



FOURTH QUARTER 2023

INTERNATIONAL AFFAIRS PROGRAM NEWSLETTER

IAPMARINE@USMC.MIL



IN THIS ISSUE

- Message from the Program Manager
- IAP Marines In-Action:
 - UNITAS 2023 - Colombia
 - PALS 2023 - Indonesia
 - DPAA - Vietnam
- FAS Program Corner
- Professional Development Opportunities
- Language Sustainment Resources
- Featured Articles by IAP Marines
- Program Updates



U.S. Marine Corps Maj. John Mahler, Marina Attaché, Columbia, center, Colombian Marine Corps Brigadier General Jorge Torres, Commandant of the Infantería de Marina de Colombia, and senior ranking Colombian Marines, stand for a photo in Coveñas, Colombia, July 8, 2023, during a beach landing exercise for UNITAS LXIV. UNITAS, taking place in Colombia this year, is the world's longest-running annual multinational maritime exercise that focuses on enhancing interoperability among multiple nations and joint forces during littoral and amphibious operations in order to build on existing regional partnerships and create new enduring relationships that promote peace, stability, and prosperity in the U.S. Southern Command's area of responsibility. (Fort Worth, TX) (U.S. Marine Corps photo by Lance Cpl. Christian Salazar)

Message from the Program Manager

BY LTCOL CHRISTOPHER DELLOW

Greetings from the Pentagon IAP Community!

This quarter's newsletter highlights contributions from FAOs, RAOs, FASs, and PEPs serving in the FMF and around the globe. As always, we appreciate those who took the time to submit articles for the IAP Newsletter and also thank you for taking the time to stay current with what is going on in the community.

This past quarter has been an extremely busy few months for the program office as we continue to professionalize our series of programs and make changes that will help the Marine Corps to sense and make sense of our primary competitors' actions.

FAO Pilot Program: We continue to refine our concept for a FAO Single-Track initiative as directed in the March 2023 Update to Talent Management 2030. Although the concept is still being staffed with various stakeholders within Headquarters Marine Corps, we remain certain that creating a FAO Single-Track primary MOS (PMOS) is the best way to improve the quality of our FAOs working in MARFORs, MEFs, Joint and Interagency positions, and U.S. Embassies around the world. In addition to improving the quality of the FAO corps, creating a Single-Track FAO program will create a more reliable and sustainable staffing solution for key International Affairs related billets across the Service. Ultimately, a Single-Track FAO program will provide a much better return on the service's considerable investment of training time and money. Lastly, the survey the IAP Office developed in coordination with M&RA is out and initial results are very encouraging! After only 24 hours of being released, there were already more than 1000 responses indicating that Marines would be "highly likely" to apply for the FAO Single-Track program if it were an option. Although we would only need 250-300 FAOs, having this

The views and opinions expressed by the authors on this newsletter do not represent official Marine Corps policy

Message from the Program Manager

level of interest means that we could be very selective in who transitions. The survey is still live so if you haven't received the email from M&RA inviting you to take the survey, please let us know quickly and we will make sure you get a link.

SCO and PEP Professionalization: This Summer, the IAP Office assisted M&RA with the development and implementation of a board selection process for Security Cooperation Officers (SCOs) and Exchange Officers. Previously, these positions were largely filled based on informal panels or direct slating through the JOMO and PMOS monitors. We were extremely encouraged and impressed by the quality and quantity of candidates that we received for both programs. Of note, the SCO selection board was held in conjunction with the Marine Attaché selection board, ensuring that the Marine Corps nominates the best and most qualified Marines for these extremely important positions.

Budget: The IAP Office developed and briefed our request for POM-26. While the majority of the funds we receive goes to pay for the training and administrative costs associated with having Marines working in 30+ countries around the world, we also asked for some additional money to help pay for language sustainment training. Without a small increase in our budget, IAP's ability to pay for language sustainment training for Marines who are preparing to serve in FAO/ FAS coded billets next summer will be greatly reduced.

FY24 Slate: The IAP Office has initiated coordination with the monitors to verify who is eligible for a FAO payback tour in the summer of 2024. Once M&RA confirms which Marines are eligible/ required to conduct a payback tour and provides the list of FAO billets that will be available next summer, the IAP office will post that billet vacancy list on our website. We anticipate having the billet availability list sometime in mid-November.

Lastly, I will be retiring next summer and am starting the search for my replacement. I have really enjoyed my time here in PLU and would highly recommend this billet to any FAO who wants to have an impact on the community. If you are interested, or know someone who is, please reach out and let me know.



Joint Military Attaché School (JMAS) 23-2 graduates.

Back row, left-right: Maj Michael Ding (MARA Indonesia), SSgt Katie Gorz (Ops NCO Egypt), Maj Ian Leonard (Bangladesh), MSgt Khury Cromwell (Ops NCO Jamaica)

Front row, left-right: Maj Jacob Showalter (MARA Spain), Maj Geoffrey Melvin (MARA Ukraine), Maj Daniel Martinez (MARA Italy), MSgt Kevin Pryor (Ops NCO Libya and JMAS SNCO Honor Graduate)

IAP Marines in Action

Exercise UNITAS 2023 - Colombia

By: Captain Marco Valenzuela, Latin America Foreign Area Officer In-Training



Current and former International Affairs Program Marines accompany LtGen Bellon, MARFORSOUTH Commander, at a multilateral luncheon hosted by the Colombian Marine Corps during exercise UNITAS 2023. [See Exercise UNITAS video HERE.](#)

During this year's annual iteration of Exercise UNITAS, international affairs program (IAP) Marines filled vital roles at multiple levels, acting as facilitators, interpreters, liaisons, and relationship builders during the world's longest-running multilateral maritime exercise. Hosted in Colombia this year, the exercise included U.S. forces, Latin American participants, and international observers, resulting in 19 total participating countries: Belize, Brazil, Canada, Chile, Colombia, Dominican Republic, Ecuador, France, Germany, Honduras, Jamaica, Mexico, Panama, Peru, Paraguay, Spain, South Korea, United Kingdom, United States, and Uruguay. Some of the events that IAP Marines contributed to included multilateral riverine operations, cyber and unmanned aerial systems training, a panel to discuss the integration of women into Colombia's Marine Corps, and a multilateral amphibious landing exercise.

The scope of the exercise made UNITAS an excellent example of the significant role that both current and former IAP

Marines play during the planning and execution of multilateral exercises. Within Colombia, the Marine Corps maintains two permanently assigned Marines, one officer and one enlisted, who integrate with the Colombian armed forces under the personnel exchange program (PEP). The Marine Corps also assigns a Security Cooperation Officer as an advisor within Colombia's Ministry of Defense and maintains a Marine Attaché as the senior service representative within the U.S. embassy. As permanent personnel, these positions build critical relationships within their respective areas or units and enable a level of complex exercise planning that makes a multilateral exercise like UNITAS possible. In CONUS, Latin America Foreign Area Officers (FAO) fill billets as desk officers or theater security cooperation officers at both Marine Forces South and Headquarters, Marine Corps, resulting in a robust cadre of personnel with language and regional expertise who facilitated planning between the USMC, host nation, and other foreign participants.

