

Defence Instructions and Notices (Not to be communicated to anyone outside HM Service without authority)	
Title:	Chief of Air Staff's Fellowships
Audience:	All RAF Personnel
Applies:	Immediately (Refreshed for Academic Year 17/18)
Expires:	When rescinded or replaced
Replaces:	2015DIN07-138
Reference:	2016DIN07-120
Status:	Current
Released:	September 2016
Channel:	07 Training and Education
Content:	Outline of CAS' Fellowship scheme for funded full/part-time and distance learning post-graduate degrees. Describes eligibility and application procedure.
Sponsor:	Director Defence Studies (RAF)
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Keywords:	Universities and Research Institutes Qualifications Personnel Development Post-Graduate Education Higher Education Research Influence Conceptual Component Strategy Leadership Human Capability Intellectual Development Talent Management
Local Keywords:	CAS' Fellowships, Degrees, Air Power, RAF CAPS
Supplements:	Annex M: Application Form for CAS' Fellowship (WORD DOCUMENT)
Related Info:	http://airpowerstudies.co.uk
Classification:	OFFICIAL

Chief of the Air Staff's Fellowships

Introduction

1. This DIN supersedes 2015DIN 07-138.
2. The Chief of the Air Staff's Fellowship scheme (CAS' Fellowships) comprises a family of fellowships aimed at developing and improving the intellectual capital within the Royal Air Force, as well as encouraging the study of air power; the scheme also includes post-graduate studies sponsored by the RAF Leadership Centre (RAFLC) at 22 (Trg) Gp, and by the RAF Historical Society (RAF HS). CAS' Fellowships represent a key strand of ongoing work to develop air power thinking undertaken by, or on behalf of, the RAF Centre for Air Power Studies (RAF CAPS). The Fellowships cover a variety of activities ranging from the development of future air power thinkers to the opportunity to reflect on in-Service experience in an academic environment. They are linked to the Strategic Priorities detailed in the Royal Air Force Command Plan and the Strategy For People, in particular those aimed at the development of air power capability, concepts and doctrine, improving RAF personnels' (regulars and reserves) ability to clearly articulate the contribution that both the RAF and air power make to UK Defence, and improving through-life education to produce well-motivated, highly-trained, agile and adaptable personnel. The RAFLC sponsored Park Fellowships are intended to enable personnel to undertake part-time study that will lead to a post graduate award in a leadership related area. Management of the Fellowship scheme is the responsibility of the Air Staff's Director of Defence Studies (RAF) (DDefS (RAF)).

Fellowships

3. CAS' Fellowships enable the RAF and individuals to benefit from study and engagement with a broad spectrum of academia. Study is at the post-graduate level and outputs will range from 4-5k word papers for the short, one or 2-term reflective Fellowships up to PhD-level dissertations of 80-90k words. In all cases CAS' Fellowships should be of benefit to both the Service and the individual. Furthermore, engagement between the RAF and academia is seen as being mutually beneficial and lies at the heart of the RAF CAPS concept.
4. The fellowships currently available, along with dates for the submission of applications, are summarised below:

CAS' FELLOWSHIP – SUMMARY TABLE & SUBMISSION DATES FOR STUDY IN ACADEMIC YEAR 17/18

		Award	Deg	Rank	Application Due Date	Number Available
Full-time	1 yr	Tedder University of Cambridge	MPhil	Wg Cdr/ Gp Capt	18 Nov for Board in Jan	2
	1 yr	Spaatz SAASS, Air University, Maxwell AFB, USA	MPhil	Sqn Ldr/ Wg Cdr (post AST preferable)	Under review – applications not required. Further information to follow.	1
	1 yr	Sykes Any UK University	Masters	Officers/ SNCOs	18 Nov for Board in Dec	1
	1 yr	Henderson Exeter University	MA	Sqn Ldr – Gp Capt	18 Nov for Board in Jan	1
	1 yr	Rhodes-Moorhouse University of Cambridge	MPhil (Eng)	Sqn Ldr ¹ (Eng (AS) & Eng (CE) only)	15 Oct for Board in Nov	1
	1-2 term	Slessor Any UK University	None	Air Ranking Officers	As req'd throughout the year.	Up to 2 ²
	1-2 term	Trenchard Any UK University	None	Officers/ SNCOs	As req'd throughout the year.	Up to 6 ³
Part-time	6 yrs	Portal ⁴ Any UK University	PhD	Any	18 Nov for Board in Dec	1
	2½ yrs	Dowding Any UK University	MA	SAC– Sqn Ldr	5 May for Board in June	9 ⁵
	3 yrs	Park Any UK University	Masters	Any	Direct to RAFLDC TBN	1
	2 yr	Henry Probert Bursary Any UK University	PG study Bursary	Any ⁶	20 Jan for Board in Feb	1

¹ By exception, Flt Lt may apply. Please contact SO2 Defence Studies (RAF) in the first instance.

² The exact number of places is determined by the number of terms each successful applicant takes up.

³ As above.

⁴ While the Portal Fellowship is normally undertaken on a part-time basis, some scope may exist for an element of full-time study to be incorporated, decided on a case-by-case basis.

⁵ Four of these fall under the AOC's (1, 2, 38 and 22 (Trg) Gp) Dowding Fellowship award, whereby each AOC chooses a candidate to attend this course. See Annex I for more details.

⁶ Applicants for a Henry Probert Bursary may be Service personnel or civilians. The Bursary gives an award of up to £2,500.

- a. Tedder Fellowship. The Tedder Fellowship is aimed at officers in the rank of wg cdr or gp capt, with demonstrable reach, who are capable of undertaking critical thinking and studies at an advanced level in the areas of international relations, strategic studies, defence and air power. The Fellowship consists of an academic year at the University of Cambridge, on the Master of Philosophy (MPhil) degree in International Relations. The Fellowship is described in detail at [Annex A](#).
- b. Spaatz Fellowship. The Spaatz Fellowship is aimed at sqn ldrs and wg cdrs with demonstrable reach who are capable of undertaking air power critical thinking and studies at an advanced level⁷. Ideally, candidates will have already completed Advanced Command and Staff Training (ACSC). The Fellowship consists of a 1-year course (running Jul-Jul) at the School of Advanced Air and Space Studies (SAASS) at Maxwell AFB, Alabama, leading to the award of an MPhil. **The RAF approach to this Fellowship is currently under review and revised details of the type of candidate and their method of selection will be published under separate cover as soon as possible.** The Fellowship is described in detail at [Annex B](#).
- c. Sykes Fellowship. The Sykes Fellowship is aimed at officers and SNCOs who are capable of undertaking study at post-graduate degree level. The Fellowship consists of an academic year at a UK university to undertake a masters-level qualification. The thesis topic does not have to be directly air power related, although applicants will be expected to demonstrate how their dissertation will be of benefit to the Service. The Fellowship is described in detail at [Annex C](#).
- d. Henderson Fellowship. The Henderson Fellowship is aimed at providing an officer, from sqn ldr to gp capt with demonstrable reach, the opportunity to undertake a full-time, 1 year Masters in Applied Security Strategy (MStrat) at the University of Exeter. Like the Tedder, successful candidates should be capable of critical thinking and study at an advanced level in the fields of strategic, defence and air power studies. The Fellowship is described in detail at [Annex D](#).
- e. Rhodes-Moorhouse Fellowship. The Rhodes-Moorhouse is a new fellowship which has been set up by the University of Cambridge's Engineering Department, Trinity Hall College and the RAF, with the successful applicant completing a one-year, full-time MPhil (Eng) in Engineering for Sustainable Development. Applications are limited to Eng (AS) and Eng (CE) at sqn ldr including full-time reservists with at least five years of experience. Flt lts may apply but their selection will be by exception. More details are at [Annex E](#).
- f. Slessor Fellowship. The Slessor Fellowship is aimed at providing an officer of air cdre rank, or above, with the opportunity to undertake a period of reflection in an academic environment in order to produce a piece of work that will be of benefit to the Service. This period is normally one or two academic terms. The Fellowship is described in detail at [Annex F](#).
- g. Trenchard Fellowship. The Trenchard Fellowship is aimed at providing an officer (of any rank below that of air cdre) or SNCO with the opportunity to undertake a period of reflection in an academic environment in order to produce a

