



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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MCO 1520.28B
PLS
22 Oct 96

MARINE CORPS ORDER 1520.28B

From: Commandant of the Marine Corps
To: Distribution List

Subj: COMMANDANT OF THE MARINE CORPS FELLOWS PROGRAM

Ref: (a) MCO P1553.4A
(b) MCO P1610.7D

Encl: (1) Commandant of the Marine Corps Fellows Program

1. Purpose. To provide guidance for the selection, support, and assignment of Marine Corps Officers as Commandant of the Marine Corps (CMC) Fellows.

2. Cancellation. MCO 1520.28A.

3. Background

a. The CMC Fellows Program is designed to provide selected Marine Corps officers with the unique experience of assignment to either a prominent national foreign policy/public policy research institution or to a national security studies program at a selected university. Assigned officers act as the Commandant's representatives to the sponsoring institutions. They participate in projects of special interest to the Marine Corps and ensure that the Marine Corps is most advantageously represented in ongoing research and analytical studies.

b. CMC Fellows are either formally selected by the appropriate annual Marine Corps Top/Intermediate Level School Board or nominated. Both processes are overseen by the Assistant Deputy Chief of Staff for Plans, Policies and Operations (PL) who serves as the executive agent for the CMC Fellows Program on behalf of the Commandant. Together with the Assistant Deputy

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Chief of Staff for Manpower and Reserve Affairs (MM) ensures that officers who are nominated and selected as fellows possess the requisite academic, operational, and professional credentials.

c. There are no specifically designated post-fellowship assignment billets for CMC Fellows. The unique experience of all the fellowships is intended to provide the Marine Corps with a cadre of highly qualified officers who have experience at the highest levels of defense research and national security studies. Accordingly, these officers are ideally suited for subsequent assignments to the National Security Council, Office of the Secretary of Defense, Joint Staff, staffs of the Unified/Subunified Commands, inter-agency positions, or other high level staffs (service headquarters, Joint Task Force headquarters, or multi-national commands).

4. Summary of Revision. This Order contains major changes in program policy, structure and execution. It should be closely reviewed in its entirety.

5. Information. CMC Fellowships are assigned on an annual basis. Most CMC Fellowships are designated Senior (Top) or Junior (Intermediate) Service School equivalents. In addition, some CMC Fellowships currently receive Joint Professional Military Education (JPME) phase I credit. The enclosure lists CMC Fellowships and their associated assignment prerequisites, curriculum and equivalency. Additional comments follow:

a. Senior service school level CMC Fellows will receive Top Level School (TLS) equivalence credit upon completion of the fellowship tour.

b. Junior service school level CMC Fellows can receive Intermediate Level School (ILS) equivalence upon completion of the fellowship tour. As an additional requirement, however, officers seeking such credit must complete the Marine Air-Ground Task Force (MAGTF) operations course offered through the Marine Corps Command and Staff College nonresident program. Upon completion of this course and their year of fellowship, they must individually request formal ILS credit. Correspondence must be from the individual officer to President, Marine Corps University via ADC/S PP&O (PL) and cite this Order as reference.

c. JPME phase I credit was previously available to officers attending TLS or ILS via equivalent Service chief fellowships. It was awarded only on a case-by-case basis upon application of the officer concerned. The Chairman, Joint Chiefs of Staff, with the concurrence of the Service chiefs, has decided that fellowships do not fulfill JPME phase I criteria and therefore do not warrant certification. Therefore, officers assigned to TLS equivalency fellowships may no longer apply for JPME phase I credit after AY 98-99, and officers assigned to ILS equivalency fellowships may no longer apply after AY 96-97.

d. University programs, foreign/public policy institutions and research centers that request Marine Corps participation via the CMC Fellows Program will be re-evaluated annually for recertification and continued assignment of CMC Fellows. Recommendations for assignment of officers to new fellowships must be forwarded to the CMC (Code: Strategic Concepts Branch (PLS)) for approval.

6. Fiscal Support. CMC Fellows receive fiscal support from the Director, Training and Education Division, Marine Corps Combat Development Center (MCCDC). This includes funding via the Program Objective Memorandum (POM) process for tuition and fees; for required books and administrative fees such as computer service, reproduction, and facsimile transmissions; and for Temporary Additional Duty (TAD) travel commensurate with each institution's specific requirements. During their orientation in-brief, officers assigned as fellows will receive both fiscal authorization ceilings and Blanket Travel Orders (BTO). These will be coordinated between CG MCCDC (C463FM) and Headquarters Battalion, Headquarters Marine Corps Disbursing Office (DISBO), and routed through CMC (MMOA-3 and PLS) to the respective officer. Officers assigned to the Secretary of Defense Strategic Studies Group, the Secretary of Defense Fellows Program, and the Chief of Naval Operations Strategic Studies Group will receive separate fiscal authorizations and travel orders from those organizations.

