

Attachment 4**AIR FORCE OFFICER/CIVILIAN SDE FELLOWSHIP (AFF) PROGRAM
DESCRIPTIONS**

The Air Force assigns a small number of carefully chosen, experienced officers to serve one-year tours at distinguished civilian institutions and think tanks studying national security policy and strategy. These programs are equivalent to resident SDE for eligible officers. There are three programs sponsored by the AF: AF National Defense Fellows (NDF) Program, National Security Fellows (NSF), and the RAND Fellows Program. Additionally, eligible officers may also serve as Secretary of Defense (SECDEF) Fellows. NOTE: lieutenant colonel-selects are eligible for all SDE equivalent fellowships (unless otherwise noted), but **must** be pinned-on by the class start date.

All AF Fellowships are reviewed biannually to ensure continued suitability, cost efficiency and program objectives are in concert with AF DE goals and guiding philosophy.

A list of all AF Fellows programs is below with a more detailed description of each fellowship following the listing.

AF Fellowship Programs**National Defense Fellows (SDE)**

1. Air Force Special Ops and Low Intensity Conflict (SOLIC) Fellow, Department of Defense Analysis (DDA), Navy Postgraduate School, Monterey CA
2. Atlantic Council of the United States (ACUS), Washington DC
3. Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge MA
4. Center for New American Security (CNAS), Washington DC
5. Center for Strategic and International Studies (CSIS), Washington DC (**must be a colonel**)
6. Congressional Research Service (CRS), Foreign Affairs, Defense and Trade Division (FDT), Library of Congress, Washington DC
7. Department of State, Washington DC
8. Foreign Policy Studies, Brookings Institution, Washington DC (**must be a colonel**)
9. Hoover Institute on War, Revolution & Peace, Stanford University Stanford CA
10. International Security Studies Program, Fletcher School of Law and Diplomacy, Tufts University, Medford MA
11. Institute for Defense Analyses (IDA), Strategy, Forces and Resources Division, Washington DC
12. Institute for the Study of Conflict, Ideology and Policy (ISCIP), Boston University, Boston MA
13. Institute for the Study of Diplomacy (ISD), Georgetown University, Washington DC
14. Office of the Director of National Intelligence (ODNI), Washington DC

15. Security Studies Program (SSP) Massachusetts Institute of Technology, Cambridge MA
16. The Washington Institute (TWI), Washington DC
17. Weatherhead Center for International Affairs (WCFIA), Harvard University, Cambridge MA **(must be a colonel)**
18. Woodrow Wilson International Center for Scholars, Washington DC **(must be a colonel)**
19. Freeman Spogli Institute (FSI), Center for International Security and Cooperation (CISAC), Stanford University
20. Stimson Center, Washington DC
21. Air Force National Laboratories Technologies Fellows (AFNLTF) at Los Alamos NM, Argonne Labs IL, Idaho National Laboratory, and Oak Ridge Labs TN
22. National Security Fellows, John F. Kennedy School of Government, Harvard University Cambridge MA (SDE)
23. RAND Fellows (SDE), Santa Monica CA
24. Lean Aerospace Initiative (LAI) Fellowship at MIT, MA
25. Secretary of Defense Corporate Fellows (Fortune 500 Companies CONUS and abroad) **(must be two colonels in addition to a lieutenant colonel)**
26. Air University Research Fellowship

Description of AF Fellows Programs

National Defense Fellowships (NDF)