⁷ USAF candidates for SAASS are selected on completion of Advanced Staff Training and represent the best of their peer group; a successful applicant for the Spaatz Fellowship must demonstrate that they will make a credible contribution amongst their US peers; a prior Masters degree or equivalent is thus highly desirable.

piece of work that will be of benefit to the Service. This period is normally of one or two academic terms. The Fellowship is described in detail at [Annex G](#).

h. Portal Fellowship. The Portal Fellowship is intended to give serving officers, including those relatively new to the Service, the opportunity to undertake a PhD on a part- or full-time basis. In either case, the key elements are that gaining the qualification would need to be demonstrably in the Service interest, and the area of study would need to focus on an air power related subject. The Fellowship is described in detail at [Annex H](#).

i. Dowding Fellowship. Dowding Fellowships are open to all RAF airmen and women, and officers up to, and including, the rank of sqn ldr who wish to study for a part-time distance-learning Masters degree in air power. Successful applicants are placed on the King's College London War Studies Department's Master of Arts degree entitled 'Air Power in the Modern World'; this is a web-based course that is fully compatible with the demands of Service life, including operational deployments, and is delivered over 2½ academic years. The Dowding Fellowship is described in detail at [Annex I](#).

j. Park Fellowship. The Park Fellowship, sponsored by the RAF Leadership Development Centre (RAFLC), is open to all regular RAF personnel, regardless of rank. The Fellowship is for part-time study at a UK university to undertake a masters-level qualification in a leadership related area. The Park Fellowship also incorporates those RAF places on the Executive Masters programme to study leadership at Cranfield University. Applicants will be expected to demonstrate how their dissertation will be of benefit to the Service. The Park Fellowship is described in detail at [Annex J](#).

k. Henry Probert Bursary. The Henry Probert Bursary is endowed by the RAF Historical Society (RAFHS) and recognises the contribution made by Air Cdre Henry Probert as a writer of RAF history, a former head of the Air Historical Branch and a founder of the RAF Historical Society. The Bursary contributes towards the academic fees of a student, Service or civilian, undertaking post-graduate study in air power history. The Bursary is described in detail at [Annex K](#).

Eligibility

5. Each Fellowship has particular eligibility criteria which are outlined in the appropriate Annex. Further details may be obtained from SO2 DDS (RAF) or the RAFLC as appropriate (see para 14-15). ACOS Manning or DDefS (RAF) may waive the eligibility criteria should it be in the interests of the Service (for example, historically, wider rank ranges have sometimes been considered). Fellowships are open to all serving RAF personnel – both regular and reserve, and where specified, civilians.

Application

6. Applications for Fellowships may be self-generated or potential applicants may be recommended to the Scheme by a number of agencies. In all cases, applicants will need to complete a full application, using the form at [Annex M](#).

7. Personnel interested in undertaking a Fellowship should follow the instructions contained in the application form at [Annex M](#). Completed applications should be returned,

in electronic format⁸ to DDefS (RAF) or the RAFLC, as appropriate (see para 14-15). The closing date for applications is outlined in the table above. Applications for the Trenchard and Slessor Fellowships will be taken throughout the year and selection undertaken on an as required basis. Personnel are not to be in receipt of 2 fellowships concurrently; however, applicants are free to submit multiple, simultaneous applications and the Fellowship Selection Board will determine the one for which they are most suitable. All applicants are to consult both their chain of command and Manning Desk Officer (DO) when considering a full-time CAS' Fellowship, in order for career management issues to be addressed where necessary. Where an application is for full-time study, candidates will undergo a DO interview⁹ in order to have their application subsequently considered by DDefS (RAF). The DDefS (RAF) staff is also able to provide more detailed advice during the application process. The assistance and support of DDefS (RAF) and his staff should not be seen as indicative of success on the Board as there can be a significant number of applicants competing for the places, all of whom will have had the same support.

Selection

8. Selection procedures vary according to the type of Fellowship. For those places that are available by open application, selection will be undertaken by a Board which sits soon after the dates outlined above. Where necessary, and in order to exploit suitable gaps between postings, Slessor and Trenchard Fellowships will be considered ex-committee. Fellowship Selection Boards comprise ACOS Manning (or representative), DDefS (RAF), OC RAF Leadership Development¹⁰ and at least one civilian academic. The main purpose of the Board is to: assess the likelihood of academic success, assess the suitability and relevance to the RAF of the proposed thesis, and to consider the subsequent longer-term benefit of the education to the individual and Service. All candidates will need to demonstrate to the Board in their application, and, if required, during interview, that they have carried out background reading or other preparatory study in their chosen subject area. They will also need to demonstrate sufficient intellectual acumen, commitment and drive to succeed academically. A Fellow's involvement with an academic institution will be expected to reflect well on the RAF.

Posting, Parenting and Book/Study Grants

9. Personnel selected for full-time Fellowships will normally be parented centrally by RAF High Wycombe for the duration of their studies, including all administrative support services and T&S costs. Full-time Fellows will normally be accommodated at their university of study to allow for an immersive academic experience and maximum engagement with fellow students and academic staff¹¹. Parenting of part-time Fellowship students, including the T&S associated with studies remains the responsibility of the parent unit with DDefS (RAF) being the focal point for all academic matters once selected. DDefS (RAF) will also provide a book and study materials grant¹² of £600 a year for full-time courses and the Portal Fellowship (although a maximum of £1800 over 6 years can be claimed for the Portal). A grant of £200 per term is available for those on the Trenchard and Slessor Fellowships with £100 for the course for those on the Dowding.

⁸ Applications may be accepted in hard copy format in exceptional circumstances; applicants who are unable to submit in an electronic format should contact SO2 DDefS (RAF).

⁹ This will usually be conducted over the telephone with your DO or a Manning representative.

¹⁰ Where necessary.

¹¹ Where a CAS' Fellow elects to undertake an accompanied tour, this will be in accordance with the SFA/SSFA policy in JSP 464.

¹² This is a subjective term and therefore Fellows, uncertain as to whether any intended purchase is covered by this grant, should contact the DDS for clarification before purchase.

Reporting

10. DDefS (RAF) will provide (or allocate) an appropriate Reporting Officer for all Tedder, Spaatz, Henderson, Rhodes-Moorhouse and Sykes Fellows and will ensure that MOD Form 2020E is completed at the end of the respective courses. Personnel undertaking Slessor, Portal, Trenchard, Dowding or Park Fellowships or a Henry Probert Bursary will receive an insert slip or letter of performance (if required by the relevant Manning Desk Officer).

Return of Service

11. The primary output of each Fellowship will consist of a dissertation or paper. Fellows will also be expected to submit an article, viewpoint or book review to Air Power Review or a similar academic journal in each of the 3 years following completion of their studies. On completion of studies, the Fellow is to submit a copy of their thesis to CAS via DDefS (RAF). The formal Return of Service (RoS) for each Fellowship is highlighted below. For full-time studies, unless exceptional circumstances prevail, the RoS will commence from the start date of the candidate's next JPA assignment order. For part-time studies it will commence upon submission of the candidate's last piece of assessed work:

Portal Fellowship	Considered on a case-by-case basis
Tedder Fellowship	Three-year return of service
Spaatz Fellowship	Three-year return of service
Sykes Fellowship	Three-year return of service
Henderson Fellowship	Three-year return of service
Rhodes-Moorhouse	Three-year return of service
Slessor Fellowship	No formal return of service
Trenchard Fellowship	No formal return of service
Dowding Fellowship	18 months return of service
Park Fellowship	18 months return of service
Henry Probert Bursary	No formal return of service

12. In addition, CAS' Fellows will be automatically inducted into the RAF CAPS Advisory Group and be expected to contribute to the promotion and development of intellectual capital through a variety of means (for example: contributing to lectures, briefs, red teaming, seminars, workshops and other RAF CAPS activities).

