SPONSORSHIP PROGRAM DIRECTIVE

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Academic Year 2021
This document contains reference material to provide guidance to the sponsors and International Fellows of the US Army War College. It does not necessarily reflect the views of the Department of the Army.

This directive is for official use by personnel and volunteers of the US Army War College (USAWC) only.
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SECTION I

PROGRAM OVERVIEW

1. General. The International Fellows Program thanks you for your interest in sponsoring and International Fellow (IF). Sponsors are selected in accordance with the guidance of Joint Security Cooperation Education and Training (JSCET) Regulation and Army Regulation (AR) 12-15, Training of Foreign Nationals by the U.S. Army. Sponsors are solicited, on a volunteer basis, from the U.S. Army War College (USAWC), Carlisle Barracks (CBks), and the surrounding community. The program is administered and monitored by the Director, International Fellows Program (IFP). The IFP hopes each sponsor finds this to be a rewarding and enriching experience.

   a. The USAWC International Fellows Program began 1978 with 6 International Officers. Today, the USAWC IFP hosts approximately 80 IFs in each resident class.

   b. The IFP significantly broadens the academic and social environment for US and International Students and Faculty at the USAWC. One line of effort in the National Defense Strategy is maintaining and building strong alliances. The participation of senior international officers who will assume critical positions in their militaries, immediately after graduation, helps to improve the mutual understanding of national security problems, operations, and preparedness. Many of these officers will attain the highest positions in their armed forces and play important roles in their governments.

   c. The International Fellows Office manages the IF Sponsorship Program. The International Fellows Sponsorship Program is a key part of USAWC’s efforts to assist our international guests as they transition to life in the United States. Each IF will be assigned a sponsor through the International Fellows Office. USAWC also provides a Seminar Sponsor to each IF Student. The Seminar Sponsor is a fellow classmate who assists the IF in adjusting to the requirements and schedules of the USAWC classroom, and is selected when classes begin. These sponsors work as a team in conjunction with the IF Office to help the IF with administrative and/or logistical challenges and to assist our IF Families in understanding U.S. culture as they become integrated into the Carlisle area. While the IF Office is always available to assist with complicated actions or to resolve problems, we depend upon sponsors to give IFs advice and assistance with routine matters. We also hope that the Sponsorship Program, will provide opportunities to see a broader spectrum of American life through the relationships they build with their sponsors. Sponsorship is a team effort based on cooperation and need. Although a Sponsor’s service extends throughout the year, the most important task is to help the IF during the critical period immediately following their arrival in the Carlisle area. The first 3 or 4 days are the most difficult. A warm welcome initiates a good beginning to the
relationship. Sponsors are not responsible for the academic success of the IF, but can help in establishing a comfortable environment which contributes to the student's success.

2. **Purpose.** The purpose of this directive is to provide guidance to sponsors of International Fellows in their role of helping to integrate the IF and his/her Family into the Carlisle community.

3. **Expectations.** Sponsors are expected to provide assistance within the guidelines of this document and are assigned by the Sponsorship Program Coordinator.
SECTION II

SPONSOR ADMINISTRATIVE REQUIREMENTS

1. General. The sponsor’s primary role is to help the International Fellows’ and families to become established in the Carlisle area and to provide informed advice in unfamiliar situations during their yearlong stay at CBks. A sponsor is a formally designated volunteer whom the IF can contact for assistance with routine questions/concerns pertaining to everyday life in America. Sponsors are essential in making the IF’s arrival a pleasant experience. First impressions are vital in making the IF and his/her Family feel welcomed in the Carlisle Community. They may encounter many cultural differences as they integrate into the community. This is a unique opportunity to learn about a foreign country and to promote mutual understanding. A sponsor will become a vital key in assuring that the IF will acquire a lasting and favorable impression of the United States and our society. Sponsors applying to the program may be military or civilian and must meet the below requirements.

2. Requirements. Sponsors of the International Fellows must reside in the Carlisle or surrounding community during the entire academic year. Sponsors are required to fill out an application/inquiry, located on our website under the Sponsorship Information section: www.armywarcollege.edu. Please see Appendix A for instructions.