1. Air Force Special Ops and Low Intensity Conflict (SOLIC) Fellow, Department of Defense Analysis (DDA), Navy Postgraduate School, Monterey CA provides a member of the special operations community the opportunity for study and analysis of special interest to the Air Force Special Operational Command (AFSOC) and Special Operations Command (SOCOM). The AF Fellow centers on issues and challenges of immediate concern to AFSOC and SOCOM. Of special interest for this fellowship is a program of study in the areas of political violence, irregular warfare and the role of special operations forces in US foreign and defense policy. The fellowship is designed to reflect the rapidly changing nature of the international conflict environment, which is increasingly characterized by the proliferation of locally driven communal and political wars.
2. The Atlantic Council of the United States is a non-profit organization which promotes constructive U.S. leadership and engagement in international affairs based on the central role of the Atlantic community in meeting the international challenges of the 21st century. The Council embodies a non-partisan network of leaders whose aim is to stimulate dialogue and discussion about critical international issues with a view to enriching public debate and promoting consensus on appropriate responses in the Administration, the Congress, the corporate and nonprofit sectors and the media in the United States and among leaders in Europe, Asia and the Americas. Through its diverse networks, the Council builds broad constituencies to support constructive U.S. leadership and policies. Its program offices publish informational analyses, convene conferences among current and/or future leaders and contribute to the public debate in order to integrate the views of knowledgeable individuals from a wide variety of backgrounds,

interests and experiences. The AF National Defense Fellow is one of 4-10 Senior fellows from military, foreign and other national departments organized to assist in the many goals of the Atlantic Council.

3. Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge MA is the hub of the John F. Kennedy School of Government's research, teaching, and training in international security affairs, environmental and resource issues, and science and technology policy. Its mission is to provide leadership advancing policy-relevant knowledge about issues where science, technology, environmental policy, and international affairs intersect. National Defense Fellows are assigned to the center's International Security Program which addresses the most pressing threats to U.S. national interests and international security. The program also sponsors and edits the quarterly journal *International Security*, a leading peer-reviewed journal of security affairs that provides sophisticated analyses of contemporary security issues and discusses their conceptual and historical foundations.

4. Center for New American Security (CNAS), Washington DC is an independent and nonpartisan research institution leading efforts to help inform and prepare the national security leaders of today and tomorrow. It facilitates the development of strong, pragmatic and principled national security and defense policies that promote and protect American interests and values. Building on the deep expertise and broad experience of its staff and advisors, CNAS engages policymakers, experts and the public with innovative fact-based research, ideas and analysis to shape and elevate the national security debate. The organization is small enough to allow AF Fellows to be directly involved with far-reaching strategic policy development to include personal discussions and relationships with Washington influencers. Past CNAS areas of study & publications include "Iran: Assessing U.S. Strategic Options," "Strategic Leadership," "Shaping the Iraq Inheritance," "Power of Balance: America in Asia," "A Strategy for American Power," energy security, building partner capacity and the QDR. AF Fellows will have the freedom to pursue any national security topic of interest that suits their interests and will have access to many subject matter experts. CNAS hosts at least one fellow from each Service annually.

5. Center for Strategic and International Studies (CSIS), Political Military Studies, Washington DC is an independent institution for public policy research in foreign and national security affairs. Its mission is to advance the understanding of emerging world issues in the areas of international security, economics, politics and government. Since its establishment in 1962, CSIS has become one of the country's largest multi-discipline think tanks for strategic and international issues. It provides research and sponsors conferences for members of Congress, other senior US government officials, private sector leaders and their staffs. AF Fellows are instrumental in providing CSIS with Service specific expertise for its U.S. foreign policy and national security programs and spearheading the organization's activities designed to promote airpower within the Washington DC, policy community.

6. Congressional Research Service (CRS), Library of Congress, Foreign Affairs, Defense and Trade Division (FDT), Washington DC works exclusively and directly for the members and committees of Congress in support of their legislative, oversight and representational functions. Its analyses and information services are required to be timely, objective, nonpartisan and confidential. Many CRS general distribution products do, however, find audiences throughout the government and public. CRS offices are located within the Library of Congress on Capitol Hill. Analysts within the Foreign Affairs and National Defense Division conduct research, write

reports, lead seminars and consult with congressional staff and members on the range of national security issues currently confronting the nation. During his/her year with CRS, the AF Fellow is expected to represent CRS within the Congress and the national security community while adding a current, accurate and personal understanding of defense issues to the debate. AF Fellows will be expected to author reports and memoranda for Congress, as well as answer specific requests of members of Congress on certain national defense issues.

