



GLOBAL OUTREACH

Global Center for Security Cooperation (GCSC)



Volume 1, Issue 1

Coordinate—Integrate—Deconflict

Consortium Members:

- School of International Graduate Studies Naval Postgraduate School
- Center for Civil-Military Relations
- Center for Homeland Defense and Security
- Defense Resources Management Institute
- Department of National Security Affairs, Naval Postgraduate School
- Defense Language Institute English Language Center
- Defense Institute of International Legal Studies
- Defense Institute for Medical Operations
- Joint Special Operations University

The GCSC was formalized on 6 October 2006 as an Office of the Secretary of Defense (OSD) entity under the Defense Security Cooperation Agency (DSCA). It became operational with a staff of four personnel on 1 October 2007. The Center was established in response to DoD's challenge to develop more efficient means for OSD policy dissemination and provide greater awareness of DoD international education and training providers. The GCSC is an OSD tenant activity located at the Naval Postgraduate School (NPS) with NPS providing administrative and base operations support.

The Global Center supports and coordinates education activities

for the five Regional Centers for Security Studies (RCSSs) and members of the Global Center Consortium.

The GCSC maintains a common operating picture for these institutions by providing a consolidated events calendar, student management system, curriculum reviews, reporting functions, and a localized database of subject matter experts and lessons learned & best practices. All of these functions are available to supported activities through a secured internet site called the Regional International Outreach (RIO)*. These functions also provide the RCSSs and their Combatant Commands added capacity and one-stop shopping.....(more on page 2)

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A Note from GCSC's Director

As we start the New Year, we are pleased to provide you with our first semi-annual newsletter. We have made significant achievements since our formal establishment in October 2007. The Global Center has made great progress in its mission to coordinate, integrate, and deconflict international education, including improvements to our GCSC RIO site that make it easier for users to find the information and products they need.

We are currently providing support to nine Consortium members and the five Regional Centers for Strategic Studies. The Global Center has moved aggressively to expand the Consortium with four additional schools that will soon formalize their membership, and several others are in various stages of coordination. FY09 will see an anticipated growth to a total of approximately 20 members.

We hope that our newsletter will keep you informed of the latest news and events in the Global Center, our Consortium members, and partner institutions. This first edition gives you an overview of the Global Center and our partners. It also provides you with top stories directly from our partners and an insight to recent events within DoD educational institutions.

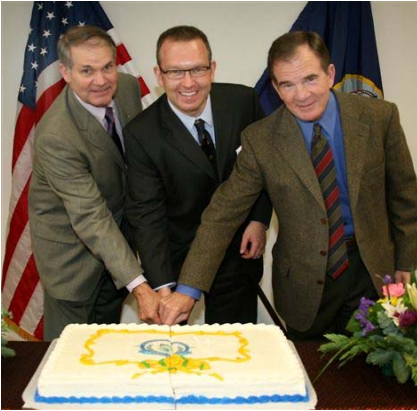
Wishing you the very best in this New Year!

Bob Ord
Director

Chamnan Lim
Editor in Chief

* To obtain access to GCSC RIO, please contact Ms. Chamnan Lim at calim@nps.edu

About GCSC: Coordinate—Integrate—Deconflict (cont'd)



GCSC Opening Ceremony on 16 November 07. Above (from left), LTG (ret) Robert Ord, Director of GCSC; Dr. Jeb Nadaner, Deputy Assistant Secretary of Defense for Partnership Strategy; and VADM (ret) Dan Oliver, President of NPS

....for educational programs/ resources (in-residence short courses and Mobile Education Teams (METs)).

The GCSC has no direct authority over its members; it serves as a streamlined coordinator and capabilities provider and not as a layer of bureaucracy. It does, however, ensure that international education is consistent with and responsive to the Under Secretary for Policy and DSCA priorities, as well as the needs of the five Regional Centers and their Combatant Commanders (COCOMs).

