

UNITED STATES ARMY WAR COLLEGE

INTERNATIONAL FELLOWS PROGRAM



SPONSORSHIP PROGRAM

Program Directive

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SPONSORSHIP PROGRAM DIRECTIVE



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USAWC Academic Year 2026

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. Please see Appendix A for a contact list of IF Staff and duties. 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 and Family 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, located on our website under the Sponsorship Information section: www.armywarcollege.edu.

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 request a visitor pass online through the Visitor Pre-Registration System, which includes a background check. Please see Appendix C.

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

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

d. 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 as soon as possible 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 and Family 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.
- Loan firearms or ammunition, as IFs and family members are prohibited to transport, possess, store or use firearms for the duration of their stay.
- 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 weeks in country. The greatest expected demand for sponsors will be the first two-three weeks 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. Under extenuating circumstances, 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. IFs attending under the International Military Education and Training Program are provided a living allowance by the U.S. government. This allowance is a reimbursement that varies by country and year. IFs should be encouraged to budget within this specific reimbursement.

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, the Carlisle Barracks Housing Office or by appointment with the Carlisle Barracks Post Judge Advocate General, (717-245-4940). Additionally, Sponsors will not sign or co-sign for an International Fellow.

e. Additional information on housing can be found through the Carlisle Barracks Housing Office, located at Shugart Hall, Building 460, and Room 108, 717-245-4959. Also, please check out www.homes.mil and the Automated Housing Referral Network at www.ahrn.com.

4. In-Processing. In-processing is conducted by the IF Office in Root Hall, Building 651.

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/or National Driver's License

5. Identification Card. The ID Office is located in Building 46, Anne Ely Hall. They designate specific times and dates for IFs to obtain their cards, typically the first 2 days of in-processing. Family members must return at a later time to obtain their ID cards (please see section 'c' below.)

a. A specific 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 at Carlisle Barracks. "Eligible" dependents are Spouses and 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 please bring the following items:

- 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.)

- Also note, the Officers MUST escort Spouse/dependents to obtain an ID card.

c. When obtaining ID cards for family members, appointments can be made online <https://idco.dmdc.osd.mil/idco/#/locator>. One appointment is required for each person receiving a card.

d. Upon receipt of your ID card, cards must be registered at the Visitor's Center. IFs and family members can also register for use of the walk-in gate (at Ashburn Gate) entrance during this time.

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

6. Bank Accounts. IFs are required to open a US bank account to receive their entitlements. The Administrative Officer in the IF Program coordinates this task during the first days of orientation.

a. When opening a bank account please bring the following documents:

- Military ID 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 a SSN, however, those who wish to obtain a Pennsylvania driver's license will first need to obtain a social security number (students) OR a rejection letter (family) from the Social Security Administration, prior to visiting the Department of Motor Vehicles (DMV). For the latest information, please visit: www.ssa.gov
IFs need to complete an application (Located in their welcome packet) or on-line at www.socialsecurity.gov/ss-5 and bring the following documents:

- Completed (Form SS-5) an *Application for a Social Security Card*
- Passport and Visa
- I-94 (Can be printed in the IF Office or see section 'c' below)
- Military ID card
- Letter from USAWC – International Fellows Program

8. 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.

c. I-94 is a document produced by the Department of Homeland Security. To obtain this document, please go to the website here: <https://i94.cbp.dhs.gov/i94/#/home>. Across the top, click on "Get most recent I-94." Enter traveler information and follow instructions to generate document.

d. Most Officers will receive a SSN, as they are here by invitation. Most family members will receive a rejection letter, as they are here to visit. Appointments are preferred. For family members, documents must be mailed to the Social Security Office for processing. For assistance, please contact the IF Office Manager, 717-245-4830.

8. Driving in Pennsylvania. Pennsylvania honors most international driver's permits for up to one year from the date of entry into the US or upon expiration, whichever comes first. 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. Obtaining a PA Driver's License can lower rates of vehicle insurance. To learn more, please visit their website: www.dmv.pa.gov

a. US does have reciprocity agreements with NATO countries and Taiwan. Transfer of license is more simplistic, please see the IF Office for details.

b. 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.

c. Sponsors may 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.

d. To view the Pennsylvania Driver's Manual, please visit: <https://dmv-permit-test.com/pennsylvania/drivers-handbook>. You can drive on your International Driver's License from one year of issue.

e. 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 or credit/debit card, Fee for the permit is \$35.50 and License is \$45.50. Cash is not accepted.

f. PENNDOT may decline a driver's license for any individual living less than 6 months in the US. Detailed information is available at: <https://www.dot3.state.pa.us/home/index.shtml>

g. If any International visitor is stopped by military, local or state police for a driving infraction or an expired/non-valid license, the individual is responsible to pay any fines or penalties imposed. USAWC does not have authority to waive fines or penalties. Please have your Passport and ITO in the car in case you are stopped and don't have your PA Driver's License just yet.