Mid-year applications from prospective sponsors will be placed on hold until the next class arrives.

   a. Sponsors must be able to obtain access to the Installation. Sponsors without a valid DoD issued card, must fill out a CBks (DES) Form 228-R-E; Carlisle Barracks Installation Access Control Application, which includes a background check. Please see Appendix B. The form must be signed by the IF Office.

   b. Each volunteer must register separately in Carlisle Barracks Volunteer Management Information System (VMIS) at www.myarmyonesource.com. Each month, sponsors report hours dedicated to the program to the Sponsorship Program Coordinator. For step by step registration instructions, see Appendix C.

   c. Sponsors are required to attend one mandatory briefing each year. Sponsor briefings are held during the months of March and April.

   d. Each IF will be assigned one sponsor. Student Seminar Sponsors are assigned by the USAWC faculty during the first week of class.

   e. Due to a potential conflict of interest for adjudicating actions involving IF Students, individuals holding the following positions at the United States Army War College are not eligible to participate in the Sponsorship Program without approval by the IFP Director.
(1). Any member of the USAWC Command Group including: Commandant, Command Sergeant Major, Deputy Commandant for Reserve Affairs, Diplomatic Advisor to the Commandant, Deputy Commandant, Provost, Chief of Staff, and Assistant Commandant for Outreach.

(2). Directors or Principles within the Commandant’s special staff: Post Judge Advocate, Chaplain, Inspector General, Equal Opportunity, Equal Employment Opportunity, Sexual Assault Response Coordinator, and Military Family Programs.

(3). The Dean of the School of Strategic Landpower (SSL), Academic Department Chairs within SSL, members of that year’s standing Academic Review Board (ARB), and any individual who provides recommendations to the Deputy Commandant for student disenrollment per USAWC Memorandum No. 350-7.

(4). Members of the International Fellows Office/G9

(5). USAWC faculty cannot sponsor an IF assigned to their seminar.
SECTION III

MAKING CONTACT/STATEMENT OF VALUES

1. General. All sponsors are volunteers. Sponsors are expected to dedicate time and be available to meet the sponsored IF in-person at least once a month. The amount of assistance will vary by student and family over the course of the year.

2. Making Contact. The IF Office will provide sponsors the incoming IFs email address, and expected arrival date. Sponsors should introduce themselves via email as soon as possible. Attaching a photo and sharing information about yourself is a good place to start. Sponsors should arrange their first face to face meeting and offer to help them get settled upon arrival. A sample letter is in Appendix D.

   a. Before the IF arrives, educate yourself on the country you are sponsoring. Learn about the major cities, the culture, and language. Learn how to pronounce the names of the IF and their Family members as soon as possible.

   b. The IFP provides transportation for the IF from the airport. If the IF is bringing family at a later date, separate transportation arrangements must be made at the expense of the Officer.

   c. Meeting face to face during the first couple days in country is essential and will set the tone for the rest of the year. Sponsors are expected to be proactive in reaching out and making arrangements to meet. Please inform the IF Office as soon as possible if this initial contact cannot be made.

3. Reassigning Sponsors. At the request of an IF or a sponsor, the Sponsorship Program Coordinator may reassign Sponsors. If a Sponsor is unable to establish good, consistent contact with the IF by 1 May for Academic Preparatory Course Officers or 1 July for Resident course officers, please contact the Sponsorship Program Coordinator. Each situation will be evaluated on a case by case basis.

4. Statement of Values. A sponsor’s main objective is to create a welcoming environment for our International guests. All sponsors will abide by the expectations set forth in the Statement of Values. Violations may result in removal from the Sponsorship Program.

   a. Sponsors are expected to:
      • Respect the unique needs and values of each individual.
      • Avoid discrimination against individuals on the basis of race, sex, age, ethnicity, religion, or national origin.
      • Fulfill commitments in good faith.
      • Conduct themselves in an appropriate manner with honesty, integrity and fairness towards IFs and Family members at all times.
      • Maintain confidentiality of personal information.
• Share your values and beliefs; but in doing so, respect the International Fellow’s values and beliefs.

b. Sponsors will NOT:
• Loan money to the IF or any of their Family members.
• Sign or co-sign any business contract with IFs.
• Use their sponsorship to achieve financial or unlawful personal gain. This includes but is not limited to personal businesses, rental properties, purchasing or selling large items.
• Engage in inappropriate relations or place themselves in vulnerable situations with IFs or Family members at any time.
• Put themselves in situations that may be perceived as damaging the integrity of the program or the reputation of the USAWC.
SECTION IV

EXPECTATIONS OF A SPONSOR

1. First week in country. The greatest expected demand for sponsors will be the first week or two after the IFs arrive in country. Below is a list of ways sponsors can help IFs settle into their new environment.

2. Temporary Housing. Some IFs will need to make temporary housing arrangements. A block of rooms are reserved by the IFP. If the IF you are sponsoring is in need of a hotel reservation during the first couple days, please coordinate with the IFP Administrative Officer, 717-245-3371.