7. Department of State, Washington DC, advances freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure, and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty, and act responsibly within the international system. Security is a necessary precursor to the worthy goals of promoting peace, liberty, and prosperity for all people. The Department directly confronts threats to national and international security from terrorism, weapons proliferation, failed or failing states, and political violence. It strengthens the capability of the U.S. Government and of international partners to prevent or mitigate conflict, stabilize countries in crisis, promote regional stability, protect civilians, and promote just application of government and law. An AF Fellow assigned to the Department of State will be assigned to one or more Bureaus to gain an appreciation of the development and conduct of U.S. foreign policy and to seek a better understanding of cooperation and coordination within the Interagency. The Department of State provides the fellows an outstanding opportunity to enhance their leadership and executive skills in preparation for top-level assignments abroad and in the United States.

8. Foreign Policy Studies, Brookings Institution, Washington DC is a private, nonprofit organization devoted to research, education and publication on important issues of domestic and foreign policy. Brookings functions as an independent analyst and critic, publishing its research findings for public dissemination. AF Fellows are normally designated a Federal Executive Fellow with Foreign Policy Studies, Brookings Institution. They participate in the development and conduct of high-level conferences, seminars and programs for senior government and business executives covering a wide spectrum of major policy issues. The NDF is immersed in the Foreign Policy Studies program and has full access to the large multi-disciplinary research resources of the institution.

9. Hoover Institution on War, Revolution and Peace, Stanford University, Stanford CA, is one of the nation's most prestigious centers for advanced study in domestic and international affairs. Through its programs in National Security Affairs, International Studies and Domestic Studies, its distinguished security experts, economists, political scientists, sociologists, educators, and historians publish analyses of public policy and current research. The Hoover Institution also focuses its intellectual resources on key national security, economic development, and terrorism topics, with scholars collectively researching issues through directed task forces. Designated as a National Security Affairs Fellow while at the Hoover Institution, Air Force officers provide a "real world" military perspective for resident and visiting scholars, as well as Stanford graduate students pursuing defense and national security-related studies. Fellows conduct independent research, lead research seminars, and discuss military-related issues at Hoover Institution functions. Additionally, Air Force Fellows are invited to speak to their "real world" experiences with graduate-level classes, and both university and student-led organizations.

10. Institute for Defense Analysis (IDA), Strategy, Forces and Resources Division (SF&RD), Washington DC performs inter-disciplinary studies and analyses of national security strategy, the

structure and capabilities of US and foreign forces and defense infrastructure. In support of this work the division develops analytical methodologies, quantitative models and simulations. Areas emphasized in SF & RD's current research portfolio include: preparation for the Quadrennial Defense Review; politico-military assessments pertaining to countries of the FSU and East Asia; international armaments cooperation and interoperability; skill-technology interaction in determining military force effectiveness; counter-proliferation of WMD; chemical and biological defense of military forces and civilian populations; and training and readiness of US Forces. The mission of IDA is to assist OSD, the Joint Staff, the Unified Commands and Defense Agencies in addressing important national security issues, particularly those requiring scientific and technical expertise. The Institute operates two Federally Funded Research and Development Centers (FFRDC) for the Department of Defense -- one focusing on studies and analyses, the other on communications and computing.

11. Institute for the Study of Conflict, Ideology and Policy, Boston University, Boston MA was chartered in 1988 to focus on conflict-prone societies in crisis, particularly Russia and the other post-Soviet republics. Working as an integral member of the Institute's research team, AF Fellows have an excellent opportunity to participate in all university activities and interact with faculty and graduate students. The Institute addresses the full spectrum of security issues, including studies of international alliances, treaties, military balance, defense strategy, low intensity conflict and Soviet/post-Soviet affairs. The primary research effort is the continued development of a current on-line database concerning the institutions and personalities in the post-Soviet states and Eastern Europe, with the AF Fellow focusing on current military events, institutions and doctrines and their potential impact on US security policy. AF Fellows also play a key role in organizing the biannual crisis management simulation exercises sponsored by the Institute and in arranging guest speakers for the Institute's Distinguished Speakers Program.