IAP Marines in Action

Exercise UNITAS 2023 - Colombia, Continued

By: Captain Marco Valenzuela, Latin America Foreign Area Officer In-Training



U.S. Marine Brig. Gen. Raymond Adams, Commander MARFORSOUTH Forward, and Maj. John Mahler, Marine Attaché to Colombia, Pose with senior Colombian Naval Officers at the Colombian Navy Headquarters.

These roles expanded beyond current IAP Marines performing their assigned duties and included several Marines who were placed in billets specifically because of their previous international affairs experience. One of these Marines is Master Sgt. Julio Castellanos, a Latin America Foreign Area Staff Non-commissioned Officer (SNCO), who had previously spent three years in Colombia as a PEP Marine and is currently working as the theater security cooperation SNCO at Marine Forces, South (MARFORSOUTH). In addition to assisting with interpreter duties, a common task that all IAP Marines performed throughout the exercise, Master Sgt. Castellanos was also able to leverage both his knowledge of the Colombian Marine Corps and his previous relationships with Colombian Marines to act as an additional point of contact for coordination between MARFORSOUTH, the other participating militaries, and the host nation's armed forces.

Another IAP Marine, Major Rafael Benitezruiz, found ways to leverage his current international affairs knowledge and experience to support the joint force. An officer with a logistics background, Maj. Benitezruiz is currently serving as the PEP

officer in Argentina. Although the Argentinians did not participate in this year's iteration of the exercise, Maj. Benitezruiz supported MARFORSOUTH by acting as the Marine logistics planner within the U.S. Navy-led combined force maritime component command center. In this role, he leveraged both his primary military occupational specialty as well as his language and regional expertise to better contribute to the combined force's overall planning and coordination activities between the U.S. and multiple Spanish-speaking partners. In both of these cases, the training, education, and experiences of IAP Marines were sought-after qualifications that continued to provide value to the Marine Corps in its efforts to foster multilateral partnerships.

Whether it was a multilateral amphibious landing exercise, a Secretary of the Navy visit, a key leader engagement with another foreign partner, or a professional discussion on gender integration and SNCO development, IAP Marines were crucial. Even aside from the major scheduled events of the exercise, IAP Marines were involved in solving the day-to-day problems of itinerary adjustments, hotel and lodging coordination, communication with bus drivers, and confirming that participating units were prepared for the next day's events. However mundane or strategic the task, having Marines who can build relationships with foreign partners based on mutual cultural understanding and shared language is invaluable for creating a strong network of allies and partners capable of facing the security challenges of the future.



Various IAP Marines attend a key leader engagement between U.S. Marine Lt. Gen. David Bellon, MARFORSOUTH Commander, and Paraguayan Marine Commander Oscar Antonio Girardoni Centurión.

IAP Marines in Action

Pacific Amphibious Leaders Symposium

Indonesia 2023

By: LtCol Levi Porter, Southeast Asia Foreign Area Officer



Photo By Sgt. Arianna Lindheimer | U.S. Marine Corps Lt. Gen. William M. Jurney, left, commander, U.S. Marine Corps Forces, Pacific, shakes hands with Indonesian Marine Corps Maj. Gen. Nur Alamsyah, commandant, Korps Marinir Republik Indonesia during the closing ceremony of the Pacific Amphibious.

Indonesia, Japan, Republic of Korea, Malaysia, Maldives, Mexico, Netherlands, New Zealand, Peru, Philippines, Singapore, Sri Lanka, Thailand, Timor Leste, the United Kingdom, and the United States.

The 2023 symposium's theme, "Multilateral Amphibious Contributions to Maritime Security in the Indo-Pacific," showcased the importance of collaboration in addressing contemporary security challenges. Delegations from the 24 participating countries engaged in diverse discussions, covering topics ranging from lessons learned in amphibious exercises to humanitarian assistance, disaster relief, and innovative approaches to littoral and maritime operations.

Moreover, the symposium provided a platform for sharing updates on emerging capabilities, such as the U.S. Marine Littoral Regiment and virtual training opportunities. This exchange of information facilitated discussions on modernization efforts and allowed for valuable insights and recommendations for enhancing amphibious capabilities across the region.

However, what truly set this year's PALS apart was the emphasis on individual relationships. Behind the scenes, the international affairs community worked tirelessly to make the symposium a success. The planning cadre, with a focus on baseline requirements, was

The 9th Pacific Amphibious Leaders Symposium (PALS) held in Bali, Indonesia, from July 9 to 14, 2023, marked a significant milestone in fostering international cooperation and strengthening relationships among military leaders from around the world. With 24 countries participating, this PALS symposium was lauded as one of the greatest to date, emphasizing the critical role of individual relationships in its success. Co-hosted by the Commander of U.S. Marine Corps Forces, Pacific, and the Indonesian Marine Corps Commandant, this year's symposium (through plenary briefs, panel discussions, bilateral and trilateral meetings, as well as capabilities demonstration and cultural events) enhanced cooperation and strengthened relationships among amphibious forces to ensure a free and open Indo-Pacific region.

Since 2015, PALS has continued to serve as a pivotal platform for sharing knowledge, improving capabilities, and enhancing readiness among amphibious forces in the Indo-Pacific region. It underlines the unwavering commitment of the United States and its allies to regional peace and security. While traditionally hosted by MARFORPAC, the inclusion of co-hosts like the Republic of Korea Marine Corps, the Japan Ground Self Defense Force, and now the Indonesian Marine Corps underscores the symposium's global reach and significance. The 2023 symposium included participants from Australia, Bangladesh, Brazil, Chile, Colombia, Ecuador, Fiji, France,

IAP Marines in Action

Pacific Amphibious Leaders Symposium Indonesia 2023, Continued

By: LtCol Levi Porter, Southeast Asia Foreign Area Officer

complemented by shadow enablers who shaped content and drew partners' interest. It was the collaborative efforts of individuals like Regional Affairs Officers, Marine Attachés, civil servants, Foreign Area Officers, Desk Officers, and Foreign Liaison Officers that played pivotal roles in shaping the event's success.

In both planning and execution, these individuals went above and beyond their roles, contributing unique perspectives, historical insights, and the diplomatic finesse necessary to navigate complex international relationships. In planning, it was the Regional Affairs Officer that suggested a Marine Corps partner sit on a Coast Guard oriented panel, the Marine Attaché who recalled historical events that altered the invitation list, or the civil servant who shaped talking points because it needed to be done. In execution, it was the Foreign Area Officer that found himself representing the U.S. Embassy Jakarta, the Desk Officer from Headquarters Marine Corps that volunteered her time to support bilateral office calls, and the U.S. Foreign Liaison Officer who shared insights in preparation for a bilateral engagement outside his portfolio. These actions are a few of many situations where their collective efforts overcame organizational inefficiencies, competing priorities, and tight timelines, ultimately making PALS 23 the resounding success it was this year.