VISION

Build a federation to provide leadership to a consortium of select international educational institutions. A symbiotic relationship with each Regional Center for Strategic Studies is indispensable in harmonizing efforts for maximum effectiveness in accordance with Defense Security Cooperation Guidance.

MISSION

The GCSC develops and manages a single coherent requirements-based system to coordinate, integrate, and deconflict international providers' activities and programs, consistent with and responsive to OSD priorities and supporting the 2006 Quadrennial Defense Review, the Guidance for the Employment of the Force, and the Defense Security Cooperation Guidance.

"Through the Global Center's early contributions we are seeing improvements to our Defense Security Cooperation collaboration"



The Honorable Ryan Henry, (Then Principal Deputy Under Secretary of Defense for Policy in October 2006)

Recognized Need for GCSC

- 2006 Quadrennial Defense Review highlighted the need to substantially engage current and future foreign leaders
- International education and outreach: Centers and institutions need to play a key role in developing "communities of influence" and building partnerships
- More effective and valuable application of Defense Department resources (International Education) in accordance with Defense Security Cooperation Guidance
- Need for more integration across DoD and accountability to senior leaders

"The Global Center, which is a small entity, has an impact much larger than its size"



Joseph A. Benkert, Assistant Secretary of Defense for Global Security Affairs in October 2008

Providing Benefits to OSD & DSCA

The Global Center offers numerous benefits to OSD and DSCA. Some highlights include:

- Consolidates information for ready reference and reports generation
- Acquires new data via surveys
- Provides means to deconflict and harmonize courses and events
- Provides more effective and valuable application of DoD resources (International Education) to worldwide customers (COCOMs, Regional Centers, Partners and Allies)
- Provides Common Operating Picture via RIO
- Provides total asset visibility of supporting capabilities
- Promotes application of Guidance for Employment of the Force (GEF)

"The Global Center builds on the current School of International Graduate Studies organization located at the Naval Postgraduate School. Dialogue at that and subsequent roundtable indicated that educational and subject matter expertise, faculty sharing, program and curricula synchronization and research would benefit from centralized operational control, oversight, coordination and integration."



Jeffrey Kohler
Lieutenant General, USAF
(Then DSCA Director in October 2005)

Insights to the Regional Centers for Security Studies



Africa Center for Strategic Studies

Supports the development of U.S. strategic policy towards Africa by providing high quality, relevant academic programs, fostering awareness of and dialogue on U.S. strategic priorities and African security issues, building networks of African, American, European and international military and civilian leaders, assisting U.S. policymakers in formulating effective African policy, and articulating African perspectives to U.S. policymakers.

(<http://www.africacenter.org>)



Asia-Pacific Center for Security Studies

Addresses regional and global security issues, inviting military and civilian representatives of the United States and Asia-Pacific nations to its comprehensive program of executive education and conferences, both in Hawaii and throughout the Asia-Pacific region.

The Center supports the U.S. Pacific Command's objective of developing professional and personal ties among national security establishments throughout the region. With a non-warfighting mission, the Center focuses on a multilateral and multi-dimensional approach to defining and addressing regional security issues and concerns.

(<http://www.apcss.org>)



Center for Hemispheric Defense Studies

Provides education, and conducts outreach, research and knowledge-sharing activities on defense and international security policy-making with military and civilian leaders of the Western Hemisphere; advances international security policy and defense decision-making processes, fosters partnerships and promotes effective civil-military relations in democratic societies; contributes to a cooperative international security environment and mutual understanding of priority U.S. and regional defense and international security policy issues.

(<http://www.ndu.edu/chds>)



George C. Marshall European Center for Security Studies

Creates a more stable security environment by advancing democratic institutions and relationships, especially in the field of defense; promoting active, peaceful security cooperation; and enhancing enduring partnerships among the nations of North America, Europe and Eurasia.

The legacy, goals, and ideals of the Marshall Plan continue through the security education initiatives of the George C. Marshall European Center for Security Studies. The Marshall Center is a renowned international educational institution that promotes dialogue and understanding among the nations of North America, Europe and Eurasia. Dedicated in 1993, the Marshall Center's mission is to continue Marshall's vision in the 21st Century.