3. Permanent Housing. Most housing arrangements are made in the Carlisle community. International Fellows are permitted to live on post however, Carlisle Barracks does not provide fully furnished housing.
   
   a. Many IFs will make housing arrangements prior to their arrival through the assistance of previous or outgoing students from their country. Each IF/Family will have different needs when it comes to housing. Sponsors are encouraged to assist and ensure rentals adequately meet the needs of the IF. Most importantly, sponsors should ensure that IFs are not exploited due to their lack of experience with these matters. Sponsors may research leads and even book viewing reservations on housing prior to their arrival through the CBks Housing Office, but may not sign any contract on the IF’s behalf. If a sponsor believes the IF is entering into a housing arrangement that is ill-advised, please contact the IF Office immediately.

   b. IFs will need to consider several things prior to signing a lease. For example, rental prices, whether utilities (electric, water/sewer, trash pickup, cable, internet, telephone) are included and prices for such services, proximity to CBks, (this is especially important if the Spouse does not drive) public schools, shopping centers, and the quality of the neighborhood.

   c. All landlords will require the IF to sign a lease with a substantial penalty if he/she breaks the lease prematurely. All leases must be reviewed by the IF Office or Housing Office prior to signing. The lease must have a military clause indicating that there is no penalty if the IF is called home before the end of the academic year.

   d. Once a lease is signed, IFs are held accountable for fulfilling the terms of the lease. Any issues or discrepancies with rental properties can be directed to the Chief of International Student Management Office, (717- 245-4830), the Housing Office, (717-245-4959), or by appointment with the Carlisle Barracks Post Judge Advocate General, (717-245-4940).

   e. Additional information on housing can be found through the Carlisle Barracks Housing Office, located at Shugart Hall, Building 460, Room 108. Also, please check out the Automated Housing Referral Network at www.ahrn.com and www.homes.mil or contact phone number (717-245-4959).
4. **In-Processing.** In-processing is conducted by the IF Office in Root Hall, Building 122. Sponsors will be provided the in-processing schedule by the Sponsorship Program Coordinator.

   a. IFs should bring the following items for in-processing:

   - Copies of ITO, complete with all amendments
   - Passports, for IF and all Family members
   - Immunization records (in English), for all school-age children
   - Copy of Medical Health Insurance Policy for Family members
   - Copy of International Driver’s Permit and National Driver’s License

5. **Identification Card.** The IF Office ensures the IF student receives a uniformed services identification card. The ID office designated specific times and dates for IFs to obtain their cards. Family members will need to return at a later time.

   a. This identification card is issued to all IFs and their eligible dependents for use while the officer is training in the United States and is valid only in the Continental U.S. “Eligible” dependents are Spouses and all children between the ages of 10 and 21. Children are eligible until age 23, if they are full-time students, listed on the ITO, and have medical coverage for the entire stay.

   b. When obtaining ID cards for IF Family members, ID cards will be issued at Building 46, Anne Ely Hall. The IF and dependents will need the following items:

   - IF Officers MUST escort Spouse/dependents to attain an ID card
   - A copy of the ITO
   - Two (2) forms of identification in which at least one is a photo ID.
   (Passports and visas are considered primary identification and foreign driver’s license, etc. are considered secondary forms. All identification must be in English.)

   c. Prior to issuance of the ID cards, the IF and their dependents can present a copy of their ITO for admission to all post facilities.

6. **Bank Accounts.** The IFP ensures IFs set up a bank account. Once obtained, direct deposit forms must be given to the Administrative Officer. This ensures the IF can receive their entitlements and travel settlements.

   a. We ask sponsors to assist Family members with setting up bank accounts, if needed. IFs may use any US bank. Please bring:

   - Military ID card or Common Access Card
   - Invitational Travel Order (ITO)
   - Passport
   - At least $5.00 in cash to activate account
7. **Social Security Numbers (SSN).** It is NOT mandatory for IFs, Spouses or dependents to obtain an SSN, however, those who wish to obtain a Pennsylvania driver’s license will first need to obtain an social security number OR a rejection letter from the Social Security Administration stating they are ineligible for an SSN, prior to visiting the Department of Motor Vehicles (DMV).

   a. IFs need to complete an application (Located in their welcome packet) or online at [www.socialsecurity.gov/online/ss-5.pdf](http://www.socialsecurity.gov/online/ss-5.pdf) and bring the following documents:

      - Completed (Form SS-5) an Application for a Social Security Card
      - Passport, Visa
      - I-94 (Can be printed in the IF Office)
      - CAC/ military dependent ID card
      - Letter from USAWC – International Fellows Program

   b. All documents must be either originals or copies certified by the issuing agency. The Social Security Administration cannot accept photocopies or notarized copies, or a receipt showing you applied for a document.