This symposium exemplified how individual relationships can overcome challenges and enhance the synergy of diverse cultures and organizations. The importance of these relationships in bringing together multiple countries, services, and cultures for a common cause cannot be overstated.

Looking ahead, the experience of PALS 23 serves as an inspiration for future symposiums, including the upcoming co-hosted event with the Republic of Korea Marine Corps in 2024. It highlights the power of collaboration, individual relationships, and shared commitment to building a secure and stable Indo-Pacific region. As the lead planner I claim, "We are better together," as the planning cadre slogan as it emphasizes that collective efforts are key to achieving success in the complex and dynamic realm of security cooperation.



Indonesian Marine Corps Maj. Sutrisno Bagus, Korps Marinir Republik Indonesia master of ceremony, left, and U.S. Marine Corps Lt. Col. Bradley Hitchcock, U.S. Marine Corps Forces, Pacific master of ceremony, speak during a panel discussion at the ninth iteration of the Pacific Amphibious Leaders Symposium, Bali, Indonesia, July 11, 2023. PALS consists of discussions, engagements and presentations which fortify cooperation, confront common threats, protect shared resources, and uphold sovereignty in the Indo-Pacific Region. This year's symposium hosts senior leaders from 24 participating nations who are committed to a free and open Indo-Pacific, with the objective of strengthening and developing regional relationships. (U.S. Marine Corps photo by Lance Cpl. Blake Gontner)



(U.S. Marine Corps photos by unknown photographer on personal device) Foreign Area SNCO and Foreign Area Officers among the PALS planning and execution cadre representing the IAP community.



Interested in contributing to the IAP Newsletter, contact us to include your material in the next IAP Newsletter.

International Affairs Program
E-Mail: IAPMarine@usmc.mil

IAP Marines in Action

The Ties That Bind Us: Vietnam – U.S. Relations Salvaged from the Wreckage

By: Captain Samantha Glaeser and Captain Diego Kleckner, Southeast Asia Foreign Area Officers



Captain Fuentes and Major Truong, Deputy Commander of DPAA Detachment 2, along with locally hired staff sift through the mud to identify any potential osseous material, aircraft wreckage, or LSE.

Since 1985 the Defense Prisoner of War and Missing in Action (POW/MIA) Accounting Agency (DPAA) and its predecessors have been conducting investigations into the possible whereabouts of American servicemembers killed in Vietnam and organizing recovery teams to locate, recover, and identify their remains. They have worked diligently to identify and repatriate 736 Americans, but 1,237 Americans remain missing in Vietnam and the DPAA continues to work tirelessly in its goal of bringing servicemembers home. Every year, the DPAA executes multiple Joint Field Activities (JFA) consisting of investigations and recovery teams. These teams are comprised of U.S. military and civilians, members of the Vietnamese Office of Seeking Missing Persons (VNOSMP), and hundreds of Vietnamese specialists and local citizens. The DPAA, initially formed as the Joint Casualty Resolution Center (JCRC), conducted its first joint excavation in 1985, predating the normalization of U.S. – Vietnam relations in 1995. Since this time, the cooperation has resulted in 151 JFAs. The importance of their mission cannot be overstated as it honors our servicemembers killed in action, brings

closure to American families that lost loved ones during the war, and strengthens U.S. – Vietnam relations by bringing closure to conflicts past. In fact, the foundation of the U.S. – Vietnam relationship was built on these war legacy issues. In addition to recovering American remains, other areas of cooperation include dioxin remediation, unexploded ordnance removal, assisting the Vietnamese recover their own MIA, and programs to support disabled people. While the U.S. – Vietnam relation continues to grow and expand into other areas of cooperation outside of war legacy issues, the DPAA mission here will continue to be an important aspect of the relationship.

During our in-region training pipelines, we had the honor of participating in this year's JFA along with our counterpart, Captain Brittany Fuentes, a Foreign Area Officer (FAO) in Thailand. We traveled to Quang Binh province in Central Vietnam, to the middle of a rice paddy located about an hour away from Dong Hoi, the capital of the province, to assist with the operation. Over the course of a few days, we assisted in digging at the excavation site identified by the Forensic Anthropologist and sifted through the mud in an attempt to identify potential osseous material, aircraft wreckage, and/or life support equipment (LSE). As we worked, we learned how the sites were identified and the systematic processes required to manage and thoroughly search a site. It was also a great opportunity to interact and converse with the locals hired to work at the excavation sites. Their perspectives provided valuable insight into the legacy of the Vietnam War while nonetheless welcoming us with open arms as they taught us about their culture and lifestyle. After wrapping up a day's hard work, we were invited to a dinner by the VNOSMP with the DPAA leadership.

IAP Marines in Action

The Ties That Bind Us: Vietnam – U.S. Relations Salvaged from the Wreckage, Continued

By: Captain Samantha Glaeser and Captain Diego Kleckner, Southeast Asia Foreign Area Officers

As FAOs, this was not only a unique opportunity to participate and learn about the DPAA mission in Vietnam, but also to exercise our training and expertise as value-added members of the team. The JFA provided a first-hand experience to witness the partnership between the U.S. and Vietnam, from national-level bureaucracy and politics all the way down to the local level humdrum and farmer's daily bicycle commutes. The discussions with the local staff provided perspective on the effects of the Vietnam War and the general sentiment of locals toward America. It also enhanced our understanding of how FAOs can be utilized to facilitate relationship-building and strengthen partnerships. This experience further confirmed that a FAO's skills and their potential employment are far greater than the sum of their parts. A rigorous academic understanding of complexities of the Vietnam War and indeed, Southeast Asia at large, was underscored by the context provided by our year abroad and language skills that deepened and enriched our connection with those we met. Furthermore, familiarity with the local culture and social norms helped reduce friction between the hired locals and the DPAA members, enhancing cooperation across the board. While conflict resolution between Vietnamese farmers and junior servicemembers may seem trivial, it gives credence to the role FAOs can play at service- and national-level diplomacy.

We can also take a step back and look at this operation in the larger scheme of national policy. The 2022 National Defense Strategy highlights the importance of diplomacy in the years ahead and as the individuals who straddle diplomacy and warfighting – with one foot planted in the United States and the other in some far-off land – FAOs are at the forefront of the Department of Defense's efforts. The DPAA's endeavor in Vietnam speaks volumes to the power of diplomacy as its actions have served as a cornerstone in rekindling ties between two nations that were mortal enemies less than 50 years ago. FAOs are able to provide regional and language expertise, can promote partnership building by synchronizing diplomatic and military efforts, and can promote U.S. interests abroad by utilizing our knowledge and experience to promote collaboration between the U.S. and its allies and partners to reach shared objectives. As pacing threats like China maneuver across the geopolitical landscape with looming threats, predatory lending, and an ever-growing presence in the South China Sea, FAOs too should be navigating this space to promote the United States as the partner of choice through good will.



