



MAR 2026

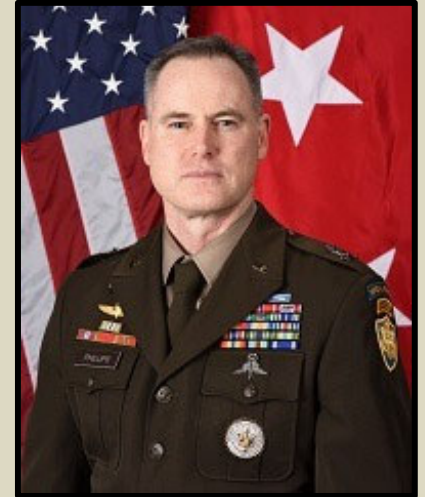
FY26 – 2ND QTR

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Principles of Being a FAO **MG Keith C. Phillips**

As I conclude my time on active duty, I wanted to share a few thoughts with you on the state of our branch and to “soft pitch” you on principles of being a FAO. Most importantly, I want to thank you and your families for choosing the FAO path. To an outsider, being a FAO can appear to be all upside (living overseas, experiencing the diplomatic lifestyle...). Few see the challenges. At the end of the day, however, I think we all believe being a FAO is a remarkable way to serve the nation and advance our national interests.



State of the branch: The FAO branch has a strong reputation amongst Army senior leaders, interagency partners, and especially Joint Force commanders. I attribute this to the three teams – the team in the building (HRC, Proponent, FAOs on the Army Staff); the team in the field (SCOs, DAOs, CCMDs, ASCCs); and the FAO senior leader team (GOSC, Council of Colonels, OPTs). I cannot stress enough the importance for the branch to stay engaged and aligned with the Army. It seems obvious but it takes work and the onus is on us to show the Army every day the return on investment it receives from the 48 community.

Principles of Being a FAO: In preparing comments for a JFAOC class, it dawned on me that the Army has principles for nearly everything. We have the principles of leadership, principles of the defense, principles of the offense, principles of war... This epiphany made me think about what principles of being a FAO might look like. A further impetus for me to propose the below “principles” was the recent inaugural FAO certification boards held by the 48G and 48J leaders to formally recognize, welcome, and mentor our newest FAOs at the conclusion of their training pipeline. Whether the branch goes with the below or (hopefully) amends them, I believe it is important we adopt something that we share across the branch, reinforce throughout the FAO training pipeline, explicitly convey at FAO certification boards, and internally reinforce throughout our careers.

Disclaimer: *The articles contained in this Branch Newsletter are for information and professional development purposes only. This is not an official journal or publication. Featured articles and “FAOs in Action” announcements are for information only, and do not reflect official endorsement by the U.S. Army, HRC, or FAO Branch. Views reflected are those of the authors alone.*

Principles of Being a FAO, MG Keith C. Phillips

Please look at the below, debate what makes sense and what should be modified, eliminated or added. The below is meant to be the start of a conversation:

Operational mindset – We support the war-fighter mission to prevent and, if required, fight and win our nation's wars. Whatever billet you fill, maintain an operational mindset. Know the command's plans. Stay mentally and physically fit.

Authenticity – Know yourself, be yourself, and trust your training. Do not try to be something or someone you are not; you will be unsuccessful, unhappy, and the mission will suffer.

Communication – Know how to communicate clearly and concisely. Separate what you know from what you think. If you don't know, say so and try and find out. Learn to communicate effectively to multiple stakeholders – host nation, interagency partners, the Joint Force, and the Army. Keep your team informed. Be responsive.

Agility/adaptability – The environment (physical, policy, strategic, operational ...) in which you work is constantly in flux. Excel in the moment, but anticipate change, prepare yourself and your team ahead of time, and embrace change to the extent possible when it comes.

Teamwork – We do nothing alone or in a vacuum as FAOs. Understand the mission, vision, and endstate of the echelons above you. Build effective teams through trust, communication and the establishment of tough but achievable standards. If a fellow FAO reaches out for assistance – answer the call and help if you can.

Expertise – Know your job, know your authorities, know your tools. Partner nations expect you to be expert in your branch of service and joint operations. Your service and the Joint Force expect you to be expert in host nation defense capabilities and regional dynamics. This knowledge is your value add. Continue to learn.