13. The status of Full CAS Fellow will be confirmed upon successful conclusion of the Fellowship. Should the individual not complete the course of study, repayment of fees may be required depending upon the circumstances for non-completion.

Further Information

14. For all DDefS (RAF) sponsored Fellowships, further information is available from the SO2 DDS (RAF) via:

- a. E-Mail: enquiries.dds@da.mod.uk.
- b. DFTN: 96161 Ext 4848; BT: 01793 314848.

c. Post: SO2 Directorate of Defence Studies (RAF), Greenhill House (Room 202), Shrivenham, Swindon, Wilts SN6 8LA.

15. Enquiries regarding the Park Fellowship should be addressed to the RAFLD Warrant Officer:

a. Email: 22TrgGp-SLD-WO@mod.uk

b. DFTN: 95751 Ext 6607; BT: 01400 266607.

c. Post: WO Leadership, RAFLD, 22 (Trg) Gp, RAF Cranwell, Sleaford, Lincolnshire NG34 8HB.

P WILKINS
Gp Capt
Air Staff – DDefS (RAF)

THE TEDDER FELLOWSHIP

Overview

1. The Tedder Fellowship sponsors 2 places annually on the MPhil course in International Relations (IR) at the University of Cambridge, and is aimed at officers in the rank of wg cdr or gp capt with demonstrable reach, who are judged likely to be able to make use of the exposure to strategic thinking within their Service careers.
2. It is a one-year part-taught, part-research degree which uses a multidisciplinary approach to IR. Subjects studied include IR theory, international law, security studies, international economics, international history and regional political systems (Europe, Africa, Middle East, and Latin America). The course is one of the most competitive and demanding MPhil degrees at the University of Cambridge. The course is taught for a term and a half, students are then required to produce a 20,000 word original dissertation in the remaining term and a half. The dissertation is to be on an international relations topic with defence, security and air power relevance, chosen by the applicant in concert with DDefS (RAF). Completion of the Fellowship is expected to enhance individuals' competitiveness for strategic, planning or influential joint and cross-government posts during their subsequent careers (see Annex L).
3. More details of the POLIS course can be found on the University of Cambridge website, here: <http://www.polis.cam.ac.uk/study-at-polis/graduates/MPhilIRPOL>.
4. Return to [Summary](#).

THE SPAATZ FELLOWSHIP

Overview

The RAF approach to this Fellowship is currently under review and revised details of the type of candidate and their method of selection will be published under separate cover as soon as possible.

1. The Spaatz Fellowship consists of a year at the School of Advanced Air and Space Studies (SAASS) at Maxwell AFB, Alabama, and is aimed at officers from all branches in the ranks of sqn ldr and wg cdr who are judged likely to be able to make use of the exposure to strategic thinking and the enhanced exposure to their US Department of Defense (DOD) peers within the applicant's Service career. Ideally applicants will have already successfully completed study at masters degree level and attended AST, but this requirement may be waived at the discretion of the Fellowship Selection Board. The SAASS is the most selective of all the USAF schools, taking only 5% of those eligible to attend, and is specifically aimed at developing strategists in the art and science of aerospace warfare. It is a very demanding course academically, leading to the award of MPhil, with a reading load of 1,200 to 1,500 pages per week. SAASS graduates are in high demand across the US Department of Defense (DOD) for a wide range of senior subsequent US-based appointments. Usually, one Spaatz Fellowship will be available each academic year.
2. More details of the SAASS course can be found on the USAF website here:
<http://www.au.af.mil/au/saass/>
3. Return to [Summary](#).

THE SYKES FELLOWSHIP

Overview

1. The Sykes Fellowship provides one place for an officer or SNCO who is capable of undertaking original study to Masters Degree level. The thesis topic does not have to be directly air power related, although applicants will be expected to demonstrate how the dissertation will be of benefit to the Service. Normally, only one Sykes Fellowship will be available each academic year although DDefS (RAF) may nominate a second Sykes Fellow where Service needs dictates. An overview of courses undertaken by recent Sykes Fellows is provided below, to give potential applicants an insight into the type of subjects that have been selected:

Selected examples of recent Sykes Fellows areas of study and chosen institutions:

Rank	Subject area	Institution
WO	Military & Civilian aviation regulation	University of the West of England
Chf Tech	Flt Safety Culture	University of Wolverhampton
Flt Lt	Technology & Air Power	University of Cambridge
Sqn Ldr	Intelligence	KCL
Sqn Ldr	Space Security	Leeds Metropolitan University
Wg Cdr	Politics of War	University of Aberdeen

2. Return to [Summary](#).

THE HENDERSON FELLOWSHIP

Overview

1. Previously called the Exeter Fellowship, the Henderson Fellowship sponsors one place on the Masters course in Applied Security Strategy (MA) at the University of Exeter. The Fellowship is aimed at officers in the rank of sqn ldr, wg cdr or gp capt with demonstrable reach, who are judged likely to be able to make use of the exposure to strategic thinking within their Service careers. It is a one-year taught degree, delivered in focused blocks of teaching over 3 semesters, aimed at expanding both theoretical knowledge and developing practical skills in strategic planning and thinking. This relatively new course takes an innovative, immersive approach with students fully participating in crisis simulations, fieldtrips to post-conflict zones and international organizations involved in strategic security. Visits and interaction with think-tanks, policymakers and analysing and presenting case studies is also a key component of the course. The course culminates in a dissertation in which Fellows will be expected to incorporate an air power theme. Completion of the Fellowship is expected to enhance individuals' competitiveness for strategic, planning or influential joint and cross-government posts during their subsequent careers (see Annex L). With effect from academic year 16/17, the Henderson Fellowship is linked to a UK International Defence Engagement (IDE) initiative which will see an overseas, MOD-sponsored air force officer also attend the course. The RAF's CAS Fellow will therefore have an additional responsibility as a 'friendly face' to assist this international air force officer wherever possible.
2. More details of this MA course can be found on the University of Exeter website, here: <http://www.exeter.ac.uk/postgraduate/taught/politics/applied-security-strategy/>
3. Return to [Summary](#).

THE RHODES-MOORHOUSE FELLOWSHIP

Overview

1. This new fellowship has been created in conjunction with the University of Cambridge's Department of Engineering and Trinity Hall College and is aimed at officers in the Eng (AS)/Eng (CE) branches in the rank of sqn ldr, including full-time reservists with at least five years of experience. Flt lts may apply but their selection will be by exception. The Fellowship commemorates the first aerial VC winner, Lt William Rhodes-Moorhouse VC RFC, a student at Trinity Hall prior to the First World War, and will sponsor a place on the MPhil (Eng) one-year, full-time Engineering for Sustainable Development course at Cambridge. Individuals with academic potential (a minimum of a 2:1 in a related discipline for the applicant's first degree is required by the University), intellectual promise and a strong interest in the development of air power thinking are encouraged to apply. Research or dissertation topics should have some form of aerospace applicability, and should link into (though are not limited to) the RAF CAPS Special Areas of Interest (SAIs) at Enclosure 1 to Annex N or an area of research interest as defined by 38 Gp (advice can be sought from DACOS A4 Cap, Gp Capt Bellamy (AIR38Gp-A4DACOSCap@mod.uk), tel. 95221 6044)). The AOC 38 Gp is the RAF SRO for the Rhodes-Moorhouse Fellowship.
2. More details of the Cambridge MPhil (Eng) in Engineering for Sustainable Development can be found here: <http://www-esdmphil.eng.cam.ac.uk/> along with Trinity Hall details here <http://www.trinhall.cam.ac.uk/>
3. Return to [Summary](#).

