



# GLOBAL OUTREACH

Global Center for Security Cooperation  
Semi-annual Newsletter



January 2011

Volume 3, Issue 1

## Consortium Members:

- 5 Regional Centers for Strategic Studies
- Air Force International Health Specialist Program
- Air University
- Center for Civil-Military Relations
- COE in Disaster Management and Humanitarian Assistance
- Defense Institute for Medical Operations
- Defense Institute of International Legal Studies
- Defense Institute of Security Assistance Management
- Defense Language Institute English Language Center
- Defense Language Institute Foreign Language Center
- Defense Resources Management Institute
- Inter-American Air Forces Academy
- Joint Special Operations University
- NATO School
- Naval Education and Training Security Assistance Field Activity
- Naval Postgraduate School
- Naval Small Craft Instruction and Technical Training School
- US Army Medical Department Center and School
- USMC Training and Education Command
- Western Hemisphere Institute for Security Cooperation

## Strengthened Capabilities

The second half of 2010 provided a gateway for the Global Center to focus on developing and presenting new ways to ensure the greatest efficiency of International Partner Education (IPE) within DoD. We have enhanced our products and services to help Consortium members' collaboration efforts and increased their visibility with stakeholders.

### Enhanced Products

The Global Center has made strides in raising awareness among stakeholders in DoD and other US agencies of Consortium members' activities and program through our Weekly Snapshots. The Snapshots is an extremely popular electronic publication that provides current news and information as well as a listing of events planned for the upcoming week. It is emailed directly to senior leaders and staff throughout the Security Assistance field, pushing information to both policymakers and program executors. Initial distribution was about 185 individuals; with new requests, that number grew to over 300 within two weeks and is now reaching over 1,000 readers.

Our comprehensive Consortium Resource Catalog provides another means of increasing awareness in support of information exchange and collaboration. The catalog is a useful resource...(more on page 2)

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Chamnan Lim  
Editor

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## A Note from GCSC's Director



As we start 2011, I would like to reflect on our broad achievements in the past year. We have made tremendous progress in increasing awareness of DoD partner nation education and training resources. We have also made headway in ensuring the greatest efficiency of International Partner Education (IPE).

Newly implemented Curriculum Review and Functional Review programs to assess courses and programs have deepened our capacity to support our consortium members and have proven to be very valuable. We also found new ways to disseminate information about IPE activities and resources, helping Consortium members stay abreast of the latest developments in the field and of new guidance as it becomes available. Furthermore, our Consortium has expanded to 24 members, which strengthens our ability to capture information on international education and to better coordinate, integrate, and deconflict their efforts.

We recently held a very successful Consortium Directors' Conference. I want to thank all the participants, including representatives from 6 COCOMs, 2 key staffers from OSD-PSSO, and 4 DSCA leaders for their valuable insights.

The Global Center team appreciates your support and looks forward to continuing our great working relationships in this New Year.

Wishing you all the best for 2011!

Dr. James J. Wirtz  
Director of GCSC



## Strengthened Capabilities

...among stakeholders. It provides information about courses and other events, a list of subject matter experts, and contact/scheduling information. It has become a “one-stop shop” for Security Cooperation Officers and others looking for information about education and training resources.

### *Breakthrough Services*

The Global Center helps Consortium members ensure that their programs are of the highest quality through a Curriculum Review process. The process allows Consortium members to strengthen their programs, in addition to keeping relevant stakeholders involved in course curricula. The Global Center recently completed a Curriculum Review with the Defense Institute of International Legal Studies (DIILS) on its Human Rights and International Humanitarian Law program.

Another service we provide to optimize DoD international education from an operational and resources perspective is a Functional Review to assess member institutions' programs. Functional Reviews determine whether programs are in accord with higher headquarters' guidance and priorities, and whether they are conducted in the most efficient manner possible, making recommendations where appropriate. We conducted a Functional Review of the Defense Resources Management Institute in July and reviewed the Defense Institute for International Legal Studies' programs in Democratic Republic of Congo in October 2010.

## New Consortium Members

The Global Center was pleased to welcome two new members to the Consortium in the last six months. Consortium growth expands capabilities for collaboration and provides added visibility of what is being offered in International Partner Education.



The US Naval Education and Training Security Assistance Field Activity (NETSAFA) joined the consortium in July 2010. NETSAFA was established to execute the Security Assistance (SA) Training Program for the U.S. Navy. This role was later expanded to encompass all Security Cooperation (SC) training programs, therefore making NETSAFA responsible for managing all Navy SC/SA training provided to international governments and organizations.

**Mission:** To develop and execute the Naval Education and Training Command Security Assistance and Security Cooperation Programs including administration, financial processing, coordination of training; and to serve as an effective instrument of U.S. foreign policy by initiating and conducting action programs which promote positive relations between a command and foreign nationals.



The newest member of the Consortium is the North Atlantic Treaty Organization (NATO) School which officially became the 24th GCSC consortium member in January 2011. The NATO School is NATO's key training facility on the operational level. Since 1953, the school has trained and educated members of the NATO Treaty Alliance as well as partner nations. The mission of the NATO School is to conduct courses, training, and seminars in support of NATO's current and developing strategy and policy.

**Mission:** To conduct courses, training and seminars in support of NATO's current and developing strategy and policy. This includes cooperation and dialogue with military and civilian personnel from non-NATO nations. The School strives for top-down clarity of vision in the educational process, especially during the present time where NATO is undergoing transformation.

