



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR RESERVE PERSONNEL CENTER

ARPCM 19-32
1 November 2019

MEMORANDUM FOR ALL FSSs, RIO Detachments, A1s, & J1s

FROM: HQ ARPC/CC
18420 E. Silver Creek Ave
Buckley AFB CO 80011

SUBJECT: Calendar Year (CY) 2020A RSSB Convening Notice and Invitation to Apply Information
ARPC SUSPENSE: 6 January 2020

1. The CY20A Air Force Reserve School Selection Board (RSSB) will convene 3 - 7 February 2020 at Headquarters Air Reserve Personnel Center, Buckley AFB Colorado. In order to be considered by this board, it is imperative that all applicants, endorsers, and RIO Det/MPS/CSS/A1 functions read and comply with the instructions outlined in Attachment 1. **ARPC suspense/deadline is 6 January 2020, NLT 1630 MT. Applicants and Raters must coordinate with assigned MPS/CSS, NAF/MAJCOM A1, or RIO Detachment and comply with their internal suspenses. Late applications will not be accepted.**

2. The RSSB is convened to identify the best qualified officers for placement in select academic courses. These courses can be taken via short duration in-residence, seminar, online, and/or by "blended" methods. Board members will evaluate applicants based on the whole person concept which includes depth and breadth of military experience, the applicant's professional qualities such as demonstrated leadership, academic achievements, developmental education as well as responsibilities that capitalize on the applicant's attendance at a specified course. The RSSB process complements the Air Force Reserve Force Development construct by aligning the best qualified applicants with selected courses. All school board selections will be based on the needs of the Air Force Reserve.

3. Please ensure this message is given widest possible dissemination. All officers, raters, and Military Personnel Sections should be familiar with the process for submitting applications for courses.

4. For questions relating to the RSSB process, please consult the attached application information first. Further questions can be addressed by contacting your local MPS, RIO Detachment, or FSS as appropriate or by calling the Total Force Service Center (TFSC) at 1-800-525-0102.

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Date: 2019.10.18 12:17:37 -06'00'

KELLI B. SMILEY, Colonel, USAF
Commander

Attachments:

1. CY20A RSSB Application Instructions
2. Course Descriptions

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Attachment 1: CY20A Reserve School Selection Board (RSSB) Application Information

1. Application Process. Applicants must submit a nomination package through Virtual Personnel Center (vPC) by the application deadline (**6 January 2020, 1630 MT**). Access the application by logging into vPC, select the Action Request Tab, and then click on the RSSB link. **Incomplete and late applications will not be accepted.**

1.1. Eligibility and Waivers

1.1.1. Fitness. Each applicant must have a current and passing fitness assessment. The report must be obtained from the Air Force Management System II (AFFMS II) and attached to the application in PDF format.

1.1.2. Participation Summary. Applicants must have satisfactory participation for the last 5 years. Satisfactory participation is defined as a minimum of 50 points per year.

1.1.3. Mandatory Separation Date (MSD). The Mandatory Separation Date is the calendar date on which a service member must either be discharged or retired from military service based on mandatory service time, grade, and age criteria. MSD requirements for each course can be found in Attachment 2, Course Descriptions.

1.1.4. Total Federal Commissioned Service Date (TFCSD). TFCSD includes all periods of federally recognized commissioned service, whether active or inactive duty. This is identified as the original date of commissioning. The TFCSD requirement for each course can be found in Attachment 2, Course Descriptions.

1.1.5. Voluntary Limited Period of Active Duty (VLPAD). Members serving on a VLPAD tour are eligible as long as they have an established tour end date and an approved/signed AF Form 1288 identifying a gain action to a SelRes position prior to course start date. The signed 1288 must be included as a PDF attached to the application in vPC.

1.1.6. Participating Individual Ready Reserve (PIRR). Members are eligible to apply; however, if selected, members will attend in a points only status and will not be reimbursed for travel and per diem.

1.1.7. Waivers. Waivers must be submitted along with the application for insufficient Participation, MSD, and/or TFCSD. The link to the waiver template is found inside of the RSSB vPC application under the attachments box or refer to myPers: <https://mypers.af.mil/app/categories/c/549/p/17>.