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 Penn DOT 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. Depending on the current environment and school district, school registration may be conducted virtually or in person. 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 and is listed on the ITO, is eligible to attend public schools. Public schools require:

- A tuberculosis (TB) Test

- Copy of immunization and dental records, translated into English
- A school physical (Appointments made through IF Office)

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:

- St. Patrick Catholic School, Grades K-8. 717-249-4826.
- Trinity High School, Grades 9-12. 717-761-1116.

(Tuition prices and bus transportation varies.)

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 registrar and IF office. Any issues/concerns regarding school registration can be addressed to the IF Student Affairs Specialist and/or the IF Sponsorship and Family Program Coordinator.

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 and Family Program Coordinator.

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

b. International Family Program: This is an enjoyable social forum for the IF Spouses and older dependents. Beginning in August, these events will include bi-monthly day 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 have an opportunity to present their country to highlight their own customs and cultures.

c. 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. Additional options may be available throughout the year, by request.

d. Military Spouse and Family Program (MSFP): A complementary program for USAWC Students, Spouses and children. Throughout the year, MSFP 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

Please visit: www.armywarcollege.edu/orgs/mfp/ for more information.

e. 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. The Club has, games, book clubs, and global gourmet cooking, to name a few. Some activities such as the luncheons and tours have a small fee. Please visit: www.cbcs.rocks for more information.

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

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.

c. The Dunham Dental Clinic can only see active duty officers.

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 Student 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 and Family Program Coordinator for clarification 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. Appreciation/Recognition events. With the support of Field Studies Program funds and USAWC Foundation funds, IFP will recognize Sponsor's excellent support and service on an annual basis.

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, Test of English as a Foreign Language (TOEFL), oral comprehensive exams and a Strategy Research Requirement. 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@army.mil.

SECTION VII

ORIENTATION CALENDAR/FIELD STUDIES PROGRAM

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

4. Field Studies events are accomplished primarily through the Orientation Course; however, there are a handful of other events that take place throughout the academic year. This may require IFs to travel overnight. For those overnight trips, it is helpful for sponsors to check in on IF family members prior to and during the trip.

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.

COL Brian J. Henderson
Director IF Program, G-9

Office: T (Root Hall)
Phone: 717-245-3427 Cell:
717-713-0566



Please contact **COL Henderson** if you:

- * Request excuse from any IFP event.
- * Have any issues you want to raise to the Commandant or Dean
- * Are unsatisfied with the IF Program's response to an issue
- * Want to provide insights on program (Positive or Negative)

Kevin Bremer
Deputy Director,
Chief IMSO

Office: T045 (Root Hall)
Phone: 717-245-3373
Cell: 717-226-4073



Please contact **Kevin** if you:

- * Have a family emergency
- * Become involved with law enforcement.
- * Develop any legal issues
- * Have issues with your Landlord/Property Manager

Jeremy Beussink
Writing Instructor and
Academic Prep Course
Director

Office: T043(Root Hall)
Phone: 717-245-3375
Cell: 717-226-4073



Please contact **Jeremy** regarding:

- * Academic support in writing or reading for any AWC Resident Course
- * Information about the USAWC International Fellows Academic Prep Course
- * Assistance with Preparation or understanding the TOEFL (Test of English as a Foreign Language)

Bethany Hess
Plans & Operation Officer

Office: T043 (Root Hall)
Phone: 717-245-3785
Cell: 717-226-3977



Please contact **Bethany or Christopher** regarding:

- * Field Studies Program
- * Unified Command Course
- * Lodging
- * Transportation
- * Coordinating G9/IF with AWC & Garrison
- * Orientation
- * Distance Education Course
- * Resident Course
- * Calendar Management

Christopher Biggs
Plans & Operations
Assistant

Office: T043 (Root Hall)
Phone: 717-245-4829
Cell: 717-448-9552



Christopher Baker

Administrative &
Finance
Officer

Office: T043 (Root Hall)
Phone: 717-245-3371
Cell: 717-226-4077



Please contact **Chris** regarding:

- * Assistance with monthly allowance
- * Bank Account
- * Scheduling or discussing TOEFL testing.
- * Completing your Bio
- * Academic evaluation reports to include transcripts.
- * Transportation
- * Vouchers
- * IHOF Coordination
- * Computer Training
- * Laptops
- * ID Cards
- * Security Badge)
- * Permanent Housing
- * TDY or Course Travel

Vacant

Administrative & Finance
Assistant

Office: T043 (Root Hall)
Phone: 717-245-4732

Jessica King

Sponsorship and Family
Program Coordinator

Office: T043 (Root Hall)
Phone: 717-245-3937
Cell: 717-385-4128



Please contact **Jessica** if you:

- * Any Sponsor issue or concern
- * Have a family member interested in the Dickinson College Cooperative Scholarship Program
- * Have a family member interested in English as a Second Language Program.
- * Have a family member interested in our International Family Program and the Military Spouse and Family Program

Lisa Burt

Student Affairs Specialist

Office: T043 (Root Hall)
Phone: 717-245-3374
Cell: 717-713-0624



Please contact **Lisa** if you:

- * Need a medical appointment
- * Seek emergency medical care
- * Have issues with the public school
- * Don't understand medical billing
- * Require medical insurance for your family.

Diana Hales

Office Manager

Office: T043
Phone 717-245-4830

Please contact **Diana** for:

- * Student absence requests
- * Expired Passports or Visas
- * Name tags
- * DMV letters
- * Rank Pins
- * Event RSVP's

APPENDIX B

COMPLETING THE SPONSOR APPLICATION

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 'HERE' to complete the sponsor application.
6. Please email your completed application to Jessica King;
jessica.b.king5.civ@army.mil

Any issues or problems completing the Sponsor Application can be addressed to Jessica King; jessica.b.king5.civ@army.mil or 717-385-4128; 717-245-3937.

APPENDIX C

Requesting a Visitor Pass online through the Visitor Pre-Registration System

Please visit the following website: https://pass.aie.army.mil/steps/branch_selection

Select the following:

Army

Carlisle Barracks

Accept the Terms

Visitor's Pass

Answer the specific personal questions

When you have completed all the steps, you will receive a text message indicating the status of your pass.

Please contact the Sponsor and Family Program Coordinator at Jessica.b.king5.civ@army.mil indicating you have completed the process. They will then contact the Carlisle Visitor Center to have your thirty-day pass converted to a one-year pass. Pass cards are no longer issued. You will present your driver license to the security guard to be scan for entrance to Carlisle Barracks.

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 we encourage you to share:

- Family details
- Occupation
- Hobbies
- Expectations
- Travel
- Favorite things about Carlisle and the surrounding areas
- A recent family photo

Also, it is recommended to inquire/confirm the following information:

- Dates of travel
- Accommodations
- Expectations
- Goals for the year
- What is the preferred method of contact (Email, calls, text, WhatsApp or other)
- How to help

Sincerely,

Your Name
Address
E-mail:
Cell phone:

APPENDIX E

SPONSORSHIP DIRECTIVE ACRONYMS

AHRN- Automated Housing Referral Network
APC- Academic Preparatory Course
AR- Army Regulation
ARB- Academic Review Board
AY- Academic Year
C&C Conversation and Culture
CBks- Carlisle Barracks
CBSC- Carlisle Barracks Spouse's Club
CDC- Center for Disease Control
CDC- Child Development Center
DA- Department of Army
DES- Department of Emergency Services
DL- Driver's License
DMV Department of Motor Vehicles
ESL- English as a Second Language
FSP- Field Studies Program
HBA- Health Benefits Advisor
ID- Identification
IF- International Fellows
IFP- International Fellows Program
IHOF- International Hall of Fame
IMS- International Military Student
IMSO- International Military Student Office
ITO- Invitational Travel Order
JAG- Judge Advocate General
JSCET- Joint Security Cooperation Education and Training
MSFP- Military Spouse and Family Programs
MSS- Masters of Strategic Studies
MV- Motor Vehicle
NATO- North Atlantic Treaty Organization
NSS- National Security Seminar
PENNDOT- Pennsylvania Department of Transportation
REP- Resident Education Program
ROM- Restriction of Movement
SATFA- Security Assistance Training Field Activity
SLO- School Liaison Officer
SRP- Strategy Research Project
SSL- School of Strategic Landpower
SSN- Social Security Number
SSO- Social Security Office
TB- Tuberculosis
TOEFL- Test of English as a Foreign Language
USAWC- United States Army War College
YS- Youth Services