## Defense Educators Gather for Annual Global Center Consortium Directors' Conference



The Department of Defense's (DoD) top international partner educators gathered in Monterey from Jan. 11-13 to share ideas and practices at the Annual Global Center Consortium Directors' Conference. The Conference, hosted by the Global Center for Security Cooperation (GCSC), allowed the directors of the Consortium member institutions to present their programs and areas of expertise. The GCSC connects these institutions, allowing them to collaborate ideas and materials, and to come away with a network of support for their academic undertakings.

"The greatest thing about the conference is it gives our members the ability to collaborate on projects," explained GCSC Operations Officer Warren Hoy. "And that's really what we are all about- collaboration. The directors

all have a chance to share what they do, what they are working on, what their capabilities are, and what their needs are. It brings people together so they can work collaboratively and be more efficient at what they do."

The institutions represented in the Consortium include several Monterey area schools- the Defense Language Institute Foreign Language Center (DLIFLC) , Defense Resources Management Institute (DRMI) and the Center for Civil-Military Relations- as well as institutions from around the country and abroad.

"The Consortium members all have one thing in common," explained GCSC Director Jim Wirtz. "All of these schoolhouses deal with the education and training of international students. It's an effort to build partnership capacity, to engage and build networks of cooperation, to facilitate U.S. foreign and defense policies, and national security in general."

During the Conference, the GCSC welcomed their newest member, the North Atlantic Treaty Organization (NATO) School. Because of their extensive work with international students, the NATO School brings a comprehensive global perspective to the Consortium. The membership was made official with the signing of a Memorandum of Agreement by Wirtz and overseen by NATO School Dean of Academics, Col. Al Woodcock during the opening remarks of the Conference.

"We have about 24 institutions on board, and the number grows all the time," said Wirtz. "One of our missions is to facilitate communications between the Department of Defense and the schoolhouses. Another mission is to transmit best practices across the schools. So if one entity comes up with a better way of doing business, we can make that visible to everyone."

The conference featured panel discussions between representatives from the United States Combatant Commands (COCOMs), as well as a session on Alumni Outreach at NPS. The three-day event gave the member institutions a chance to share ideas and thoughts on their curriculum and programs, as well as sharing subject matter experts with other member institutions that may be in need of additional support.

"When the conference is over, we will have a more tightly knit community of international partner education providers," said Hoy. "They will be more willing to share information and resources because they will understand what each other brings to the table."



The three-day Global Center Consortium Directors' Conference allowed leaders from various defense institutions to meet and collaborate on projects, curriculum and ideas through lectures and panel discussions.

## Global Center Conducts DIILS Curriculum Review

The Global Center for Security Cooperation, an organization that coordinates and manages a consortium of military schools and institutions that offer international partner education, recently completed its first curriculum review for a consortium member, the Defense Institute of International Legal Studies (DIILS).

The Global Center's curriculum review program was established under the guidance of the Office of Secretary of Defense (OSD). The review process offers an opportunity for consortium members to confirm their programs meet the requirements of the OSD, the Defense Security Cooperation Agency (DSCA), the Combatant Commands, and other customers.

"Coming to an organization from the outside, you have the ability to see things from another perspective and find ways to improve the program," said Chamnan Lim, the Academic and Knowledge Manager for the Global Center. "The curriculum review is designed to offer constructive advice and help strengthen the programs."

The DIILS Human Rights and International Law Seminar was the first program in the consortium to take advantage of the Global Center's curriculum review capability.

"DIILS believed a curriculum review would be a useful exercise, to communicate aspects of DIILS mission that are poorly understood across the security cooperation community and beyond," said Jeffrey Stefani, Special Assistant for Plans and Strategy at DIILS.

The review consisted of an in-depth self-assessment; interviews of DIILS' faculty, staff and other DoD officials; observation of a DIILS Mobile Education Team in Lithuania; additional research conducted by Subject Matter Experts in legal matters, curriculum development, and mobile education and training; and a final report highlighting areas for improvement based on the Global Center's findings.

"The self-assessment questions were useful and helped frame the review. The GCSC [Global Center] team conducted on-site interviews with all levels of staff involved with the program, from leadership to logistics, and audited a program in the field," Stefani said. "The final report accurately captured many DIILS concerns, and reflected the benefits and challenges of implementing a program with intense congressional oversight and policy-level visibility."

According to Lim, some of the issues examined during the review process include ensuring courses have clearly stated objectives and specified outcomes that can be successfully measured or observed; ascertaining if there are sufficient resources, staffing and funding levels to effectively run programs; and evaluating student selection processes to ensure best-qualified students are selected.

"The schools have the option of asking for the review, as DIILS did," said Lim. "There is a real benefit to members who do not have to go through a formal accreditation process through an accrediting body for some or all of their programs. The Global Center helps them work through some of the same issues that would come up during that type of review."

"On the whole the experience helped DIILS articulate the parameters of a mission that is not universally understood, and explained why DIILS is well-suited to implement the efficient and effective worldwide delivery of specialized content, focused on rule of law," said Stefani. "Internally, the review was useful for DIILS to facilitate the systematic codification of roles and responsibilities within a small-team dynamic whose objective is to maintain organizational agility and responsiveness to evolving strategic requirements."