Initiative – Identifying problems after the fact is straightforward. Preemptively identifying problems, developing solutions and effectively implementing them is the challenge/goal. Take informed risk; communicate what you are doing and why; adjust as needed.

Humility – You are not expected to know everything all the time; you should assume you do not know everything most of the time. The problems and dynamics we seek to understand and articulate to leaders are at times incredibly complex. It is okay not to know, however, never stop trying to understand. Humility is something you will get eventually, best to come with it from the outset.

Very Respectfully,
MG Keith C. Phillips

Highlight – Strategic Studies Institute Newsletter

The Strategic Research & Analysis Department (SRAD) would like to share some of the team's analysis and insights on the strategic environment and geopolitical events from the past quarter.

Please share this with your colleagues and send us a note if you want to subscribe.

Quarterly Highlights:

Reframing the Nature of Strategic Competition

<https://press.armywarcollege.edu/parameters/vol55/iss4/10/>

Dr. Antulio J. Echevarria II

Parameters, The US Army War College Quarterly

In the inaugural Strategic Competition Corner of the latest *Parameters*, Dr. Echevarria discusses the shortfalls in the Joint concept of interstate strategic competition, namely, its failure to capture the true nature of that competition.

Building the ISF for Gaza: Key Components for Effective Implementation

<https://mitvim.org.il/en/publication/building-the-isf-for-gaza-key-components-for-effective-implementation/>

Dr. Jacob Stoil

Mitvim

This article examines what it takes to give the International Security Force in Gaza the best chance to succeed, as success in Gaza can revolutionize regional conflict resolution while failure may render a path to peace all but illusory and harm the reputation and position of the US in the Middle East.

China's 2025 White Paper on Latin America Sets the Stage for Renewed Competition With the US

<https://thediplomat.com/2025/12/chinas-2025-white-paper-on-latin-america-sets-the-stage-for-renewed-competition-with-the-us/>

Dr. R. Evan Ellis

The Diplomat

This publication examines the recently released PRC White Paper toward Latin America and its strategic implications for PRC engagement in, and strategic competition with the US in the hemisphere.

Highlight – Strategic Studies Institute Newsletter

Preparing for PRC Military Actions in Latin America in the Context of a War in the Indopacific

https://press.westpoint.edu/wp-content/uploads/sites/5/2025/10/Full-Book_10-16_EXPECTING-THE-UNEXPECTED-ESSAYS-ON-STRATEGIC-SURPRISES-IN-THE-21ST-CENTURY-Class-of-2006-War-Studies-Conference-6-7-August-2024-West-Point-Ne.pdf

Dr. R. Evan Ellis

Modern Warfare Institute

This chapter examines possible PRC strategic actions in Latin America in the context of a war in the Indo-Pacific.

SRAD Podcasts of Interest:

The China Strategic Competition Seminar

<https://ssi.armywarcollege.edu/SSI-Media/Recent-Publications/Article/4330281/ssi-live-118-the-china-strategic-competition-seminar/>

COL Kyle Marcrum, LTC Paul Milas, and MAJ Brennan Deveraux
SSI Live

Weaponizing Risk: Recalibrating Western Deterrence

<https://ssi.armywarcollege.edu/SSI-Media/Recent-Publications/Article/4318855/weaponizing-risk-recalibrating-western-deterrence/>

Dr Antulio Echevarria

Conversations on Strategy

The Weaponization of AI: The Next Stage of Terrorism and Warfare,

<https://ssi.armywarcollege.edu/SSI-Media/Recent-Publications/Article/4312937/the-weaponization-of-ai-the-next-stage-of-terrorism-and-warfare/>

Dr Tony Pfaff, MAJ Brennan Deveraux, Sarah Lohmann, Christopher Lowrance
Conversations on Strategy

Subscription and Contact Information:

For questions or comments email us at SRAD@armywarcollege.edu.

If you are interested in research and publications on China, People's Liberation Army, & the Indo-Pacific, please visit the *China Landpower Studies Center*

<https://ssi.armywarcollege.edu/CLSC/>.