THE SLESSOR FELLOWSHIP

Overview

1. The Slessor Fellowship is specifically intended for air officers to undertake a period of reflection, in an academic environment, in order to produce a specific piece of work that will be of benefit to the Service. This may be related to a recent appointment or may consist of a study into a particular area of interest – the most important element is the provision of time and space for thinking, together with academic support appropriate for the subject to be covered. The number of Slessor Fellowships will generally be dependent on availability of suitable candidates with an appropriate opportunity in their career profile.

Detailed Elements

2. A Slessor Fellowship is awarded by DDefS (RAF) in concert with Senior Appointments Air Sec 1, on behalf of CAS. Individuals interested in undertaking the Fellowship may apply directly to DDefS (RAF) using the form at Annex M. Suitable officers may also be nominated by their command chain or by DDefS (RAF). Fellowships will normally be for no longer than 2 academic terms.

3. Return to [Summary](#).

THE TRENCHARD FELLOWSHIP

Overview

1. The Trenchard Fellowship is intended to afford officers (below the rank of air commodore) and SNCOs the opportunity to undertake a period of reflection, in an academic environment or, if appropriate, with a Think-Tank, in order to produce a specific piece of work that will be of benefit to the Service. This may be related to a recent appointment/deployment, or may consist of a study into a particular area of interest – the most important element is the provision of time and space for thinking, together with academic support appropriate for the subject to be covered. Trenchard applicants should consider identification of a natural Service recipient for the research and who act as their sponsor for it; this will enhance an applicant's competitiveness for selection. The number of Slessor Fellowships will generally be dependent on availability of suitable candidates with an appropriate opportunity in their career profile as well as by the number of terms each successful applicant takes-up.

Detailed Elements

2. A Trenchard Fellowship is awarded by DDefS (RAF), on behalf of CAS, in consultation with ACOS Manning or his appointed representative. Applications will be considered throughout the year though and Fellowships will normally be for no longer than 2 academic terms.

3. Return to [Summary](#).

THE PORTAL FELLOWSHIP

Introduction

1. The Portal Fellowship is intended to give serving personnel, including those relatively new to the Service, the opportunity to undertake a PhD on a part-time basis (though there may be some scope to complete an element of the Fellowship in a full-time capacity). In either case, applicants will need to demonstrate that the qualification would demonstrably be in the Service interest and the area of study would need to focus on an air power related subject.

Detailed Elements

2. A Portal Fellowship is awarded by DDefS (RAF), on behalf of CAS. A PhD is a major undertaking that should not be entered into lightly, therefore, prior to application interested parties should contact the SO2 DDefS (RAF) to discuss the Fellowship. Following this, a formal application should be made directly to DDefS (RAF) using the form at Annex M. Fellowships will normally be for no longer than 6 years part-time or 3 years full-time (18 or 9 academic terms respectively), or a combination thereof. Other detailed elements are:

a. The formal return of service of a Portal Fellowship will be agreed on a case-by-case basis and all Fellows will be expected to contribute to the RAF CAPS Advisory Group (see para 12). Where possible, the individual will be encouraged to produce a manuscript for consideration by publishers.

b. In cases of non-completion of the qualification, any requirement to repay a portion of the fees will be dependent upon the cause of non-completion.

c. Details regarding the chosen subject (and any subsequent deviation from it), timescales, academic institution, and interim reporting requirements will be determined by DDefS (RAF) and the applicant prior to completion of the application form. On completion, the Fellow will submit a copy of the PhD thesis and a brief report to CAS via DDefS (RAF).

d. Portal Fellows are required to submit an annual update of their progress to aid understanding, assess progress and promote discussion of their research. A similar update will be requested from the Fellows' PhD supervisor.

3. Return to [Summary](#).

THE DOWDING FELLOWSHIP

Overview

1. The Dowding Fellowship is open to all RAF airmen and officers (regular and reserve) up to, and including, the rank of sqn ldr who wish to study for a part-time distance-learning Masters degree in Air Power. Successful applicants are placed on the King's College London (KCL) War Studies Department's Master of Arts degree entitled 'Air Power in the Modern World'; this is a web-based course that is fully compatible with the demands of Service life, including operational deployments. Candidates have to meet the entry requirements of KCL¹³ and demonstrate that their undertaking the course would be in the Service interest. Candidates will be required to write their thesis on an air power subject that is agreed by both their academic supervisor and DDefS (RAF).
2. More details of this MA course can be found on the KCL website, here:
<http://www.kcl.ac.uk/sspp/departments/warstudies/study/wsonline/programmes/apimw.aspx>
3. Return to [Summary](#).

¹³ For students selected for the Air Power in the Modern World programme at King's College London, the requirement for a first degree has been waived subject to the Selection Board being satisfied that the applicant is suitable for study at the post-graduate level.

THE PARK FELLOWSHIP AND EXECUTIVE MASTERS IN LEADERSHIP

Introduction

1. The Park Fellowship, sponsored by RAF Leadership Development (RAFLD) in 22 (Trg) Gp, is open to all regular RAF personnel, regardless of rank, provided they are capable of undertaking original study to Masters Degree level. The Fellowship offers 2 routes to Masters study; either on the Cranfield University Executive Masters in Leadership programme or through applying to a university or college of the applicant's choice, subject to approval by the Fellowship Selection Board.

Detailed Elements

2. **Masters.** The Park Fellowship offers part-time Masters Degree courses, providing flexibility in terms of career planning and location – usually taking 2-3 years to complete. Applicants for the Cranfield University Executive Masters programme should normally have a good first degree. Other candidates may be considered if they possess a suitable balance of secondary or equivalent qualifications and leadership experience. For those applying to a university or college of their choice, a first degree is not essential but candidates must satisfy their proposed university that they are academically capable of undertaking post-graduate study.

3. **Funding.** Academic funding is awarded for the duration of the programme, subject to a satisfactory progress report being received by RAFLD prior to the start of each academic year. Applicants should check to ensure that accommodation costs for residential/tutorial aspects of their study are included in their initial funding request; RAF Leadership Development are unable to provide additional funds for this aspect of study. Applicants should also check with their line management to confirm that they are content to meet travel and subsistence (T&S) costs through their UINs for the residential/tutorial aspects of study.¹⁴

4. **Selection.** Park Fellowships are awarded by RAFLD, on behalf of AOC No 22 (Trg) Gp and in consultation with DDefS (RAF). Questions on application and selection for both Park Fellowships should be addressed to RAFLD WO (contact details below). Pre-selection will be carried out by the RAFLD in consultation with DDefS (RAF) and advice on suitability will be sought from Manning and an academic advisor. All candidates must be able to demonstrate to the Board that they have carried out background reading or other preparatory study in their chosen subject area. There is an 18 month return of service period associated with the award of a Park Fellowship, from the award of the degree.

5. **Dissertation.** Prior to commencing the dissertation phase, all Park Fellows are to contact RAFLD in order to discuss their proposed dissertation topic. There may be a requirement to amend a dissertation proposal to take in to account on-going RAFLD research requirements and ensure compliance with current MOD Research Ethics guidelines.

¹⁴ Note: In the event that units cannot meet T&S costs individuals **will be** required to self-fund.