"The benefits of the Global Center's curriculum review process have triggered interest from other Consortium members," said Tom Ellzey, GCSC Executive Director. "The Director of the Near East South Asia Center for Strategic Studies (NESAC) and Asia-Pacific Center for Security Studies (APCSS) have requested a review of their program. The Global Center looks forward to assisting NESAC, APCSS, and other consortium members to enhance their programs through this curriculum review process."



## In the Spotlight

### News and Updates



#### Africa Center for Strategic Studies (ACSS)

#### Africa Center Hosts Roundtable Discussion with Egyptian Deputy Minister of Foreign Affairs for Africa

Sudan and Somalia were the principal topics of discussion at a well-attended roundtable held Jan. 13 at the Africa Center with principal guests H.E. Ambassador Mona Omar, Egyptian Deputy Minister of Foreign Affairs for Africa and Ahmed Abu Zeid, Minister-Counselor at the Egyptian Embassy in Washington, D.C.

The gathering supported several of the Africa Center's goals in advancing U.S. security cooperation in Africa. Ambassador Omar and Mr. Zeid described in detail Egypt's policies in Africa, pointing to a range of shared values and common interests with the United States.

Africa Center Director Ambassador William M. Bellamy (ret.) welcomed Ambassador Omar and Mr. Zeid, and introduced to the participants Kate Almquist, Adjunct Professor and Senior Fellow at the Africa Center, and Andre LeSage, PhD, Counter-Terrorism Fellow at National Defense University's Institute of National Security Studies.

Ms. Almquist presented an overview of Sudan and the Horn of Africa, focusing on the status of the referendum in Southern Sudan. She spoke to the likely outcome of the voting and remaining issues dealing with oil resources and treaties and commitments a new nation of Southern Sudan would have to likely confront.

She also highlighted other matters in the region such as natural resources, to include the sharing of water from the Nile, and the ongoing crisis in Darfur. Ms. Almquist said the U.S. and international community continue to grapple with how to address the violence in Darfur, and described how the U.S. was dealing with the government of Northern Sudan over Darfur and the looming post-referendum period in the South.

Dr. LeSage, a former counter-terrorism professor at the Africa Center, turned the group's attention to Somalia, which he said was experiencing the 20th anniversary of the "collapse" of the Somali state.

He spoke about U.S. policy towards Somalia in the ensuing years, touching on combating terrorism, regional stability, and resulting refugee issues impacting Kenya and Uganda. Dr. LeSage pointed to added challenges of humanitarian issues due to poor harvests and Somalia's Transitional Federal Government's (TFG) demonstrating little progress towards bringing unity and order to the country. He talked about the African Union Mission in Somalia (AMISOM) and the uncertainties that lie ahead once the mandate for the TFG expires in August.

Dr. LeSage spoke at length about the expansion of Al-Shabaab through Somalia's tribal system and solidifying itself in many towns, as well as the organization's growing cooperation with Al-Qaeda. He remarked about the needed international response to Somalia and Al-Shabaab and the U.S. "dual track strategy."

At the conclusion of Ms. Almquist's and Dr. LeSage's presentations, Ambassador Omar said how pleased she was to have received the invitation to attend the roundtable discussion and welcomed the opportunity to share views and perspectives and especially to listen to what the group had to share.

She said she wanted to discuss her nation's foreign policy, calling Africa Egypt's "home." She cited the example of the 5 million Sudanese living in Egypt, who have had an impact on Egypt's foreign policy with the expectancy of an influx of more refugees. The Ambassador called Sudan a top priority for Egypt, along with three other priorities: actively working with nine neighboring countries in the region dealing with the issue of water resources from the Nile River basin; security issues in the Sahel and countering radical extremists; and the maintenance of economic ties bilaterally across Africa and with regional organizations.



## In the Spotlight

### News and Updates



#### Asia-Pacific Center for Security Studies (APCSS)

The Asia-Pacific Center for Security Studies kicked off the fall with a special ceremony to mark its 15th Anniversary, break ground for a new wing, and formally welcome a new Dean of Academics.

From its start in 1995 under the U.S. Pacific Command, APCSS added to Oahu's tradition of being a special gathering place, regularly bringing important Asia-Pacific leaders from all over the region to learn together how collaboration helps enable security cooperation.

Today, APCSS is one of the Office of the Secretary of Defense for Policy and U. S. Pacific Command's multi-lateral security-cooperation tools that gets results in increasing leader capacities, and thereby, security-institutional capacities. A new wing will provide an environmentally-friendly, single-story, 10,000 sq. ft. building with six seminar rooms, a state-of-the-art Information Integration Learning Laboratory environment, and a 108-person plenary space.

Retired U.S. Ambassador Lauren Moriarty took the reins of APCSS' College of Security Studies in August 2010. She immediately was drawn into the several courses and workshops.

Leaders and security experts from the Pacific Island region gathered at APCSS to attend the "Maritime Security in the Pacific Island Region: Securing the Maritime Commons for the 21st Century" workshop. The four-day workshop was held in September 2010.

These experts discussed a number of topics including: Defining the Maritime Commons in the Pacific Island Region; Challenges to the Security of the Maritime Commons in the Pacific Island Region; Regional Collaborative Approaches to Maritime Security: Opportunities for Enhancements; International Covenants and Maritime Security in the Pacific Island Region; Capacity Building for a More Secure Maritime Commons in the Region; and Comparative Perspectives on Maritime Security in the Pacific Islands Region.