7. Action

a. Deputy Chief of Staff for Manpower and Reserve Affairs (DC/S M&RA)

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(1) Provide a single point of contact DC/S Manpower (MMOA-3) to serve as departmental sponsor/coordinator for the CMC Fellows Program.

(2) Using the criteria contained the enclosure screen and nominate the best qualified candidates for nominative fellowships. Publish the requisite Marine Corps bulletin (ALMAR) and provide the necessary assignment criteria for selection of CMC Fellows to the TLS and ILS selection boards.

(3) Using the criteria contained the enclosure, in consultation with ADC/S PP&O (PL) and former fellows as available, screen and nominate selected colonels for potential assignment to the Council on Foreign Relations Military Fellowship and the CNO's Strategic Studies Group.

(4) Using the criteria contained in the enclosure, in consultation with ADC/S PP&O (PL), assign officers to subsequent tours with a view towards the best utilization of the CMC Fellows unique experience and contacts as described in paragraph 3 above.

(5) Ensure that officers selected as CMC Fellows initiate or update Top Secret - Special Background Investigations [(TS(SBI))] prior to executing orders like all other TLS attendees. This will facilitate their participation in wargames, conferences and seminars of benefit to the Marine Corps and their sponsoring institutions throughout their fellowship year.

b. Assistant Deputy Chief of Staff for Plans, Policies and Operations (ADC/S PP&O (PL))

(1) ADC/S PP&O (PL) will be the Executive Agent for the CMC Fellows Program on behalf of the CMC.

(2) Establish a mentoring/sponsorship program for all incoming fellows. At a minimum, this will include initiating contact with each fellowship's program director at the sponsoring institution as well as with the incumbent CMC Fellow.

(3) Validate all CMC fellowships annually with the sponsoring or requesting institution. Coordinate with DC/S M&RA (MMOA-3) on fellowship availability, priority, and slating.

(4) Coordinate with (MMOA-3) and CG MCCDC (C463FM) on fellowship funding. Provide both with an annual list of fellowships to be included in the annual POM submission. In addition, provide CG MCCDC (C463FM) with a cost estimate, based on historical records, of tuition and fees, books, administrative fees (computer, reproduction and facsimile) as well as conference and travel costs per individual institution.

(5) Coordinate an orientation briefing at HQMC for all CMC Fellows prior to the commencement of their academic/research year. At a minimum, this will include information briefings and points of contact/handouts from the five Headquarters Staff Agencies (Avn, I&L, M&RA, PP&O and P&R), MCCDC, and MARCORSSYSCOM; and a brief on the "Commander's Intent" from the Commandant and/or ADC/S PP&O (PL).

(6) Serve as the liaison between the Marine Corps, the CMC Fellows, and their sponsoring academic or foreign/public policy institutions.

(7) Provide periodic updates to all Fellows. This may include computer access to the CMC (PP&O) local area network (LAN) via the Internet; quarterly mailouts of potentially significant briefings, speeches, articles, and information/point papers and information on upcoming seminars and conferences.

(8) Provide all Fellows with a list of issues and themes of import to the Marine Corps to serve as the genesis for individual and group research, writing projects, and wargame participation per the curricula constraints outlined in the matrix at enclosure (1).

c. **Director, Training and Education, MCCDC**

(1) Budget in the POM sufficient funds to adequately support each Fellow for tuition and fees, books, administrative (computer, reproduction and facsimile) fees, conference, and travel (TAD) costs per their institution's program requirements as validated and approved by ADC/S PP&O (PL).

(2) Annually, upon completion of fellowships/academic years, provide to DC/S M&RA (MMOA-3) and the DC/S PP&O (PLS),

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a breakdown of moneys actually expended to support each of the CMC Fellowship Programs.

(3) Participate, particularly through a historical review of financial expenditures, in the annual validation of CMC Fellowships.

d. Director, Marine Corps University, MCCDC

(1) Ensure officers completing an ILS equivalent fellowship simultaneously complete Marine Corps PME requirements as required in reference (a).

(2) Ensure that officers who complete fellowships, and who can demonstrate valid JPME phase I equivalency during their fellowship, receive JPME phase I credit until this is no longer an option (TLS in AY 98-99; ILS in AY 96-97). This supports the statutory objective of increasing the number of Marine Corps joint service officers whenever feasible.

