

# Military Intelligence

April - June 1989  
PB 34-89-2



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Please note a change in subscription information that takes effect immediately:

Domestic: \$6.50/year  
Foreign: \$8.15/year

Single issues are \$3.00 and \$3.75 respectively.

Additional subscription information can be obtained by writing:

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# *The Army's Soldier-Statesmen*

by Major Robert B. Adolph Jr. and Major Steve L. Neely

Since America's birth, the officer corps of the U.S. Army has served well in the traditional role of warrior in the defense of the nation. For the country's first 150 years that was enough. Since World War II, and America's entry into the international community as a world leader, more demands have been made on the officer corps than ever before. Due to the nature of the post-World War II world, many of those demands require as much political insight as tactical competency. The Army's recognition of the need for officers who were equally at home with diplomacy as well as traditional soldier skills led to the creation of a formal program to identify and train soldier-statesmen. The Foreign Area Officer (FAO) Program is the Army's way of developing and using these exceptional soldiers.

Scholars have long studied the relationship between foreign policy, defense policy and international affairs. Foreign policy is the formulation, implementation and evaluation of policies designed to achieve national objectives in the international environment. A sound foreign policy based on clear goals that recognizes political and military capabilities and constraints contributes to success in international affairs.

National objectives that consider the political and cultural realities of the international community result in foreign and defense policies that have a reasonable probability of success. Regional expertise is essential to the successful articulation and application of these policies. This requirement provides the philosophical justification for specially educated regional experts. Modern American presidents, aware of the unique character of the military perspective, and the necessity to incorporate it into the formulation of the country's foreign policy, have sent Army officers into foreign lands to evaluate, recommend and execute U.S. foreign policy. President Franklin Roosevelt relied on General Joseph W. Stilwell to pursue our China policies with respect to Chiang Kai-Shek. Stilwell, who spoke Chinese and knew China culturally, politically and militarily, was a valuable asset in analyzing and conducting America's China policy prior to and during World War II.

General Douglas MacArthur served under Presi-

dent Truman as "Viceroy of Japan" and combined his vast experience with oriental culture and his political insight to lay the foundations of the modern Japanese state in the ashes of Imperial Japan.

In 1937, when he was a junior officer, General Maxwell Taylor, was called to serve Stilwell in China. Later, Taylor became the Army's attache in Japan. Because of his expertise in Japanese affairs, he went on to serve in a variety of assignments. He became the Army Chief of Staff, Chairman of the Joint Chiefs of Staff and then ended his government career as ambassador to the Republic of South Vietnam. He epitomized today's Foreign Area Officer (FAO).

Lieutenant General Sam Wilson is another classic example of the soldier-statesman. He served with distinction in Eastern Europe and the Soviet Union, where he was the Defense Attache in Moscow. Later he was Deputy to the Director of the Central Intelligence Agency and was subsequently named to a ministerial position in the Republic of South Vietnam. Wilson later served as Director of the Defense Intelligence Agency. His education, linguistic abilities and experience contributed immeasurably to successful U.S. political-military affairs for over 33 years.

Perhaps the best known actively serving soldier-diplomat is Lieutenant General Vernon Walters who has served his nation under six presidents. Because of his versatility in languages, he served in a variety of military attache and political-military positions in Europe and Latin America. He is currently the American Ambassador to the United Nations.

Though these men were not FAOs, they made significant contributions to national security and are examples that today's FAOs should copy. It is precisely this type of soldier that the Army has attempted to train since the end of World War II. The evolution of formal foreign area training began in 1947. In an effort to train officers capable of forming sound intelligence estimates or rendering proper command decisions, the Army created the Language and Area Training Program (LATP) in 1950. This program included training of one to two years in CONUS institutions and one to two years of study abroad. Generally, the first year was devoted to language study which led to political, economic, sociological and other graduate level studies at Columbia, Yale, Princeton or Stanford.

When the emphasis shifted to the intelligence aspects of the program in 1953, the Assistant Chief of Staff, G2 assumed responsibility for officer selection, and attendance at the Strategic Intelligence School was added to the training program. With these changes, the program was renamed Foreign Area Specialist Training (FAST). This program emphasized training to fill Army needs only.

In 1960, a major shift in emphasis from the intelligence to the operational aspects of training occurred. During the 60's, the Deputy Chief of Staff for Personnel assumed sponsorship of the program. There was an increase in the languages and areas studied as well as in the number of CONUS university training sites. Both Vietnam and the Brezhnev Doctrine of supporting "wars of national liberation" worldwide spurred further evolution with their demand for military assistance officers. This demand led to the creation of the Military Assistance Officer Program (MAOP). The MAOP was a supplementary program to FAST because of its similar but less demanding training program. General William C. Westmoreland combined the MAOP and FAST in 1972. He wrote that, "both programs were concerned with developing top-quality officers to serve worldwide in command, staff, advisory and attache positions requiring area expertise, language proficiency, socio-economic and political awareness in addition to a sound professional background."

The FAO Program officially began March 6, 1973. The objective was to "produce qualified officers for assignment to DOD and DA positions requiring language proficiency, detailed knowledge of foreign areas, political-military awareness and other specialized skills relating to the FAO program." The training program included attendance at the Foreign Area Officer Course at Fort Bragg, advanced civilian schooling, language training and one year of training abroad.

### Today's Program

Since those first steps, the program has evolved significantly. In 1985, the Army Chief of Staff approved an FAO development enhancement plan. The plan calls for an introductory course for all FAOs followed by language training at the Defense Language Institute, Presidio of Monterey, Calif. After successful completion of language training, officers attend selected universities in the United States to obtain graduate degrees in area studies. The final phase of training before becoming a fully-qualified FAO is an in-country training tour, usually of one year's duration. During the in-country training, FAOs attend foreign schools and travel in the region to study the language and culture.

Attache positions are normally associated with

and filled by FAOs, but there are numerous other jobs available for these highly trained officers. Some of these positions can be found in the National Security Council; the State Department; Office of the Secretary of Defense; Department of the Army staff; Defense Intelligence Agency; Joint Chiefs of Staff; on other joint, specified and unified command staffs; and in military assistance groups worldwide. In addition, FAOs perform instructor duty at the U.S. Military Academy, the Command and General Staff College, the Army War College, the National Defense University and in the U.S. Army John F. Kennedy Special Warfare Center and School.

### Conclusion

The legacy of the FAO is impressive. The contemporary role the FAO fills is vital. Although best described as a soldier-statesman, the FAO's special emphasis is in the military arena. FAOs are not foreign service officers. They are Army officers who serve in military assignments which require an understanding of U.S. foreign policy, international affairs, the language and culture of a particular region, international economics, security assistance and political-military affairs. This unique and exciting program is one of the most sought after and prestigious in the Army.

Today's FAOs are on the cutting edge of policy-making and in many far-flung posts, policy execution. Their contributions to the nation greatly outweigh their small number. The corps of Foreign Area Officers that the Army is building today is an integral part of America's political-military policy formulation process. With a view toward the future, the need for soldiers of their caliber will be great.

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