In October, APCSS conducted a five-day workshop intended to identify and assess the most significant current and emerging scientific technological developments and phenomena, and their impacts on international security. "The Interface of Science, Technology and Security: Areas of Most Concern, Now and Ahead" workshop participants offered recommended priority actions and further preparations based on Asia-Pacific perspectives.

Leaving the warmth of Honolulu, an outreach team (APCSS) travelled to Vladivostok, Russia to co-host a workshop on Maritime Security. The five-day workshop was co-hosted by the Maritime State University and concluded Nov. 12. It was the first time an APCSS outreach team visited Russia.

Finally in December, disaster management specialists, government spokespersons and members of the media discussed the strategic impact of the media in comprehensive crisis management in a workshop hosted by APCSS in Jakarta, Indonesia.

Fifty-five participants from 10 Southeast Asian countries worked to identify how crisis managers and members of the media could work together to help societies prevent and prepare for, respond to and recover from natural disasters and other crises. They assessed crisis management from the strategic to the tactical levels and reflected on the need for whole of society engagement.



Workshop participants discussed case studies and shared best practices such as the 2004 tsunami. During the tsunami, media coverage helped mobilized resources to respond to the disaster and begin the difficult task of rebuilding, and, in the process, brought communities together, with the result in Indonesia of solving a decades-long local insurgency.

While APCSS faculty & staff led these workshops, a number of in-resident courses were hosted at the Center. The most recent to graduate were 87 senior military and civilian government leaders from 34 countries and territories who attended the Advanced Security Cooperation course.

To date, the Asia-Pacific Center for Security Studies has had representatives from 94 countries and four international organizations attend the courses at the Center for a total of more than 5,500 alumni.

## In the Spotlight

### News and Updates



#### Center for Hemispheric Defense Studies (CHDS)

Established in 1997, the Center for Hemispheric Defense Studies (CHDS) is the premier Western Hemisphere regional forum that uses academic-style outreach and research in strategic-level defense and security education, research assistance and dialog to promote partner nation capacity-building and the development of effective security policies.

In support of national and defense security cooperation goals, U.S. Southern and U.S. Northern Command theater objectives, the National Defense University, and the Inter-American Defense College, CHDS has adopted a three-tiered approach to its mission, so as to maintain contact and engagement with its graduates. Foundational, sustainment, and strategic interaction activities are offered tailored to the needs of regional governmental civilian, military, and police leaders, as well as regional non-NGO actors and U.S. policy-makers.

With its civilian and military graduates and partner institutions comprising communities of interest and a mutual support network, CHDS has fostered a more cooperative and stable international security environment in the region through a solid foundation of trust through its defense education and research.

CHDS expanded its course offerings in FY10 resulting in a significant increase in participation representing 49 countries. The active relationship between CHDS and its fellows attests to the value graduates place in their continued and extended relationship with CHDS. Demand for sustainment courses remained high: three to four candidates competed for every slot.

In FY10, CHDS presented three new 14-week graduate-level courses accredited by the NDU: Advanced Civil-Political-Military Relations and Democratic Leadership; Governance, Governability, and Security in the Americas: Responses to Illicit Trafficking; and Strategy and International Security. The on-line phase began in September 2010, with more than 50 people from twenty countries beginning the resident phase in October. By offering these accredited courses on topics pertinent and timely to the hemisphere, CHDS maintains up-to-date offerings relevant to the current demands from the region. At the same time, its Executive Defense Management Seminar (EDMS) for serving vice-ministers of defense is tailored for top-level defense-sector executives and is based upon the exchange of experiences among practitioners from different countries in the hemisphere.

In February 2010, OSD and the COCOMs, making use of the Center's diverse and well-connected academic experts, modified CHDS guidance to include enhanced research and publications programs and provided key research themes currently in development such as : "Iran and the Americas," "Ethnic Politics, Defense and Security in Latin America," "Small Countries' Strategy and the Collaboration in the International Security Environment," "Governance, Democracy, and Security in a Globalized World," "Political-Military Relations and Defense Transformation for the 21st Century," and "Trends in Hemispheric Security Regimes."

CHDS also expanded outreach and research efforts in FY10 including televised video conferences, on-site seminars led by faculty members, focused new alumni association activities, and academic publications including the well-regarded Security and Defense Studies Review. Other enhanced publications in FY 10 include an Alumni Newsletter, post-event Occasional Papers and Regional Insights, which was established to use the Center's unique access to regional policy and opinion-makers to produce timely analysis of events and issues throughout the region.



CHDS is located at the NDU, Abraham Lincoln Hall

## In the Spotlight

### News and Updates



#### George C. Marshall European Center for Security Studies (GCMC) Building Partnerships and Outreach

Focusing on building partnerships and reaching out through the region, the George C. Marshall European Center for Security Studies continued its mission through its residence programs, outreach events and language courses.

The center conducted 50 outreach events from July to now, including stops in Azerbaijan, Estonia, Macedonia, and elsewhere. Meanwhile, the Program in Advanced Security Studies completed two sessions, graduating better than 250 students from 80 countries.

Also, language programs like the mission-related English taught to Operational Mentor and Liaison Teams increased capacity as those teams headed for Afghanistan, assisting with ISAF and NATO efforts in the region.

