aviation Technical Training Unit (CNATTU) Detachment (DET) JAX.					
Additional Comments:					

Please rate the Command Helicopter Strike Maritime Wing Atlantic (CHSMWL) (O-Level) Brief Overview / Maintenance Training Program / Required Skills & Qualifications.					
Additional Comments:					
Please rate the Fleet Readiness Center Southeast (FRCSE) Level II (I-Level, AIMD) Brief Overview / Maintenance Training Program / Required Skills & Qualifications.					
Additional Comments:					
Please rate the CNATTU DET JAX Brief Overview / H-60 Maintenance & Repair Training (MTU-1005).					
Additional Comments:					
Please rate the Tour CNATTU DET JAX, B926 H-60 Training Facilities. Tour FRCSE Level II (I-Level, AIMD), H1000 I-Level Maintenance Facilities.					
Additional Comments:					
Please rate the Tour CHSMWL (O-Level), TBD Squadron Maintenance facilities. Tour FRCSE Level III (D-Level), H124 D-level Maintenance Facilities (FRCSE VL IPT, H-60 Production Line).					
Additional Comments:					
Please rate the Welcome brief by CAPT Erik Etz at NAS Orlando Partnership Building 1.					
Additional Comments:					
Please rate the International Program Management brief by Ms. Aida Matta and the Research and Engineering Overview by Maynard Zettler.					
Additional Comments:					
Please rate the Weapons Lab tour.					
Additional Comments:					
Please rate the Office call with CAPT Heady, Commander, NETSAFA and with RADM White, Commander NETC at at NAS Pensacola.					
Additional Comments:					

Please rate the Command brief by NETSAFA.					
Additional Comments:					
Please rate the Office Call with CAPT Truluck, Commander, NASC at Naval Aviation Schools Command (NASC) and the Naval Aviation Schools Command briefing and tour.					
Additional Comments:					
Please rate the Office call with CAPT Dean, Commander, NATTC and the Naval Aviation Technical Training Center command brief and tour at Naval Aviation Technical Center (NATTC) Training Center (NATTC).					
Additional Comments:					
Please rate the Tour of Helo Dunker and Aviation Survival Swim Facilities at NAS Pensacola.					
Additional Comments:					
Please rate the office call with RDML Dean Peters at the Logistics Industrial Complex (LIC), Naval Air Systems Command (NAVAIR).					
Additional Comments:					
Please rate the NAVAIR overview brief and Logistics briefs.					
Additional Comments:					
Please rate the AIR 4.1 Systems Engineering brief and MH-60R brief.					
Additional Comments:					
Please rate Office Call with VADM Ronald Route, USN, Retired, NPS President at Naval Post Graduate School.					
Additional Comments:					
Please rate the NPS Command Brief by Mr. Gary Roser, Director, International Programs Office.					
Additional Comments:					
Please rate the Graduate School of Operational and Information Sciences (GSOIS) Brief and Graduate School of Business and Public Policy (GSBPP) Brief by TBD.					

Additional Comments:					
Please rate the School of International Graduate Studies (SIGS) Brief and Graduate School of Engineering and Applied Sciences (GSEAS) Brief by TBD.					
Additional Comments:					

Cultural	Excellent	Good	Acceptable	Fair	Poor
Please rate the Visit to the Museum of Southern History.					
Additional Comments:					
Please rate the Kennedy Space Center Visitor Complex.					
Additional Comments:					
Please rate the Naval Aviation Museum and Blue Angels Airshow.					
Additional Comments:					
Please rate the Washington DC Tour.					
Additional Comments:					
Please rate the City tour of San Francisco.					
Additional Comments:					
Please rate the Monterey Bay Aquarium.					
Additional Comments:					

Additional Questions (6 total):	
1. Based on the request that you submitted, were the objectives of the DVOT fulfilled?	

2. What did you like best about the DVOT?

3. What did you like least about the DVOT?

4. If you could change one thing, what would it be?

5. Would you consider participating in a future DVOT?

6. Do you have any additional comments about the DVOT?



**DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066**

1 February 2016

REPLY TO
ATTENTION OF:

International Student Management Office

Address

Dear Commanding Officer Name,

On behalf of the National Defense University, I would like to extend my most sincere appreciation to you and your staff for supporting the Country Distinguished Visitor Orientation Tour Program on Date. Visits like these are the most effective tool in establishing and maintaining security cooperation relations between the U.S. and our partner nations. The opportunity to speak with Name and Name and to discuss Topic. I appreciate time they took out of their busy schedules to speak with us and answer our numerous questions. I would especially appreciate it if you could pass on my sincere gratitude to the following staff member, without her efforts, the visit of this caliber could not have happened.

I am very grateful for your support of this visit and hope to be able to visit with another delegation in the near future.

