



MAINTAINING CONTACT Foreign Area Officer Branch



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Message from the GOSC: The Next 40 Years: Foreign Area Officer 3.0

Modernizing the Training Pipeline

For nearly 40 years, the Foreign Area Officer (FAO) development model required 36–54 months of training and typically involved three to four PCS moves. While that model built strong regional expertise, it also kept officers out of operational formations for extended periods, limited evaluation opportunities, and placed significant strain on families.

The Army has finalized changes to the FAO entry training pipeline. The goal is straightforward: continue producing highly capable regional experts while reducing unnecessary time away from operational assignments and easing the burden on FAOs and their families.

The updated model shortens the pipeline to **24–31 months**. It combines language training and Advanced Civil Schooling (ACS) in the same location, replaces the traditional year-long In-Region Training (IRT) with regional familiarization opportunities during training, and concludes with a focused **60-day Regional Capstone**.

These changes will preserve the advanced education and language proficiency that define Army FAOs while getting qualified officers to the force faster, with fewer moves and less administrative downtime.

What Will Change

Language and graduate education will be collocated.

Training will be centered at two to three hub locations. Most FAOs will complete language training at the Defense Language Institute Foreign Language Center (DLIFLC) alongside a regionally focused master’s degree at the Naval Postgraduate School in Monterey, California. For some officers, DLI-Washington and coordinated master’s degree options in the National Capital Region may be used. Additional training hubs may be developed as requirements evolve.

Message from GOSC: The Next 40 Years: Foreign Area Officer 3.0

Regional learning will happen throughout the pipeline.

Instead of treating regional experience as a separate phase, officers will build regional familiarity while completing language training and ACS. This may include regional modules, guest speakers, research events, and opportunities to travel in-region to engage with Army Service Component Commands (ASCCs), country teams, and other organizations.

The 60-day Regional Capstone will bring it all together.

The Capstone will reinforce language skills and regional expertise through focused, in-person experiences. Depending on the region, this may include engagement with combatant commands and ASCCs, time with U.S. Embassy country teams, and observation of bilateral or multinational exercises.

Each week of the Capstone will support clear developmental objectives, such as engaging partner-nation military counterparts, observing security cooperation activities, and participating in combatant command planning. Officers will exercise some control over execution of training to meet personal learning objectives.

Reinvesting FAOs in Army Priorities

Modernizing the training pipeline is only the first step. The Army expects to maintain the current number of FAO billets but is actively reviewing where FAOs can provide the greatest value to the Army.

The FAO Proponent is developing additional opportunities for FAOs at the operational, strategic, and institutional levels, while divesting legacy billets that no longer align with Army and Joint priorities.

Army FAOs will continue to support critical country team positions. Assignments will increasingly prioritize Army units and organizations to support Army forces' access, basing, and overflight; strengthen relationships with allies and partners; and counter malign influence. This is not a reduction in FAO capabilities. It is an adjustment of the resources the Army invests in FAOs and of the return on that investment that FAOs provide the Army.

Implementation and Next Steps

The transition is already underway and will be deliberately managed by FAO Proponent and HRC FAO Branch:

1. **Policy updates:** The FAO Proponent is revising the FAO Annex to AR 600-3 to formalize the new pipeline, Capstone requirements, and career timelines. A new IRT SOP is expected by the end of the year.

Message from GOSC: The Next 40 Years: Foreign Area Officer 3.0

2. **Communication with the field:** FAO leaders will provide regular updates through town halls, regional engagements, and detailed information releases.
3. **Phased funding transition:** Funding will shift in phases to ensure officers already in the legacy pipeline can complete their schooling, assignments, and evaluations without disruption.

Bottom Line

This is not a reduction in FAO capability. It is a more efficient, family-conscious approach that preserves the regional expertise FAOs provide while reducing avoidable moves and delays. The result will be a FAO corps that remains expert, agile, and better positioned to support Army, Joint, and country team requirements worldwide.

Signed,

MG Garrick Harmon
MG Pat Teague
BG Allen Pepper
BG Stephanie Bagley

MG Brad Nicholson
BG Ron Franklin
BG Dave Kobs
BG Joe Becker

**Message from FAO Branch Chief,
LTC Scott Alvarez**

New Team, Same Mission: Greetings from the U.S. Army Human Resources Command (HRC) at historic Fort Knox. My name is Scott R. Alvarez, and I have the privilege of serving as your Foreign Area Officer (FAO) Branch Chief. This summer FAO Branch welcomed a new cohort of Career Managers. The newest members of our team have occupied their battle positions and are prepared to conduct the following critical tasks:

- Guide you in preparing your records for upcoming Promotion Selection Boards (PSB);
- Identify and train the next generation of FAOs through the Voluntary Transfer Incentive Program (VTIP) and;
- Manage the 2028 FAO Marketplace.

Your Career Managers are second to none and are eager to take care of FAOs. If you have a pending PSB or an upcoming assignment market, I strongly recommend reaching out to our office. We are well situated to give expert advice on preparing your file for a PSB and identifying future assignments to help you achieve your professional objectives.

Message from FAO Branch Chief, LTC Scott Alvarez

The FAO Newsletter: The FAO Newsletter has reliably served as a venue to promulgate important administrative information and share post-PSB analysis. We will continue to provide these resources and bring attention to the successes of our FAOs serving in country team and staff assignments. The competitive advantage FAOs offer to the Joint Force is our network, which extends from the Eisenhower Administration Building to U.S. Embassy Country Teams around the globe. This advantage persists as long as FAOs leverage each other to better inform every level of the military decision-making process and apprise senior Army leaders of critical information. As a professional corps, FAOs are conditioned to achieve immediate results while setting advantageous conditions for future contingency operations. The operational pace of our assignments often deny FAOs the opportunity to share lessons learned or tout our achievements. Moving forward, FAO Branch will use the newsletter to share our stories and champion accomplishments. This is not a hollow sentiment nor intended to create self-congratulatory narratives. From our vantage point sitting among all our sibling branches at HRC, we are praised daily by our peers and Army leaders for the great work you are doing around the world.