The Center has instituted a new joint master's degree program with with der Bundeswehr Universitat in Munich starting in April 2011. The program will last for month and participating students will earn a graduate degree in international security studies.

Retired Army Lt. Gen. Keith Dayton stepped in as director of the center Dec. 6. He takes over for Dr. John P. Rose, who left the center after eight years. General Dayton previously served as the U.S. Security Coordinator to Israel and Palestinian Authority in Tel Aviv, Israel.

The Marshall Center is a German-American partnership started in 1992 on the heels of the break-up of the Soviet Union. Its mission of creating a more stable security environment includes U.S. European Command, U.S. Central Command, and others as principal stakeholders.

Since its first graduation in 1993, the center's residence courses have graduated better than 8,500 alumni members from 130 countries. The center's outreach programs have reached better than 110 countries in English, German and Russian.

The U.S. House of Representatives passed a resolution recognizing the Marshall Center in December 2010. It commends the Center is a world-renowned international security and defense studies institute promoting dialogue and understanding among the nations of North America, Europe, and Eurasia. The resolution states that since its inception, the Marshall Center has sought to advance the legacy, goals, and ideals of the 1948-1951 Marshall Plan by advancing democratic institutions, promoting peaceful security cooperation, and enhancing partnerships. The Marshall Center has played and continues to play a critical role in fostering the peaceful transition to stable democratic governance in the formerly communist states of Central and Eastern Europe and Eurasia by developing and expanding defense and security cooperation between these countries and North America and Western Europe.



LTG Keith Dayton



Dr. John Kriendler addresses a group during an outreach event in Macedonia.



Dr. Jack Clarke, a professor at the Marshall Center, speaks at the Black Sea Conference in March 2010

## In the Spotlight

### News and Updates



#### Near East South Asia Center for Strategic Studies (NESAC)

ESTABLISHED IN 2000, the NESAC Center is the preeminent U.S. Government institution for building relationships and understanding in the NESAC Region. The NESAC Center covers one of the most diverse and engaging areas of the world, stretching from the western end of North Africa to the Himalayas - "from Marrakech to Bangladesh."

The NESAC Center concept is based on the premise that Arabs and Israelis, Pakistanis and Indians and others from the region would come together in a neutral setting for mutually beneficial dialogue about national security issues. This concept has proven itself strong even during times such as the August 2006 Lebanon conflict, when we had both Israeli and Lebanese representatives attend a Combating Terrorism seminar while the conflict continued. Our alumni continue to be the Center's greatest resource.

In July 2010, retired ambassador James A. Larocco was named director of the Near East South Asia (NESAC) Center for Strategic Studies, effective August 18, 2010. Ambassador Larocco replaced Rear Admiral (retired) John Sigler who has held that position since May 1, 2010, when Lieutenant General (retired) David Barno resigned to join the Center for a New American Security.

Ambassador Larocco joined the NESAC Center as a distinguished professor in August 2009, after serving more than 35 years as a diplomat. During the past 15 years, he held key leadership assignments related to the Near East region, including Director General of the Multinational Force and Observers (MFO), 2004-2009; Principal Deputy Assistant Secretary of State for the Near East, 2001-2004; US Ambassador to the State of Kuwait, 1997-2001 and Deputy Chief of Mission and Charge d'Affaires in Tel Aviv, 1993-1996. His earlier postings included assignments as Deputy Director of Afghanistan, Pakistan and Bangladesh Affairs at the State Department in Washington and key positions in American embassies in Egypt, Kuwait and Saudi Arabia. He left the Foreign Service with the personal rank of Career Minister, which equates in US military terms to Lieutenant General.



Ambassador Larocco

In FY 2010 more than 1400 military and civilian officials took part in NESAC programs. The number in parentheses below indicates the number of iterations of each event or program. The number to the right indicates the number of registered participants.

Embassy Orientation Course	23	Washington Seminars	215	Maghreb Symposium (with Africa Center)	21
Alumni Symposium	54	RNSSC Plenary (New Delhi)	107	CENTCOM Senior National Representatives Seminar	31
Executive Seminars (3)	108	Combating Terrorism Seminar	67	Yemen Bilateral	39
Pakistan Military Officers Course (3)	61	Regional Center Director's Roundtable	63	House Democracy Assistance Commission (Pakistani MPs)	10
Yemen Roundtable	42	Alumni Events	9	Lebanese Armed Forces Visit	30
Pakistan Military Officers Course	19	RNSSC Working Groups (6)	117	CENTCOM Iraq Transition Conference	60
RNSSC Working Group Briefing	34	Alumni Symposium	25	Pakistan Military Officers Course	22
Senior Executive Seminar	35	Director's Anniversary Dinner	139	CENTCOM Pakistan Civil-Military Conference	44
Iftar	46	CENTCOM Commander's Advanced Security Studies Seminar	4		

## In the Spotlight

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#### U.S. Army Medical Department (AMEDD) Army Medicine (MEDCOM) Engagements in AFRICA



U.S. Army Medicine's role in supporting the COCOMs strategic message by "winning the hearts and minds" of the African people through soft power has been multi-faceted and has dated back 42 years to 1969 with an invitation extended by the government of Kenya to the U.S. Army Medical Research Unit-Kenya (USAMRU-K) to help them study trypanosomiasis or "sleeping sickness". The resulting partnership with the Kenyan Medical Research Institute on subsequent diseases like malaria and HIV/AIDS and the permanent presence of USAMRU-K in Nairobi have fostered good will and produced tangible benefits to U.S. and African Soldiers and civilians alike in the form of new malaria medications and scientific knowledge. An initiative in the form of the Center of Excellence for Malaria Microscopy is reaching a wider African audience with Nigerian participation and offering the course in French.