Sincerely,

Kayleigh Forhan
DVOT Program Manager
International Student Management Office
National Defense University



"Educating, Developing and Inspiring National Security Leaders"



Sample Itinerary

Day 1: Arrive in Washington, DC

Day 2: Visit Joint Staff and OSD

Day 3: Visit NDU and DLA

Day 4: Orientation Tour of DC

Day 5: Travel to Norfolk, VA

Day 6: Visit Fleet Forces Command and Joint Forces Staff College

Day 7: Travel to Colorado Springs, CO

Day 8: Visit USNORTHCOM

Day 9: Travel to Honolulu, HI

Day 10: Visit USPACOM and MARFORPAC

Day 11: Orientation Tour of Oahu

Day 12: Cultural Activities in Honolulu

Day 13: Visit Hawaii National Guard and Asia Pacific Center for Security Studies

Day 14: Depart

Contact Us

Kayleigh Forhan

DVOT Program Manager

International Student Management Office

Phone: 202-685-4308

Blackberry: 202-368-9245

Email: kayleigh.forhan@ndu.edu



Visit our website at:
<http://ismo.ndu.edu/>

Distinguished Visitor Orientation Tour



Program Overview

The Distinguished Visitor Orientation Tour Program provides a country's defense leadership the opportunity to learn from subject matter experts about specific assets of the US defense establishment in order to address objectives relevant to their own militaries.

DVOT

A DVOT is intended for senior military officers, typically flag or general rank, or civilian equivalent holding positions of major importance or selected for such positions.

OT

An Orientation Tour is intended to serve the same purpose as a DVOT, however, the senior officer is typically O-6 or civilian equivalent.



What is a DVOT?

- **Tailored, objective-based** training program designed to address areas of **strategic interest**.
- Short, intensive, and time-sensitive program for a country's military and civilian **defense leaders**.
- Customized visits to **military training installations, schoolhouses** and **government agencies**.
- Funded through IMET, FMF, or FMS.
- Includes cultural field study activities to expose tour participants to cultural, social, economic and historical aspects of America.
- **14 days** maximum, excluding OCONUS travel time.
- **7 delegates** maximum, excluding US escort, NDU escort, and interpreters.

MASLs

B366003 DVOT Mgmt

B366004 DVOT Support

B366006 DVOT Mandatory Planning (deposit)

B362000 US Escort Officer

B181011 OT Participants

B179923 Interpreter



Which costs are included in a DVOT?

- Participant OCONUS and CONUS airfare and checked baggage fees
- Participant lodging, to include use of business center and internet
- Ground transportation
- Participant meals and incidental expenses (M&IE)
- Group or provided meals
- Interpreter fees and travel expenses, when required
- Document translation, if applicable
- US escort and NDU escort travel expenses

Updated DVOT Page in Security Cooperation Programs Handbook for FY 2018

Distinguished Visitor Orientation Tours (DVOT)

Description: The Distinguished Visitor Orientation Tour (DVOT) Program is a United States Security Cooperation Program that provides a country's defense leadership the unique opportunity to learn about specific assets of the US defense establishment in order to address objectives specific to their own militaries and governments. DVOT delegations visit a variety of military installations, professional military education institutions, training facilities, and government organizations throughout the US to learn from experts on specific subject matters.

Purpose: DVOTs provide a country's defense leaders a time-sensitive ways to learn how to better manage their country's defense resources, or how to interact within their new civil-military defense structure, or how to better train their Armed Forces. DVOTs are usually limited to countries with lesser developed relations with the United States, but in recent years, transitioning countries not new to security assistance have conducted tours to deepen their knowledge of democracy, peacekeeping, military modernization and interoperability, and counterterrorism.

Authorization: Section 636(g)(2), FAA [22 U.S.C. 2396(g)(2)]^[1]_[SEP] **Appropriation:** S/FOAA funding for Part II programs authorized by the FAA [22 U.S.C. 2151, et. seq., and by the AECA [22 U.S.C. 2751, et. seq.]

Guidance:

1. SAMM, C10.17.18.3^[1]_[SEP]
2. JSCET, C12
3. National Defense University (NDU) is responsible for conducting DVOTs and OTs.
4. Generally authorizing the use of IMET and FMFP funding to reimburse military officers assigned as **Escort Officers** in connection with orientation visits of foreign military and related civilian personnel.^[1]_[SEP]
5. DVOTs are for those senior officers below the position of Chief of Staff of a service and are not to exceed 14 calendar days in length and consist of not more than five visitors.
6. Orientation tours are for those senior officers in the position of Chief of Staff of a service or higher and are to be funded by the sponsoring DoD organization. OTs should not exceed seven members in size.^[1]_[SEP]
7. Visits by international military cadets to U.S. service academies are not authorized for IMET or FMF funding.

Countries Eligible: Those countries allocated IMET, FMFP, and some FMS funding

Value of Program:

Restrictions:

Key Players: SCO, CCMD, DSCA, NDU

Execution:

1. Country is authorized to receive a VIP tour generally in the U.S. [] [SEP]
2. The SCO is required to provide an escort officer [] [SEP]
3. A request is submitted to NDU either directly or via the CCMD to the applicable MilDep to use IMET, FMFP, or FMS funding allocated to the country [] [SEP]
4. DSCA approves the use of IMET or FMF funding to cover the expenses of U.S. Escort Officer and tour director [] [SEP]

Example: It is determined important by the SCO, CCMD, and MilDep that the developing partner nation conducts a whirl wind tour of U.S. installations with the group consisting of senior military officers and civilian personnel. The purpose of the tour is to establish relationships and also see and learn from viewing U.S. military training and education facilities. None of the personnel have been to the U.S. before thus requiring a U.S. escort/tour director to ensure transportation, living services, and access. The use of a SCO member already fluent in the country's language appears to be the best choice for the U.S. Escort duty. NDU will provide a tour director. The SCO is not routinely funded to conduct this type of service.