6. **Further Information.** Further information is available from the RAFLD, 22 (Trg) Gp Warrant Officer:

E-mail: 22TrgGp-SLD-WO@mod.uk

Telephone: DFTN 95751 ext 6607

BT 01400 266607

Mail: WO Leadership
RAF Leadership Development
22 (Trg) Gp
RAF Cranwell
Sleaford
Lincolnshire
NG34 8HB

7. **Previous Candidates.** Selected examples of recent Park Fellows' areas of study and chosen institutions can be found here:

Rank	Subject area	Institution
Flt Lt	Coaching & Behavioural Change	University of Reading
Wg Cdr	RAF Logistics during WW2	University of Exeter

8. Return to [Summary](#).

THE HENRY PROBERT BURSARY

Introduction

1. The Henry Probert Bursary consists of funding of up to £2,500, normally over 2 years, to contribute towards the academic fees of a service person or civilian undertaking post-graduate study in the fields of military history, strategy, international relations or similar and whose thesis will be on an air power history topic. Candidates will have to meet the entry requirements of their chosen academic institution and propose a field of study that is of interest to the RAF Historical Society (RAFHS), who will then decide the actual amount of the award. A table of successful candidates and their subject areas is below and a link to the RAFHS is here: <http://www.raf.mod.uk/history/rafhistoricalsocietym.cfm>

Detailed Elements

2. A Henry Probert Bursary is awarded by the Chairman of the RAFHS. Eligible candidates should apply directly to DDefS (RAF) using the form at Annex M. Prior to this, advice and guidance can be sought from SO2 DDefS (RAF). The deadline for applications is 20 Jan for a Selection Board to be held in Feb. Bursaries will normally be for one year of study, but may be split over 2, and will cover the following:

- a. Assistance of up to £2,500 to go towards academic fees and associated study costs at the chosen institution.
- b. Advice and support in application process and, where appropriate, an insert slip for the individual's annual report.
- c. There is no book grant available for this Bursary however assistance in borrowing books from the RAF College and JSCSC libraries will be given where possible.
- d. Access, subject to security clearances, to the Air Historical Branch (RAF) and RAF Museum archives will be available to the Henry Probert Bursar.

3. Recipients of the Henry Probert Bursary will be required to submit an article based on their thesis for the RAFHS Journal or *Air Power Review* and, if appropriate, contribute to appropriate RAFHS seminars.

Selected examples of recent Henry Probert Fellows' areas of study and chosen institutions:

Rank	Subject area	Institution
Civilian	The Territorial Air Force	University of Wolverhampton
Wg Cdr	RAF Logistics during WW2	University of Exeter
Civilian	No 617 Sqn	University of Huddersfield

4. Return to [Summary](#).

CAS FELLOWSHIP RECRUITMENT AND POTENTIAL EMPLOYMENT

	FELLOWSHIP:	POSSIBLE EMPLOYMENT AREA
Selection Process Includes pre-sift and interview board with participation from Manning and selected Academics	Tedder 1 Year – Full Time Cambridge MPhil. OF4/5	Sy Coop, Strat Plans & Policy eg OGDs, Cabinet, StratMan, StratDev, Air Staff, Defence Attaché, Pentagon, Allies, DCDC, DDefS (RAF)
	Spaatz 1 Year – Full Time SAASS, USA MA. OF3/4	Linked Instr post (when available) Air 1 or BDS Washington, Exchange, IPP or NEP post, CAS-AS Int 3, Pentagon, NATO HQ, OF4/5 Embassy appts, OP appts (CAOC, CENTCOM, AFRICOM etc.)
	Sykes 1 Year – Full Time UK University MA/MSc. SNCO – OF4	Subject Specific
	Henderson 1 Year – Full Time Exeter University MA. OF3 - OF5	Sy Coop, Strat Plans & Policy eg OGDs, Cabinet, StatMan, StatDev, Air Staff, Defence Attaché, Pentagon, Allies, DCDC, DDefS
	Rhodes-Moorehouse 1 Year – Full Time Cambridge MPhil(Eng) OF3	Subject Specific
	Slessor 1-2 Terms – Full Time UK University 1* - 4*	Candidate/subject specific
	Trenchard 1-2 Terms – Full Time UK University SNCO – OF5	Candidate/subject specific
	Portal 6 Years – Part Time UK University Airmen/Officers	Air Staff, DDefS, USA, Defence Attaché, Pentagon, Academia, Think-Tanks, DCDC, Consultancy, Media Spokesperson
	Dowding 2.5 Years – Part-Time Distance Learning at KCL. MA. SAC – OF3	OACTU, ACS, DefAc, Halton, Phase 2/Prof. Trg in Branch
	Park 3 Years – Part-Time Distance Learning MA. SAC-OF3.	OACTU, OACTU, ACS, DefAc, Halton, RTS, Phase 2/Prof. Trg in Branch, FDS

20160822-Guidance for Applicants

CHIEF OF THE AIR STAFF'S (CAS') FELLOWSHIP SCHEME – GUIDANCE NOTES FOR APPLICANTS

INTRODUCTION

1. **Purpose.** The purpose of this guide is to amplify the instructions in the CAS' Fellowship DIN and help applicants ensure that they have the best possible chance of success.
2. **Background.** The selection process that leads to the award of a CAS' Fellowship is intended to identify the 'brightest and best' applicants from across the Service. The competition for each Fellowship is considerable because, in addition to the post graduate qualification, the award of a Fellowship has the potential to enhance career prospects, open up new career avenues as well as developing the critical analysis skills of individuals. Whilst final selection always takes place at interview, it is necessary to down-select a shortlist of candidates to be interviewed and this process is based on information provided in the candidate's application form and input from Manning where appropriate. It is thus important that the application form gives a strong overall impression of the candidate and their proposed field of study.

APPLICATION PROCESS

3. **Selection of Research Topic.** Applicants for a CAS' Fellowship are free to propose any research topic; however, a successful application is dependent on the proposal being found to be of value to the Service. Therefore, candidates are advised to check that their proposed field of study is suitable prior to completing an application. The RAF CAPS Special Areas of Interest (SAIs) are at Enclosure 1 in order to provide additional guidance in the selection of a suitable topic. The SAIs are intended to highlight potential areas of research that are of interest to the Service; they provide guidance for sponsored academic research but are not an absolute constraint. However, where a research proposal falls outside the scope of the SAIs, candidates should be sure to include a robust explanation of the expected value to the Service.
4. **Consultation with Directorate of Defence Studies (RAF) (DDefS (RAF)).** The application process for a CAS Fellowship is intended to ensure that the Service selects the best candidates for each fellowship. Therefore, Directorate staff are available to provide assistance to candidates during the compilation of their application and candidates are strongly advised to take advantage of this opportunity. As a minimum, successful candidates have often taken advantage of the opportunity to submit a 'first-draft' of their synopsis for feedback prior to final submission¹⁵. The primary point of contact for enquires relating to the CAS' Fellowship Scheme, and submission of drafts for review, is: enquiries.dds@da.mod.uk. Telephone enquiries should be directed to SO2 DDefS(RAF) on 96161-4848 or Dep DDefS(RAF) on 96161-4847.

¹⁵ This does not, however, confer any form of preferential treatment at the subsequent short-listing panel and Selection Board.

SELECTION PROCESS

5. **Short-listing.** The short-listing of applicants for interview is based upon information provided in the candidate's application form along with feedback from Manning for full-time Fellowships. However, some candidates choose to provide a letter of support from their line management. Letters of support are taken into account when short-listing but candidates without one are not disadvantaged. The primary factors which will influence the short-listing process are:

- a. The likelihood that the applicant will succeed academically.¹⁶
- b. The likely value of the proposed research to the Service.¹⁷
- c. The ability of the applicant to utilise the newfound knowledge and skills for the benefit of the Service.
- d. Where applicable, the quality of the preferred institution¹⁸ and its suitability for the proposed topic.¹⁹
- e. The timing is appropriate from a Manning and career perspective for full-time fellowships, balancing the needs of the Service and the career management of the individual.

6. **Rank and Seniority.** Within the rank range set for each Fellowship, there is no preference given for senior over junior or officers over airmen. Applicants who meet the entry criteria for a given fellowship should not be discouraged from applying by fear of a rank-based filter. However, candidates should also be realistic about their own career prospects. For those Fellowships that require candidates with 'demonstrable reach' the Selection Board will generally be looking for evidence that the candidate is likely to reach 2 ranks up. In all instances it is advisable to discuss your suitability for a Fellowship with both your command chain and Manning for part-time study and a DO interview is mandatory when applying for a full-time fellowship. Manning will always be consulted by DDefS(RAF) prior to the Selection Board and, depending upon the Fellowship(s) being offered, will either be represented or Chair the Selection Board.