1.2. Disqualifying Factors. Applicants are not eligible to apply if they have any of the following:

1.2.1. Current Unfavorable Information File (UIF).

1.2.2. No passing/current Fitness Assessment.

1.2.3. Not meeting the prerequisites/requirements for a course.

1.2.4. Incomplete/improperly coordinated application.

1.3. Course Selection. Applicants may select multiple courses. Courses should be prioritized by specifying the attendance date and/or course preference per the selection fields within the application. **Course selection should be based on relevance to career path and/or professional goals.**

1.4. Application Comments. Comments from the applicant and each endorser are mandatory. Comments must be clear, concise, and in bullet format (limit 1500 characters).

1.4.1. Applicant. Justification should include desire to attend specific course(s) and address potential for academic success, potential as a Reserve ambassador, future leadership potential, and assessment of AFR's Return on Investment from course attendance.

1.4.2. Rater and Wg/CC (or equivalent). Comments should assess the member's potential for academic success, potential as a Reserve ambassador, future leadership potential, and assessment of AFR's Return on Investment. It's recommended that raters provide stratification for specified schools from within the unit's applicant pool (example "My #1/5 applicants for LTT"). **Raters and Senior Raters should thoroughly evaluate course selection(s) to ensure members are applying for courses appropriate for their AFSC, rank, career path and development timeline.**

1.5. Application Withdrawal Procedures. Once an application is submitted to ARPC, applicants wishing to withdraw their application must submit a myPers vPC incident or email request to ARPC at arpc.dpaf.rssb@us.af.mil.

1.6. Dual Board Consideration. If a member has applied for school tour consideration through both the Reserve Developmental Education Designation Board (RDEDB) and the RSSB, and is deemed a RDEDB select, the RDEDB selection quota will take precedence and the member's RSSB application will be removed from consideration. If a member is currently enrolled in an IDE or SDE school tour, they can apply for RSSB courses that occur after their graduation date.

2. Board Process. Along with the vPC application, the board will review each applicant's Officer Performance Reports (OPRs), Reserve-Officer Development Plan (R-ODP), Development Team (DT) Vectors, Decorations, Academic Education, and Assignment History.

2.1. Records Update. Applicants must ensure their records are current prior to the application deadline. Members can verify their records in PRDA and/or vMPF. For assistance with record updates contact your local CSS/MPF or refer to myPers:
https://mypers.af.mil/app/answers/detail/a_id/14763/kw/update%20decoration/p/18.

3. Funding. *TRs/IMAs and ARTs in military status:* Course and travel are centrally-funded as Reserve Personnel Appropriation (RPA); *ARTs in civilian status:* course and travel are "unit" O&M funded; *Unit AGRs:* course and travel are "unit" O&M funded; *HQ AGRs:* course and travel are centrally funded as O&M.

4. Points of Contact. Members should direct questions concerning RSSB applications to their respective chain of command before contacting ARPC. If further clarification is required, members should submit a myPers Incident/Message or email a request to the ARPC Force Development Team at arpc.dpaf.rssb@us.af.mil.

5. User Guide. For step-by-step application/coordination instructions refer to the School Board Application User Guide along with the FAQs found on myPers:
<https://mypers.af.mil/app/categories/c/549/p/17>.

Table 1.1: CY20A RSSB Routing Sequence for Applications

ROUTING SEQUENCE BY MEMBER STATUS AND COORDINATED ROLE				
ROUTING SEQUENCE	1st Level	2nd Level	3rd Level	Final Level
SQ/GP/WG Level TR/AGR/ART	Rater	MPS Management	Wg/CC or Equivalent	ARPC
IMA (All Organizations) or PIRR Members	Rater	RIO Detachment CC	Directorate O-6 or Equivalent	ARPC
NAF TR/AGR/ART	Rater	NAF/A1	Directorate O-6 or Equivalent	ARPC
ARPC	Rater	MPS Management	HQ ARPC/CC	ARPC
HQ RIO and RIO Det AGR	Rater	MPS Management	HQ RIO/CC	ARPC
HQ AFRC	Rater	CSS	Directorate O-6 or Equivalent	ARPC
AF/RE, HAF, Combatant Command, and Other DOD Agencies TR/AGR/ART	Rater	MAJCOM/A1	Directorate O-6 or Equivalent	ARPC

Additional Routing Sequence Information:

1. If the Rater is also the Senior Rater (Wg CC or Equivalent), the 3rd Level of routing does not apply. Also, the Rater must select the “yes, he/she is also the Senior Rater” and follow the appropriate steps for the Senior Rater role.
2. Wg/CCs will serve as Senior Rater for all applicants at SQ/GP/WG Level, unless the unit is a direct report to the NAF, in which case the Final Endorser will be the first O-6 in the applicant’s rating chain.
3. NAF/CC coordination is only required on applications for members who are assigned to a NAF staff position.
4. Members assigned to a Combatant Command will route their applications at the lowest level to achieve coordination through at least one O-6 in their chain.