FAOs in Action



MAJ Casey Moore (Chief, USMILGP Rwanda) and Emmanuel Tubane (DHAPP Program Manager Rwanda) visit Zipline site in Muhanga, Rwanda. Rwanda's zipline network is part of an innovative mission to improve healthcare delivery across remote and hard-to-reach areas. Approximately 300 flights take place each day transporting essential medicines, blood supplies, and vaccines swiftly and safely, ensuring communities receive timely medical aid. This initiative aims to save lives, reduce logistical challenges, and strengthen the healthcare system in Rwanda by leveraging cutting-edge drone technology.



Chief, USMILGP-Rwanda MAJ Casey Moore (right) and OPSCO-DAO Kigali, Rwanda MSG Jesse Neace (left) summit Kilimanjaro on 05 FEB 2026 in Moshi, Tanzania.



LTC Robert Greene, Chief of MILGRP – Bangladesh, pinned by the Bangladesh Armed Forces Principal Staff Officer (PSO), Lt Gen Kamrul (rough CHOD equivalent)

FAOs in Action – From Dialogue to Defense: How a Single Meeting Fortified U.S. Strategy in Africa

Article by MAJ Sebastian Bonilla, 48J

In an era where strategic competition and regional instability define the global landscape, a recent high-stakes meeting between senior Office of the Secretary of War (OSW) officials and Mozambican President Chapo's delegation showcased the critical importance of direct diplomatic engagement. This wasn't just another formal dialogue; it was a crucial step in reinforcing U.S. national security interests by countering terrorism, securing access to vital resources, and addressing China's growing influence in a strategically vital region. From an Africa Foreign Area Officer (FAO) perspective supporting the U.S. delegation, the meeting highlighted how specialized expertise can transform diplomatic conversations into tangible security outcomes.

President Chapo began by expressing profound gratitude for U.S. support and acknowledged Mozambique's inclusion in the Foreign Fragility Act, which prioritizes Mozambique among a select group of nations for U.S. assistance. He emphasized the value of joint exercises like Cutlass Express in building Mozambique's capacity to combat illegal fishing and terrorism. Citing his nation's strategic location and vast reserves of natural gas and graphite—a critical mineral for U.S. industry—he made a compelling case for stronger security ties.

The discussion also covered the potential of the Nacala port to bolster bilateral cooperation. However, President Chapo candidly acknowledged severe national challenges, including terrorism in Cabo Delgado, maritime piracy, and human trafficking, requesting continued U.S. defense cooperation with a renewed focus on cybersecurity and actionable intelligence.

In response, OSW senior officials affirmed the feasibility of many requests but noted a significant hurdle: China's expanding influence. They clarified that China's extensive infrastructure loans and opaque investment practices in Mozambique can create dependencies that conflict with U.S. partnership requirements for transparency and long-term strategic alignment, complicating the full scope of American support. The officials advised Mozambique to channel a prioritized list of needs through the Office of Security Cooperation (OSC) in Maputo to streamline the procurement process. This approach once again empowered FAOs to execute U.S. national interests abroad.

FAOs in Action – From Dialogue to Defense: How a Single Meeting Fortified U.S. Strategy in Africa

The FAO's Decisive Edge

The support of an Africa FAO during this event proved instrumental in navigating the complexities of this high-level engagement. The value of FAO competencies was demonstrated not in abstract terms, but through specific, decisive actions.



1. **Cultural Awareness:** Before the meeting, the FAO team advised the U.S. delegation to open with a formal acknowledgment of Mozambique's recent successes in anti-poaching operations. This small gesture of respect, acknowledging a point of national pride before discussing security deficiencies, was visibly appreciated by President Chapo and immediately fostered a more collaborative tone.
2. **Language Proficiency:** A critical moment arose when President Chapo used the Portuguese phrase “*Estamos Juntos.*” A literal translation would be ‘We are Together,’ but the Africa FAO’s **regional expertise allowed for clarification** to the OSW officials that the term implies a deeper, more enduring commitment akin to ‘partners of conviction.’ This nuance ensured the full weight of his request for a long-term strategic alliance was not underestimated.
3. **Strategic Communication:** By understanding both parties' objectives, the **Africa FAO's training and experience** helped frame U.S. proposals in a way that directly addressed Mozambique's stated security concerns while maintaining U.S. interests, ensuring the dialogue remained productive.
4. **Regional Expertise:** The **Africa FAO's knowledge of regional dynamics** allowed to contextualize Mozambique's request for cybersecurity support by linking it to recent patterns of extremist online recruitment in neighboring countries, reinforcing the urgency for the U.S. delegation.
5. **Networking and Relationship Building:** The **FAO's pre-existing professional relationship** with Mozambique’s Minister of Defense, cultivated at a previous regional security conference, facilitated a quick sidebar conversation. This informal channel allowed for the clarification of their most urgent equipment priorities on the spot, providing the OSW team with an actionable list before the meeting even concluded.