To cite evidence of the FAO's value to the Army, look no further than General LaNeve's recent article, *The Army Azimuth*. In the *Azimuth*, the Vice Chief of Staff articulates the Army's strategic direction and specifies that "the Army projects land power by generating combat credible formations, prepositioning capabilities where they matter most, and strengthening the capacity of our Allies and partners." It is no secret among Army leaders that FAOs lead the way in gaining and maintaining the access required to project land power in support of ongoing operations to include Operation Epic Fury and Operation Southern Spear / Pacific Viper. FAOs also play a central role in strengthening U.S. Forces and those of our Allies and partners. This includes the coordination and planning required to lead multinational exercises and establish training areas in unique environments not available in the continental U.S. Examples of these efforts are highlighted daily in the media, to include the execution of Operation Sama Sama in the Philippines through the U.S. Army Pacific and the formation of the Jungle Operations Training Course in Panama by U.S. Army Western Hemisphere Command. Lest we or anyone else forget the role FAOs play in shaping the Army's strategic direction or answering our nation's call, our branch newsletter will remind them.

I am incredibly proud of our branch and look forward to serving with and for you in the coming months. Thank you for your service and stay safe out there.

Scott R. Alvarez
LTC, U.S. Army
FAO Branch Chief
Army Human Resources Command

Highlights – Strategic Research & Analysis Department (SRAD) Newsletter

Please share with your colleagues and email SRAD@armywarcollege.edu to subscribe.

Quarterly Highlights:

[Strategic Rivalries: How Are They Won?](#)

Dr. Antulio J. Echevarria II

Parameters, The US Army War College Quarterly

This article argues defeating a strategic rival— such as China, Russia, or Iran—will require a comprehensive, grand strategic approach similar to containment or preclusion, or a combination of the two.

[Warden's Five Rings and Regime Change in Iran](#)

Dr. Jacob Stoil

War Room

This article uses Warden's model as a framework to explain why decapitation strikes have not destabilized the regime in Iran and what type of targets would succeed.

[Guatemala's Security Challenges and the Government Response: An Update](#)

Dr. R. Evan Ellis

Florida International University

This article addresses Guatemala's security challenges, focusing on narcotrafficking, gang violence, and corruption within public institutions. It also examines the difficulties faced by President Arevalo's government in tackling these issues.

[The US needs Europe in a Taiwan fight. Here's why, and how to make it happen](#)

Dr. John Deni (and Alexander Lekarev)

Breaking Defense

This article highlights the importance of US collaboration with European allies in the event of a conflict over Taiwan, emphasizing that European nations possess valuable military, political, and economic capabilities that could support the US efforts against China.

[Peru's Political Crisis Shows How China Could Militarily Use the Port of Chancay Against the US](#)

Dr. R. Evan Ellis

The Diplomat

This article highlights a significant strategic risk in Peru for the United States and the region.

Highlights – Strategic Research & Analysis Department (SRAD) Newsletter

Is There Still a Path for an international Security Force in Gaza

Dr. Jacob Stoil

MITVIM

This policy paper examines the US twenty-point peace plan that marked the end of the Gaza War and suggests taking an indirect approach for the International Security Force in Gaza.

SRAD Podcasts of Interest:

The National Defense Strategy

COL Michael Long, LTC Loris Lepri, and MAJ Brennan Deveraux

SSI Live

In this episode of SSI Live, Major Brennan Deveraux interviews Army Strategists Colonel Michael Long and Lieutenant Colonel Loris Lepri to get their take on the recently released National Defense Strategy. The conversation explores the importance of the strategic document and is structured around its four lines of effort.

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/>.

Highlights – The Army’s Other War College: The Advanced Strategic Leadership Studies Program (ASLSP)

Article by COL Jason Halub (48P)

This past summer I was fortunate to complete ASLSP, a two-year senior service college (SSC) program offered by the U.S. Army School of Advanced Military Studies (SAMS) at Fort Leavenworth, Kansas. This article briefly explains the program and provides some of my takeaways from this SSC experience.

ASLSP originated as an SSC fellowship aimed at preparing post-battalion command Army officers to become seminar leaders for the Advanced Military Studies Program (AMSP), which is the flagship SAMS course that U.S. Army majors and field-select lieutenant colonels compete to attend following the completion of the Command and General Staff Officer’s Course. Today, ASLSP class sizes typically consist of 15 students, including eight Army officers, one Marine, one Air Force officer, three international military officers (from Canada, Germany, and the United Kingdom), and two interagency fellows. Like the U.S. Army War College, the first year of ASLSP introduces students to strategy, theory, and joint and interagency perspectives, and students earn a Master of Arts in Strategic Studies and Joint Professional Military Education phase II credit. However, ASLSP is unique in offering a “strategic education with a global perspective”

whereby students conduct seven weeks of field studies to each of the combatant commands. These field studies allow ASLSP students to engage directly with U.S. Army and Joint Force leaders from across the United States, Europe, and the Asia-Pacific region. Finally, students earn a 6S (planner) Additional Skill Identifier and produce a 10,000-word monograph on a strategic topic of their choice, with opportunities to publish their research through Army University Press or other academic and professional venues.



ASLSP Students and Faculty conduct a field study in Sweden (September 2024).

While the first year of ASLSP is an exceptional experience, I found the second year as a SAMS seminar leader to be the most rewarding part of the program. During that year, I led a seminar of 14 students and guided them through the AMSP curriculum to become operational planners for a division- or corps-level staff. Each seminar typically includes a Marine, Air Force, and/or international military officer. The AMSP curriculum immerses students in the history, theory, doctrine, and practice of operational art, planning, and warfighting while also teaching them about how to apply design and systems thinking to solve complex military problems. Students leverage large language models and artificial intelligence to develop adversary personas and to enhance critical thinking and staff

Highlights – The Army's Other War College: The Advanced Strategic Leadership Studies Program (ASLSP)

processes during in-class exercises. Lastly, some seminar leaders are given the opportunity to lead students in additional operational practicums in support of U.S. Army, the Combatant Commands, and/or Department of War requirements. For instance, I was able to take part in an operational planning team that supported the U.S. Special Operations Command's and Secretary of War's Defense Autonomous Warfare Group.