7. **Synopsis.** The selection process is ultimately dependent on the impression made by the candidates on the short-listing panel and then the interview board. In both instances, the applicant's synopsis is generally the most important and influential aspect of their application. A selection of synopses is at Enclosure 2 for your reference. Of key importance are:

- a. **Style.** The synopsis is presented as an academic paper not a piece of Service writing.

¹⁶ Whilst the clearest indication of academic success is a strong first degree, this is not mandatory. It is possible to study at Masters level without a prior degree; however evidence of a strong academic track record would then be essential.

¹⁷ RAF CAPS SAIs provide guidance on topics of interest to the Service but candidates are free to propose their own.

¹⁸ Where candidates have a choice of university it should be noted that CAS Fellowships are generally awarded for study at a Russell Group University. Other universities are also considered but applicants will need to provide a comprehensive explanation in their application.

¹⁹ Where the choice of university is fixed for a given Fellowship (eg Tedder at Cambridge), applicants must ensure that their proposed research is well matched to the university and its staff.

- b. **Subject (What).** The author's argument is clear and there is no ambiguity about what they propose to study.
- c. **Methodology (How).** The author clearly explains how they plan to conduct their research.
- d. **Motivation (Why).** The motivation for the research is explained; although the 'why' will vary for each individual synopsis, it is essential that applicants make it clear why they think that their proposed research needs to be undertaken.
- e. **References.** Existing work in the proposed field of study is appropriately referenced. This demonstrates the author's awareness of the contemporary academic debate on their chosen subject and conforms to standard academic practise.
- f. **Bibliography.** The author's familiarity with key work on their chosen subject is further demonstrated by their bibliography. However, applicants are strongly advised to resist the temptation to 'pad' their synopsis or bibliography with references to work with which they are not fully familiar. **The synopsis will form the basis of an interview in which applicants will be examined directly on the depth of their knowledge and familiarity with their claimed references.**

Candidates with a strong academic background or good experience of academic essay writing should not be constrained by the examples given here but they offer reasonable guidance on the format and standard expected. Moreover, candidates should note that it is rarely sufficient simply to have a 'good idea' for a research topic, no matter how compelling. Successful applicants will be those who are able to demonstrate that they have conducted some preliminary research into their proposed thesis and are familiar with the contemporary academic debate.

CONCLUSION

8. **Summary.** The application and selection process for the CAS' Fellowship Scheme is designed to be open and fair in order to ensure that the Service invests in the 'brightest and best' candidates. However, the Fellowship Scheme is competitive and success in the selection process is largely dependent on the quality of the candidate's written application, particularly the synopsis of their proposed research. Therefore, candidates are strongly advised to take every opportunity to use the assistance and advice offered by the Directorate staff in order to maximise their chance of success.

Appendices:

- 1.. Royal Air Force Centre for Air Power Studies (RAF CAPS) Special Areas of Interest (SAIs).
2. Exemplar Synopses.

Royal Air Force Centre for Air Power Studies (RAF CAPS) Special Areas of Interest (SAIs)

AIM

1. The aim of the RAF CAPS SAIs is to ensure that academic study sponsored or endorsed by the RAF CAPS is able to:

'Enhance and promote understanding of Air and Space Power in order to inform the development of future Policy, Strategy and Capability.'

APPROACH

2. **Introduction.** The RAF CAPS SAIs are intended to guide academic research by CAS' Fellows and influence wider academic activity; therefore, they are generally expected to have a minimum lead-time of 12 months before any meaningful output is produced. Thus, SAIs are not used to address 'matters of the moment' and may not directly correlate to current topics of immediate interest to the Air Staff. Instead, SAIs are expected to generate output that can support the quinquennial Strategic Defence and Security Review cycle. In order to avoid being overly prescriptive, SAIs are deliberately high-level but examples of more detailed study areas are provided at Annex A in order to enable further clarification of the intent.

3. **Enduring Themes.** Throughout the SAIs some basic themes will endure. In all cases, the 'Relevance of Air Power (AP)' as a military instrument of government, its 'Value For Money' as a means of achieving national security and prosperity objectives and the 'Inherent Flexibility should be evident.

SAIs

4. RAF CAPS SAIs.

- a. AP's Contribution to National Prosperity.
- b. The Implications of Alliances and Partnerships for UK AP.
- c. The Relevance of Technological Superiority for UK AP.
- d. International Defence Engagement with AP.
- e. Leveraging Human Capability.
- f. Balanced or Niche? Force Design for the Future Operating Environment
- g. Optimum Command and Control of UK AP.
- h. The Utility and Delivery of UK Space Power.
- i. The Benefits of Embracing Innovation.
- j. The Culture and Ethos of a 21st Century Air Force.

- k. Risk Management for an Operational Air Force.
- l. Implications for the RAF of an Integrated Approach to National Security.
- m. Maximising synthetic training in the development and delivery of air power.
- n. The inter-relationship of air, space and cyberspace.

REVIEW AND ENDORSEMENT

7. **Review.** RAF CAPS SAIs will be reviewed regularly by DDefS (RAF) on behalf of the RAF CAPS Directors. DDefS (RAF) will maintain a record of research related to the SAIs and ensure that relevant output is available to the Air Staff and key personnel within HQ Air Command as appropriate to each study area.
8. **Endorsement.** Amendments to the RAF CAPS SAIs are subject to annual approval by the RAF CAPS directors and should be informed by the Concepts, Doctrine and Experimentation Committee.

DETAILED BREAKDOWN OF SPECIAL AREAS OF INTEREST (SAIs)

1. Given the aim of the SAIs, each can generally be divided between 2 broad categories. The first category aims to provide robust evidence through academic study that supports a positive understanding of the benefits of air power. Conversely, the second provides equivalent evidence that counters commonly held or significant negative perceptions of air power. However, the two categories are not mutually exclusive and may be addressed through a single study.

Serial	Subject Area	Detailed Topics & Questions
High Priority		
a.	AP's Contribution to National Prosperity	<ul style="list-style-type: none"> - How does military AP contribute to national prosperity? - What does 'exportability' mean and what are the implications? - What are the hidden costs of defence support to National Prosperity and how should the subsequent benefits be apportioned?
b.	The Implications of Alliances and Partnerships for UK AP.	<ul style="list-style-type: none"> - Which alliances and partnerships are critical for the UK? - What are the benefits and costs of alliances and partnerships? - Which elements of air power can allies routinely be relied on to provide, if any?
c.	The Relevance of Technological Superiority for UK AP.	<ul style="list-style-type: none"> - What constitutes technological superiority and how is it achieved? - What level of technological superiority, if any, is 'sufficient'? - How should a medium-sized air force achieve a combat edge in an age of austerity?
d.	International Defence Engagement (IDE) with AP.	<ul style="list-style-type: none"> -- What is the utility of air power in support of IDE engagement? -- What should the air power contribution to international / defence engagement activities be and how should it be resourced?
e.	Leveraging Human Capability.	<ul style="list-style-type: none"> - What is human capability? - How is the human capability of an air force unique (from other Services, OGDs or civilian sector)? - What are the key drivers for success and failure in leveraging the capability of airmen (to identify, recruit, develop & retain)? - What is the right balance between training and education?
f.	Balanced or Niche? Force Design for the Future Operating Environment	<ul style="list-style-type: none"> - What constitutes a balanced force for the UK? What are the benefits and risks of the UK adopting a niche approach to the delivery of AP in 2020+? (and what niche areas should we invest in?) - Which elements of an air force are non-discretionary, if any, in order to provide a balanced force capable of responding to a broad spectrum of scenarios? - Which elements of air power can allies routinely be relied on to provide, if any?