Table 1.2: Routing Timeline for Applications

SUGGESTED ROUTING FOR APPLICANT, COORDINATORS, AND REVIEW ROLE				
ROUTING TIMELINE	1st Level	2nd Level	3rd Level	Submitted to ARPC
	15 Nov	30 Nov	15 Dec	NLT 6 Jan 20

Attachment 2: CY20A RSSB Course Descriptions

Table 2.1: CY20A RSSB - Developmental Education (DE) Courses

Course	Description	Eligibility Requirements	Start Dates / Length / Location
Squadron Officer School (SOS) *Quotas: Primary – 36 Alternate – 16	<ul style="list-style-type: none"> • Develops solution-minded, bold and courageous Airmen ready to overcome today's and tomorrow's challenges • The course is structured around four primary areas (1) leadership, (2) building highly-effective teams, (3) logical and ethical reasoning in decision making, and (4) multi-domain joint warfare • Students will engage in classroom and hands-on application events that will challenge their individual leadership awareness, foster innovative thinking, provide effective methods for conflict resolution, and collaboratively solve problems <p>SOS Mission: <i>"Educate Air Force Captains to think, communicate, cooperate, and lead in the joint environment."</i></p> <p>Course Information: https://www.airuniversity.af.edu/SOS/</p>	Rank: O-3 *O-3 selects must pin-on prior to class start and have a projected DOR in MilPDS at time of application close out *Min 18-month retainability upon course completion MSD: Cannot be prior to 28 Feb 2022 or 30 Apr 2022, depending on course selection date TFCSD: Capt - less than 11 yrs	Dates: * All Tentative 9 Jul – 21 Aug 20 8 Sep – 22 Oct 20 Length: 6.5 weeks Location: Maxwell AFB, AL

Course	Description	Eligibility Requirements	Start Dates / Length / Location
<p>Air Command and Staff College – Air Reserve Component Seminar (ACSC-ARCS)</p> <p>*Quotas: Primary – 12 Alternate – 5</p>	<ul style="list-style-type: none"> • Air Force Reserve O-4/O-4 selects have the opportunity to “jump start” their Air Command & Staff College (ACSC) distance learning (DL) professional military education during the Air Reserve Component Seminar (ARCS). ACSC ARCS is a blended-learning program which accomplishes a significant portion of the ACSC DL courseware during a two-week executive seminar at Air University • ARCS offers an in-resident experience for Air Reserve Component officers that cannot forgo the time nor opportunity to attend a resident PME program. ACSC ARCS provides an enriched learning environment that executes key segments of the DL courseware with a combination of seminars, guest lectures and exercises facilitated by resident Air University academic and military faculty • ACSC ARCS participants follow the ACSC version 7.0 DL curriculum and are required to complete certain pre-requisites before they participate. Following ARCS, members are expected to complete the remainder of the ACSC DL curriculum requirements at home station <p><u>Course Pre-Requisites:</u></p> <ul style="list-style-type: none"> • Students MUST be enrolled in ACSC DL 7.0 and complete the following courses BEFORE ATTENDING ACSC ARCS: Student Orientation, Critical Thinking, Self-Paced Leadership and Command, and Self-Paced Warfare Studies • DL students that have advanced beyond the pre-requisite courses, or have completed ACSC DL, or the ACSC <i>Online Masters Program (OLMP)</i> are NOT ELIGIBLE to attend ARCS • ACSC DL v7.0 registration is done by enrolling/registering via the AU Portal and setting up an AU Blackboard following the registration instructions on the Air University Student Information System (AUSIS) website using the following link: https://www.airuniversity.af.edu/eSchool/ACSC/Eligibility/ <p>Course Information: http://www.airuniversity.af.mil/eSchool/ACSC/</p>	<p>Rank: O-4</p> <p>*O-4 selects must pin-on prior to class start date and have a projected DOR in MilPDS at time of application close out</p> <p>*Min 3-year retainability upon course completion</p> <p>MSD: Cannot be prior to 30 Jun 2023</p> <p>TFCSD: Maj – less than 18 yrs</p>	<p>Dates: 8 Jun – 19 Jun 20</p> <p>Length: 2 weeks/In-Res</p> <p>Location: Maxwell AFB, AL</p>