Through the JCS-directed MEDFLAG medical training exercise which started in 1987, Army medical personnel again demonstrated enduring American values. Held at least annually, the U.S. Army has participated in some small way and has led the exercise 7 times. Training of partner African military medical personnel and their future leaders take place primarily at the AMEDD Center & School in San Antonio, Texas. At the various DOD medical organizations within FSH, the International Medical Training Program is offering over 70 medical courses of various topics to help build sustained medical capacity. Since 2006, African participants from over 20 countries have attended the program in Texas. The Medical Strategic Leadership Program (MSLP) offered to future and current medical leaders of foreign militaries, has had senior medical African participants from 8 countries since 2002. Plans are underway to expand this program and identify more African military medical leaders for attendance.



The U.S. Army Medical Command, known as MEDCOM, is a major command of the U.S. Army that provides command and control of the Army's fixed-facility medical, dental, and veterinary treatment facilities, providing preventive care, medical research and development and training institutions. MEDCOM is commanded by the Army Surgeon General, currently LTG Eric Schoomaker. The Surgeon General is also head of the U.S. Army Medical Department (AMEDD).

## In the Spotlight

### News and Updates



#### Center for Excellence in Disaster Management & Humanitarian Assistance (COE-DMHA)

Between June 2010 and December 2010, COE executed six pandemic influenza workshops in Sri Lanka, Vietnam, Cambodia, Nepal and Bangladesh in support of USPACOM's multi-million dollar Inter-Agency Agreement with USAID's Humanitarian Pandemic Preparedness (H2P) program. The workshops in Sri Lanka and Nepal were multilateral, and involved key civilian and military responders from the Asia-Pacific region. The other workshops were bilateral and focused on building the capacities of the host nation to face pandemics by adapting international protocols to their local best practices.

COE also launched its inaugural series of Senior Leaders Seminars for disaster management in Nepal for the South Asia region (July 2010) and in Hawaii (August 2010). The seminars are intended to build upon the collaborative networks of disaster management expertise that were made in the aftermath of the 2004 Indian Ocean tsunami. The transfer of senior-level expertise into best practices for future disasters is a key element of these seminars.

Finally, a series of workshops aimed at strengthening the public health capabilities of host nations was also launched for the first time. A multilateral workshop for South Asian countries was held in Nepal (July 2010) that focused on disaster healthcare workforce issues. Another workshop was held in Nadi, Fiji (September 2010) for the Oceania region, which focused on improving national public health systems to meet community needs in large-scale emergencies.



A discussion takes place at the health systems strengthening workshop in Nadi, Fiji



Participants study personnel protective measures at the COE-USAID Pandemic Influenza workshop, Dhaka, Bangladesh (October 2010)

COE was established in 1994 in Honolulu, Hawaii, USA by U.S. Congress as part of the Department of Defense under the auspices of Senator Daniel K. Inouye. Its mission is to assist the US military in improving its disaster management and humanitarian assistance capabilities through education and training programs, particularly in regard to the Asia-Pacific region. As such, COE works to improve relations between the US military and its foreign military and civilian counterparts, including host nations, and national and international governmental, non-governmental and international organizations. COE reports directly to the U.S. Pacific Command and receives policy guidance from the Assistant Secretary of Defense for Global Security Affairs.

## In the Spotlight

### News and Updates



#### Center for Civil - Military Relations (CCMR) 2010 Building Partnerships and Looking to the Future

The Center for Civil-Military Relations looks to the end of calendar year 2010 with satisfaction that it continues to focus on its core mission of building partner capacity. At the end of fiscal year 10, CCMR had operated in 60 countries and had served over 15,000 participants making a global impact in the key mission of strengthening democratic Civil-Military relations across a wide spectrum of global partners.

This global reach was possible through the employment of a talented group of professionals who are dedicated to providing the best possible support to our partner nations. Whether it is in mobile teams deployed to many parts of the world, or in one of the Center's in-residence courses, the aim of CCMR is to provide insight and expertise that is always relevant and continuously improving.

The final months of 2010 reflected the true diversity of CCMR's programs and touched all six of its core competencies: defense and security decision making; stability, security transition and reconstruction; educational support to operational commanders; defense institution building; civil-military response to terrorism and publications and research.

Since 2001, the Leader Development and Education for Sustained Peace Program (LDSEP) has provided more than 76,000 participants critical information to help prepare for operations in varied socio-political environments. Even today the program's distance learning module reaches more than 40,000 users. In just the last 6 months, LDSEP has provided 30 quality seminars to deploying Brigade Combat Teams and key leaders.

In a world full of uncertainties, where natural disaster can strike at any moment, the Center for Stabilization and Reconstruction sponsored a highly popular Joint Humanitarian Operations Course. This venue provided a forum to discuss the relationships between USAID, its partners and the US military, and enhanced the ability to work collaboratively during humanitarian assistance and disaster response operations. CSRS has a number of exciting programs planned in 2011 that will build on its superb reputation of providing thoughtful, learning events on important topics.