(<http://www.marshallcenter.org>)



Near East South Asia Center for Strategic Studies

Enhances security in the Near East and South Asia by building sustained, mutually beneficial relationships; fostering regional cooperation on security issues; and promoting effective communications and strategic capacity through free and candid interaction in an academic environment.

(<http://www.ndu.edu/nesa>)

Regional Center and Global Center Directors' Roundtable

The Global Center hosted the October 2008 Regional Center and Global Center Directors' Roundtable. The Roundtable, chaired by the Honorable Joe Benkert (ASD-GSA), highlighted functional areas of institutional capacity building and ways to improve linkages amongst DoD institutions.



Inside our Consortium Members

An objective of the GCSC is to establish a Consortium of international education providers. In order to fulfill this mandate, the GCSC has conducted an initial study of DoD schools, centers, and other institutions for possible inclusion in the Global Center Consortium.

To date, there are nine Consortium members with specializations that vary from language, legal, and medical, to national security.

Benefits of being part of the Consortium have been highly noted by our current members. Some of these benefits include linkages with nationally recognized educational institutions, access to useful information and subject matter experts, and capability to easily tap online resources that provide a common operating picture. Our Consortium members are selected based on their involvement in Security Assistance or Security Cooperation activities, mostly with international student body, and presentation of graduate-level materials for senior military and civilian officials.

Consortium Member Highlights



The Naval Postgraduate School's School of International Graduate Studies

The School of International Graduate Studies (SIGS) conducts research and offers various education opportunities in international security studies. Programs seek to identify and address current and emerging security challenges and strengthen multi-lateral and bilateral defense cooperation between the United States and other nations.

(<http://www.nps.edu/Academics/SIGS/index.html>)

Agencies within SIGS include:

- Department of National Security Affairs
- Defense Resources Management Institute
- Center for Civil-Military Relations
- Center for Homeland Defense and Security
- Center for Stabilization and Reconstruction Studies
- Center for Contemporary Conflict
- International Defense Acquisition Resource Management Program
- International Graduate Programs Office

Center for Civil – Military Relations

Established at NPS in 1994, CCMR provides graduate level education to foreign civilian and military participants through resident and non-resident courses. Its programs assist foreign nations in resolving civil-military issues resulting from defense transformation, stability and support operations, combating terrorism, and other security challenges.

(<http://www.ccmr.org/public/home.cfm>)

Defense Resources Management Institute

Established in 1965, DRMI pioneered the education program that teaches the principles and concepts of Defense Resources Management. The DRMI course is taught in residence and overseas.

The focus of all programs is on the development of knowledge and improvement of understanding of the concepts, techniques and application of modern defense management, with specific emphasis on analytical decision making.

(<http://www.nps.edu/drmi/index.html>)

Consortium Member Highlights (cont'd)



Defense Language Institute English Language Center

Manages and operates of the Defense English Language Program (DELP) to train international military and civilian personnel to speak and teach English, manages the English as a Second Language Program for the US military, manages overseas English training programs, provides for students' health, morale, and welfare, and conducts the DoD Information Program.

DLIELC provides resident training as well as nonresident programs. The Nonresident Programs Division provided technical assistance or control to approximately thirty-three locations throughout the world in FY08.

In response to a President of the United States (POTUS)-directed pseudo FMS case, DLIELC deployed its first team of instructors to Iraq in 2005 in support of the Global War on Terrorism. Currently, DLIELC has eleven English language training instructors deployed to six locations throughout Iraq. They have volunteered to teach in Iraq to support the United States military and the Security Assistance mission to produce sufficient numbers of language-qualified personnel to support the needs of a self-sufficient Iraq Ministry of Defense.

(<http://www.dlielc.org>)



Defense Institute of International Legal Studies

Provides expertise in the rule of law, with an emphasis on the execution of disciplined military operations through both resident courses and mobile education teams.