Course	Description	Eligibility Requirements	Start Dates / Length / Location
<p>Air War College- Air Reserve Component Seminar (AWC-ARCS)</p> <p>*Quotas: Primary – 15 Alternate – 5</p>	<ul style="list-style-type: none"> • Air Force Reserve O-5/O-5 selects have the opportunity to “jump start” their Air War College (AWC) distance learning (DL) professional military education during the Air Reserve Component Seminar (ARCS). AWC ARCS is a blended-learning program which accomplishes a significant portion of the AWC DL courseware during a two-week executive seminar at Air University • ARCS offers an in-resident experience for Air Reserve Component officers that cannot forgo the time nor opportunity to attend a resident PME program. AWC ARCS provides an enriched learning environment that executes key segments of the DL courseware with a combination of seminars, guest lectures and exercises facilitated by resident Air University academic and military faculty • AWC ARCS participants follow the AWC version 18.0 DL curriculum and are required to complete certain pre-requisites before they participate. Following ARCS, members are expected to complete the remainder of the AWC DL curriculum requirements at home station <p><u>Course Pre-Requisites:</u></p> <ul style="list-style-type: none"> • Students MUST be enrolled in AWC DL 18.0 and complete the Student Orientation and Elective courses, before attending AWC ARCS • DL students that have advanced beyond the pre-requisite courses or have completed AWC DL are NOT ELIGIBLE to attend ARCS • AWC DL v18.0 registration is done by enrolling/registering via the AU Portal and setting up an AU Blackboard following the registration instructions on the Air University Student Information System (AUSIS) website using the following link: https://www.airuniversity.af.edu/eSchool/AWC/Eligibility/ <p>Course Information: http://www.airuniversity.af.mil/eSchool/AWC/</p>	<p>Rank: O-5</p> <p>*O-5 selects must pin-on prior to class start date and have a projected DOR in MilPDS at time of application close out</p> <p>*Min 3-year retainability upon course completion</p> <p>MSD: Cannot be prior to 30 Jun 2023</p> <p>TFCSO: Lt Col – less than 26 yrs</p>	<p>Dates: 1 Jun – 12 Jun 20</p> <p>Length: 2 weeks/In-Res</p> <p>Location: Maxwell AFB, AL</p>

Table 2.2: CY20A RSSB - Officer Professional Development (OPD)

Course	Description	Eligibility Requirements	Start Dates / Length / Location
Leadership Today and Tomorrow (LTT) *Quotas: Primary – 25 Alternate – 8	<ul style="list-style-type: none"> LTT serves the purpose of bridging the gap between the tactical Company Grade Officer and the operational Field Grade Officer, addressing the challenges associated with balancing today's readiness with tomorrow's new centers of power and capabilities in a more volatile and unpredictable world through the strategic use of the art of leadership 	Rank: O-3 & O-4 *Sr O-3 = >3yrs TIG Jr O-4 = <3yrs TIG (at time of application) *Min 18-month retainability upon course completion MSD: Cannot be prior to 28 Feb 2022 TFCSD: Capt – less than 11 yrs Maj – less than 18 yrs	Dates: 10 – 14 Aug 20 Length: 5 days Location: Robins AFB, GA
Course	Description	Eligibility Requirements	Start Dates / Length / Location
International Junior Officer Leadership Development (IJOLD) *Quotas: Primary – 20 Alternate – 5	<ul style="list-style-type: none"> CGO professional development with an opportunity to obtain valuable tools and skills in leadership principles and practices in a joint environment, exchange ideas and learn about the military of other NATO countries <p>Course Information: http://international-airreserve.com/leadership-development/ijold/index.html</p>	Rank: O-3 *Min 18-month retainability upon course completion MSD: Cannot be prior to 28 Feb 2022 TFCSD: Capt – less than 11 yrs	Dates: TBD/Jul/Aug 20 Length: 7 days Location: United Kingdom