Captain Kleckner works alongside members of the DPAA at the dig site.



Captain Glaeser and members of the DPAA begin to dig in a new quadrant of the excavation site.

IAP Marines in Action

South Korea - An Enduring Alliance and Regional Partner

By: Major Caitlin Foran, Northeast Asia Foreign Area Officer



U.S. Under Secretary of Defense for Research and Engineering (Honorable Heidi Shyu) and team, ROK Defense Acquisition Program Administration, and U.S. Embassy Joint U.S. Military Affairs Group-Korea at the U.S. Embassy in Seoul, South Korea.

I am a Communications Officer and Northeast Asia Foreign Area Officer (FAO) currently assigned to HQMC/DCI. As a dual-track FAO, I have to find creative ways to maintain proficiency in my second MOS. One such opportunity is the International Affairs Program-funded Language, Regional Expertise, and Cultural (LREC) Sustainment Program, or LSP, that I utilized to spend two weeks in South Korea in September. The Northeast Asia FAO skillset involves much more than just language training, but includes personal interaction, issue familiarization, and learning how government functions at a strategic, interagency level. I have limited opportunities to develop and use these vital skills that make FAOs a valuable enabling capability between Fleet Marine Forces operating in foreign environments and the cultures, economies, and societies of those foreign theaters. And as Marine FAOs spend large periods of our careers away from assigned areas of LREC expertise, this “cultural fluency” is easily lost in a dual-track system. Therefore, it was professionally rewarding to reengage with the political-military environment in South Korea while witnessing continued progress in the 70-year ROK-U.S. Alliance.

Being in-country enabled me to meet with both visiting and in-country key leaders and gain their valuable insights, to include the Commandant of the Marine Corps, the Under Secretary of Defense for Research and Engineering, and the Assistant Chief of Staff for Strategic Planning and Policy of the United Nations Command, ROK-U.S. Combined Forces Command, and United States Forces Korea. I also engaged with the U.S. Embassy country team, the U.S. Marine Attaché to the ROK, and U.S. Indo-Pacific FAOs across the Army, Navy, Air Force, and Coast Guard, gaining a deeper understanding of the current political-military affairs on the Korean Peninsula from an “on-the-ground” perspective. These experiences augmented my FAO education and better prepared me for subsequent payback tours, especially given that I have only served as a Communications Officer since the conclusion of the FAO training pipeline.

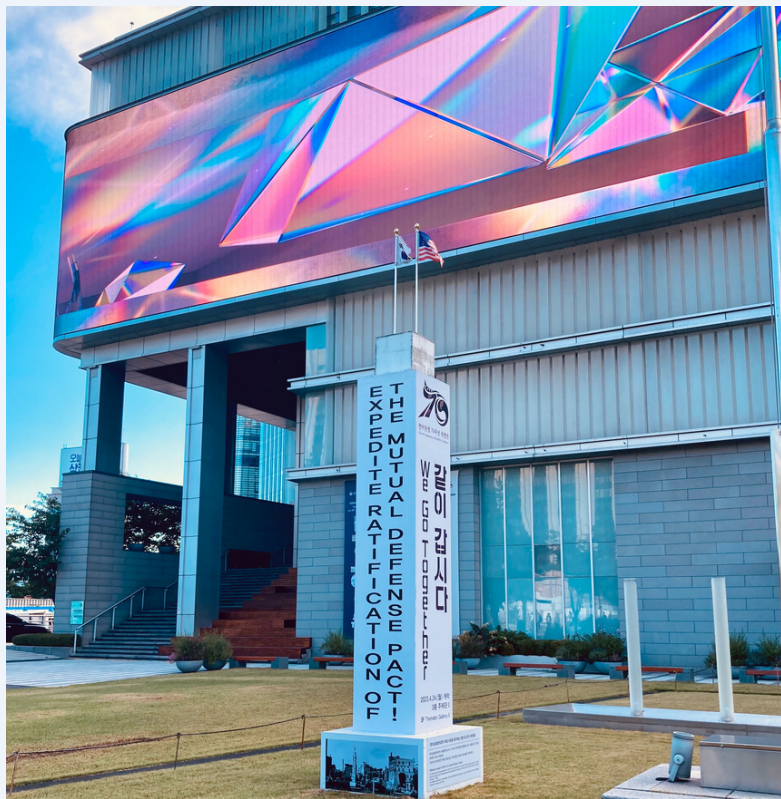
IAP Marines in Action

South Korea - An Enduring Alliance and Regional Partner, Continued

By: Major Caitlin Foran, Northeast Asia Foreign Area Officer

Reflecting on my observations during LSP and the past 70 years of the ROK-U.S. Alliance, I am eager for the future of our partnership with South Korea and its role in the Indo-Pacific. In recent years, South Korea demonstrated increased capability as a regional and global ally. They are rapidly expanding their defense industry and aim to become the fourth largest global defense exporter by 2027. The Camp David summit on August 18th marked a new era in trilateral security cooperation, formally acknowledging that “the Indo-Pacific is stronger, when Japan, the Republic of Korea, and the United States stand as one” (*Camp David Principles*, 2023). Notably, this summit increased the emphasis on institutionalizing ensuing cooperation via regular high-level dialogue and planned trilateral military exercises. These initiatives directly influence the Marine Corps; the ROK Marine Corps is the second largest to the USMC and one of our closest counterparts with whom we conduct regular combined military exercises and exchanges.

Such an enduring alliance and involved regional partnership requires uniquely qualified FAOs adept at navigating the complex political-military landscape on the Korean Peninsula. Other services use a single-track system that allows them to execute multiple tours in-country, thereby enhancing their language proficiency, professional country network, and policy development skills. For Marine Corps FAOs to stay relevant among our sister services as “joint force strategic operators who advance U.S. military objectives in foreign theaters,” we too must consider a single-track system (DODI 1315.20, 2022). This will allow for the consistent utilization of our acquired skills as well as continuous opportunities for career advancement in Marine, joint, and interagency defense positions dispersed throughout the AO. Considering the strength of the ROK-U.S. Marine Corps relationship, it is a ripe opportunity for the Marine Corps to positively contribute to the next 70 years of the Alliance at the strategic level.



Exhibits celebrating the 70th year of the ROK-U.S. alliance at the National Museum of Korean Contemporary History in Seoul, South Korea.



Major Foran (center) with Army Indo-Pacom FAOs stationed at the U.S. Embassy in Seoul, South Korea.