DIILS is the DoD's lead agency in providing seminars and programs to military personnel and civilian government officials throughout the world on the legal implications of the strategic, operational, and tactical decisions faced by military personnel and civilian professionals as they work to accomplish their missions. (<http://www.diils.org>)



Defense Institute for Medical Operations

Builds a sustained vital partnership with regional, national and international medical communities expanding social, political, and economic stability abroad as well as at home.

Strengthening global medical capabilities in disaster response and healthcare management through education and training.

(<http://airforcemedicine.afms.mil/dimo>)



Joint Special Operations University

A Direct Reporting Unit of USSOCOM, residing at Hurlburt Field, FL and co-located with the U.S. Air Force Special Operations School (USAFSOS). With active duty, reserve, and civilian faculty members from the Army, Navy, Air Force, and Marine Corps, JSOU delivers unique SOF educational opportunities through in-residence courses and integration of SOF curriculum with service Professional Military Education schools.

JSOU's mission is to educate Special Operations Forces executive, senior, and intermediate leaders and selected other national and international security decision-makers, both military and civilian, through teaching, research, and outreach in the science and art of Joint Special Operations.

(<https://jsoupublic.socom.mil/>)

2nd Annual Consortium Directors' Conference

The conference was held at the Naval Postgraduate School (NPS) on 29-30 July 2008 to facilitate communication and resource sharing amongst Consortium members and identify developing issues in which the Global Center in conjunction with the Consortium can provide assistance. The goal of the conference was to improve networking between the members, and established a more fluid information flow between the Consortium members.



Benefits of Consortium Membership

- Access to Common Operating Picture via RIO web portal
- Vast information consolidated for ready reference
- Means of communication with other providers
- Total asset visibility of supporting capabilities
- Prestige and linkages with nationally recognized educational institutions
- Access to educational and subject matter experts
- Access to archives of After-Action Reports and Lessons Learned/Best Practices
- Access to training and education events conducted by Consortium members
- Access to a curriculum review process which ensures that planned courses are thorough and effective, and that stake holders and DSCA are kept up-to-date on proposed course curricula



CHDS 2008

CHDS culminated its 11th year of service with its 2d annual Dr William J. Perry Award for Excellence in Security and Defense Education. This year CHDS selected both an individual and an organization to receive this prestigious award named after our founder, former Secretary of Defense, Dr. Perry. The organizational honoree is Chile's Academy of National Security and Political Studies, a CHDS partner institute for 10 years. The individual honoree is the current president of the Republic of Colombia, President Alvaro Uribe. This year's Dr Perry event was held during CHDS' inaugural homeland security and defense seminar on "Defense Support to Civilian Authority, DSCA".

The CHDS academic outreach program continued to expand in 2008, gaining new and more demanding courses, adding new instructional modules, serving an ever-growing number of students, and supporting more facilitated and conference-based activities throughout the region. At the same time, the program has maintained its dedication to the principles of academic freedom, appreciation of diverse viewpoints, and incorporation of major analytical treatises on topics of relevance to the CHDS charter. Overall, 345 people graduated from CHDS in-residence programs in 2008, and an additional 317 participants attended the six conferences, seminars and workshops planned and executed by the CHDS faculty members. Six faculty outreach seminars were delivered to audiences in Bolivia, Guyana, Jamaica and Guatemala. Conference, seminar and workshop participants exceed 5,000 in 2008.

In the Spotlight News and Updates



Pacific-Rim Security: Managing the Global Commons

January 13-15, 2009 at Stanford University (California)

A three-day multinational workshop of security practitioners from select Pacific-rim nations on both sides of the Pacific Ocean will initiate dialogue, gain insights and develop mutual understanding of regional policies to manage global commons. It is co-hosted with the Center for Hemispheric Defense Studies (CHDS) and the Freeman Spogli Center at Stanford University.



Executive Seminar participants

The Near East South Asia Center (NESAC) for Strategic Studies has rapidly expanded since its inception in October 2000.