This engagement, conducted during a lapse in appropriations that prevented funding for interpreters, highlighted the FAO's ability to ensure mission continuity. President Chapo’s subsequent meetings with the U.S. Vice President and the IMF were built on the foundation established here. This engagement underscores the FAO's vital role in transforming diplomatic dialogue into actionable security partnerships that directly support U.S. strategic objectives.

FAOs in Action – U.S. Military Response in Sri Lanka After Cyclone Ditwah

Article by MAJ Zachary Trevathan, 48P

Cyclone Ditwah struck Sri Lanka on Thanksgiving Day 2025, killing more than 640 people and displacing over 175,000. As flooding and landslides cut off districts and the scale of need became clear, the Embassy issued a Declaration of Humanitarian Need, initiating a chain of coordination from Colombo to D.C. and out to Hawaii. The Secretary of War formally authorized U.S. military support over that weekend and INDOPACOM was tasked to support. Inside the Embassy, the atmosphere shifted from routine to crisis mode with every section pulled into the response.



Aerial view from a U.S. C-130 showing persistent flooding across Sri Lanka nearly two weeks after Cyclone Ditwah.

At the time, I was in Sri Lanka on In-Region Training, supporting the U.S. Military Group Sri Lanka–Maldives security cooperation efforts. As the crisis unfolded, my responsibilities quickly expanded, placing me in a position to support and coordinate alongside both U.S. interagency and Sri Lankan military partners. Per our Ambassador, the U.S. objective from the outset was partnership; our role was to reinforce and expand the Government of Sri Lanka's response capacity, not supplant it. Sri Lanka's national Disaster Management Center (DMC), though strained by the scale of the event and reliant on surge volunteers to manage incoming aid requests, remained firmly in the lead. The challenge was not one of willingness or resolve, but of capacity under extraordinary circumstances. U.S. military heavy air lift support from PACAF was therefore structured around integration, augmenting existing DMC and Sri Lankan Air Force (SLAF) logistics mechanisms rather than replacing them.



U.S. Ambassador to Sri Lanka Julie Chung (right) hands relief supplies to MAJ Trevathan (center) during pallet offload operations.



LTC House, SDO/DATT to Sri Lanka and the Maldives (Right), provides Under Secretary for Political Affairs Allison Hooker (center) and U.S. Ambassador Julie Chung (left) an overview of the palletization process before supplies are loaded for onward transport.



MAJ Trevathan (Right) coordinates pallet offload with Robert Chapman (Left), a civilian-military coordinator from the State Department's Office of International Disaster Response.

FAOs in Action – U.S. Military Response in Sri Lanka After Cyclone Ditwah

With two U.S. C-130s approved, I was tasked to conduct reconnaissance of SLAF air bases in the Colombo area to assess where U.S. aircraft could stage and where outbound aid was being collected for distribution. Those assessments fed directly into the Embassy's coordination with the SLAF and informed the CIV/MIL team that had arrived from the State Department's office of International Disaster Response. Later, the CIV/MIL team and I attended planning discussions at SLAF headquarters, expecting a working-level meeting. Instead, we were brought into an auditorium and seated panel-style next to the SLAF Director General for Planning. Fortunately, I had already met him several times, and we were able to move past formalities and immediately co-chair a high-tempo planning session with SLAF officers as we worked through operational limitations, palletization procedures, and air-tasking priorities.