Serial	Subject Area	Detailed Topics & Questions
High Priority		
g.	Optimum Command and Control of UK AP.	<ul style="list-style-type: none"> - Is there an optimum model for Air C2? If so, what is it? -Should the model for Air C2 differ across operational and peacetime scenarios? - What is the difference between command and control from an air power perspective? - What are the benefits and risks for the UK of adopting the NATO Air C2 model? - Can air power be effectively commanded and controlled from a purely joint HQ?
h.	The Utility and Delivery of UK Space Power.	<ul style="list-style-type: none"> - Should the UK have a wider range of sovereign space capabilities? - What are the costs and benefits of an indigenous UK space capability? - How should the Royal Air Force contribute to UK space capability?
i.	The Benefits of Embracing Innovation.	<ul style="list-style-type: none"> - What are the costs and benefits of embracing innovation in aerospace sector? - How can innovation best be 'operationalised'? - How could the RAF embrace innovation across all 3 components of air power?
j.	The Culture and Ethos of a 21 st Century Air Force.	<ul style="list-style-type: none"> - What is the culture and ethos of a successful air force? - How has the culture and ethos of air forces evolved over time? - What aspects of air force culture and ethos are critical to success in the 21st century? - How can an air force generate and maintain the right culture and ethos?
k.	Risk Management for an Operational Air Force	<ul style="list-style-type: none"> - What is the appropriate balance between operational and operating risk? - What is an optimum risk management culture for an operational air force?
l.	Implications for the RAF of an Integrated Approach to National Security.	<p>With a greater emphasis on integrated operations for deployed operations and UK Resilience, how should the RAF best advise, inform and operate with OGDs and relevant agencies?</p> <p>What are the C2 implications of adopting integrated operations as the default model for the UK?</p>
m.	Maximising synthetic training in the development and delivery of air power.	<ul style="list-style-type: none"> - What opportunities are there to use synthetics and simulation to improve training, value for money and operational effectiveness? - How can synthetics and simulation be exploited to best effect across all lines of development?
n.	Cyberspace.	<ul style="list-style-type: none"> - What are the dependencies, vulnerabilities and opportunities between air and space environments and cyberspace? - How might the RAF adapt to embrace the opportunities of cyberspace and mitigate the threats? - How should the RAF contribute to UK cyberspace capability?

The Lost Continent: The Defence Implications of a Radical Rethink of UK Policy Toward Latin America and the South Atlantic

Since the end of the Falklands War, interest in the UK's South Atlantic Territories has waned incrementally. Nevertheless, HM Government has remained steadfast throughout in its assertion of sovereignty. Rigidity in this policy is evident, with the UK's commitment continuing to be underpinned by the 'Fortress Falklands' paradigm. Policy toward the South Atlantic is inextricably linked with that of Latin America, with the requirement for Access, Basing and Overflight (ABO) to support this paradigm being an important focus of UK interest in the region. In the mid to late-1990s Latin America moved towards a more constructive relationship with the UK. However, by the end of 1999, progress appeared to stall and the UK position became entrenched. UK policy towards Latin America now appears to be in *stasis*, reflecting the inability to move beyond this Fortress Falklands legacy; even as Brazil booms, the UK focus has been towards her BRIC partners.

A radical rethink of policy is required, with a far more proactive stance taken towards bilateral links with Latin American nations. The historical context of a continent that has suffered few major military conflicts has 'fostered the development of a defence mentality that is essentially peace-orientated in its outlook'.¹ Overt displays of 'colonial' hard power are not welcomed. Moreover, the pursuance of sovereignty of the Falkland Islands by the Government of Argentina by exclusively 'peaceful terms in the diplomatic field'² appears clumsily at odds with the employment of a UK policy utilising hard power assets to demonstrate enduring commitment. This is also an expensive policy in terms of the utilisation of RAF and wider MOD finance and resource. More importantly, were ABO support withdrawn due to the pressure exerted on the Fortress Falklands paradigm by the continued strengthening of regional relationships within South America, the operational and financial impact to RAF operations and Defence could be significant. Replacing the vestiges of hard power with soft power in the region would be cost effective for Defence and would release military resource within the RAF and wider MOD. Moreover, the UK could pursue wider strategic objectives if bilateral relationships were developed beyond the constraints of ABO support to the South Atlantic.

The study will examine events and processes that have shaped UK policy towards the South Atlantic and Latin America since the 1982 conflict. Recent trends in bilateral relations between the UK and Latin American states will also be investigated. An alternative foreign policy paradigm for the South Atlantic and, by inference, South America will be proposed, based on a shift from hard to soft power influence in the region. The potential benefits of this proposal and resultant implications for the RAF and wider Defence will be analysed, before assessing the challenges of implementing such a policy. Finally, the research will propose a way forward for UK foreign policy in the region, based on the preceding analysis.

This area of study is not new; indeed, a wealth of literature considers UK policy towards the South Atlantic. Nevertheless, the majority of this research is somewhat 'stale'; conducted in the immediate aftermath of the Falklands War. The waning of UK interest in the region is reflected in academia, with scant literature to challenge the current paradigm or re-energise discourse. Likewise, an array of academic literature discusses the rise of Latin America, Brazil in particular. However, the lack of a persuasive or coherent UK foreign policy towards the continent is again reflected in current academic interest regarding bilateral relationships. Nevertheless, in terms of research material, HM Government documentation will inform the study as well as interviews with officials from the Foreign and Commonwealth Office, the Ministry of Defence, UK Ambassadors in

the region and Defence Attaches as well as academics specialising in Latin American affairs

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The Relevance of Technological Superiority for UK Airpower: Can technical agility provide the edge and what lessons can be learnt from other technology-intensive organisations?

It is a common misconception of warfare that technological superiority over an adversary will automatically provide a decisive edge on the battlefield. Whilst it cannot be disputed that technology is a significant factor in conflict, particularly conventional warfare, history is littered with examples where technological superiority has not provided the assumed victory. Much of Western military culture and legacy doctrine has been based on the theory that Western forces are technologically, if not quantitatively, superior to their adversaries. However, in an age of austerity and decreasing resources, predominately fiscal, maintaining technological superiority can no longer be assumed. Indeed, with rising technology in the East, including Chinese development of the J-20 and J-31 Stealth fighters and the successful launch of anti-satellite missiles¹, it could be argued that the edge has already been lost.

The study of technological impact on warfare is not new and since the 1990's much of this research has been focused on the concept of a Revolution in Military Affairs (RMA). RMA theorists proposed that technological developments in areas including Network Enabled Capability, sensors and Remotely Piloted Air Systems and subsequently the gathering, processing and distribution of information, combined with precision-strike technologies, would fundamentally change how wars were fought². However, the shift from conventional State threats which shaped policy during the Cold War to a dominance of asymmetric and counterinsurgency operations in Iraq and Afghanistan has challenged this concept. Whilst such technical developments have provided new capabilities, the network centric RMA seems to have failed to come to grips with the realities of the contemporary battlespace³.

Faced with the growth of Eastern powers, a shift from conventional to asymmetric conflict and threats and declining homeland economics, UK Defence has undergone a radical rethink of its reliance on, and use of, technology. However, whilst the relevance of technology in 'Hearts and Minds' counterinsurgency operations and from a ground perspective is appreciated, the implications of a shift in technological superiority in airpower appear less well understood. There are differing views on the relative importance of technology to airpower. A common argument is that air and space power is inherently dependent upon the power of science and technology and must reflect progressive technological change to remain relevant⁴. Conversely, it is generally acknowledged that it is not only technology which drives the impact and effectiveness of airpower; mastery of technology and organisational practices are essential to employ airpower effectively⁵. Of all military capabilities, airpower has traditionally been considered the most technologically reliant. Therefore it should be considered if there is a base-level of technology which the UK must achieve to protect itself against emerging technological threats, present a meaningful deterrence and coercive tool to adversaries and to remain interoperable with allies. During Op ALLIED FORCE in 1999 and the early stages of Op TELIC in 2003 the UK struggled to operate with US counterparts due to their advanced C2 and communications technology⁶. Without a comparable system, the passage of information and intelligence between US forces and the RAF was severely delayed and exacerbated the problems of operating in a multi-national environment. With the prospects of unilateral operations diminishing, the maintenance of technological parity with allies becomes increasingly important.