8. **Driving in Pennsylvania.** Pennsylvania honors most international driver’s permits issued by the IF’s respective country for up to one year from date of issue. If the international driver’s permit expires before the individual departs, he/she must apply for a Pennsylvania license to continue to legally drive in the state. International driver’s permits are obtained in home country. Any IF or Family member who does not have a valid home country license or an international driver’s permit will be required to obtain a Pennsylvania driver’s license.

   a. Please note you cannot purchase a driver’s license on line and there is no such thing as an “international driver’s license.” This is often a scam to which IFs fall prey while in their home nations. If you have any questions about the legitimacy of the IF’s documents, please contact the IF Office.

   b. Sponsors may also assist in explaining the traffic laws of PA to the IF/dependents who may be driving. Emphasize the 10/15 miles-per-hour speed limit on CBks, the 5 miles-per-hour speed in the CBks parking lots. The need to stop for a school bus with flashing lights, no texting while driving, and hands free policy on post. Discuss the traffic ticketing procedures, tolls, fines, and the possibility of having to appear in court. In Pennsylvania, a child’s restraining seat is required for children under 8 years of age, and seat belt use is required in all states.

   c. To view the Pennsylvania Driver’s Manual, please visit: [https://dmv-permit-test.com/pennsylvania/drivers-handbook](https://dmv-permit-test.com/pennsylvania/drivers-handbook). To obtain a PA driver’s license or PA photo ID the IF must:

      1. Obtain a Social Security Card or a rejection letter (details above).
      2. Review a PA driver’s manual
      3. Complete the learner’s permit application DL-Form 180 which requires:

         - A completed medical exam form (Located in driver’s manual)
• Passport with valid visa I-94, Military ID
• 2 forms or proof of residency (current utility bills, lease agreement-cell phone bills not accepted)
• Letter from USAWC – International Fellows Program
• Invitational Travel Orders (ITO)
• Social Security Card or rejection letter

4. Check or Money order, Fee for the permit is $35.50 and License is $30.50. Cash is not accepted.

d. A Pennsylvania driver’s license must be obtained before 1 December. PENNDOT often will decline a driver’s license for any individual living less than 6 months in the US. Detailed information is available at: http://www.dot3.state.pa.us/home/index.shtml

9. Vehicle Acquisition/Insurance/Registration. Sponsors are asked to assist the IFs in purchasing transportation. Offer guidance by explaining terms such as, “Sold as-is,” and help to determine that the purchased vehicle fulfills expected requirements; i.e. local travel only vs extensive holiday travel, etc. We ask that sponsors also make their best effort to advise IFs if it appears they are considering paying an excessive amount for a vehicle.

   a. Sponsors are asked to assist IFs in purchasing vehicle insurance. Minimum requirements are $15K personal injury, $30K total accident, $5K property. Industry experts recommend $50K/$100K/$25K. If the car is obtained with the use of a personal loan, the lender will most likely require collision and comprehensive insurance on top of these rates. Sponsors should explain to the IFs the difference between the “full tort” and “limited tort” options under Pennsylvania auto insurance. If a notary is required, IFs can make an appointment with the Post Judge Advocate’s office.

   b. Sponsors are asked to assist in vehicle registration and transferring the title. Pennsylvania law requires a safety inspection and an air emissions pollution test prior to registration of a car. Required documents for transferring the title:

      • Current title with signature of seller, notarized. The title must include the odometer reading, if the vehicle is less than 10 years old.
      • If the title does not indicate the date of sale and selling price, a completed Bill of Sale signed by both parties, notarized is required.
      • Complete a vehicle sales and use of Tax Return/application for Registration (Form MV-4ST) at a PennDOT office with an authorized agent,
      • Current inspection/emissions stickers
      • Valid PA driver’s license or ID card and proof of insurance

   c. Many of the IFs purchase their vehicle from a previous IF. Help ensure that the IF re-registers the car in his/her name and that they do not pay significantly more than fair market value for the vehicle. Sponsors WILL NOT assume ownership of a vehicle left by a departing IF for an arriving IF.
10. **School Registration.** The IF Office schedules one day (typically in July) for IF families to register for Carlisle or Cumberland Valley Area School Districts. School assignments are determined based on residential quarters.

   a. Sponsors are encouraged to assist IFs with understanding the local school systems, grading systems, bus schedules, and typical school supplies. Please remember that they are not only moving their children into a different school, but in many cases, an entirely different educational philosophy.

   b. Generally, any child who has reached the age of 5 by August 30th is eligible to attend public schools. Public schools require:
      - A tuberculosis (TB) Test
      - Copy of immunization records, translated into English

   c. If an IF resides in South Middleton or Big Spring School Districts, an appointment with that school district will be made by the IF Office for a one-on-one meeting.