Reflecting on my experience as an ASLSP student and SAMS seminar leader, there are several key takeaways. First, serving as a seminar leader at SAMS provided me an unparalleled opportunity to gain a deeper understanding of U.S. Army doctrine and our warfighting profession. Second, leading and teaching at SAMS allowed me to introduce an entire generation of rising Army leaders to how foreign area officers support the warfighter. For instance, during an integrated design and planning exercise, I invited FAOs



The author with the students of SAMS Seminar 2 (May 2026).

from across the world to discuss key planning considerations concerning access, basing, and overflight with my students. I also assisted the SAMS faculty in planning and setting up engagements for the European and Asia-Pacific field studies. Finally, my time as a seminar leader guiding majors and lieutenant colonels through one of the U.S. Army's most challenging courses has helped me to hone my own leadership skills and philosophy as I look to lead organizations and mentor FAOs now and into the future.

In closing, ASLSP is a unique and valuable SSC experience. Along with the Army War College, it provides FAOs an opportunity to deepen one's understanding of strategy and warfighting while enhancing your ability to communicate effectively with Army leadership. The two years at Fort Leavenworth also provides a degree of family stability. For me, ASLSP was a challenging and rewarding program. I am grateful for this experience and I strongly encourage others to consider it.



The author receives the SAMS Best Seminar Award on behalf of Seminar 2 during the SAMS Graduation Ceremony (May 2026).

Highlights – SATMO: Delivering Tailored Training Solutions for Global Security Cooperation

Article by MAJ Kyle Laney (48B)

The Security Assistance Training Management Organization (SATMO) continues to play a pivotal role in advancing U.S. security cooperation objectives worldwide. As the Army's premier executor of Security Assistance training, SATMO delivers tailored technical and tactical training missions to partner nations, directly supporting U.S. foreign policy and defense strategy.

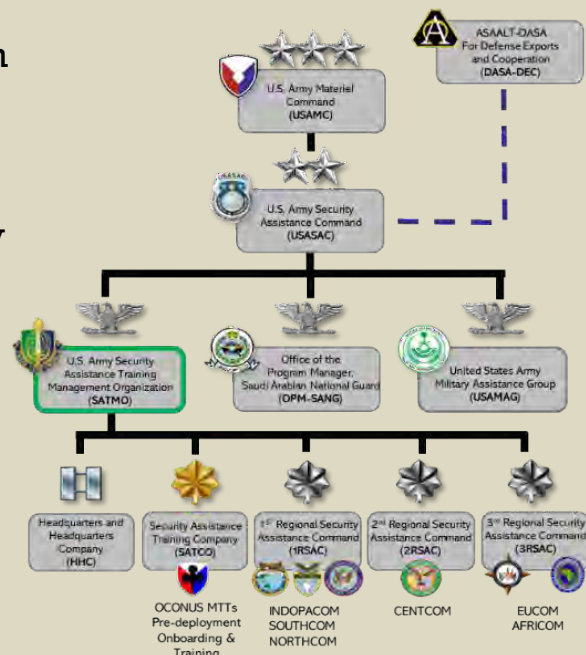
SATMO Command Team



COL Thomas Melton (48E)
Commander



CSM Douglas Jones
Command Sergeant Major



Command Structure: SATMO's mission is executed through its three battalion commands, the Regional Security Assistance Command (RSAC), each responsible for distinct regions and mission sets along with the Security Assistance Training Company (SATCO):



Taiwan M1A2T SAT observes gunnery outload and CROWs qualification.

•1st RSAC: Responsible for the Western Hemisphere and Indo-Pacific, delivering counter-narcotics, border security, sustainment, and technical training in aviation and maritime operations. Their teams help partner nations address transnational threats, build institutional capacity, and enhance regional security.

•2nd RSAC: Responsible for the CENTCOM Area of Responsibility, the 2nd RSAC deploys SATs to enhance logistics, sustainment, and professional military education with Middle Eastern and Central Asian partners. 2nd RSAC also delivers technical training on advanced systems such as HIMARS, PATRIOT missile systems, and aviation platforms, supporting regional capacity building and operational effectiveness.



Kuwaiti PATRIOT launchers conduct live fire exercise.

Highlights – SATMO: Delivering Tailored Training Solutions for Global Security Cooperation

•**3rd RSAC:** Focused on Europe and Africa, the 3rd RSAC deploys SATs to enhance logistics, sustainment, and professional military education with NATO partners and African allies. Recent efforts include supporting the development of noncommissioned officer academies and logistics modernization initiatives.



SFC Holt conducts Introduction to PATRIOT with new cadets.

•**SATCO:** Provides expert-led Department of State (DoS) Foreign Affairs Counter Threat-equivalence (FACT-E) training and employs dynamic Mobile Training Teams (MTTs) in support of global security assistance initiatives. SATCO fields MTTs for SATMO's three RSACs. The MTTs are dedicated to enhancing global security by providing tailored, high-impact instruction that equips partner forces with the skills, knowledge, and resilience needed to effectively counter emerging threats. MTTs typically operate for 2 to 12 weeks and deliver a broad range of specialized training across all Combatant Commands (COCOMs).

SATMO Capabilities: SATMO's operational effectiveness is built on the deployment and management of Security Assistance Teams (SATs), which include:

- **Technical Assistance Field Teams (TAFT):** TAFTs are long-term (PCS, <180 days) teams embedded with partner nation forces, providing sustained technical expertise and support in areas such as equipment maintenance and operational integration.
- **Mobile Training Teams (MTT):** MTTs are short-duration (TDY, <180 days), mission-specific teams that deliver focused training to partner nation personnel. These teams address immediate needs in areas like logistics, aviation, sustainment, and professional military education.
- **Building Partner Capacity (BPC):** SATMO supports partner nations by enhancing professional development, tactical, and technical training programs. These efforts foster long-term self-sufficiency, professionalism, and institutional resilience.
- **Program Management:** SATMO oversees the planning, execution, and assessment of complex security assistance training programs. This includes coordination with USASAC, U.S. MILGPs, Combatant Commands, and partner nation stakeholders to ensure effective delivery and measurable outcomes.