With more than 1700 graduates of its core seminars, the Center is aggressively pursuing its mission to enhance security in the volatile NESAC region by building sustained, mutually beneficial relationships; fostering regional cooperation on security issues and promoting effective communications and strategic capacity through candid interaction in an academic environment.

In FY09, NESAC will host a growing number of seminars and workshops in Washington D.C. and in the region.

In December 2008 alone, the Center hosted two core courses, an executive seminar and a Combating Terrorism seminar for senior executives; a luncheon for defense attaché s from a dozen embassies; a Washington Seminar for foreign elites at the Cosmos Club in Washington; working groups of the Regional Network of Strategic Studies Centers and the third in a series of Afghan Elections Workshops. NESAC also participated in Track II and IISS events in Greece and Oman, respectively.

Faculty members and leadership travel extensively throughout the region, participating in media interviews, lecture tours, panel discussions and workshops.

In February 2009, NESAC is scheduled to open a regional office in Oman. Among its responsibilities, the forward office will host regional activities and alumni events.

In the Spotlight (cont'd)

News and Updates

For more than four decades, the **Defense Resources Management Institute (DRMI)** at the Naval Postgraduate School has helped allied and partner nations get more bang for their defense dollar.

"We've been here 43 years providing education in defense resources management," said DRMI Director Professor C. J. LaCivita. "Since our first course in 1965, over 30,000 officers and defense professionals have come through our multi-disciplinary programs, both at NPS and in mobile education programs in the U.S. and overseas – 14,000 from all U.S. military services and the Department of Defense and over 16,000 international officers and officials from 162 countries. This is a tremendous record that we're very proud of, and there's still a great need for it.

"One of the Pentagon's most important initiatives is defense institution building -- building the capacities and strength of our coalition partners, both in the Cold War and now with the newly emerging democracies and the war on terror," said LaCivita. "And what we do at DRMI – applying analytical techniques to defense planning, programming and budgeting and encouraging transparency



From left, Royal Jordanian Air Force Col. Manhal Hamdan Mohammed Al Qudah, Ukrainian Army Maj. Iryna Bystrova and Albanian Army Lt. Col. Adi Ndoni discuss solutions to a defense resources management scenario during the current 11-week International Defense Management Course held at the Naval Postgraduate School.

Defense Institute of International Legal Studies (DIILS) Resident Peacekeeping Course Focuses on Africa

The 23rd DIILS course held in Newport, RI, on "Conducting Stability and Peacekeeping Operations in Accordance with the Rule of Law" (PKRL) graduated 27 students from 17 countries on 20 November 2009.

Twelve of the students came from African countries.

For the first time, the course curriculum included discussion and planning exercises focused on current or likely peacekeeping missions in Africa. Students also visited the United Nations Headquarters in New York City and heard presentations from U.S. officials in Washington D.C.

Commenting on the value of the program, one student from an African nation stated that PKRL "is very useful and it exposes the student's to the concept of Peacekeeping Operations and the application of law in such operations. Also, the program affords foreign students the opportunity to learn more about American life and aspirations." The next PKRL (MASL P176019) will be offered again 13 April to 21 May 2009.



The PKRL Fall Class in Washington D.C.

Civil-Military Relations (CCMR) Hosts International Defense Transformation Seminar

CCMR recently hosted a defense transformation seminar to assist defense planners with the transformation of their national militaries, using capabilities-based planning methodologies.

The seminar, "International Defense Transformation (IDT)," was headed by retired Navy Capt. Scott Jasper and delivered in partnership with Headquarters, Supreme Allied Command Transformation, U.S. Joint Forces Command, Joint Experimentation Directorate, Army Command and General Staff College, and U.S. Pacific Command.

During the two-week-long course, military and civilian participants from 10 different countries engaged in practical exercises, lectures and



case studies to increase their effectiveness in developing and transforming national security capabilities. Coursework for the seminar also included elements of defense transformation, approaches for analysis and capability development for future security environments, and concept development and experimentation.