Once airlift sorties began, I worked directly with the SDO/DATT to Sri Lanka and Maldives LTC Matthew House in drafting daily situation reports to INDOPACOM. I supported the PACAF command team on the ground and worked closely with the CIV/MIL team to coordinate aid distribution.



LTC House (center) and MAJ Trevathan (right) meet with Sri Lankan Secretary of Defence Air Vice Marshal (Ret.) Sampath Thuyacontha (left) to discuss disaster assistance priorities.

One of the most significant limiting factors we faced was institutional, not geographic. Despite the closure of USAID, most OHDACA-governing regulations still assume USAID as the execution channel. With no established replacement process, coordination mechanisms had to be improvised in real time across Embassy sections, DoW planners, and the State Department's CIV/MIL team. In the space between authorities, policy, and execution, all of our abilities to merge regional fluency with interagency understanding became essential.

Over six days, the U.S. C-130s delivered more than 350,000 pounds of humanitarian aid and recovery equipment, shoulder-to-shoulder with the Sri Lankan Air Force and civilian authorities. For me, as an IRT FAO, the experience demonstrated that a crisis can happen whether regulations have been updated or not.



SLAF officers, PACAF personnel, U.S. Embassy DoW team members, and U.S. Ambassador Julie Chung pose on the tarmac in Trincomalee after unloading U.S. C-130-delivered humanitarian supplies.

FAOs in Action- Publications and Resources

MAJ Craig Denker (48J)

Engaging Rwanda: A Pragmatic Approach To The Great Lakes Conflict

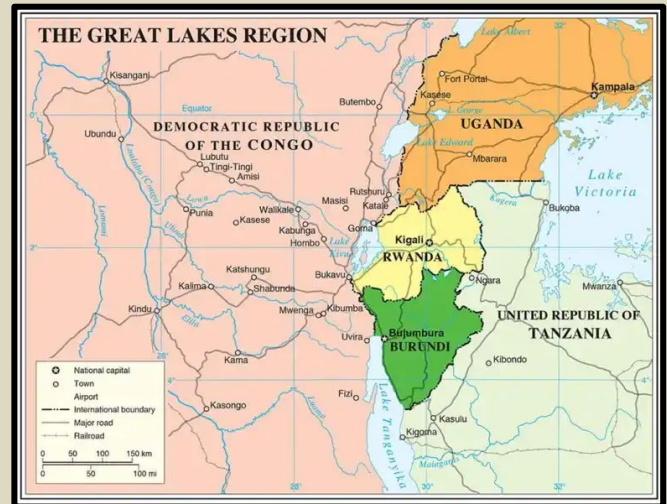
Published by: Small Wars Journal

Full article available:

<https://smallwarsjournal.com/2025/12/06/rwanda-m23-great-lakes-conflict/>

Summary:

This article argues for a shift in U.S. policy toward the Great Lakes conflict, noting that Rwanda's diplomatic strategy has allowed it to support the M23 rebels in the DRC with fewer consequences than in the past. The author argues for a pragmatic new approach: directly engaging Rwanda rather than focusing on the DRC. This strategy would involve offering Rwanda economic incentives, like favorable trade agreements, in exchange for dismantling M23 and ensuring stability in the territories it influences. The paper concludes that a different approach is needed to resolve the conflict's root causes and achieving lasting peace in the region.



Language, Regional Expertise, and Culture in the Military: State of the Science

Edited by: Jeff R. Watson, Richard Wolfel, & Adam Kalkstein

What's Inside This Book?

PART ONE: INNOVATIONS IN TEACHING WORLD LANGUAGES AND CULTURES

Researchers discuss innovative language and culture training and education initiatives.

PART TWO: DEVELOPING CROSS-CULTURAL LEADERSHIP

Authors discuss cross-cultural leadership through the development of cross-cultural competence.



PART THREE: UNDERSTANDING THE FOREIGN AREA

Authors offer perspectives to better understand the foreign area through an LREC lens.

PART FOUR: INTERCULTURAL SECURITY COOPERATION AND INTEROPERABILITY

Authors discuss two perspectives on developing more effective interoperability operations and intercultural security cooperation.