12. Institute for the Study of Diplomacy (ISD), School of Foreign Service (SFS), Georgetown University, Washington DC is the oldest school of international affairs in the United States and the largest of its type in the world. The Institute for the Study of Diplomacy is the school's primary window on the world of the foreign affairs practitioner. ISD studies the practitioner's craft: how diplomats and other foreign affairs professionals succeed and the lessons to be learned from their successes and failures. Institute programs focus on the foreign policy process, how decisions are made and implemented. The School of Foreign Service and the Institute for the Study of Diplomacy provide a distinguished forum for Air Force Fellows to interact with eminent faculty members and graduate students preparing for careers in government or Foreign Service.

13. International Security Studies Program (ISSP), the Fletcher School of Law and Diplomacy, Tufts University, Medford MA is the oldest graduate school of diplomacy in the US. The ISSP addresses the full spectrum of security issues, including studies of international alliances, especially NATO, treaties, military balance, defense strategy, low intensity conflict and Soviet affairs. AF Fellows are fully involved in planning and conducting ISSP courses, seminars, conferences and oral history programs. AF Fellows traditionally organize and conduct a crisis management exercise for graduate students and faculty, simulating decision-making processes by civil-military leadership.

14. The Office of the Director of National Intelligence (ODNI) Fellowship, Washington DC was created in 2005 to increase collaboration across the sixteen federal intelligence organizations. Its creation followed the release of the National Commission on Terrorist Attacks upon the United

States (better known as the 9/11 Commission). While establishing objectives and priorities for collection, analysis, production and dissemination of national intelligence, the ODNI ensures that timely and objective national intelligence is provided to the President, the heads of departments and agencies of the executive branch; the Chairman of the Joint Chiefs of Staff and senior military commanders; and the Congress. The Air Force Fellow at ODNI is involved in a three-part program including taking classes/seminars within the sixteen intelligence organizations and in Washington, engaging in experiential opportunities to learn more about the intelligence and national security communities and conducting research designed to produce papers of interest to the Director and/or intelligence leaders.

15. Security Studies Program (SSP), Massachusetts Institute of Technology (MIT), Cambridge MA is a graduate research institution whose focus is in international affairs and comparative studies that will contribute to both a basic understanding and possible solution to some of the long-term problems, which confront today's decision makers. The emphasis at SSP is strategy, technology and bureaucratic political issues to include among others: international security issues, nuclear weapons and arms control policy, defense environmental problems and the impact of casualties on US foreign policy. The program's prime task is educating those young men and women who will be the next generation of scholars and practitioners in international security policy making.

16. The Washington Institute (TWI), Washington DC is a prestigious institute centering on research and analysis of Middle East issues and security policy challenges. Experience, operational and/or academic, in Middle East studies will assist the individual in this institute's programs. A significant strength of this institute rests with the direct interaction between the NDF and Middle East policy makers and analysts. The center is well placed in the network of leading Middle East scholars and diplomats.

17. Weatherhead Center for International Affairs (WCFA), Harvard University Cambridge MA provides a multidisciplinary environment for policy-relevant research on international issues that is both academically rigorous and tied to contemporary problems. The Weatherhead Center is structured to encourage the highest practical level of personal and intellectual interaction around a diverse community of scholars and practitioners. The Weatherhead Center sponsors a wide array of seminars, research programs, workshops and conferences. These activities not only encourage interaction among resident affiliates but also serve to involve a wide variety of scholars, government officials, representatives of the private sector and others from around the world. Air Force Fellows may have many opportunities to articulate defense policy and capability through contributions to these activities, both in the Weatherhead Center and in other university forums. The fruits of Weatherhead Center research are made available to the public policy community through books, articles, reports, seminars and lectures, as well as through the personal participation of Weatherhead Center members in policy planning and decision-making in governments and institutions outside the university. The Weatherhead Center for International Affairs is an integral component of Harvard University's Faculty of Arts and Sciences.