   d. Private Parochial Schools. For more information please contact the schools below:
      - Trinity High School, Grades 9-12. 717-761-1116.
      (Tuition prices vary and bus transportation is available upon request.)

   e. Seniors in High school. If an IF has a Senior in high school who is expecting to graduate with a diploma, it is highly recommended that they coordinate over the summer with the School Liaison Officer. Any issues/concerns regarding school registration can be addressed to the IF Personal Affairs Specialist, or the Carlisle Barracks School Liaison Officer, 717-245-4555. The School Liaison website is [www.carlislemwr.com](http://www.carlislemwr.com).

   f. Colleges. There are several colleges and universities in the area for eligible dependents to attend an American college or university. Dickinson College allows any IF Spouse or dependents over the age of 18 to take one (1) class per semester, tuition free. More information may be obtained from the Sponsorship Program Coordinator.

11. **Family Services.** There are various family services and activities at Carlisle Barracks. For more information on family services, contact the Sponsorship Program Coordinator.

   - The Child Development Center and Youth Services are operated on post. For more information, please contact 717-245-3801.

   - Conversation and Culture (C&C): C&C is an enjoyable social forum for the IF Spouses and older dependents. Beginning in July, these events will include field
trips to local activities and attractions in order to familiarize the IF Spouses with U.S. customs and culture. During the second half of the year, IF Spouses are asked to conduct country presentations to teach others about their own customs and cultures.

- English Classes: For International spouses and children over the age of 18 who wish to improve their English, English as a Second Language (ESL) classes will be provided at the beginning of the year. IFs should contract a personal English tutor if more structured ESL classes are desired. Additional options may be available throughout the year, by request.

- Military Family Program (MFP): A complementary program for USAWC Students, Spouses and children. Throughout the year, MFP will present a series of lectures, seminars, workshops which are structured into four concentrations.
  - Leadership and readiness
  - Family growth and resilience
  - Personal growth and well-being
  - Personal financial management

- Carlisle Barracks Spouses’ Club (CBSC): The CBSC extends an honorary membership to IF Spouses. Monthly luncheons and sub-clubs can be a fun social way to interact with American Spouses. Clubs include touristas, games, book clubs, and global gourmet cooking, to name a few. Some activities such as the luncheons and tours have a small fee.

12. Medical/Dental/Health insurance. Appointments for routine care and sick calls at Dunham Clinic are made through the IF Personal Affairs Specialist 717-713-0624.

  a. Medical care and health insurance. Dunham U.S. Army Health Clinic, CBks, provides medical care in accordance with the authorizations contained in the ITO. Requirements differ with each student.

  b. Referrals and prescriptions for specialty care. All referrals for specialty care for IF students and their families will be provided by the physician to the Dunham Health Benefits Advisor (HBA) Office. Dunham HBA’s will fax the referral documents to the IF Personal Affairs Specialist, who will assist by obtaining appointments in the local health network. Questions or concerns should be directed to the IF Personal Affairs Specialist.

13. Area/Post Orientation/Military Privileges. IFs and authorized dependents are able to utilize the commissary, post exchange, post theater, and post gyms. Sponsors are encouraged to show and explain how to use coupons, receipts, returns, bonus cards, military benefits and procedures such as showing ID cards, tipping, etc.

  a. Sponsors may be asked to help locate:
     - Nearest urgent care/hospitals
     - Grocery/specialty food stores
     - Places of worship
• Shopping centers
• Parks/recreation
• Salons
• Dry cleaners
• Vehicle repair shops

14. Problems/Questions. The responsibilities listed in this document are not in order of importance nor all-inclusive and will vary in degree for each IF. Sponsors should work together as a team and be alert to detect problems and render appropriate assistance with sensitivity and tact.

a. Sponsors should make every effort to help the IF and Family members gradually become self-reliant; this will result in a better relationship and a more enjoyable experience for all parties. Each IF is different and “need” is based off confidence level, family dynamics, and personal situations.

b. Serious Problems. Medical concerns should be directed to the IF Personal Affairs Specialist. Any significant incidents, morale problems, unusual behavior, criminal behavior, personal or family difficulties with any IF should be reported to the IFP Director or Deputy Director immediately.

c. Request for Unusual Assistance. Although very infrequent, IFs may seek loans, illegal purchases or sales, illegal or inappropriate authorizations, etc. Normally, such requests stem from unfamiliarity with U.S. laws and customs. In such cases, use tactful refusal and an explanation why something is not allowed. If behavior continues, incidents need to be reported to the IFP Director for further clarification.

d. Sponsors will immediately report:

• Hospitalization of an IF/Family member
• Emergency leave
• Any event involving an IF that may have international implications. This may include any complaint or behavioral attitude indicated or reported by an IF, revealing his/her dissatisfaction with their environment or social acceptance.