Highlights – SATMO: Delivering Tailored Training Solutions for Global Security Cooperation

SATMO's Current Initiatives: Currently engaged in over 20 countries, supporting a diverse array of missions. Recent highlights include:

- **Eastern Europe:** SATMO teams are working alongside partner militaries to enhance interoperability and readiness, focusing on logistics modernization and sustainment operations.
- **Africa:** Supporting select partners by delivering technical and tactical expertise to enhance internal and regional stability.
- **Indo-Pacific:** SATMO is supporting maritime security initiatives and building partner capacity through technical and tactical SATs to enhance partner resilience and deter PRC influence.
- **Western Hemisphere:** Facilitating counter-narcotics and border security training, helping partners address transnational threats and defend the homeland.

Partnering with FAOs: FAOs are critical to SATMO's mission success. Their regional expertise, language skills, and cultural understanding enable SATMO to tailor its efforts to the unique needs of each partner nation. SATMO is not only a valuable resource for FAOs working within the Security Cooperation enterprise, but also an excellent place to serve, develop professionally, and demonstrate skills in a dynamic, global environment.

SATMO offers unique leadership opportunities, including three O-5 command positions and one O-6 command position. These roles provide FAOs with the chance to assume significant responsibility and further develop their leadership skills in a challenging, multinational setting. The three O-5 commands (RSACs), are regionally aligned and rely on FAO expertise, offering the opportunity to directly support missions around the world.

Beyond those assigned to SATMO, we work closely with FAOs serving throughout the Security Cooperation enterprise. Most interactions with SATMO occur through collaboration with FAOs stationed in embassies, combatant commands, theater armies, and other organizations worldwide. By maintaining open lines of communication and sharing regional insights, SATMO ensures its efforts are aligned with broader objectives and the on-the-ground realities faced by FAOs globally.

Looking Ahead: As global security challenges evolve, SATMO continues to deliver agile, effective, and sustainable security assistance training solutions. We look forward to continued collaboration with the FAO community to strengthen alliances and build enduring partnerships.

For more information or to coordinate with SATMO, please contact us at:
usarmy.bragg.usasac.list.satmo-s3@army.mil

FAOs in Action



Joint Interagency Intergovernmental C-UAS TTX. MDAO hosted the inaugural C-UAS TTX (3-5 March) at New Sanno, advancing business development strategies for critical unmanned and C-UAS capabilities. Army FAOs in Tokyo, MAJ David Bracero and CPT Justin Kramer, coordinated across diverse interagency stakeholders and executed this event exceptionally.



(Left to Right), Norwegian Soldier from the Defense Attache Office (USA), LTC Patrick Lynch (USARPAC/T2COM LNO), MAJ Alex Hedine (USARPAC/Security Cooperation Division), and LTC Travis Walter (USARPAC/Security Cooperation Division), pose for a group photo following the successful completion of the Norwegian Foot March, a grueling 18.6-mile ruck march. Lynch, Hedine, and Walter are holding the Marsjmerket or “the Foot March pin” foreign badge, a small prize for their immense effort.



(Left to Right) MAJ Casey Moore, USMILGP Chief Rwanda; LTC Fon Zamcho, USMILGP Chief Togo; MAJ Nate Berger, USMILGP Chief Benin; Maj. Nilson Fernandes, BAO Cabo Verde; MAJ Kevin Garcia, SDO/DATT Burkina Faso; MAJ Joel Richardson, BAO Gabon.

African Land Forces Summit 2026 Rome, Italy

FAOs in Action



COL Edward Cox (48P) at the Army War College's dedication of Fox Conner Hall in honor of MG Fox Conner. COL Cox wrote the first biography of MG Conner and was invited to speak at the dedication ceremony along with Senator Roger Wicker, SASC Chair; MG Trevor Bredenkamp; and Fox Conner, great grandson of MG Conner. Eight members of MG Conner's family were in attendance.



All the U.S. Army FAOs assigned to USSPACECOM at the 41st Annual Space Symposium in Colorado Springs, CO. The Space Symposium is the premier global space event bringing together government, industry, and military leaders to discuss space technology, policy, and exploration. Collectively the officers provide the command with regional knowledge and expertise to incorporate Allies & Partners into operations and contribute to the command's combined space power. Officers: LTC Ryan Kertis, Deputy POLAD; LTC Amanda Parker, WHEM Branch Chief; LTC Zach Taron EUR/AF/CENT Branch Chief, MAJ Parker Stevens, MNF-OOD Strat & Policy Branch Chief.

FAOs in Action



LTC(P) Jason Halub was recognized as the AY25-26 CGSC Military Instructor of the Year for the School of Advanced Military Studies. This is a tremendous honor that reflects great credit not only on the awardees themselves, but on each of the schools, departments, and teaching teams they represent.

LTC Kania (USARPAC G3 SCD) stands with partners from Canada, Mongolia, France, and Sweden at JPMRC 27-02 Initial Planning Conference in Anchorage, Alaska. Six nations are committed (Chile and Italy joined virtually) to build readiness, interoperability, and a stronger combined force through training in extreme cold weather conditions.



2026 Tanzania Country Coordination Meeting in Arusha, Tanzania

FAOs in Action

BG Joe Becker (Mil Deputy to HQDA, G-3/5) recognizes several 48Ps. Thanks to the efforts of these officers and civilians, the U.S. Army-Japanese Ground Self-Defense Forces Bilateral Staff Talks, from 24-26 August 2026, were a resounding success. From left to right: MAJ John Manion (48P), MAJ Craig Liening (48P), MAJ Dan Glockler (48P) with interpretation support from U.S. Army Japan's Ms. Hiroko Hashizume and Mr. John Marquardt. Far right is BG Joe Becker (48G).



MAJ Diana Williams, 48P Career/Training Manager, conducts HRC branch outreach during USPACOM's Capabilities Development and Planning Exchange (CAPEX) in Seoul, South Korea.

FAOs in Action – The “FAO Consultant” in Central African Republic

Article by MAJ John Allred, 48E

Maintain the relationship. That is the core security cooperation directive for the Central African Republic (CAR). In other countries, this would require serious programming, a large budget, training exercises, and a state partnership. The list goes on. In CAR, the MILGP had none of that, and International Military Education and Training (IMET) dollars decreased to zero. What remained? The United States' reputation for quality and dependability, a list of small military programs and a mandate to increase allied and host nation burden sharing. Yet, far from maintaining the relationship, it grew. That's what happens when FAOs become consultants.