¹ Office of the Secretary of Defense (2013) 'Annual Report to Congress: Military and Security Developments involving the People's Republic of China 2013.'

² Stone, J. 'Politics, Technology and the Revolution in Military Affairs.' *Journal of Strategic Studies*, 27:3 (2004): 408-427.

³ Piefer, D. 'Risk-Free Coercion? Technological Disparity and Coercive Diplomacy.' *European Security*, 18:1 (2009): 7-31.

⁴ Hallion, R. 'Air and Space Power: Climbing and Accelerating' In: Olsen, J.A. ed. (2010) *A History of Air Warfare*. Potomac Books Inc. pp. 371-393.

⁵ Horowitz, M.C. (2010) *The Diffusion of Military Power: Causes and Consequences for International Politics*. Princeton University Press.

⁶ Olsen, J.A. (2011) *Global Air Power*. Potomac Books Inc.

Current UK doctrine states that technological and equipment superiority can no longer be guaranteed and 'The UK must make its people the edge'⁷. This study intends to examine this policy and consider its applicability to airpower. In doing so it will consider the importance of cutting-edge technology to airpower, the strategic choices available when faced with new military innovations using models such as Horowitz adaption-capacity theory⁸, and how technology is implemented in other high technology industries. It will propose that even with exceptional people at the helm, airpower will require a certain level of technology to remain relevant and enable the UK to successfully operate with our allies. However, rather than generating new or advanced capability through expensive, drawn-out development and procurement programs, this study will suggest that technological agility will be critical to the identification, development and exploitation of emerging technologies and capabilities. Recommendations based upon lessons learnt from technology-intensive organisations in the public and private sector in implementing technology policy will be made; the benefits of adopting such lessons will be analysed and considered as a strategy to ensure that UK Airpower remains adaptable and relevant in an age of increasingly limited resources and changing human and technological threats.

⁷ Developments, Concepts and Doctrine Centre, Strategic Trends Programme. 'Future Character of Conflict.' (2010) Ministry of Defence.

⁸ Horowitz, M.C. (2010) *The Diffusion of Military Power: Causes and Consequences for International Politics*. Princeton University Press.

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Enhancing the upstream conflict prevention strategy through commitment to an integrated approach – to what extent could and should the RAF invest?

During this period of financial stress there has been necessary emphasis on achieving greater efficiencies, and ultimately on identifying what we can afford not to do. However, as Defence reconfigures after over a decade of enduring stabilisation operations and despite the landscape of austerity, there is opportunity. A key theme which runs through the National Security Strategy, reflected in the 2010 Strategic Defence and Security Review and amplified within the tripartite Building Stability Overseas Strategy (BSOS) and International Defence Engagement Strategy is that of upstream activity. The economic, political and moral logic of early engagement to enhance global stability, championing a proactive rather than reactive stance, is compelling. However, key challenges include the limits of resource, the nature of influence and the difficulty of employing counterfactual arguments to prove the success of a preventative strategy. Such a strategy does not diminish the requirement for the ultimate insurance to UK interests in the form of adaptable and capable Armed Forces. It does however challenge the Armed Forces to invest further in the multi-agency space of conflict prevention. The purpose of the proposed research is to assess how the RAF could further contribute to upstream prevention and whether the potential investment would be worth the return.

An important pillar in strengthening conflict prevention is an integrated cross-government approach. This is not new, but there is a question as to the extent of investment and commitment, financial, structural and intellectual, that the MoD has truly made to the interdisciplinary security agenda. The Army has re-entered the debate proposing the utility of the Adaptive Forces as agents of defence engagement and conflict prevention.¹ One of the three cores to British maritime doctrine is international engagement, achieved through long-term 'habitual engagement'.² Gray states that the, 'greatest value [of the Navy] will be found in events that fail to occur because of its influence'.³ UK Air and Space doctrine acknowledges that, 'preventing conflict involves identifying and managing threats before they materialise. This demands an integrated, cross-government approach...'.⁴ The RAF should consider the value of investing further in upstream activity by potential enhancement to existing programmes and capabilities,⁵ but also through more novel means.

The Government aims to focus its efforts where national interests are considered to be most at stake and where the greatest effect can be achieved.⁶ Given this commitment there are some important questions for the Armed Forces and the RAF if they are to be seen as more than an insurance policy and retain relevance beyond. For example, in the aftermath of Iraq and Afghanistan, has the reputation of the UK Armed Forces been damaged or do we retain a unique Defence brand which is globally marketable and influential? What is the role of Air Power and the RAF in supporting 'active expeditionary diplomacy'⁷ and development? Does the RAF have a significant role in treating causes upstream rather than dealing with consequences? These questions should not be

¹ Project MARIUS, *Permanently Committing the Adaptable Forces*, Strawman, Army Directorate for Operations and Contingencies, Nov 2012.

² *British Maritime Doctrine*, Joint Doctrine Publication 0-10, Ministry of Defence, Aug 2011, p2-21.

³ Ibid.

⁴ *UK Air and Space Doctrine*, Joint Doctrine Publication 0-30, Ministry of Defence, Jul 2013, p2-2.

⁵ Including, Defence Attaches, training teams, overseas exercises and exchanges.

⁶ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/73171/defence_engagement_strategy.pdf.

International Defence Engagement Strategy.

⁷ DfID, FCO and MoD Paper, *Building Stability Overseas Strategy*, Jul 2011, p4.

addressed in isolation, but as part of a broader review of the true commitment of the MoD and the RAF to the continued development of an integrated approach.

From Whole of Government approaches to the difficult birth of the UK's Comprehensive Approach, now morphed into an integrated approach, recent attempts to strengthen the interdependence between defence, development and diplomatic activities have had mixed results. The aim to, 'enhance the likelihood of favourable and enduring outcomes'⁸ is laudable, however it requires an element of trans-departmental and organisational understanding, accommodation and empathy which has proven challenging. Arguably achieving successful integration is hardest at a time of economic austerity, when individual budgets are staunchly defended and appetite for risk is low, however perhaps this is the time we can least afford not to invest in integrated efforts. In a governmental structure which has been described as a, 'federation of departments'⁹ the question of barriers and incentives to integrated working needs to be well understood. Armstrong observes that a comprehensive approach is, 'a philosophy and framework that needs to be adapted for each situation'.¹⁰ As we reset post Afghanistan, now is the time for a review and adaption. The civil-military nexus will be never more relevant.

The start point for the proposed research is a brief examination of the future strategic environment with a review of extant policy and strategy, to establish the validity of the assumption of the viability and value of upstream conflict prevention. It will then précis past and proposed methods to achieve upstream prevention or stability, including case studies¹¹ and interviews. Specifically, the nature of influence, the cost-benefit of defence engagement and the practicalities of an integrated approach will be analysed. A review of the implementation of the Defence International Engagement Strategy will then focus on the investment and potential enhancements of the RAF contribution to this policy. Finally, the potential for read across to UK resilience will be considered.

Through Project MARIUS the Army is actively developing its conflict prevention strategy and the RN commitment to international engagement is enshrined as a doctrinal core. The RAF needs to consider the extent to which it could and should invest further.

⁸ *The Comprehensive Approach*, Joint Discussion Note 4/05, Jan 06, Ministry of Defence, p1-5.

⁹ Armstrong, Sir William, *The Civil Service and its tasks*, O and M Bulletin, vol.25, No2, HMSO, p63-79.

¹⁰ *Ibid*, p2.

¹¹ Case studies currently considered include Yemen and Libya (post 2011).

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