If sponsors have any questions, they should seek information from or refer the situation to the Sponsorship Program Coordinator for clarification and resolution.
SECTION V

SPONSOR RECOGNITION & VOLUNTEER PROGRAMS

1. General. Carlisle Barracks supports the Army’s mission by continuously seeking innovative ideas and processes to improve the quality of life at CBks through the use of volunteerism. We promote quality volunteer work experiences and environments that recognize and appreciate the valuable contributions volunteers make to the Carlisle Barracks community. The IF Office recognizes the hard work, dedication, and the many achievements sponsors have made to the International Fellows Program.

2. Awards. The International Fellows Office has established the following recognition for length of service in the Sponsorship Program.

- 1 year: Lapel pin
- 5 years: Lapel pin with number of years and certificate from Director
- 10 years: Lapel pin with number of years and certificate from Director
- 15 years: Lapel pin with number of years and letter from Commandant
- 20 years: Engraved plaque

3. Appreciation/Recognition events. With the support of Field Studies Program funds and Army Community Services, Volunteer Management Information System (VMIS) we host an annual recognition event for all volunteers on Carlisle Barracks. These events are usually held in the month of April in conjunction with the Volunteer Appreciation month. During the annual Farewell picnic the International Fellows Program hosts a recognition ceremony for years in service.
SECTION VI

ACADEMIC PREPARATORY COURSE

1. General. The U.S. Army War College International Fellows Academic Preparatory Course (APC) was created and designed to prepare IFs for graduate level studies in the U.S. in English. The curriculum includes instruction in reading, listening, speaking, writing as well as research, thesis writing, scholarly literature, U.S. military culture and history, critical thinking and other topics designed to get students ready for Army War College seminar learning. The APC was instituted in 2012. Typically half of the IF population will attend the course. The course is 9 weeks long with one week of in processing, conducted from April to June.

2. Restrictions on students during the course. The IF Office coordinates all APC student lodging and transportation needs for the duration of the course.

   a. Family Members. By regulation, Family members are not authorized to accompany students during the APC. Sponsors are asked to help students prepare for the arrival of their families towards the end of the APC. The IF Office briefs students on this timeline as well.

   b. Basic needs. Students will be eager to take care of basic needs such as finding a house, car, cell phone, etc. as soon as possible. This is good and sponsors can help with this; however, students will be informed that their focus is academics. While the mentioned concerns are understandably important, their reason for coming to the U.S. early and attending the Academic Preparatory Course is to study. Hence, IFs will not be allowed to miss any class time in order to take care of living arrangements. Class hours are 0800-1430 M-Th and 0800-1230 Friday. At no time should students miss any of this class time in order to view a house, buy a phone, test drive a car, stand in line for a social security card, etc. Students will also have a significant amount of homework per night and will need time to be able to accomplish this and be ready for the next class day. Care, feeding and living arrangements can be attended to after class and on weekends; however, it is important not to lose sight of the bigger picture of preparing for a difficult year of study. After care and feeding concerns are taken care of, IFs will still have 12 months of reading, writing, paper deadlines, TOEFL testing, oral comprehensive exams and a Strategy Research Project. Please keep this in mind and help the IF you are sponsoring to understand this so that they can use the 9 week course to prepare for the academic year and hopefully alleviate some of the stress and tension that comes with completing a rigorous academic graduate level degree in a foreign language.

   c. For any questions or concerns, regarding the Academic Preparatory Course please contact the IF Writing Instructor, at Jeremy.p.beussink.civ@mail.mil.
1. General. The specific Field Studies Program (FSP) objectives provide the International Fellow with an awareness and understanding of the American democratic way of life which has been derived from the laws authorizing the programs that make up the Security Assistance Training Program: the Foreign Assistance Act of 1961 as amended, and the Arms Export Control Act, as amended.

2. Goal. The goal of the Field Studies Program is to ensure that international students return to their homelands with an understanding of the responsibilities of governments, militaries, and citizens to protect, preserve, and respect the rights of every individual. The IF Office implements the FSP with the specific objective of commitment to basic principles of internationally recognized human rights.

