



TERMS OF REFERENCE
OF
THE GLOBAL CENTER
FOR
SECURITY COOPERATION

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Principal Deputy Assistant
Secretary of Defense for Policy
(Global Security Affairs)

07 December 2007

GCSC Terms of Reference

1. PURPOSE AND SCOPE

- a. The purpose of these Terms of Reference is to define the responsibilities, functions, authorities, and relationships of the Global Center for Security Cooperation (GCSC) in accordance with PDUSDP direction (Authorities (8.d.)) establishing the GCSC as an Office of the Under Secretary of Defense for Policy (OUSD(P)) entity under the Defense Security Cooperation Agency (DSCA).
- b. The GCSC supports the efforts of the five DoD Regional Centers for Strategic Studies (RCSS) and other DoD specialized education institutions to enhance OSD policy dissemination and to increase awareness of DoD international partner education and training resources. Such resources include curricula, available subject-matter expertise, lessons learned, best practices, and capability to meet un-forecasted training requirements.

2. GOVERNANCE

The GCSC is a functional element of the Defense Security Cooperation Agency (DSCA). It operates under the overall supervision of the Director, DSCA, and is subject to policy oversight by the Office of the Under Secretary of Defense for Policy (USD(P)).

3. MISSION AND OBJECTIVES

- a. The mission of the GCSC is to synchronize, integrate and deconflict selected international military education providers' capabilities in accordance with DSCA and OSD priorities, in support of the five Regional Centers for Strategic Studies and of the Combatant Commanders' (COCOM) theater security cooperation objectives.
- b. GCSC Objectives in support of its mission include:
 - (1) To establish a consortium of international education providers, including, but not limited to: the Naval Postgraduate School (NPS), the Defense Institute of International Legal Studies (DIILS), the Defense Institute for Medical Operations (DIMO) and the Defense Language Institute English Language Center (DLIELC).
 - (2) To establish a relationship with each consortium participant and each RCSS for the purpose of planning and coordination, and to consult with other providers when appropriate.
 - (3) To optimize DoD international education from an operational, resource, and policy dissemination perspective.
- c. Nothing in this TOR shall be construed to supersede the provisions of existing MOAs between the GCSC and other stakeholders or consortium members.

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4. RESPONSIBILITIES AND FUNCTIONS

a. The Director, Defense Security Cooperation Agency shall:

- (1) Execute its management responsibilities, consistent with applicable law, DoD policy and DoD Directive 5105.65 (Authorities (8.b.)).
- (2) Oversee GCSC execution of its assigned roles and missions.
- (3) Approve NPS President's selection for Director, GCSC.
- (4) Identify requirements and resources necessary to execute assigned responsibilities.
- (5) Reimburse NPS in accordance with the established Interservice Support Agreement (Authorities (8.e.)).
- (6) Provide an on-line coordination tool, such as the Regional International Outreach (RIO) system, as required.

b. The President, Naval Postgraduate School shall:

- (1) Designate and provide a Director for the GCSC (Authorities (8.e.)). The incumbent also serves as the Dean of the NPS School of International Graduate Studies (SIGS).
- (2) Provide civilian billets on a reimbursable basis.
- (3) Provide support for GCSC as a tenant activity at the NPS in accordance with the established Interservice Support Agreement (Authorities (8.e.)).

c. The Director, Global Center for Security Cooperation shall:

- (1) Develop and operate the GCSC.
- (2) Organize, direct, and manage the GCSC and all assigned resources.
- (3) Establish a consortium as defined in "Objectives" above. Establish a relationship with each consortium participant and each RCSS, and maintain appropriate liaison with each.
- (4) As directed, convene governance bodies to fulfill the roles and missions of the GCSC.
- (5) Develop and provide reports as directed by OSD and DSCA.
- (6) Facilitate the dissemination of OSD policy to DoD educational institutions within the consortium.
- (7) Facilitate the dissemination of information about international partner education and training activities within the consortium.

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- (8) Support program planning in accordance with applicable guidance and provide integrated, semi-annual updates to DSCA.
- (9) Support a curriculum review process to ensure that planned courses are thorough and effective, and that stakeholders and DSCA are kept up-to-date on proposed course curricula.
- (10) Perform such other functions as may be assigned by the USD(P) or the ASD(GSA).

5. INTERACTIONS AMONG STAKEHOLDERS

Stakeholders, including, but not limited to: the President, Naval Postgraduate School; the Directors, Regional Centers for Security Studies; the Director, Defense Institute for Medical Operations; the Director, Defense Institute of International Legal Studies; and the Commandant, Defense Language Institute English Language Center shall:

- (1) On a regular basis, synchronize, integrate and deconflict international education and training events and capabilities with the GCSC.
- (2) Within prescribed timelines, provide one-time and recurring events scheduling information.

6. ORGANIZATION

See Annex A.

7. KEY OFFICIALS

- a. A Director, who shall be a member of the Senior Executive Service or of equivalent rank. The Director, who may also serve as an NPS official, such as the Dean of the NPS School of International Graduate Studies (SIGS), shall be designated by the President, NPS and approved by the Director, DSCA. If President, NPS declines to designate a Director, the Director, DSCA, shall select an acting or interim Director, GCSC, who shall not hold another position at NPS.
- b. The GCSC has other subordinate positions and elements, as may be established by the GCSC Director within authorized resources provided by DSCA. The following three civilian billets (three-year term, excepted service) are provided by NPS on a reimbursable basis.
 - (1) Deputy Director - Primary responsibilities include assisting the GCSC Director in capturing the vision for strategic planning, and executing the day-to-day operation of the Global Center for Security Cooperation. In collaboration with the Director, the Deputy Director determines and interprets GCSC policies, evaluates

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existing programs and develops new programs, sets goals and objectives, assists with budget decisions, and prepares annual and other administrative reports. Supervises and manages all GCSC employees.

(2) Operations and International Education Specialist - Reports directly to the Deputy Director and is responsible for linking training systems of GCSC participants into a cohesive, logical, accessible database, and working with the RCSS to keep information current on a real-time basis. The O&IE specialist analyzes training programs, reports, and status charts to determine effectiveness and ensure compliance with governing directives. Coordinates with other GCSC participants to identify shortfalls and limiting factors affecting training needs, and assists in scheduling issues.

(3) Academic and Knowledge Specialist - Reports directly to the Deputy Director and is responsible for analyzing and advising management on the effectiveness of international education knowledge and course content within the purview of the GCSC. This position administers, reviews, and supports information technology (IT) systems and services.

c. No military personnel are assigned to GCSC.

8. AUTHORITIES

- a. Title 10, United States Code, § 113(d)
- b. DoD Directive 5105.65, "Defense Security Cooperation Agency"
- c. Deputy Secretary of Defense Memorandum dated 29 September 2005, subject: Executive Agent for DOD Regional Centers for Security Studies, 1 October 2005
- d. Principal Deputy Under Secretary of Defense Memorandum dated 6 October 2006, subject: Establishment of the Global Center for Security Cooperation
- e. Memorandum of Agreement, NAVPGCSCOL, 3900, Ser 91, dated 25 May, 2007, subject: MOA [between] Defense Security Cooperation Agency and The Naval Postgraduate School, as amended
- f. Memorandum of Agreement between Under Secretary of Defense for Policy and General Counsel of Department of Defense dated 23 May, 2007, subject: Management of the Defense Institute for International Legal Studies

ANNEX A: GCSC ORGANIZATION