Background

Since CAR's independence in 1961, it has experienced six coups, with a recent attempt in 2020 when the Coalition of Patriots for Change nearly reached the capitol in Bangui. Until 2021, France provided significant budgetary and military aid to CAR. When that support ended, Bangui turned to Rwanda and Wagner for purposes of stability. Sovereignty is a concern as Wagner is embedded at senior governmental positions. Also providing stability is the United Nations through MINUSCA, whose budget peaked at \$1.1 billion annually.

Security cooperation in CAR with the United States has never been particularly robust. A little smaller than Texas with a force of 25,000, and surrounded by countries with porous borders, CAR could benefit from DSCA's suite of programs and initiatives. The CAR's history of coups and extensive human rights violations—including massacres, torture, and extrajudicial killings by both government forces and armed groups—has made it a poor partner for the United States. The only equipment brought to the country through security cooperation dates to the 1990s provided under Peacekeeping Operations (PKO) programming funds, and this equipment has been lost or destroyed in one of the various crises since. Regardless of whether the country had the absorptive capacity to implement more programming, there is also the issue of U.S. priorities. In 2025, both AFRICOM and the State Department experienced significant budget cuts, and in view of CAR's sanctions and DSCA's prioritization of theaters outside Africa it is easy to understand why CAR's programming was significantly reduced. So how can a FAO consultant maintain and grow such a relationship?

FAOs in Action – The “FAO Consultant” in Central African Republic

Incentivizing the Partner Despite Difficult Context

The CAR military (FACA) values the IMET program. It provided funding for CAR service members to attend courses in the United States alongside American soldiers. These graduates then returned to CAR and become a voice in the ministry of defense to achieve mutual goals for the United States and CAR. Several IMET graduates returned, became senior leaders, and helped the MILGP understand how to best work with the ministry to execute shared security cooperation initiatives and responsibilities. A major hurdle to program participation is the high level of English proficiency required. In francophone CAR, with a literacy rate of 35%, English proficiency is expensive and elusive to most. In 2025, two separate groups of aspiring IMET candidates all failed the English Language Proficiency test. The sustained inability to pass these tests, in part, contributed to a decision to eliminate IMET funding. Now what?

The Military Group (MILGP) Chief approached FACA's Chief of Plans, Operations, and Training, a three-star Lieutenant General (LTG) and IMET graduate, to discuss the way forward. The LTG asked for an English Language Laboratory. A full laboratory would require a Defense Language Institute English Language Center (DLIELC) assessment and significant funds. It would also require justifying why equipment donated in 2020 was not utilized (it was delivered, but all the equipment either disappeared or was damaged in transit before it could be implemented). Enter the FAO consultant. The MILGP Chief suggested the LTG use legacy American initiatives to begin his own program, and went as far as to identify which soldiers carrying U.S. certifications as English instructors should start and lead the program. It is a bold approach for an American Major to suggest to a foreign partner an aspect of how to run his own organization. However, the MILGP Chief offered to play a consultative role in assisting the soldiers. That was the new currency: advice and consultation instead of U.S. dollars and physical resources. Given these conditions, the LTG agreed that FACA would start their English program as soon as possible.

Burden Sharing with Allies

The EU maintains a robustly-staffed training mission (EUTM) in CAR. Currently led by a Romanian one-star general with dozens of qualified instructors, EUTM helps FACA professionalize its forces in critical ways outside the UN peacekeeping mission's mandate. Romania's Chief of Defense, accompanied by a three-star general and two one-star generals, attended EUTM's change of command in September 2025. During his visit to the U.S. Embassy,

FAOs in Action – The “FAO Consultant” in Central African Republic

he asked the MILGP Chief if there were any initiatives that were particularly important. What followed was a quintessential example of burden sharing. The CHOD offered to provide material and instructors to help FACA initiate their English-language program. Despite the fact that EUTM’s official mandate does not cover English language training, he provided two Romanian officers to facilitate the planning, initiation, and execution of the program. He never gave a reason why; however, at the time there was a significant effort in Europe to emphasize NATO’s role in burden sharing, and this gesture aligned with Romania’s acceptance of their role.

Progression at the Partner’s Pace

A successful coalition was building between the MILGP Chief, FACA, and EUTM but gaps remained. They had teachers but no students. They had planners but no classroom. The embassy had a FACA point of contact but no materials. The MILGP timelines for the launch of an English-language program came and went with no results. The most important lesson: you cannot want a program more than the partner, but you can take advantage of the mutual goal to deepen trust and show reliability. The MILGP used the delays to slowly cultivate the relationship with FACA’s Commandant who the MILGP Chief had suggested to the Chief of Plans to run the program. The MILGP asked him for thoughts and advice on a range of issues and over time he did the same. For each issue he raised—whether related to security cooperation and programs or not—the MILGP talked through possible solutions. Over dozens of interactions, they unearthed discoveries from historic security cooperation initiatives such as a full set of DLIELC books and CDs published in 2011, which seemingly appeared out of nowhere. The opening of the course became imminent.

By January 2026, FACA had identified cadre from Romania and CAR, followed the MILGP Chief’s suggestion and appointed the FACA Commandant as director of Foreign Language Studies, identified buildings and classrooms, and produced the DLIELC curriculum material, kept in mint condition. Despite all the equities aligning, the course still did not start. There was still one thing to account for—the geo-political situation. CAR was holding its first election in over thirty years that covered Presidential down to municipal voting. FACA was critical for ensuring a safe election. However, strategic patience was about to pay off.

Results and Recognition

In February 2026, after CAR’s successful December 28th election (and five months after the original proposition), the LTG chief of plans held an opening ceremony to open the first

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course and mark the beginning of FACA’s foreign language program. He invited the MILGP chief to the course’s opening ceremony in a speaking position to directly address the audience, a rare honor. The only flags on the course certificate were the American and the flag of the Central African Republic. Smiles, handshakes, conversation and consultation—not dollars and programming—led to this moment. In his speech, the LTG impressed on the first group of students that an officer’s natural progression is to learn English, because it is the language of international diplomacy, and a requirement for a nation that is on good terms with all countries. Today, FACA runs the course. Romania assists in the training, and the MILGP Chief continues to engage with a few meetings and occasionally troubleshoot.