IAP Marines in Foreign PME

How Foreign Area Officers Enhance Strategic Reputations Through Tactical Actions

By: Captain Gaurav Aggarwal, Middle East and South Asia Foreign Area Officer In-Training

The United States shares a long history of cooperation and friendship with Jordan, appreciating its Middle Eastern partner's invaluable leadership role in the advancements in peace and moderation in the region. Over time, the country team in the U.S. Embassy (USEMB) in Amman, Jordan, has developed a strong relationship with the Jordanian Armed Forces (JAF). The U.S. provides Jordan with unparalleled security assistance through Foreign Military Financing and International Military Education and Training. The Jordanians humbly reciprocate by granting the U.S. Access, Basing, and Overflight to their maximum capacity. This year, U.S. Marine Captain Gaurav Aggarwal, a Middle East Foreign Area Officer (FAO) attached USEMB Amman, was afforded a unique opportunity to strengthen the partnership between the United States and Jordan.

On the outskirts of Amman, Jordan, Royal Jordanian Special Forces train at the King Abdullah II Special Operations Training Center (KA2SOTC). At KA2SOTC, qualified Special Force officers and noncommissioned officers attend, Combat in Built-Up Areas (or known to Arabic speakers as, Mukaatla fi Munaataq Mabbaniya), a course tailored to train Special Forces in the art and science of planning and fighting in an urban environment. With one open spot left in this course, the Military Assistance Program in USEMB Amman, selected Capt. Aggarwal to attend. Further displaying the close partnership between the U.S. and Jordan, his attendance was graciously paid for by the JAF.

Despite the new location and solidarity as the only U.S. service member in his team, Capt. Aggarwal was familiar with urban tactics taught during the training. He described the course as an extended version of the Military Operations in Urban Terrain (MOUT) training he received while at The Basic School (TBS); however, unlike TBS, the six-week course was taught solely in Arabic and included lofty completion requirements, such as Ranger and Air-Borne Training. Capt. Aggarwal successfully met those requirements, and after passing the physical training and basic language test, he was selected by Jordan's Training and Development Center to train with the Jordanian Special Forces.

The course itself was packed with challenging, enjoyable, and indispensable training, including multiple physical events each day, tactical shooting with various weapons systems during the day and night, close quarters battle rehearsals, approaching-assaulting-withdrawing drills from buildings and villages while wearing full combat gear, medical emergency drills, and written exams in Modern Standard Arabic (MSA). During this course, the JAF ensured Capt. Aggarwal was provided with the appropriate gear to integrate seamlessly into the training evolution. In addition to successfully completing each element of the training, he practiced his skills in MSA and picked up a lot on the colloquial language. Throughout the training evolution, Capt. Aggarwal felt welcomed by the JAF leadership and, during breaks, could engage in productive conversations with his teammates and training staff, where he explored their perspectives on political, social, and cultural norms in Jordanian society and even discussed their views on the current world order.

As a Marine, Capt. Aggarwal enhanced his ability to operate effectively in an urban environment; however, serving as a FAO, he did something much greater. At the tactical level, his participation led to an opportunity to build rapport, exchange expertise, extend cultural knowledge, and increase the Marine Corps' ability to integrate with the JAF through exposure to new equipment, facilities, and tactics. As a FAO, Capt. Aggarwal could do more for the Marine Corps than learn new tactics; he enhanced not only the reputation of the U.S. Marine Corps but also that of the United States as a reliable partner to Jordan.



Captain Aggarwal receiving the honor graduate placard from the Commanding Officer of the Jordanian Special Forces Group.



Captain Aggarwal and his teammates from the course 'Combat in Built-Up Areas.'

IAP Marines in Foreign PME

Japanese Ground Self Defense Force: Officer's International Course

By: Major Christopher Leisring, Northeast Asia Foreign Area Officer In-Training



Colonel Nishimura, IPCAT Commanding Officer, and Major Leisring exchange coins.



Staff and Graduates of the 48th IPCAT Officers' International Course.



Major Leisring, overseen by Sergeant First Class Kawahara, completes weapons handling test with the JGSDF Howa Type 89 Rifle.

The International Peace Cooperation Activities Training unit, located at Camp Komakado in Shizuoka, Japan, is the Japanese Ground Self Defense Force (JGSDF) center of excellence for overseas operations. Courses prepare graduates to deploy abroad in support of missions such as peacekeeping, humanitarian aid and disaster relief (HA/DR), or noncombatant evacuation operations (NEO). From 15 May through 2 June 2023, I attended the unit's three-week Officer's International Course, which prepares JGSDF officers for staff roles during overseas missions.

Classes covered the extensive history of JGSDF overseas deployments, including United Nations Peacekeeping Operations (UNPKO) missions in South Sudan, Japan Disaster Relief (HA/DR) deployments throughout Southeast Asia following earthquakes and tsunamis, Transportation/Rescue of Japanese Nationals Overseas (NEO) in Afghanistan, postwar reconstruction in Iraq, and counter-piracy operations in the Gulf of Aden to name a few. Instruction also emphasized the legislative and constitutional basis for such operations, which are tightly restrained under Japan's postwar pacifist constitution. Students met with a former director from the Japan International Cooperation Agency (JICA), a government organization comparable to USAID which the JGSDF coordinate closely with during HA/DR missions. Additional classes covered their operational-level planning process, pre-deployment training, forward operating base procedures, weapons handling, and finally IED training provided by the Camp Fuji EOD detachment.

In the second half of the course, students conducted a staff planning exercise. The JGSDF planning process has some differences but largely mirrors our own methods. The commander's planning guidance was as follows: 1. Achieve the mission, come home safe. 2. Unity/comraderery, discipline, and morale preserved at a high level. 3. Leave an impact (positive) of the deployment on the location.

Following planning, a three-day command post exercise provided a practical application of the course's concepts, with a computer simulation from a notional PKO mission providing injects to the COC for students role-playing various members of the HQ staff to react to. I acted as an LNO from an adjacent U.S. force with which they coordinated as they responded to protests at the FOB ECP, convoys detained at illegal checkpoints, infighting among various local militia factions, and other scenarios.

As the only international officer among the 15 students participating, my first experience embedding with the JGSDF provided a new appreciation for their capabilities and familiarity with their organizational culture. I saw first-hand their proficiency in overseas operations and the complex planning process needed to execute effectively. I learned immensely from the cadre of highly experienced instructors with deployment experiences in Iraq, Haiti, Somalia, and South Sudan. I was warmly welcomed by students and staff, forming relationships and comraderery with JGSDF officers that I hope to work alongside in future assignments as a Japanese language Northeast Asia Foreign Area Officer. While often wary of deploying its military abroad, Japan is highly capable and ready of carrying out operations beyond their borders if called upon.

Foreign Area SNCO Program Corner

By: MSgt Jorge Rivero

Greetings from the Pentagon,

We are delighted to bring you the latest news and updates from our dedicated SNCOs, who are making waves in international assignments and education. This edition highlights our program members' remarkable achievements and contributions as they excel in their roles worldwide.