Table 2.3: CY20A RSSB - Joint Courses

Course	Description	Eligibility Requirements	Start Dates / Length / Location
Canadian Forces Staff College (Seminar) *Quotas: Primary – 2 Alternate – 4	<ul style="list-style-type: none"> • Hosts the Joint Command and Staff Program Distance Learning (JCSP-DL) aimed to prepare selected senior officers for Command or Staff in a contemporary operating environment across the continuum of operations • CSP-DL is a 2-year, DL course with brief residential periods in Toronto, Canada • 2-week summer on-site session completes each academic year • If you have completed any modules of this course via correspondence then you are ineligible to apply • Must provide certificate of completion of prerequisite course <p>*Pre-requisite: Must complete IDE first DOES NOT grant IDE credit</p> <p>Course Information: http://www.cfc.forces.gc.ca/378-eng.html</p>	Rank: O-4 *O-4 selects must pin-on prior to class start date and have a projected DOR in MilPDS at time of application close out *Min 3-year retainability upon course completion MSD: Cannot be prior to 30 Jun 2025 TFCSD: Maj – less than 18 yrs	Dates: Overall Range: 17 Aug 20 - Jun 22 In-Res: 5 Jul – 19 Jul 21 TBD/Jun – Jun 22 Length: 2 FYs/2CYs Location: Toronto, Canada
Course	Description	Eligibility Requirements	Start Dates / Length / Location
Marine Corps Command and Staff College (Seminar) *Quotas: Primary – 2 Alternate – 4	<ul style="list-style-type: none"> • Educates and trains joint, multinational, and interagency professionals to produce skilled, warfighting leaders able to overcome diverse, 21st century security challenges • Initial in-residence period of 5 weeks and final residence period of 6 weeks • If you have completed any modules of the Marine Corps Command and Staff College course via correspondence then you are ineligible to apply • Must provide certificate of completion of prerequisite course <p>*Pre-requisite: Must complete IDE first DOES NOT grant IDE credit</p> <p>Course Information: https://www.usmcu.edu/CSC/</p>	Rank: O-4 *O-4 selects must pin-on prior to class start date and have a projected DOR in MilPDS at time of application close out *Min 3-year retainability upon course completion MSD: Cannot be prior to 30 Jun 2024 TFCSD: Maj – less than 18 yrs	Dates: Overall Range: 6 Jun 20 – 2 Jun 21 In-Res Dates: 6 Jun – 10 July 20 (5 weeks) 26 Apr – 2 Jun 21 (6 weeks) Length: 1FY/2CYs Location: Quantico, VA

Course	Description	Eligibility Requirements	Start Dates / Length / Location
Reserve Component National Security Course (RCNSC) *Quotas: Primary – 25 Alternate – 5	<ul style="list-style-type: none"> Foundation for officers moving to joint command management and staff responsibilities in a multinational, intergovernmental, or joint nation security setting Curriculum consists of lectures, panel discussions, seminars, on-site visits, and simulation exercises dealing with national security policy and defense resource management <p>Course Information: http://rcnsc.dodlive.mil/</p>	Rank: O-5 & O-6 *O-5 selects must pin-on prior to class start date and have a projected DOR in MilPDS at time of application close out *Min 3-year retainability upon course completion MSD: Cannot be prior to 30 Jul 2023 TFCSD: Lt Col – less than 26 yrs Col – less than 26 yrs	Dates: 13 - 24 Jul 20 Length: 2 weeks Location: Washington DC
Course	Description	Eligibility Requirements	Start Dates / Length / Location
NATO Reserve Forces Integration Course (RFIC) *Quotas: Primary – 2 Alternate – 4	<ul style="list-style-type: none"> Instills in students an understanding of the various roles, missions, and doctrines of Reserve Forces throughout the Alliance Building on Military Committee (MC) policy, the course surveys how the Alliance integrates Reserve Forces in current operations by exploring numerous national "best practices" in a comparative analysis framework (NATO course #M5-39) <p>Course Information: https://www.natoschool.nato.int/Academics</p>	Rank: O-4 thru O-6 *O-4 selects must pin-on prior to class start date and have a projected DOR in MilPDS at time of application close out *Min 3-year retainability upon course completion MSD: Cannot be prior to 31 May 2023 TFCSD: Maj – less than 18 yrs Lt Col – less than 26 yrs Col – less than 26 yrs	Dates: 27 – 31 Apr 20 Length: 5 days Location: Oberammergau, Germany