18. Woodrow Wilson International Center for Scholars, Washington DC was created by the Congress in 1968, the Woodrow Wilson International Center for Scholars is the official and living memorial to the 28th President. The Center seeks to commemorate both the scholarly depth and the public concerns of Woodrow Wilson through its program of advanced research. The Center emphasizes breadth of representation in its international company of scholars and an active life of dialogue within the Center and within Washington. The Center offers a forum for

the widest diversity of views and encourages free and lively debate among them. At its core, the Center remains a place where top scholars, exceptional thinkers and outstanding leaders in a variety of fields, from across the country and around the world, come to reflect, to write and to exchange ideas with others. As a practitioner of policy, the single authorized Air Force scholar provides practical insights to the Center's research and discourse on international security studies. Additionally, the Air Force scholar remains "plugged in" to current strategy projects on the Air Staff and Joint Staff and provides inputs and research as necessary.

19. Freeman Spogli Institute (FSI), Center for International Security and Cooperation (CISAC) at Stanford University allows fellows to conduct independent research, lead research seminars, and discuss military-related issues at Hoover Institution functions that are nuclear related. Additionally, Air Force Fellows are invited to speak to their "real world" experiences with graduate-level classes, and both university and student-led organizations.

20. Stimson Center in Washington DC allows Fellows to be instrumental in providing CSIS with Service specific expertise for its U.S. foreign policy and national security programs in relation to nuclear deterrence and non-proliferation issues as well as spearheading the organization's activities designed to promote airpower and nuclear related issues within the Washington DC policy community.

21. Air Force National Laboratories Technologies Fellows (AFNLTF): Meet AF nuclear and future technologies experience requirements by developing a cadre of nuclear and cutting-edge energy-experienced personnel to shape and influence a flexible and responsible nuclear force as well as the way ahead to meet the 21st century energy and fuel needs of the AF. One aspect focuses on understanding the historical development of nuclear weapons technologies with an emphasis on applying knowledge to current/future stockpile activities and applications and developing knowledge of US nuclear community for use in issue resolution on behalf of AF. Other aspects focus on future fuel development and energy conservation. Fellowships are available at Los Alamos NM, Argonne National Lab IL; Idaho National Laboratory ID; Oak Ridge National Lab TN. Participation is open to applicable AFSCs and qualified AF Medical Service (AFMS) officers. Required follow on assignment to nuclear-related position for Fellows assigned to Los Alamos. Required follow on assignment to cyber-related position for Fellows assigned to Idaho Labs.

a. Los Alamos National Laboratory is operated by the University of California for the National Nuclear Security Administration of the U.S. Department of Energy and works in partnership with NNSA's Sandia and Lawrence Livermore national laboratories to support NNSA in its mission. Los Alamos enhances global security by ensuring the safety and reliability of the U.S. nuclear deterrent, developing technologies to reduce threats from weapons of mass destruction, and solving problems related to defense, energy, environment, infrastructure, health and national security concerns.

b. Argonne National Laboratory's mission is to serve the U.S. Department of Energy (DOE) and national security by advancing the frontiers of knowledge, by creating and operating forefront scientific user facilities, and by providing innovative and effective approaches and solutions to energy, environmental, and security challenges to national and global well-being, in the near and long term, as a contributing member of the DOE laboratory system. They contribute significantly to DOE's mission in science, energy resources, environmental stewardship, and national security, with lead roles in the areas of science, operation of

scientific facilities, and energy. In accomplishing their mission, they partner with DOE, other federal laboratories and agencies, the academic community, and the private sector.

c. Idaho National Laboratory (INL) is operated by the Department of Energy researching areas such as Supervisory Control & Data Acquisition (SCADA) systems and wireless communications infrastructure programs. Additional insight into developing leading-edge capabilities for network defense, network exploitation, network attack and information operations through a variety of communications.

d. Oak Ridge National Laboratory (ORNL) is the Department of Energy's largest multi-program science and technology laboratory and is managed by UT-Battelle, LLC. Scientists and engineers at ORNL conduct basic and applied research and development to create scientific knowledge and technological solutions that strengthen the nation's leadership in key areas of science; increase the availability of clean, abundant energy; restore and protect the environment; and contribute to national security. ORNL also performs other work for the Department of Energy, including isotope production, information management, and technical program management, and provides research and technical assistance to other organizations.