First, I want to update you on the status of our initiatives with AFRICOM and sending a FAS to OJT at U.S. Embassies in the AOR. As much as we want to take the credit for organizing this initiative with AFRICOM and U.S. Embassy Algiers, I want to highlight that from my seat, I mainly contributed to the initial coordination with both AFRICOM and the embassy staff, and SSgt Weekes took all the reigns from there. From the beginning, SSgt Weekes took charge of all coordination, ensuring he had the required training, courses, passport and finalizing the dates for execution. Since arriving in the embassy two weeks ago, SSgt Weekes has been busy and is paving the path for our program to continue engaging with AFRICOM. SSgt Weekes has even recruited for us, focusing on the MSG Marines as potential future candidates. His dedication and commitment serve as a shining example of the excellence we strive for within our program. I am sure that all future African FASs will be in SSgt Weekes' debt as he paved the way for future engagements and opportunities on the continent.

Congratulations to MSgt Diana Gutierrez, who recently completed the European Security Seminar (ES3) taught at the George C. Marshall Center in Garmisch-Partenkirchen, Germany. Diana has been a tremendous asset to the program, a mentor to other junior FASs, and one of our best, receiving compliments from Lt. Col Charles Bartles, Ph.D., the author of the Russian Way of War book and a senior Russian analyst at the Foreign Military Studies Office in Fort Leavenworth, Kansas who taught a Russian military class during ES3. These achievements underscore the program's commitment to cultivating knowledgeable, skilled SNCOs who can shine in any environment. Diana will soon check into MFE/A, where her expertise will undoubtedly contribute to the mission's success. We wish her the best in Stuttgart.

We bid farewell to SSgt Ortega, the newest addition to the MFE/A team. SSgt Ortega also proved to be an asset to the program and took time out of her busy schedule to mentor junior FASs at NPS. We are saddened to see her leave but excited to see her be an asset to MFE/A and the FAS program. SSgt Diaz also checked into the Marine Corps Information Operations Center, working alongside a great group of people with an incredible mission. If anyone needs information on information operations worldwide, contact SSgt Diaz, MGySgt Stark, or GySgt Vaquero, who have excelled there, providing much-needed regional perspectives to the staff.

We recently ran our Study-Track selection panel in August, where three outstanding Marines were selected for the FAS program. Each of them had an impressive package, bringing a wealth of knowledge and experience into the program, and we are a better program today than before we selected them. Please welcome GySgt Nemenko, MSgt Ljubovic, and GySgt Schmitz into the program.

As we celebrate the accomplishments of our members, it's essential to remember the critical role that recruitment plays in shaping the future of our program. The dedication, talent, and commitment displayed by our FAS Marines are a testament to the success that can be achieved through the Foreign Area SNCO Program. We encourage all eligible SNCOs to consider joining our program, where opportunities for personal and professional growth abound. I am currently working on a couple of recruiting initiatives to help get the FAS name out to the fleet, but I will continue to rely mostly on you to scout potential candidates for our program.

Thank you for your continued dedication to our program. Until the following newsletter, please let me know if any of you need anything.

Interested in the FAS Program? See [MARADMIN 528/23](#) and submit your application for FY24 Study-Track opportunities.

Professional Development Opportunities

Who We Are: The Security Cooperation Training Detachment

By: Col Charles Western, USMC, Ret. and GySgt Jonathan W. Hackett, USMC

Bottom Line:

“No better friend, no worse enemy” – General’s Mattis’s words still ring true, even as we shift emphasis to alliances and partnerships in our move away from sustained ground and air combat operations. We remain ready to fight tonight on the doorsteps of our adversaries. But if we want to do that, we need Marines of all ranks and positions prepared to work by, with, and through those allies and partners who sit inside the shadow of rising competitors and disruptors. The Marine Corps’ answer to this strategic requirement is the Security Cooperation Training Detachment. The Detachment produces Marine leaders ready to plan and execute that no-fail mission of “No better friend” so that we and our partners display a unified front to our adversaries, wherever and whenever they threaten our way of life and values.

Who are we?

We train Marine leaders to take a long view of security cooperation planning and partnered advising through the lens of the national security strategy. Our previous name, Marine Corps Security Cooperation Group, was just one iteration of a much deeper history of Marine Corps advising and security cooperation planning. That history is punctuated by moments of great import, from our earliest partnership on our homeland with French and Native American forces during our Revolution all the way to the sands of Derna Bridge two decades later and the jungle-covered islands of the Solomons 81 years ago this month. Informed by this long view of history, we prepare Marines to work by, with and through our partners to enable sustained relationships marked by positive growth. The dynamic strategic environment of today demands that planners and advisors are ready to be agile, ethical, and determined in the competition space.

Why do we exist?

Marines did not fight alone in their bayonet-to-bayonet slog with Japanese soldiers over the Solomon Island littorals during the Second World War—the brave indigenous people living on those islands stood shoulder-to-shoulder with their partners, the U.S. Marines. Seventy years later, China has maneuvered in the economic and information environment across the Solomons, threatening the friendships and trust we built with blood. Today we may indeed need our allies more than they need us, but our long-term partnerships will ensure that when the tables turn and our partners look to their flanks and rear, they will see U.S. Marines right there ready to advise, assist, and, if needed, accompany our allies and partners across the continuum.

What do we do?

Security Cooperation Training Detachment is, above all, a leadership school firmly planted within a context of allied and partner engagement. We train Marines to seek first to understand—this applies not only to our adversaries but especially to our partners. As our forces move way from an emphasis on mostly unilateral tactical operations and toward partnered Phase 0 shaping, the paradigm of “the right Marine for the job” will look a little different. Previously, we prioritized a manning pyramid for deployments that was heavily focused on junior officers and enlisted Marines who would periodically engage with partners. Now, we need Marines of the senior Staff Non-Commissioned Officer and field grades ready to take the helm for the long haul with our partners. Building this mature, experienced bench of advisors and planners will not be quick, but it is essential to achieving our national security objectives. We prepare Marines, from Sergeant through Colonel, on critical elements of planning and execution the security cooperation missions that the President and Congress have determined are top priorities.

Professional Development Opportunities

Who We Are: The Security Cooperation Training Detachment

By: Col Charles Western, USMC, Ret. and GySgt Jonathan W. Hackett, USMC

How we do it?

The Detachment achieves the goal of producing a well-rounded advisor or planner through two courses of instruction: the two-week Marine Advisor Course and the one-week Security Cooperation Planners Course. In the advisor course, we help Marines understand emotional intelligence, mindset, negotiations, mapping friendly networks, cross-cultural communication, and a host of other practical skills necessary to excel in an advisor mission with a foreign security force. In the Security Cooperation Planners Course, we prepare Marines to create long-term security cooperation plans for Marine Corps components at the Geographical Combatant Commands. The Marine leaders we train also learn the essential elements of legal considerations, fiscal concerns, Executive policies, existing programs, and Congressional authorities all underpinning a successful security cooperation initiative.

Just as in combat, effectiveness is more important than efficiency. We emphasize proficiency, quality, and consistency in all aspects of our two courses. To do this, we teach Marines to be leaders in the environment of competition they now face. As education, experience, and authority grow over a Marine's career, so too do the requirements and skills for the types of engagements which a Marine may find themselves as they progress.