WEST POINT PRESS
press.westpoint.edu

COL David Bradley (48P) & MAJ Matt Hughes (48B)

Language, Regional Expertise, and Culture in the Military: State of the Science

Published by: West Point Press

Full book available:

<https://press.westpoint.edu/book/lrec-in-the-military/>

Summary:

Features chapters written by FAOs. Chapter 10 (COL Bradley) and Chapter 12 (MAJ Hughes).

Disclaimer: These FAOs in Action publications are for information only, and do not reflect endorsement by the U.S. Army, HRC, or FAO Branch. Views reflected are those of the authors alone.

Announcements

FY25 Board Analysis



FAO FY25 SSC BOARD ANALYSIS



BOARD YEAR	FY22	FY23	FY24	FY25
CONSIDERED	184	189	90*	91*
PRINCIPAL	13	13	11	18
RE-VALIDATED**	4	5	2	0
ALTERNATE	0	7	8	4
PRINCIPAL SELECTION RATE	7.1%	6.9%	12.2%*	19.8%*

*FY24 & FY25 SSC Boards were opt-in only. For FY25, 307 officers were eligible of which 91 opted in.

**Re-validated refers to officers that were Principal Selects in the previous FY SSC Board but chose a policy deferment to delay their PCS to SSC.

PRINCIPAL	FY22	FY23	FY24	FY25
O48B	0	3	1	1
O48E	3	3	2	5
O48G	2	1	2	3
O48J	3	2	1	3
O48P	5	4	5	6

ALTERNATE	FY22	FY23	FY24	FY25
O48B	0	0	1	0
O48E	0	3	4	0
O48G	0	1	2	1
O48J	0	1	1	2
O48P	0	2	0	1

Key Highlights of Principal/Alternate Selectees

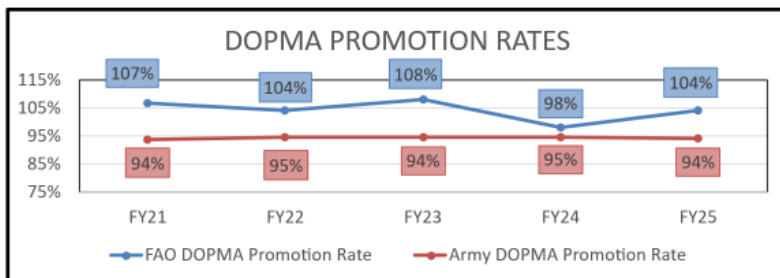
- Overview.** ASBS continues to influence board competitiveness by granting board members a more holistic picture of an officer's file and enabling a comprehensive review of an officer's career.
- Year Group Breakdown.** FY25 was YG07 Officers' first eligible look. 3x Officers were selected on their 2nd eligible look (plus 1x alternate). 8x Officers were selected on their 3rd eligible look (plus 2x alternates). 5x Officers were selected on their 4th eligible look. 2x Officers were selected on their 5th/6th eligible look (plus 1x alternate).
- File Strength.** 86% of both principals/alternates had at least 6 of their last 7 OERs as MQs and at least 4 of their last 7 OERs with outstanding enumeration[†]. Principals/alternates had a median of 3 OERs with a GO/FO Senior Rater.
- So What?** SSC Board remains the most competitive board an officer will participate in before BG PSB. The SSC Board is designed to identify officers that have the potential to become an Army senior leader. SSC non-selects can still be competitive for their O6 promotion board.

[†]Defined as #1, #2, or #3 (if total population greater than 30) of total population and/or stratification states "Top 5%" or better

Announcements

FY25 Board Analysis

FY25 MAJ PROMOTION BOARD ANALYSIS



Army DOPMA promotion rates are calculated by taking the number of selected officers and dividing it by the number eligible officers in their primary zone. DOPMA rates can be higher than actual promotion rates based on the number of AZ and BZ officers selected.

PZ SELECTION	FY22 (PZ%)	FY23 (PZ%)	FY24 (PZ%)	FY25 (PZ%)
O48B	8 (100%)	7 (100%)	7 (100%)	14 (100%)
O48E	11 (100%)	12 (100%)	15 (100%)	12 (100%)
O48G	6 (86%)	2 (100%)	9 (90%)	13 (100%)
O48J	8 (100%)	8 (100%)	6 (86%)	9 (100%)
O48P	13 (100%)	9 (100%)	17 (94%)	20 (100%)
FAO BRANCH	46 (98%)	38 (100%)	54 (95%)	67 (100%)

*PZ Selection numbers only include officers whose control branch was FA48 at the time of the PSB. These numbers do not include officers who were hired through the VTIP after the promotion board convened.