8. Administrative

a. Fitness reports on all CMC Fellows will be completed according to the provisions in reference (b). Reporting Seniors (RS) will normally be those professors, faculty sponsors, or program directors best suited to evaluate the performance, contribution, and potential of the assigned officer. The Reviewing Officer (RO) is normally the ADC/S PP&O (PL) or Secretary of Defense in the case of the Fellows. When completing Block 4 of the report, 4a should read "CMC Fellow" (or "SecDef Fellow" as appropriate); 4c, 4d and 4e should read "N/A."

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b. Submit any recommendations for changes to this Order to
ADC/S PP&O (PL).



R. I. NEAL
Assistant Commandant
of the Marine Corps

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Fellowship Sponsoring Institution and Geographic Location	Billet Grade	Number Assigned Annually	Service School Credit	JPME Phase I Credit	Degree Granting	Curriculum	Prerequisites	Remarks
Foreign Relations (CFR) Military Fellowship, I, NY	Col	1	Post TLS	N/A	No	Independent Study	Combat Arms MOS; Post Col Degree Recommended	Competitive Nominative position
Johns Hopkins School of Government (JFK), Harvard University, Cambridge, MA	LtCol	1	TLS	Note 1	No	Group Project	Combat Arms MOS; Advanced Degree Recommended	MITor Tufts option - academic exchange
Brookings Institution, Foreign Policy Studies Program, Washington, D.C.	LtCol	1	TLS	Note 1	No	Independent Study	Combat Arms MOS; Advanced Degree Recommended	
Brookings Institution, Strategic and International Studies (CSIS), Washington, D.C.	LtCol	1	TLS	Note 1	No	Independent Study	Combat Arms MOS; Advanced Degree Recommended	
Brookings Institution, Santa Monica, CA.	LtCol	1	TLS	Note 1	No	Independent Study	Combat Arms MOS; Advanced Degree Recommended	
Brookings Institution, Defense Strategic Studies Group (SDSSG), Washington, D.C.	LtCol	1-2	TLS	Note 1	No	Group Project	Advanced Degree Recommended	OSD (NA) is program sponsor
School of Law & Diplomacy, Tufts Univ., Medford, MA	Maj	1	ILS	Note 2	Yes; MA (Int Rel)	Advanced Degree	Foreign Language Proficiency (Conversational and reading competency examination)	Major paper & oral examination for degree
Brookings Institution, School of Advanced International Studies (SAIS), Johns Hopkins Univ., Washington, D.C.	LtCol	1	TLS	Note 1	Yes; MIPP	Advanced Degree	Combat Arms MOS	Student coordinates class field trip
Brookings Institution, Foreign Service Institute (FSI), Dept of State, Arlington, VA.	Col	1	TLS	Note 1	No	Group Studies Program	Advanced Degree Required	Student coordinates class field trip
Brookings Institution, Arms Control Studies Program, Massachusetts Institute of Technology (MIT), Cambridge, MA	LtCol	1	TLS	Note 1	No	Group Studies Program	Advanced Degree Recommended	Academic exchange option (JFK or Tufts)
Brookings Institution, Fellowship Program, (location varies, e.g. Packard Corporation--PaloAlto, CA)	LtCol	1-2	TLS	Note 1	No	Corporate Project	Advanced Degree Recommended	OSD(NA) & industry co-sponsor
Brookings Institution, Center, Ohio State Univ., Columbus, OH	LtCol	1	ILS/TLS	Note 1	No	Research Project	Advanced Degree Recommended	TLS in AY 96-97
Brookings Institution, Naval Operations Strategic Studies Group (NOSS), Newport, RI	Col	2	Post TLS	N/A	No	Group Project	Combat Arms MOS; Post Command	Usually 1 Avn & 1 Ground MOS
Brookings Institution, Foreign Relations (CFR), International Affairs, New York	Maj	1	ILS	Note 2	No	Research Project	No more than 35 years of age; Advanced Degree Recommended	Competitive application
Brookings Institution, Business Fellowship, Washington, D.C.	Maj	1	ILS	Note 2	No	Directed Study	Advanced Degree Recommended	Competitive applic
Brookings Institution, Massachusetts Institute of Technology (MIT) Seminar XXI, Washington DC & Aspen Institute, Queenstown MD	LtCol GM14	3 mil 3 civ	Post TLS	N/A	N/A	Monthly Offsite Seminar	ISO and Advanced Degree Recommended	Competitive applic Nominative position

TLS equivalent fellowships will not receive JPME Ph I credit after AY 99.
ILS equivalent fellowships will not receive JPME PhI credit after AY 97.