FACA also created an English Club as part of this program. Today about 24 FACA regularly attend, and the club is open to more than military personnel: international partners from EUTM, civilians, police and gendarmes also participate. The sessions are officially led by a field grade FACA officer on a weekly basis, but the MILGP and embassy volunteers lead most sessions and set the topics which range from cooking, travel, religion, to military traditions. With the room filling to capacity, FACA plans to open a second club for General Officers if the MILGP will participate, sending a demand signal for closer integration.

Demonstrating Readiness for Renewed Partnership

The establishment of FACA's English language program signals a fundamental shift in partner commitment and capability. Where previous IMET allocations went unused due to English proficiency failures, FACA has now independently created the infrastructure to ensure future success. The program's sustainability, supported by Romanian instructors and expanding to include civilians and law enforcement, demonstrates institutional buy-in beyond individual participants. FACA's willingness to self-fund and self-manage this prerequisite training addresses a core concern that led to IMET elimination: a pattern of unfulfilled obligations. With English-qualified candidates now in the pipeline and senior FACA leadership actively requesting increased engagement, the conditions that previously justified budget cuts have fundamentally changed. State Department decision-makers may find that CAR's demonstrated course corrections—achieved without U.S. funding—present a compelling case for modest IMET reinvestment, particularly given IMET's proven track record of creating influential voices within the Ministry of Defense who advance mutual U.S.-CAR goals.

FAOs in Action – The “FAO Consultant” in Central African Republic

Some Programs Should be Broken Down to Catalyze Change

Whether IMET is restored or not, the CAR experience demonstrates that FAOs execute policy through influence, expertise, and relationship-building—capabilities that transcend any single program or funding line. When traditional tools become unavailable, the FAO can shift from program manager to strategic advisor if the relationship is strong enough. This consultative approach required no additional funding, no new authorities, and no equipment transfers. It required only what FAOs are trained to provide: regional expertise, cultural competence, and the ability to identify creative solutions within constraints. The pause in IMET funding may have been precisely what catalyzed FACA's transformation—demonstrating that while FAOs can maintain relationships without resources, the reintroduction of programming to a now-committed partner could yield exponentially greater returns. Engagement and expertise kept the door open; renewed investment could walk opportunities through.

Announcements – FY26 MAJ PSB Results

Congratulations to the following Officers for their selection to MAJ!

CPT (P)	ALHADA ALI AHMEDALI	48G	MAJ	DOUGHERTY QUINN T*	48G
CPT (P)	ANDERSON GARTRELL M	48E	CPT (P)	EJIYOOYE SEGUN TOMIWA	48J
CPT (P)	AVELEDOQUIJADA MARCO				
CPT (P)	ANDRES	48E	CPT (P)	FITZGERALD KYLE D	48B
CPT (P)	AVELLO CAMILA NICOLE	48B	MAJ	FOELS JONATHAN T†	48J
CPT (P)	BAERMANN SARAH M	48P	CPT (P)	GALL MITCHELL A	48E
CPT (P)	BARCENAS PORFIRIO	48J	MAJ	GARY CASEY CAROLINE*	48J
CPT (P)	BARGUILCASTRO JESUS A	48B	CPT (P)	GLAD BENJAMIN GLEN	48P
CPT (P)	BASARAN EMRE J	48E	CPT (P)	GRIMM RYAN A	48P
CPT (P)	BEDI JURAJ	48E	MAJ	HERTENSTEIN JOHNATHAN R*	48B
CPT (P)	BLIVEN KARL M	48P	CPT (P)	HOHN TYLER A	48E
CPT (P)	BONVENTRE JR PAOLO	48P	CPT (P)	HUGHES CHASEN M	48P
MAJ	BREED JEANMARY AUXILIADORA†	48P	CPT (P)	JACKSON DAVID ANDREW	48B
MAJ	BRIERRE ORNELLA*	48E	CPT (P)	JONES GABRIEL S	48G
MAJ	BROWN CHRISTINA M*	48E	CPT (P)	JONES PHOENIX T	48P
CPT (P)	BUITRAGO KATHERINE A	48E	CPT (P)	JORDAN ARTEM V	48E
CPT (P)	CAGLAYAN CAGRI	48G	CPT (P)	JULIANO THOMAS C	48E
CPT (P)	CANTRELL CHRISTOPHER S	48P	CPT (P)	KAFKAS ALEXANDER T	48E
CPT (P)	CARDON CHRISTOPHER C	48G	CPT (P)	KRENIK COLE A	48G
CPT (P)	CHO CHRISTOPHER KYUNGKEUN	48G	CPT (P)	KUTBIDINOV SUIMONKUL	48E
CPT (P)	COOKE JOHN P	48P	CPT (P)	LANDOE RICHMOND G	48B
CPT (P)	CUMMINS EVAN S	48P	CPT (P)	MARTIN CHASE G	48J
CPT (P)	DANCER PATRICK W	48P	CPT (P)	MONTGOMERY RYAN A	48J
CPT (P)	DAVIS ADAM M	48E	MAJ	MOORE PATRICK J†	48G
CPT (P)	DAVIS ALEKSA L	48G	CPT (P)	MORENO FRANCISCO E	48B
CPT (P)	DELISSIO NICHOLAS E	48J	CPT (P)	MYERS BRIANNA A	48E
CPT (P)	DOTSON JONATHAN S	48G	MAJ	NG JONATHON J†	48P

*MB PROMOTION

†MB/BZ PROMOTION

Announcements – FY26 MAJ PSB Results

Congratulations to the following Officers for their selection to MAJ!