Local conference addresses nuclear terrorism

The Marshall Center's first "Violent Extremism in Europe" conference took place Nov. 5-7 in Partenkirchen, Germany. Conducted in cooperation with the U.S. Department of State, the conference brought together 95 government officials, national police, military officers, intelligence service personnel, security officials, diplomats and academic specialists from 23 nations worldwide, nine of which were Marshall Center alumni.

The conference focused on the current threat, dynamics, and effective policy responses to violent extremism in Europe. It allowed participants to gain multi-national perspectives on best practices in detecting and curbing violent extremism.

Dr. Jay le Beau moderated the event and provided a panel presentation along with Prof. James Wither and Dr. Sharyl Cross, all from the Center's College of International and Security Studies. Participants valued the "Muslim's Perspective" panel which featured former members of radical Islamic organizations who relayed firsthand experience in radicalization and recruitment.

In the Spotlight

News and Updates

DIMO Partners With the World in the Struggle to Combat HIV/AIDS

The Defense Institute for Medical Operations (DIMO), located at Brooks City-Base, Texas hosted its annual HIV/AIDS Planning and Policy Development Course 6 – 12 December 2008. This internationally known course is conducted in San Antonio, Texas. To date, more than 500 students from approximately 50 countries have attended this course.

The week-long program was attended by 74 representatives, including six General Officers, from 37 countries (Angola, Bahamas, Bangladesh, Botswana, Chad, Democratic Republic of Congo, Dominican Republic, Egypt, Ethiopia, Gabon, Ghana, Guinea, Honduras, India, Indonesia, Laos, Lesotho, Liberia, Madagascar, Malawi, Malaysia, Mali, Morocco, Mozambique, Nepal, Senegal, Serbia, Sierra Leone, South Africa, Southern Sudan, Swaziland, Togo, Trinidad & Tobago, Uganda, Ukraine, Vietnam, and Zambia).

The huge success of the conference was, in large part, due to the contributions of a distinguished group of guest speakers representing the following organizations: Department of Defense HIV/AIDS Prevention Program, Health Resources & Services Administration, U.S. Census Bureau, Center for Disease Control and Prevention, United Nations Population Fund, Deputy Assistant Secretary of Defense, National Naval Medical Center Bethesda, US Naval Medical Research Unit 3, Deputy Command Surgeon, US Pacific Command, US Africa Command, Naval Medical Center Portsmouth, World Health Organization, San Antonio Military Medical Center, Walter Reed Army Institute of Research, Joint United Nations Program on HIV/AIDS, United Nations Department of Peacekeeping Operations, Social Science Research Council, and Naval Medical Center San Diego.

DIMOs focus is simple: “Strengthening global medical capabilities in disaster response and healthcare management through education and training.”

HIV/AIDS Planning/Policy Development Course



 **San Antonio, Texas** 
8 – 12 December 2008 

The resident English language training (ELT) program of the **Defense Language Institute English Language Center** (DLIELC) is well-known throughout DoD; however, many in the DoD community, who are not involved with the Department of State's Security Assistance Program, are not familiar with the nonresident programs managed by DLIELC. The Nonresident Programs Division provided technical assistance or control to thirty-three locations throughout the world in FY08.

In response to a President of the United States (POTUS)-directed pseudo FMS case, DLIELC deployed its first team of instructors to Iraq in 2005 in support of the Global War on Terrorism. Discarding civilian clothes and donning desert combat uniforms, instructors from DLIELC have continued to conduct English language training (ELT) in Iraq for the Ministry of Defense's (MoD) Defense Language Institute instructors, and in support of the Coalition Air Force Transition Team-Iraq's (CAFTT-I) efforts to rebuild the Iraqi Air Force. Deploying into a combat zone imposes unique training requirements on the DLIELC (GS/NSPS civilian) instructors, all of whom have volunteered for this hazardous duty. The DLIELC instructors must sign an Emergency Essential position agreement and meet all of the CENTCOM deployment requirements.