The International Defense Acquisition Resource Management Program continues to provide world class expertise in both resident and non-resident venues. In-residence courses and mobile teams offered international audiences valued insight into proven defense acquisition and decision making practices, helping our partners make better informed decisions in a time of fewer resources.

Recognizing the continued threat of international terrorism, the Counter-Terrorism Fellowship Program has strengthened the capabilities of friendly countries to fight terrorism, as well as construct and strengthen a global network of experts and professionals, having reached more than 5000 participants from 133 countries since 2002 and will continue this vital work helping our partners build their capacity to deal with the ever growing threat of terrorism in 2011.

With an eye to the future, CCMR continues to develop the International Defense Transformation in-residence and mobile education course, which explores the challenges of responding to new and emerging threats and helps our partners intellectually grapple with increasingly complex planning scenarios. Cutting edge study in this field has led to the publication of *Securing Freedom in the Global Commons*, one example of the role CCMR has in research and publication.



Literally spanning the globe, from the tropical climates of Bangladesh and the Philippines, with the Global Peace Operations Initiative assisting partner nations prepare for future United Nations operations, to the frozen prairies of Fort Richardson, Alaska where CCMR helped plan and execute Yudh Abhyas, a combined Indian-US Army Command Post Exercise, CCMR has had a direct and positive impact implementing key components of the National Military strategy by investing in the capacity of strong and capable partners.

CCMR looks forward to 2011, ready to continue strengthening relationships built on proven programs and valued experience.



## In the Spotlight

### News and Updates



#### Defense Institute of International Legal Studies (DIILS)

The Defense Institute of International Legal Studies (DIILS), under the functional direction of the Defense Security Cooperation Agency, is the lead defense security cooperation resource for professional legal education, training, and rule of law programs for international military and related civilians globally.

Following two years of rapid growth fueled by increased demand for security cooperation in support of the rule of law, DIILS is building infrastructure to balance its increased output. In an effort to better align activities with policy objectives, DIILS developed a new Charter, available at [diils.org](http://diils.org), and, under the aegis of OSD Policy, convened the inaugural session of the DIILS Policy Council, an executive forum for OSDP, DSCA, and DODGC to discuss issues and provide guidance to DIILS.

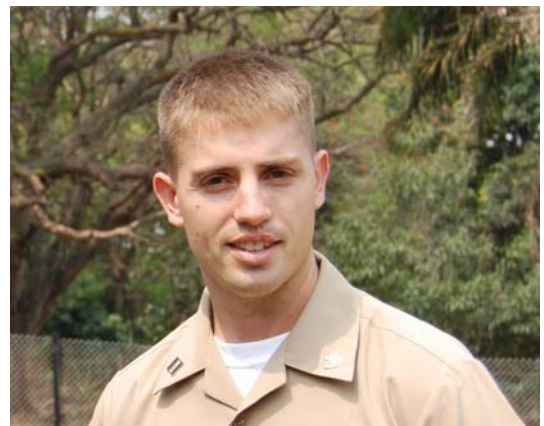
Personnel transitions: In April, Mr. Jeffrey Stefani, formerly of DSCA Centers Mgmt Office, joined the DIILS front office as the Director for Strategy, Business Operations, and Outreach. In FY11, DIILS is building a Curriculum Office, in order to remain responsive to emerging security cooperation objectives for the defense legal sector. Last summer, DIILS said farewell to long-standing regional program directors John McLaughlin and Aubrey Bogle. New RPDs will be on board in 2011. Major Kearns rejoined DIILS as Mr. Kearns, the EUCOM RPD also responsible for 1206 human rights seminars. LCDR Derek Mills separated from the Navy, but remains affiliated with DIILS as a reservist who plans to enter the Foreign Service in FY13. In the Congo (DRC), Captain Matanoski has returned to the Department of Justice, and his relief, CDR David Buzard, has recently arrived in Kinshasa. Another activated Navy reservist, LCDR Rebecca Snyder, will divide her time between supporting DIILS programs in DRC and building programs in South Sudan. DIILS also welcomed a new operations officer, Lt. Stephen Rosenlund, a native of Wayne, PA and 2007 Naval Justice School graduate whose last assignment was aboard the LHA USS Nassau.



Mr. Jeffrey Stefani



Mr. Nathan Kearns



LCDR Derek Mills

## In the Spotlight

### News and Updates



#### Defense Institute for Medical Operations (DIMO) New DIMO Program: Leadership Course in Biosecurity/Biosafety

The Defense Institute for Medical Operations held its inaugural "Leadership Course in Biosecurity /Biosafety Planning and Implementation" 1-5 November 2010 in San Antonio, Texas. Biosafety, the protection of laboratory workers from dangerous pathogens in clinical and research laboratories, is critical for the safety of skilled personnel as well as the prevention of pathogen transmission to surrounding populations. Pathogens and the intellectual property surrounding them may be sought by foreign or domestic adversaries with nefarious intent. The discipline of biosecurity seeks to protect potentially dangerous microbial agents, processes and knowledgeable staff from the harmful intentions of dangerous people. This executive level leadership program in biosecurity and biosafety considers national planning to reduce the risk associated with medical, public health and research laboratories utilizing dangerous pathogens. The program covers biosafety, biosecurity strategy, disease surveillance and recognition of infectious due to safety mishaps, terrorism/crime or natural outbreaks. The course then considers response /intervention and then closes with national policy regarding biotechnology, dual use technology and responsibility in academic publication. Exercises in the development of biosafety and biosecurity plans are reinforced by recent lessons-learned managing Congo Crimean hemorrhagic fever cases in the Middle East, by scenario-based competition to develop and/or defeat biosecurity plans and by a time-compressed stochastic simulation integrating outbreak detection, intervention and source attribution efforts in a combined public health and forensic criminal justice exercise. Site visits include a clinical laboratory specializing in tuberculosis, an animal research facility, a high level biosafety lab and medical research laboratories.