CPT (P)	OBOYLE KELLIE A	48P	CPT (P)	THAYER MICHAEL H	48E
CPT (P)	OROSCO EMMANUEL A	48P	CPT (P)	THOMSON KEVIN P	48G
CPT (P)	PARKER DANIEL C	48E	CPT (P)	TOHTI SHEPKET G	48J
CPT (P)	PATES TRENTON ALAN	48E	CPT (P)	TORRESTORRES JOHN A	48B
MAJ	PEREZ JARED J*	48J	CPT (P)	TOTORICA JULEN B	48B
CPT (P)	PHAM TIFFANY J	48B	MAJ	TRIPP EMILEE KATHLEEN*	48P
MAJ	POLLOCK ROBERT HENRY†	48G	CPT (P)	WALDROP ISAAC T	48B
CPT (P)	POWELL LINDZEE NOEL	48J	CPT (P)	WATSON MATTHEW J	48J
CPT (P)	PRICE AUSTIN E	48P	CPT (P)	WHANG DOUGLAS	48E
CPT (P)	SAAD ASHEAR N	48G	CPT (P)	WILLIAMS CHRISTOPHER D	48B
CPT (P)	SCHROEDER BRYCE A	48E	CPT (P)	WILLIAMS FLORIA S	48J
MAJ	SHUM ALEX D*	48B	MAJ	WITTER COLE W*	48B
MAJ	SUN DANIEL J*	48P	CPT (P)	ZARIF ALEXANDER	48G
CPT (P)	SYTSMA JOSEPH EDWARD	48E			

*MB PROMOTION

†MB/BZ PROMOTION

Announcements

FY26 Promotion Board Analysis



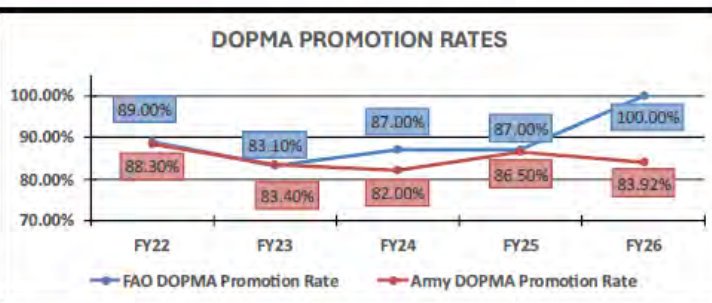
FY26 LTC PROMOTION BOARD ANALYSIS



U.S. ARMY

BLUE

FAO saw a higher-than-average number of officers selected this year, likely due to the Army's Continuous Transformation impact to force structure. Board members continued to place increased emphasis on O4 OER performance. Officers with more MQ O4 OERs and stronger HQ narratives were more likely to be selected.



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 officers selected.

PZ SELECTION	FY23 (PZ%)	FY24 (PZ%)	FY25 (PZ%)	FY26 (PZ%)
O48B	11 (85%)	8 (67%)	7 (70%)	10 (71%)
O48E	17 (77%)	16 (80%)	15 (68%)	21 (84%)
O48G	8 (73%)	8 (73%)	7 (54%)	10 (63%)
O48J	9 (69%)	5 (71%)	9 (90%)	9 (90%)
O48P	14 (78%)	12 (63%)	12 (75%)	15 (94%)
FAO BRANCH	59 (77%)	49 (71%)	50 (68%)	65 (80%)

AZ SELECTION	FY23 (AZ%)	FY24 (AZ%)	FY25 (AZ%)	FY26 (AZ%)
O48B	1 (20%)	2 (67%)	2 (100%)	1 (17%)
O48E	0 (0%)	2 (25%)	2 (33%)	4 (44%)
O48G	1 (33%)	2 (67%)	2 (40%)	6 (86%)
O48J	0 (0%)	2 (40%)	1 (50%)	0 (0%)
O48P	1 (13%)	3 (30%)	2 (22%)	5 (50%)
FAO BRANCH	3 (12%)	11 (38%)	9 (38%)	16 (49%)

PRIMARY ZONE OFFICERS

- ❑ Average # of MQs for PZ Select (out of last five OERs): 3.11
 - 48B (3.20); 48E (3.14), 48G (3.00), 48J (3.22), 48P (3.00)
- ❑ 81% of PZ Select had 67% or more of their O4 OERs as MQ
- ❑ 6% or 1x PZ Non-Select had 67% of their O4 OERs as MQ
- ❑ 38% of PZ Non-Selects had an HQ as their most recent OER
- ❑ Officer's IRT OERs had an impact on promotion
- ❑ Average # of total MQs for PZ Non-Select (out of last five): 2.13
 - Average # of O4 MQs: 1.75

ABOVE THE ZONE OFFICERS

- ❑ FA48 AZ Selection Rate was 49% up from 38% from last year
- ❑ Average # of O4 OER MQs for AZ Select: 3.44
 - 48B (4.0); 48E (3.25), 48G (3.33), 48J (N/A), 48P (3.60)
- ❑ 75% of AZ select officers had 3 consecutive MQs in on top
- ❑ Average # of O4 OER MQs for AZ Select: 3.44

Stratification and senior rater narratives on O4 HQ OERs were key discriminators for officers with borderline-competitive files. With the addition of AERs and AFT scores in the ASBS 2.0 evaluation tile, future boards will likely place greater emphasis on these factors when assessing similarly competitive officers.

Announcements

FY26 Promotion Board Analysis

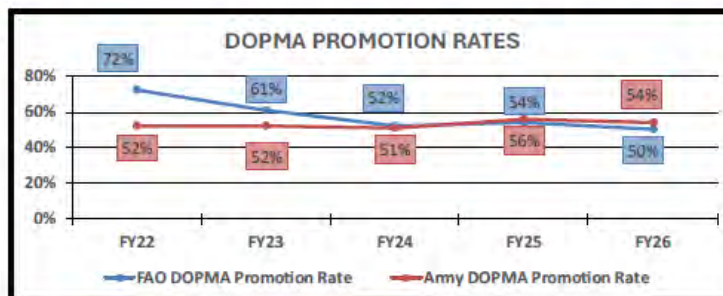
FY26 COL PROMOTION BOARD ANALYSIS



U.S. ARMY

BLUE

HRC assesses that, regardless of zone, officers were considered based on the trend of their promotion file *and* enumeration. Amongst officers with competitive files, there was a preference towards officers with more evaluations from GO/FO senior raters.