3. Field Studies Program Facets of American Life. Field Studies Programs will provide students and visitors with an understanding of the following facets of American life:

   - Human Rights
   - Diversity and American Life
   - US Government Institutions
   - Political Process
   - Judicial System
   - Free Market System
   - Education
   - Health and Human Services
   - Media
   - International Peace and Security
   - Law of War

   a. For a timeline of USAWC’s Field Studies Programs please see Appendix E.
SECTION VIII

USAWC RESIDENT COURSE

1. General. The Resident Education Program (REP) consists of approximately 190 academic days, from early August to early June. Seven core courses, the Strategy Research Project (SRP), comprehensive oral examination, three national security staff rides, and the weeklong National Security Seminar (NSS) together constitute the core curriculum totaling 27 credits. In addition to the core courses, students must take elective courses totaling 8 credits. Students also can take optional special and complementary programs as desired.

2. Academic choices. All students complete the core course foundation of approximately six months (accelerated for Carlisle Scholars so as to divert more time to research and publication). Building upon that foundation, each student chooses his/her own set of electives, pursuing professional development and personal interest.

3. Class schedule. Typical class schedule during core courses, prior to Oral Comprehensive Exams, is seminar or lecture, 0830-1130, followed by individual study time. The school anticipates a ratio of 1:2 contact hours: study & preparation. Times and dates may change due to guest speakers and special programs.

4. Class composition. The class composition is approximately 380 students, including US military officers, US federal agency civilians, and 80 International officers. The center of academic operations will assign seminars. Seminar composition, combined with the adult learning model, is the key to the USAWC educational system: a deliberate effort to create a diverse, representative group of joint, interagency, international professionals. Each of the 25 seminars aggregates more than 300 years of diverse experience and knowledge. There are typically 3 faculty members assigned to each seminar, who will service as advisors to the students.
APPENDIX A
COMPLETING THE SPONSOR CONNECTIONS INQUIRY

The Sponsor Connections Inquiry was designed to link Sponsors and International Fellows with common interests, hobbies and expectations. The inquiry consists of over a dozen categories ranging from family member details to likes/dislikes and hobbies. A similar inquiry is completed by the incoming students and results are compared. Completion of the inquiry takes about 15 minutes. Please follow the step by step directions below to begin the process.

1. Open Internet browser and go to www.armywarcollege.edu (Firefox and Google Chrome are recommended)
2. Bottom Right- Click on International Fellows Program
3. Bottom- Click on Sponsorship Program
4. Middle of the page- Click on Becoming a Sponsor, which will expand into a paragraph detailing volunteer’s role.
5. At the end of the paragraph, click on ‘Interested in sponsoring.’
6. Click on Proceed to Sponsor’s Survey, which will begin the inquiry.
7. The inquiry is divided into 4 sections, with a progress indicator at the top. After completing each section, click on ‘next’ located at the bottom of the screen to proceed to the next section. A section will highlight in red if not completed.
8. Please click ‘Finalize Survey’ after completing each section.

Any issues or problems completing the Sponsor Connections inquiry can be addressed to Ashlea Lowe; Ashlea.r.cordell-lowe.civ@mail.mil or 717-385-4128; 717-245-3937.
APPENDIX B

CARLISLE BARRACKS INSTALLATION
ACCESS CONTROL APPLICATION

Please provide the following information for completion of a National Crime Information Center (NCIC) and Army Law Enforcement Reporting and Tracking System (ALERTS) Installation access check.

NAME: ___________________________ ___________________________ ___________________________

Last, First, Middle Maiden (if applicable)

SSN#: ___________________________ DRIVERS LICENSE #: / STATE ID #: ___________________________

STATE:

DOB: ___________________________ PRIMARY PHONE: ___________________________ SEX: ______

(Date of Birth) YYYY/MM/DD

HOME ADDRESS: ___________________________ ___________________________ ___________________________ ___________________________

Street City State Zip

REASON FOR VISIT:

☐ GOVERNMENT SPONSOR INFORMATION:

(NAME/AGENCY/PHONE #)

END DATE OF PASS REQUESTED: ___________________________ ___________________________

(NOT TO EXCEED ONE YEAR) GOVERNMENT SPONSOR SIGNATURE

☐ NO GOVERNMENT SPONSOR REQUESTED END DATE OF PASS: ___________________________

(NOT TO EXCEED 30 DAYS)

I have been advised that my gaining access to the Carlisle Barracks Installation is contingent upon successful completion of a criminal history background check. I understand that the background check includes accessing information within the NCIC and ALERTS. I have been advised that all information received from these checks will be maintained within the Directorate of Emergency Services and properly destroyed at the completion of the purpose of request.

SIGNATURE OF APPLICANT:

☐ No adverse information found.

☐ Adverse information found Installation Access Control is cleared by this office.

☐ Adverse information found Installation Access Control is NOT cleared by this office.