BRANCH ANALYSIS & KEY POINTS

- Overall file strength continues to be the greatest predictor of promotion potential:
 - MQ OER quantity: 97% of officers promoted had at least three MQs on file.
 - KD MQ OER quantity: 97% of officers promoted had at least one KD MQ.
- 2x BZ and 10x Merit-Based officers selected. 1x non-select.
- FAO continues to outperform in PZ selection rates (82% for OSD, 100% for FAO).
- VTIP Process screens for promotion potential to Major.

PZ SELECT ANALYSIS (67)

- On average, promotion files contained 66% MQs
- 18% of officers had three or less MQ OERs
 - Median # of KD MQ OERs: 2
- 3% of officers did not have a KD MQ OER on file
 - Over half of their OERs had exclusive enumeration[†]

MB SELECT ANALYSIS (10)

- On average, promotion files contained 84% MQs
- Average # of KD MQ OERs on file: 2.3
- 60% of all OERs had exclusive enumeration[†]

AZ SELECT ANALYSIS (1)

- 1/2 officers selected for promotion to MAJ above the zone
- Officer's file strength improved from the FY24 promotion board

BZ SELECT ANALYSIS (2)

- On average, promotion files contained 93% MQs
- Average # of KD MQ OERs on file: 3
- 64% of all OERs had exclusive enumeration[†]

[†]Defined as #1 or #2 and/or stratification states "Top 1%"

Announcements

Officer Professional Timeline

ACC OFFICER PROFESSIONAL TIMELINE												AS OF: 13 Aug 2025
COHORT YG	PZ CPT	BZ MAJ	PZ MAJ	BZ LTC	PZ LTC	BN CSL	1ST SSC	BN CSL	BZ COL	PZ COL	BDE CSL	LAST SSC
FY25 MONTH OF BOARD	JAN	JUN	JUN	OCT	OCT	NOV	JUL	NOV	JAN	JAN	OCT	JUL
TENTATIVE FY26 MONTH OF BOARD	JAN	JUN	JUN	OCT	OCT	NOV	JUL	NOV	JAN	JAN	OCT	JUL
2002	2005	2010	2011	2017	2018	2018	2020	2020	2022	2023	2023	2025
2003	2006	2011	2012	2018	2019	2019	2021	2021	2023	2024	2024	2026
2004	2007	2012	2013	2019	2020	2020	2022	2022	2024	2025	2025	2027
2005	2008	2013	2014	2020	2021	2021	2023	2023	2025	2026	2026	2028
2006	2009	2014	2015	2021	2022	2022	2024	2024	2026	2027	2027	2029
2007	2010	2015	2016	2022	2023	2023	2025	2025	2027	2028	2028	2030
2008	2011	2016	2017	2023	2024	2024	2026	2026	2028	2029	2029	2031
2009	2012	2017	2018	2024	2025	2025	2027	2027	2029	2030	2030	2032
2010	2013	2018	2019	2025	2026	2026	2028	2028	2030	2031	2031	2033
2011	2014	2019	2020	2026	2027	2027	2029	2029	2031	2032	2032	2034
2012	2015	2020	2021	2027	2028	2028	2030	2030	2032	2033	2033	2035
2013	2016	2021	2022	2028	2029	2029	2031	2031	2033	2034	2034	2036
2014	2017	2022	2023	2029	2030	2030	2032	2032	2034	2035	2035	2037
2015	2018	2023	2024	2030	2031	2031	2033	2033	2035	2036	2036	2038
2016	2019	2024	2025	2031	2032	2032	2034	2034	2036	2037	2037	2039
2017	2020	2025	2026	2032	2033	2033	2035	2035	2037	2038	2038	2040
2018	2021	2026	2027	2033	2034	2034	2036	2036	2038	2039	2039	2041
2019	2022	2027	2028	2034	2035	2035	2037	2037	2039	2040	2040	2042
2020	2023	2028	2029	2035	2036	2036	2038	2038	2040	2041	2041	2043
2021	2024	2029	2030	2036	2037	2037	2039	2039	2041	2042	2042	2044
2022	2025	2030	2031	2037	2038	2038	2040	2040	2042	2043	2043	2045
2023	2026	2031	2032	2038	2039	2039	2041	2041	2043	2044	2044	2046
2024	2027	2032	2033	2039	2040	2040	2042	2042	2044	2045	2045	2047
2025	2028	2033	2034	2040	2041	2041	2043	2043	2045	2046	2046	2048
2026	2029	2034	2035	2041	2042	2042	2044	2044	2046	2047	2047	2049