22. National Security Fellows (NSF). Five lieutenant colonels and/or lieutenant colonel-selects, three active-duty and one each Reserve and Air National Guard, are named to the National Security Fellows Program at the John F. Kennedy School of Government, Harvard University, Cambridge MA. The selection criteria and program requirements are identical to the National Defense Fellows (NDF) program. This program provides the fellows an outstanding opportunity to research, write and speak on issues of immediate or ongoing concern of the Air Force and the nation. The officer will develop an enhanced perspective of the wide range of issues encompassed by the broader spectrum of the national security arena. While intellectual enrichment is the fundamental purpose of the program, the officer's position offers an excellent environment to represent the Air Force and DoD before well-known scholars, foreign dignitaries and leading policy analysts. The AF Fellow serves as a liaison between the Air Force and the civilian defense and national security academic communities.

23. RAND Fellows, Santa Monica CA. The RAND Fellowship Program selects several officers/civilians each year. Officers/civilians selected for RAND Fellowships employ advanced research techniques while working on AF sponsored research. The program provides an important cross flow of information between the AF and a major research institution. A HAF two-letter/digit sponsors each officer. The general areas of interest and HAF two-letter/digit requirements include:

a. AF/A2: Strong background in intelligence analysis, applications and/or training. Recent operational Intel experience is usually desirable. A Master's of Arts degree in a subject related to intelligence (area studies for example) is required. A second language is desirable.

b. AF/A1: Candidate must have manpower/personnel/services experience and technical/analytical capabilities. An MA, MS, or MBA is required.

c. AF/A3: Candidates must be rated officers with strong operational backgrounds. The officer must be capable of conducting serious research and possess a graduate degree.

d. AF/A4-7: Candidates must have a graduate degree; an emphasis in logistics management is preferred. The officer must have a broad knowledge of logistics with previous assignments at base and MAJCOM level.

e. AF/SG: Candidates must have a Master's degree or higher; strong record; significant operations and staff experience; interest in healthcare policy and management. The candidate must have a broad working knowledge of the various aspects of healthcare management with previous experience at MAJCOM, NAF, Air Staff or Health Affairs desirable.

f. AF/A10: Candidate must have a technical degree; an emphasis in nuclear management is required. Work with classified projects inside policy research in conjunction with Air Staff nuclear policy offices.

24. Lean Aerospace Initiative (LAI) Fellowship at MIT, MA. Security Studies Program is a graduate research institution whose focus is in international affairs and comparative studies that will contribute to both a basic understanding and possible solution to some of the long-term problems which confront today's decision makers. The emphasis with LAI is strategy, technology and bureaucratic political issues to include among others: international security issues, nuclear weapons and arms control policy, defense environment problems, the impact of casualties on US foreign policy. The program's prime task is educating those young men and women who will be the next generation of scholars and practitioners international security policy making.

25. Secretary of Defense Corporate Fellows Program (SDCFP). The SDCFP was established by the Secretary of Defense in 1994, to become a long-term investment in transforming U.S. forces and capabilities and, as such, is a key part of the Department of Defense (DoD) strategy to achieve its transformational goals. Officers from each military Service are selected each year to receive their military senior DE credit by training with sponsoring institutions, i.e., corporations, companies, commercial enterprises, etc., who have earned a reputation for insightful long-range planning, organizational and management innovation, and implementation of new information and other technologies. SDCFP Fellows form a cadre of future leaders made knowledgeable in the organizational and operational opportunities made possible by their training throughout the year. At the conclusion of the assignment, each member of the SDCFP provides group/individual briefings to the Secretary of Defense/Deputy Secretary of Defense, Service Secretaries and Chiefs, and over three dozen other senior OSD and Service leaders on private industry best practices and the Fellow's assessment as to their applicability to transform the Department of Defense. Recent Fellows have spent a year at Booz Allen Hamilton, FedEx Corporation, Johnson & Johnson, Northrop Grumman Corporation, Raytheon Company, Sarnoff Corporation, Southern Company, Sun Microsystems, Inc., and United Technologies Corporation.