PRINT NAME / SIGNATURE / DATE ___________________________

INITIALS & DATE OF CHECK ONLY

DL NCIC ALERTS PASS#

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 552a(b), 10 USC 3013, Title 10 United States Code, Section 3012(g), E.O. 9397
PRINCIPLE PURPOSE: To provide law enforcement officials with means by which information may be accurately identified in order to enforce security provisions.
ROUTINE USE: Your social security number is used as an additional/alternate means of identification to facilitate filing and retrieval.
DISCLOSURE: Disclosure of your social security number is voluntary. Failure to disclose the information requested precludes consideration of an application for access to the Carlisle Barracks Installation through the use of a temporary pass or as part of an event list. Personnel not submitting to a background check will be denied unescorted access to the Carlisle Barracks Installation.

CBs (DES) Form 228-R-E Rev May 16
APPENDIX C

REGISTERING IN VOLUNTEER MANAGEMENT INFORMATION SYSTEM (VMIS):

1. Each sponsor will register separately in Carlisle Barrack’s Volunteer Management Information System (VMIS) at www.myarmyonesource.com. Every month, sponsors will report the hours they volunteered to the International Fellows Program.

2. Go to www.myarmyonesource.com

3. At the top right click on ‘Register’

4. Click on ‘Join Now!’

5. Fill out information and click ‘Continue’ at the bottom of the page

6. Verify Information and click ‘Register’ at the bottom of the page

7. After registering, click ‘Continue’ to bring you back to the main page

8. At the top right click ‘Volunteer Tools’

9. Click on ‘Pennsylvania’

10. Click on ‘Carlisle Barracks’

11. Under ‘Organization’ click ‘IFP Conversation and Culture’ then click ‘Search’

12. Under ‘Volunteer Opportunities,’ click ‘International Fellows Sponsor’

13. Read the International Fellows Sponsor’s job description and click ‘Apply’

14. Verify information and click ‘Submit’ and you are FINISHED!
APPENDIX D

SAMPLE WELCOME LETTER/EMAIL

Dear Officer’s name:

Congratulations on being selected to attend the U.S. Army War College. We are delighted to sponsor you during your yearlong stay in Carlisle, Pennsylvania.

In the body of the welcome letter feel free to share:

- Spouse and children
- Occupation
- Hobbies
- Travel

Attach a recent family photo.

Please share your family’s interest and expectations.

The current information we received is that you should arrive on dates. We would appreciate if you would share your plans and expectations following your arrival.

We think you will find the year to be a rewarding educational experience and an excellent opportunity to see more of the United States. You will be joined by ___ other International Fellows in the Class of AY___. During the course of the year, there will be many opportunities to discuss the unique aspects of your country and military, as well as your perspectives of the world.

We look forward to assisting you in your transition to Carlisle.

Please feel free to ask us any questions that may come to mind. Our contact information is below.

Your Name
Address
E-mail:
Cell phone:

Sincerely,

Name
APPENDIX E

INTERNATIONAL FELLOWS PROGRAM
Field Studies Program AY2021 Timeline

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 June 2020</td>
<td>Welcome Picnic</td>
</tr>
<tr>
<td>13-15 July 2020</td>
<td>Philadelphia, PA Field Studies Program</td>
</tr>
<tr>
<td>20-24 July 2020</td>
<td>Washington DC Field Studies Program</td>
</tr>
<tr>
<td>29 July 2020</td>
<td>Hershey Park</td>
</tr>
<tr>
<td>29 Sept- 1 October 2020</td>
<td>USMA/Scranton Trip</td>
</tr>
<tr>
<td>5 October 2020</td>
<td>Dickinson College Reception</td>
</tr>
<tr>
<td>12 October 2020</td>
<td>AUSA – Washington DC</td>
</tr>
<tr>
<td>30 October 2020</td>
<td>Valley Forge</td>
</tr>
<tr>
<td>4 November 2020</td>
<td>Know Your World</td>
</tr>
<tr>
<td>1 December 2020</td>
<td>Kiwanis Club Luncheon</td>
</tr>
<tr>
<td>9 January 2021</td>
<td>PA Farm Show</td>
</tr>
<tr>
<td>15-17 February 2021</td>
<td>Carnegie Melon University</td>
</tr>
<tr>
<td>15 - 27 March 2021</td>
<td>Unified Command Course</td>
</tr>
<tr>
<td>22 April 2021</td>
<td>Harrisburg Foreign Policy Association</td>
</tr>
<tr>
<td>TBD May 2021</td>
<td>IF Farewell Picnic</td>
</tr>
<tr>
<td>TBD May 2021</td>
<td>IF/US Soccer Game</td>
</tr>
</tbody>
</table>

This is a tentative schedule. All dates are subject to change.