Course	Description	Eligibility Requirements	Start Dates / Length / Location
NATO Senior Officer Policy Course (SOPC) *Quotas: Primary – 2 Alternate – 4	<ul style="list-style-type: none"> Provides Senior NATO personnel with an evaluation of NATO's current and future security environment (NATO course # N5-31) Applicants selected to attend are required to obtain a NATO Secret Security Clearance prior to attending the course <p>Course Information: https://www.natoschool.nato.int/Academics</p>	Rank: O-6 *O-6 selects must pin-on prior to class start date and have a projected DOR in MilPDS at time of application close out *Min 3-year retainability upon course completion MSD: Cannot be prior to 30 Sep 2023 TFCSD: Col – less than 26 yrs	Dates: 7 – 11 Sep 20 Length: 5 days Location: Oberammergau, Germany
Course	Description	Eligibility Requirements	Start Dates / Length / Location
NATO Senior Reserve Officer Course (SROC) *Quotas: Primary – 2 Alternate – 4	<ul style="list-style-type: none"> Prepares senior reserve officers for employment in support of NATO operations and/or appointments at a Higher Headquarters of the Alliance (NATO course # M5-76) Select is required to obtain an NATO Secret Security Clearance prior to attending the course <p>Course Information: https://www.natoschool.nato.int/Academics</p>	Rank: O-6 *O-6 selects must pin-on prior to class start date and have a projected DOR in MilPDS at time of application close out *Min 3-year retainability upon course completion MSD: Cannot be prior to 30 Sep 2023 TFCSD: Col – less than 26 yrs	Dates: 7 – 11 Sep 20 Length: 5 days Location: Oberammergau, Germany

Course	Description	Eligibility Requirements	Start Dates / Length / Location
<p>Military Reserve Exchange Program (MREP)</p> <p>*Candidate Selection Roster: 12 quotas</p>	<ul style="list-style-type: none"> Provides participants with training opportunities broadening their professional development and increasing knowledge of other Reserve forces; serve in Germany, UK, Denmark or Estonia for 2 weeks. This program provides unique training/working alongside counterparts to gain a better understanding of the host country reserve program, equipment, training concepts and procedures. Additional info: AFI 36-2631 Selected members in the RSSB(A) will be combined with those selected in the RSSB(B). <u>Based on the needs of the host nation, members placed on the MREP candidate selection roster will be notified if they have been selected to participate</u> <p>MANDATORY DD FORM 3006 INFO:</p> <ul style="list-style-type: none"> <u>The DD Form 3006 can be found inside of the RSSB vPC application under the attachments box to the right of the waiver link.</u> Commander's signature recommending participation in the exchange program and certifying the member is worldwide deployable, is not on a medical profile, and successfully passed their Fitness Assessment is required by completing the DD Form 3006 and <u>submitting it as part of the application package in vPC.</u> The Unit Commander is also validating that he/she may serve as the U.S. host unit, when applicable, for a British, Danish, Estonian, German, or other partner nation participant during the exchange period. The U.S. host unit is responsible for local transportation, lodging, mess, and training for the foreign participant as indicated in the appropriate partner nation memorandum of understanding. <u>Failure to submit DD Form 3006 will disqualify the member from being selected</u> Line 26 of the DD Form 3006 must respond to the following question: How do you feel your participation in the Exchange Program will enhance your unit's mission readiness and how will you use what you have learned once you return? Limit your response to block 26 only <p>Please contact the program manager for any questions: Lt Col Bradley Bair Commercial: 703-693-6958 DSN: 223-6958</p>	<p>Rank: O-3 thru O-5</p> <p>*Min 1-year retainability upon course completion</p> <p>MSD: Cannot be prior to 30 Sep 2022</p> <p>TFCSD: Capt – less than 11 yrs Maj – less than 18 yrs Lt Col – less than 26 yrs</p>	<p>Dates: Jul – Sep 21</p> <p>Length: Two weeks</p> <p>Location: Germany, United Kingdom, Denmark, Estonia</p> <p>*Determination of location is based upon the needs of the host nation</p>