We are acutely aware of this transformative set of requirements. On the most basic end of this continuum, we recognize that introducing our partners to what a U.S. Marines is, represents, and can do is critical for building ground-up relationships that can endure. To do this, we teach young Marines about the "why" in their partner engagements, setting them up to be a "deployer-interactor." These Marines are conducting basic engagements with allies and partners in the dust and dirt on the ranges at 29 Palms, sunny Camp Pendleton, or humid Camp Lejeune. These deployer-interactors represent the face of the Marine Corps abroad to our allies and partners. Later in a Marine's career, the skills needed shift toward conducting subject matter expert exchanges, key leader engagements, major training exercises, port calls, and even leading combat operations. To match this, we teach Marines to train, advise, and plan at the team, task force, and component-level to meet the dynamic demands of the competition environment. Marines are always competing, even when they are not fighting in combat.

Conclusion

Our nation depends on our ability to achieve national security objectives, and our allies and partners are the key to opening every door. Through the Security Cooperation Training Detachment, Marines at all echelons from Sergeant to Colonel will be prepared to stand shoulder-to-shoulder in defense of our allies and partners to achieve integrated deterrence through campaigning. We train Marines to advise partners and plan security cooperation in every clime and place.



Security Cooperation Planners Course

Course	Dates	Location
2024001	16 - 20 Oct 2023	Fort Story, VA
2024002	04 - 08 Mar 2024	Fort Story, VA
2024003	03 - 07 Jun 2024	Fort Story, VA
2024004	05 - 09 Aug 2024	Fort Story, VA

Marine Advisor Course

Course ID	Dates	Location
2024002	4 - 15 Dec 2023	Fort Story, VA
2024003	22 Jan - 2 Feb 2024	Fort Story, VA
2024004	4 - 22 Mar 2024	Fort Story, VA
2024005	8 - 19 Jul 2024	Fort Story, VA
2024006	12 - 23 Aug 2024	Fort Story, VA



Professional Development Opportunities

ACADEMIC YEAR 2023-2024 NAVAL POSTGRADUATE SCHOOL DISTANCE LEARNING OPPORTUNITIES

1. The purpose of this message is to solicit applicants for advanced degree distance learning and certificate distance learning programs administered through the Naval Postgraduate School (NPS) in accordance with the references. Program start dates begin during academic year (AY) 2023 fourth quarter (Q4) (July-September 2023) through AY 2024 Q4 (July-September 2024).
2. The list of all available distance learning programs and certificates is located on the NPS distance learning graduate education website <https://nps.edu/web/dl>.
- 2.A. Education opportunities are available that align to Force Design 2030 and Talent Management 2030 concepts and capabilities. Interested Marines should refer to MARADMIN 046/22 [HERE](#) for application instructions.

FISCAL YEAR 2023 SECURITY COOPERATION TRAINING DETACHMENT RESIDENT COURSE DATES

The purpose of this MARADMIN is to announce the Fiscal Year (FY) 2024 resident course dates for the Security Cooperation Training Detachment (SCTD). SCTD will conduct five open enrollment Marine Advisor Courses (MAC) (N03KYK3) and four open enrollment Security Cooperation (SC) Planners Courses (N020JX3) to support SC training requirements for the Fleet Marine Force (FMF) in support of Geographic Combatant Commanders. For more information and course dates, see MARADMIN 444/23 [HERE](#).

TED STEVENS CENTER FOR ARCTIC SECURITY STUDIES

proudly presents

ARCTIC REGIONAL SECURITY ORIENTATION COURSE (ARSOC)

The purpose of ARSOC is to provide baseline knowledge to personnel without Arctic experience, focusing on historical, environmental, commercial, geopolitical, and strategic issues concerning the Arctic region in order to encourage discussion, intellectual curiosity, and critical thinking.

Introduction

Our world has been altered not only by a pandemic and the climatic impacts of climate change, but also a dynamic change in the fundamental principle of rule-based order. The Russian Federation's invasion of Ukraine has not only devastated the citizens of a sovereign nation, but also jeopardized the security environment of Europe, and the pan-Arctic region. This security influence dictates the United States, ally and partner military organizations continue preparations to protect and defend our respective national and shared multinational interests. This new security paradigm requires an examination and determination to consider what new approaches are needed to deter, dissuade, and deny our strategic competitors and adversaries from taking actions contrary to our shared interests.

This interactive, multidisciplinary course is intended to provide team-minded Arctic security practitioners a common baseline exposure to the many facets of the Arctic, from the geo-physical to geo-strategic.

COURSE OBJECTIVES:

- Prepare**
Department of Defense personnel for assignments in the Arctic region
- Promote**
a collaborative network of Arctic security practitioners
- Propose**
cooperative, practical solutions to security challenges in the Arctic Region

This 30-hour course is taught virtually and consists of five days of instruction, panel presentations, and a capstone exercise. Proposed readings will be distributed prior to the course.

Upcoming courses:

30 October - 3 November 2023	15 - 19 April 2024	16 - 20 September 2024
22 - 26 January 2024	15 - 19 July 2024	

www.tedstevensarcticcenter.org

Joint Foreign Area Officer Regional Skill Sustainment Program

For your planning consideration, below are the dates for the upcoming JFAO Phase II regional skill sustainment courses. George Washington University conducts these courses in coordination with Naval Postgraduate School to meet Defense Language National Security Education Office requirements for FAO sustainment training. Registration opens 30 days before the course start date: Please send your BIO along with the registration form to the IAPMarine@usmc.mil at least 3 weeks prior to course start dates. Registrations form can be found [HERE](#):

Seam I Course: Geostrategy Across the Indian Ocean Region

Dates/Location: October 23-27, 2023/Virtual

Seam II Course: Shifting Alliance Patterns

Dates/Location: December 11-15, 2023/Virtual

U.S. European Command Sustainment Course

Dates/Location: January 22-26, 2024/Virtual

U.S. Central Command Sustainment Course

Dates/Location: February 12-16, 2024/ Virtual

U.S. Indo-Pacific Command Sustainment Course

Dates/Location: March 11-14, 2024/Singapore

U.S. Africa Command Sustainment Course

Dates/Location: April 15-18, 2024/Washington, DC

U.S. Southern Command Sustainment Course

Dates/Location: June 24-27, 2024/Panama City, Panama

Register [HERE](#).

Language Sustainment Resources

DLNSEO - Language Training Centers

The Language Training Center (LTC) Program provides language and culture training for Department of Defense (DoD) personnel. LTCs leverage existing university and college language and culture programs to meet the needs of DoD organizations and units. The Institute of International Education administers the Language Training Centers program on behalf of the Defense Language and National Security Education Office. Additional information can be found [HERE](#).

DLIFLC - Foreign Area Officer Language Program

FLP Background

In 2009 the Defense Language Institute Foreign Language Center (DLIFLC), School of Distance Learning created what is now known as the FAO Language Program, and in coordination with Defense Language and Security Education Office (DLNSEO), 24 MOS-specific domains were adopted for our online Advanced Language Enhancement Courses (ALEC) which also serve as the core topics for our **online facilitated FAO courses**.