<https://www.hrc.army.mil/content/Selection%20Boards>

FY26 Board Schedule

	MAJ	LTC	COL	SSC
PSB YG	17	10	06	Ref: MILPER
Convene	21JAN26	14OCT25	3NOV25	TBA
Recess	18FEB26	04NOV25	21NOV25	TBA

More information on upcoming boards can be found at: <https://www.hrc.army.mil/content/Selection%20Boards>

Contact Information

HRC FAO Branch & SLD/COMO – Fort Knox, KY

Title	Name	Email @army.mil	MS Teams
FA48/59 SLD/COMO HRM	LTC Joe Nussbaumer	Robert.j.nussbaumer.mil	---
HRC FAO Branch Chief	LTC Christian Mitchell	christian.m.mitchell.mil	(520) 725-3385
48B/G Career Manager	LTC Harry Calhoun	george.h.calhoun2.mil	(520) 725-3265
48E/J Career Manager	MAJ Christopher Hawkins	christopher.m.hawkins24.mil	(520) 669-4331
48P Career/Training Manager	LTC Justin Kwon	justin.k.kwon2.mil	(520) 693-3624
48B/G Training Manger	Mr. Kevin Wyatt	kevin.r.wyatt.civ	(571) 644-4030
48E/J Training Manager	Mrs. Kristie Kinson	kristie.kinson2.civ	(571) 644-7115
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FAO Branch Website:

See our FAO Intelink for the most up-to-date outreach material:
<https://intelshare.intelink.gov/sites/ArmyFAO>

Proponent – National Capital Region

Title	Name	Email @army.mil	MS Teams
DAMO-SSF Strategic Leadership Division Chief	COL Brian Luti	brian.p.luti.mil	---
48B Regional Manager	LTC Travis Oscarson	travis.k.oscarson.mil	---
48E/G/J Regional Manager	LTC Chris Sherwood	christopher.e.sherwood.mil	---
FAO Proponent Branch Chief 48P Regional Manager	LTC Brian Vega	brian.n.vega.mil	(520) 715-4075
RC FAO Proponent Chief	COL Thomas Adams	thomas.l.adams80.mil	---
RC FAO Branch Chief	LTC Justin Liberatore	justin.c.liberatore.mil	---

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Army Foreign Area Officers Association

Army FAOs,

The Army FAO Association continues to support our Functional Area 48 (FAO) in various ways. We invite those who are not members to join using the QR code below. We offer an invitation for you to submit publications to our academic journal, Horizons, and any stories from IRT for our bi-annual newsletter. In March, we will announce our annual callout for submissions to our Military Order of Lafayette awards. Please check our website for the most up-to-date submission forms.

We are happy to announce the onboarding of MG (Ret.) Keith Phillips to serve as our Chairman. His guidance to the association in the upcoming months and years will be invaluable. We are looking for any volunteers who are based in the National Capitol Region to be our social chair. If you are interested in assisting, please reach out to our President at the email below. We have several initiatives ongoing and welcome your participation. In the upcoming months, we will send an announcement to the field soliciting your participation in building the Army FAO Blue Book. This book will contain pertinent information on every Army FAO location for use by you and your families when determining where to serve. Next, the Army FAO Handbook is in draft, and we hope to publish it by Spring 2027. We are always looking for writers who would like to contribute to areas such as medical, PCS, education, and any other area you may contribute to. Thank you for everything you do around the world,

Yours in FAO,
The Army FAO Association

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