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 officers selected.

PZ SELECTION	FY23 (PZ%)	FY24 (PZ%)	FY25 (PZ%)	FY26 (PZ%)
O48B	6 (67%)	3 (50%)	4 (50%)	2 (33%)
O48E	7 (54%)	8 (53%)	6 (30%)*	3 (21%)
O48G	3 (43%)	4 (44%)	4 (50%)	3 (50%)
O48J	3 (38%)	2 (50%)	2 (50%)	2 (33%)**
O48P	8 (47%)	3 (30%)	7 (41%)	5 (41%)
FAO BRANCH	27 (50%)	20 (45%)	23 (40%)	16 (36%)

AZ SELECTION	FY23 (AZ%)	FY24 (AZ%)	FY25 (AZ%)	FY26 (AZ%)
O48B	0 (0%)	0 (0%)	1 (14%)	1 (10%)
O48E	1 (8%)	0 (0%)	0 (0%)	3 (13%)
O48G	1 (13%)	0 (0%)	1 (13%)	1 (10%)
O48J	1 (20%)	1 (13%)	4 (57%)	0 (0%)**
O48P	2 (15%)	2 (14%)	1 (6%)	1 (4%)
FAO BRANCH	5 (10%)	3 (7%)	7 (15%)	5 (7%)

SELECT ANALYSIS

- ❑ 15x PZ selects, 6x AZ selects, 1x BZ select
 - 48B (3), 48E (6), 48G (4), 48J (3), 48P (6)
- ❑ Average # of MQs for officers selected (of last seven): 6.5
 - 48B (5.6), 48E (6.6), 48G (6.25), 48J (6.6), 48P (6.8)
- ❑ Average # of OERs with outstanding enumeration[†] (of last seven): 5
 - 48B (4.6), 48E (5.0), 48G (4.0), 48J (5.6), 48P (5.8)
- ❑ 52% of selected officers' OERs had a GO/FO senior rater
 - 48B (43%); 48E (60%); 48G (50%); 48J (57%); 48P (48%)
- ❑ Although only 8% of AZ officers were selected, 66% of AZ officers with competitive files were selected

NON-SELECT ANALYSIS

- ❑ 29x PZ non-selects, 63x AZ non-selects
- ❑ Average # of MQs for officers not selected (of last seven): 3.5
- ❑ Amongst officers with competitive files, the board preferred officers with stronger senior rater narratives and/or more evaluations from GO/FO senior raters.
 - (Non-Select) Average # of outstanding enumeration: 4.3
 - (Non-Select) % of OERs with GO/FO senior rater: 36%

*48E had a BZ select in FY25. The total number of 48Es selected (PZ, AZ, BZ) was 7x in FY25.

**48J had a BZ select in FY26. The total number of 48Js picked up (PZ, AZ, BZ) was 3x in FY26.

[†]Defined as a stratification of #1, #2, or #3 (if total population greater than 30) or better.

Announcements

Officer Professional Timeline

ACC Officer Professional Timeline FA48 Foreign Area Officer								As Of: 28JUL2026
	BZ MAJ	PZ MAJ	BZ LTC	PZ LTC	1ST SSC	BZ COL	PZ COL	LAST SSC
FY26 Boards (Past)	Jan-26	Jan-26	Nov-25	Nov-25	Jul-26	Oct-25	Oct-25	Jul-26
FY27 Boards (Upcoming)	Jan-27	Jan-27	Sep-26	Sep-26	Jul-27	Oct-26	Oct-26	Jul-27
FY28 Boards (Tentative)	Jan-28	Jan-28	Fall 2027	Fall 2027	Summer 2028	Fall 2027	Fall 2027	Summer 2028
YG03								2026
YG04								2027
YG05							2026	2028
YG06						2026	2027	2029
YG07						2027	2028	2030
YG08					2026	2028	2029	2031
YG09					2027	2029	2030	2032
YG10				2026	2028	2030	2031	2033
YG11			2026	2027	2029	2031	2032	2034
YG12			2027	2028	2030	2032	2033	2035
YG13			2028	2029	2031	2033	2034	2036
YG14			2029	2030	2032	2034	2035	2037
YG15			2030	2031	2033	2035	2036	2038
YG16			2031	2032	2034	2036	2037	2039
YG17		2026	2032	2033	2035	2037	2038	2040
YG18	2026	2027	2033	2034	2036	2038	2039	2041
YG19	2027	2028	2034	2035	2037	2039	2040	2042
YG20	2028	2029	2035	2036	2038	2040	2041	2043
YG21	2029	2030	2036	2037	2039	2041	2042	2044
YG22	2030	2031	2037	2038	2040	2042	2043	2045
YG23	2031	2032	2038	2039	2041	2043	2044	2046
YG24	2032	2033	2039	2040	2042	2044	2045	2047

FY26-27 Board Schedule

	MAJ	LTC	COL	SSC
PSB YG	18	11	06	Ref: MILPER
Convene	11JAN27	09SEP26	20OCT26	20JUL26
Recess	15JAN27	25SEP26	05NOV26	31JUL26

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

Contact Information

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48P Talent/Training Manger	MAJ Diana Williams	diana.m.williams1.mil	(928) 991-9599
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48E/J Training Manager	Mrs. Kristie Kinson	kristie.kinson2.civ	(571) 644-7115
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U.S. Army Human Resources Command
ATTN: AHRC-MPP-FAO / FAO Branch
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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>

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RC FAO Branch Chief	LTC Justin Liberatore	justin.c.liberatore.mil	---

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Army Foreign Area Officer 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.

We have several initiatives ongoing and welcome your participation. Join us for our annual dinner at the National Museum of the United States Army on Fort Belvoir on October 11th, 6-9pm. Purchase your tickets now before they are sold out: <https://buytickets.at/armyfaoassociation/2298181>

In the upcoming months we will role out our newest award category within the Military Order of Lafayette – The AFAOA Spouse Award. Our spouses do so much to contribute to the Army's mission and the association looks forward to recognizing their contributions. The association is a volunteer led organization, if you are looking to contribute, please reach out to our president.

Thank you for everything you do around the world,

Yours in FAO,
The Army FAO Association

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