Since then, ALEC courses have continued to evolve and engage learners with cutting-edge online lesson content ranging from Interagency Language Roundtable (ILR) levels 2 to 3+. We are driven to provide authentic materials and training to meet the needs of the greater FAO community.

Our facilitated courses are tailored to the FAO's MOS, reported DLPT scores and working ILR levels. We are here to help you prepare for your next field assignment, upgrade your DLPT record, and meet your annual language training requirements – all which support FLPP pay and professional development gains.

Scheduling

For facilitated courses we need a minimum 2-week lead time to arrange faculty assets. These courses are provided free-of-charge and scheduling is based upon faculty availability. Course request forms are available online at the FAO milSuite page and can be provided directly from us via email:

FAO.language.program@dliflc.edu



Foreign Area Officer
Language Program

For all inquiries, please contact us at
FAO.language.program@dliflc.edu

Directorate of Continuing Education
School of Distance Learning
Defense Language Institute
Foreign Language Center



Foreign Area Officer
Language Program



Advanced Language
Enhancement Courses

Providing DoD Military Branches
and Agencies with advanced online
language courses designed to meet
mission goals at the point of need.



DLIFLC
DEFENSE LANGUAGE INSTITUTE
FOREIGN LANGUAGE CENTER



FLP Foreign Area Officer
Language Program

Advanced Language Enhancement Courses (ALEC)

COURSE I

- Humanitarian Assistance/ Disaster Response
- Border Security/ National Sovereignty
- Peacekeeping Operations
- Energy Issues
- Piracy and Maritime Security Issues
- Health Issues

COURSE II

- Security Assistance Issues
- Multilateral Organizations
- Aviation Issues
- Environmental Issues
- Foreign Aid and Investment
- Popular Culture

COURSE III

- Trafficking in Persons
- WMD Proliferation Issues
- Crime, Narcotics, & the Black Market
- Combatting Terrorism
- Corruption & Ethics
- Strategy & Policy Engagement

COURSE IV

- Military Modernization
- Mass Media & Communications
- Space Issues
- Non-Traditional Comms (SMS/Web 2.0, etc.)
- Non-Governmental Organizations
- Formal Presentations

SELF-STUDY & e-MENTORED

All FAOs & related DoD/U.S.G. Agency personnel are encouraged to utilize our Advanced Language Enhancement Courses (ALEC) which support target language sustainment and expansion.

ALEC self-study and e-Mentored online courses are designed to drive language proficiency and cultural competency with regionally targeted content highlighting MOS-specific terminology.

Self-study courses incorporate authentic scenario-based practical exercises that emphasize analytical language use grounded in the host country or region target language and culture.

Our online facilitated courses are flexible and offer tailored content and length. DLIFLC highly trained faculty have the expertise to drive results via online, non-resident courses that range from 2-week refreshers to 7-week skill enhancers.



* Courses produced as part of when used in the Army Distributed Learning Program (ADLP) or Combined Arms Center (CAC).

HE and SC are stand-alone modules only. Some modules are available in ADLP and/or ADLP. All courses are available as stand-alone modules. All course topics available as other formats.

For all inquiries, please contact us at FAO.language.program@dliflc.edu.

Special Operations Forces Teletraining System

[SOFTS Online - Register](#)

[SOFTS Online - FAQ](#)



Special Operations Forces Teletraining System

LANGUAGE & CULTURE TRAINING

Joint Knowledge Online

FAO Language Sustainment Packs:

Arabic, Chinese, French, Hindi, Indonesian, Korean, Persian Farsi, Portuguese, Spanish, Russian

[JKO LCMS \(jten.mil\)](http://JKO LCMS (jten.mil))



Program Updates

- **LREC Sustainment Program (LSP):** FY24 LSP is open with some restrictions due to availability of funds. FAOs and FASs are encouraged to submit your requests for processing and approval. Please review the LSP Request Procedures on the IAP website prior to submitting your request. You must have a FAO or FAS AMOS and a current DLPT to request funds for language sustainment. Priority goes to your principal assigned language. You must show a proficiency (3/3) in your principal language or an immediate validated requirement if you wish to be considered for an additional same-region 2nd or 3rd language. Additionally, priority for funding will go to FAOs below 2/2 and FASs below 1/1 preparing for FAO/FAS assignment and DLPT. All TAD LSP requests must be command-endorsed. LSP requests requirements, instructions, and templates can be found [HERE](#).
- **FAO/RAO/FAS/PEP's In-Action Photos and Articles:** IAP & DLNSEO are looking for high-definition photos capturing FAO/RAO/FAS/PEPs in action and articles highlighting your contributions to the service and the joint force to be displayed at the Pentagon's FAO wall. Please send your articles and photos with a brief caption to IAPMarine@usmc.mil.
- **IAP Intelink SharePoint Website:** Unfortunately, the IAP SharePoint site has been discontinued. The IAP Office is assessing the feasibility of managing and sustaining the SharePoint site before deciding to reestablish it. If you have an input on this, please contact us at IAPMarine@usmc.mil.
- **IAP Outreach:** As you might imagine, reaching the entire IAP Community using NIPR emails is challenging. We asked that you increase your visits to our Marines.mil website. We will continue to post community updates and future newsletters on the IAP website, which can be found [HERE](#).
- **IAP Mass Communication:** The IAP Office has discontinued use of the commercial mass communication platform to reach the IAP community. Moving forward all communication will come from the IAP OMB at IAPMarine@usmc.mil.
- **FY24 FAO/RAO Slate:** FY24 FAO/RAO utilization assignment billet vacancies coming soon.
- **FY24/FY25 PEP Billet Vacancies:** Visit the IAP website [HERE](#).

Featured Books, Articles, and Podcasts By IAP Marines

- LtCol Stephen Kopach, "[The Strategic Competition to Shape Cyberspace](#)," The Strategy Bridge, September 5, 2023.
- LtCol Stephen Kopach, "[George Washington's Grit: Lessons For Today's Leaders](#)," The Marine Corps Gazette, May 2023.
- MSgt Jonathan Hackett, "Theory of Irregular War," McFarland Press 2023.
- MSgt Jonathan Hackett, Book Review: "[Countdown to Zero Day](#)."
- MSgt Jonathan Hackett, "[Bridging the Looming Gap: Achieving Integrated Deterrence With Marine Advisors](#)," Marine Corps Gazette.
- MSgt Rivero, "[Fire and Fury: Russian Use of TOS-1A in the Special Military Operation](#)," CBRNe World, August 2023.

If you publish an article or participate in a podcast discussion, contact us to include your material in the next IAP Newsletter.

International Affairs Program
E-Mail: IAPMarine@usmc.mil



If you have questions about future selection panels and IAP opportunities, contact us!
International Affairs Program
E-Mail: IAPMarine@usmc.mil