Currently, DLIELC has eleven ELT instructors deployed to six locations throughout Iraq. They have volunteered to teach in Iraq to support the United States military and the Security Assistance mission to produce sufficient numbers of language-qualified personnel to support the needs of a self-sufficient Iraq MoD.



Mr. Richard Kilmer, a DLIELC English as a Foreign Language Specialist, teaching a class in Iraq Military Academy Rustimayah.

Facts and Figures

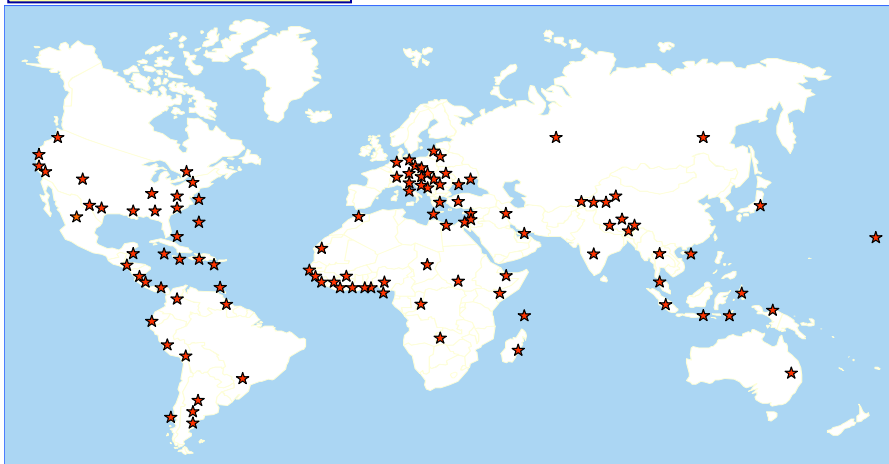
International Education Event Comparison

FY08	FY09 (as of Jan 09)
754 events	611 events
102 countries	110 countries
153 resident courses	169 resident courses
557 METS	439 METS

Subject Matter Experts database has grown rapidly to over 165 experts. In FY09, as our consortium membership grows, the database will likely double.

If you know of an expert who may be interested in being part of our database and is a US Government employee, please contact Chamnan Lim at calim@nps.edu

Global Reach in FY08



★ Event Locations

GCSC Update



Global Center's EUCOM Liaison Officer Works to Link GCSC, Command

The Global Center for Security Cooperation's Liaison Officer to EUCOM, Ms. Kathleen Peggarr, has been posted to Stuttgart at EUCOM Headquarters since June 2008. Her mission includes enhancing communications and providing ongoing situational awareness for the Naval Postgraduate School / School of International Graduate Studies,

GCSC, and EUCOM.

Ms. Peggarr is the Global Center's first Liaison Officer. Since her arrival in Stuttgart, she has begun a number of initiatives to advance the interests of both EUCOM and the Global Center. One project that she has started during the current fiscal year is the new "EUCOM Forum for International Affairs," which is a speaker series designed to enable EUCOM leadership and staff to engage with experts in a range of fields that are relevant to the Command's interests and mission. Since the Forum's inception, two representatives from Global Center schoolhouses have been featured as speakers. In November 2008, Dean Michael Schmitt of the College of International and Security Studies at the George C. Marshall European Center for Security Studies discussed "Counter-Terrorist Operations and International Law." In December 2008, Dr. Elisabeth Wright of the International Defense Acquisition Resource Management (IDARM) Program at the Naval Postgraduate School shared her insights on transparency and corruption through the defense / armaments lens. Future speakers will address diverse topics including the future of U.S. - Russian relations, energy and resource security, and the role of international organizations in promoting regional stability.

Ms. Peggarr may be reached at kathleen.peggar@eucom.mil or via phone at +49 0711 680 2041 / DSN 430 2041. Her bio is accessible at: <http://www.nps.edu/Academics/Centers/GCSC>



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