This course is a premier example of the "whole-of-government" approach to international biosecurity engagement. Participating speakers come from the Army, Navy, Air Force, FBI, Defense Intelligence Agency, USAMRIID and a former administration Office of Homeland Security. Through partnership with the Health Science Centers at Texas A&M University and the University of Texas San Antonio, academic experts gave lectures, attended exercises and precepted laboratory reviews. The execution of this program is an excellent example of unity of effort between the Department of State, the Department of Defense and the Department of Justice in helping to achieve the common goal of improving international biosecurity by developing national programs to make labs safer and more secure, consolidate dangerous pathogens, and develop useful disease surveillance systems coupled with robust plans for intervention.



## In the Spotlight

### News and Updates



#### Defense Institute of Security Assistance Management (DISAM)

Last year at this time we were noting the kick-off of DISAM's tasking in the context of a DoD Top 10 initiative to ensure and accomplish the training of 95% or more of the worldwide Security Cooperation (SC) workforce by the end of FY11. Much has happened over this past year and this initiative has shaped virtually all DISAM activity in FY10 and will continue to challenge us beyond the end of this September. I look forward to the opportunity to address this with leadership at the January Conference in Monterey, but let me highlight just some of those challenges.

With no personnel management system in place to account for Security Cooperation personnel – our workforce – the initial task for DISAM was to establish a data base of positions and personnel which would account/document accomplished training. Initiating that action in December 2010 (and still building), we now have a data base of over 9,549 positions/billets and almost 8,971 personnel filling them with which to monitor deficiencies and better manage the quotas to accomplish annual training requirements.

DISAM has and continues to upgrade on-line and resident curriculum – developing “hybrid” courses using both media. These will come into play in the coming weeks and impact resident DISAM CONUS courses starting in February. This is in addition to a Security Cooperation (SC) On-Line Familiarization Course that rolled out 19 January 2010 that has already been accomplished by 5000 students in its initial 10 months. Anticipated changes to DISAM OVERSEAS courses are to take place in July.

With the first additional faculty billet additions in almost 10 years to be hired in FYs 10/11 we'll be able to better accommodate/augment the ever expanding curriculum needed to better train our constituencies. Facility expansion/renovation by approximately 25% – currently renting additional space when needed at a local DeVry University campus (a great partnership) with construction to the current permanent facility anticipated to be complete in FY12 – will greatly enhance space as well as the capability to cover the classified environment needed with our students.

Obviously the SC Familiarization Course skewed DISAM enrollment statistics, but even without those numbers, DISAM saw over 6700 students flow through on-line, resident, on-site and Mobile Education Team courses conducted on campus and worldwide. Resident course attendance was over 1750 (highest ever) and at 108% capacity.

It's safe to say that within its 33 years of existence, DISAM has never been a more dynamic place to work with an ever-growing role in training an increasing number of U.S. students involved in international activities for which Security Cooperation is a part of their tool bag. Oh – and that doesn't even include the 13 visits to international partner countries to include Iraq and Afghanistan along with the five resident international customer classes held each year that last year provided training for 640 students from 68 countries.



Gen Douglas M. Fraser, USSOUTHCOM Commander, addresses a group of Security Cooperation Officers headed to various overseas locations.



Mr Doug Simmons, a DISAM faculty member, leads discussions with students serving in various roles & organizations supporting Security Cooperation from CONUS locations.

## In the Spotlight

### News and Updates



#### Defense Language Institute English Language Center (DLIELC) Global Outreach

The Defense Language Institute English Language Center (DLIELC) traces its formal beginning to May 1954, when the 3746th Pre-Flight Training Squadron (language) was activated and assumed responsibility for all English language training. In 1960, the Language School, USAF, activated and assumed the mission. In 1966, the DoD established the Defense Language Institute English Language School (DLIELS) and placed it under US Army control although the school remained at Lackland AFB.

In 1976, the DoD appointed the US Air Force as the executive agent for the school and renamed it the Defense Language Institute English Language Center. The school's commandant is an Air Force colonel; the deputy commandant is an Army lieutenant colonel; other military members consist of Army, Air Force and Navy personnel. The over 300 civilian members of the staff include the instructors who are Specialists in the area of English as a second language. DLIELC is accredited by the Commission on English Language Program Accreditation which is certified by the US Department of Education.

The English Language Center trains more than 3,300 students a year from 116 different countries - sometimes reaching as many as 1,150 students at any given time. DLIELC continues to grow and to carry on its 57-year tradition of training international students and DoD, non-native English speakers with the language and cross-cultural skills to build partnerships and aid in security cooperation across the globe.



### DEFENSE LANGUAGE INSTITUTE ENGLISH LANGUAGE CENTER



## In the Spotlight

### News and Updates



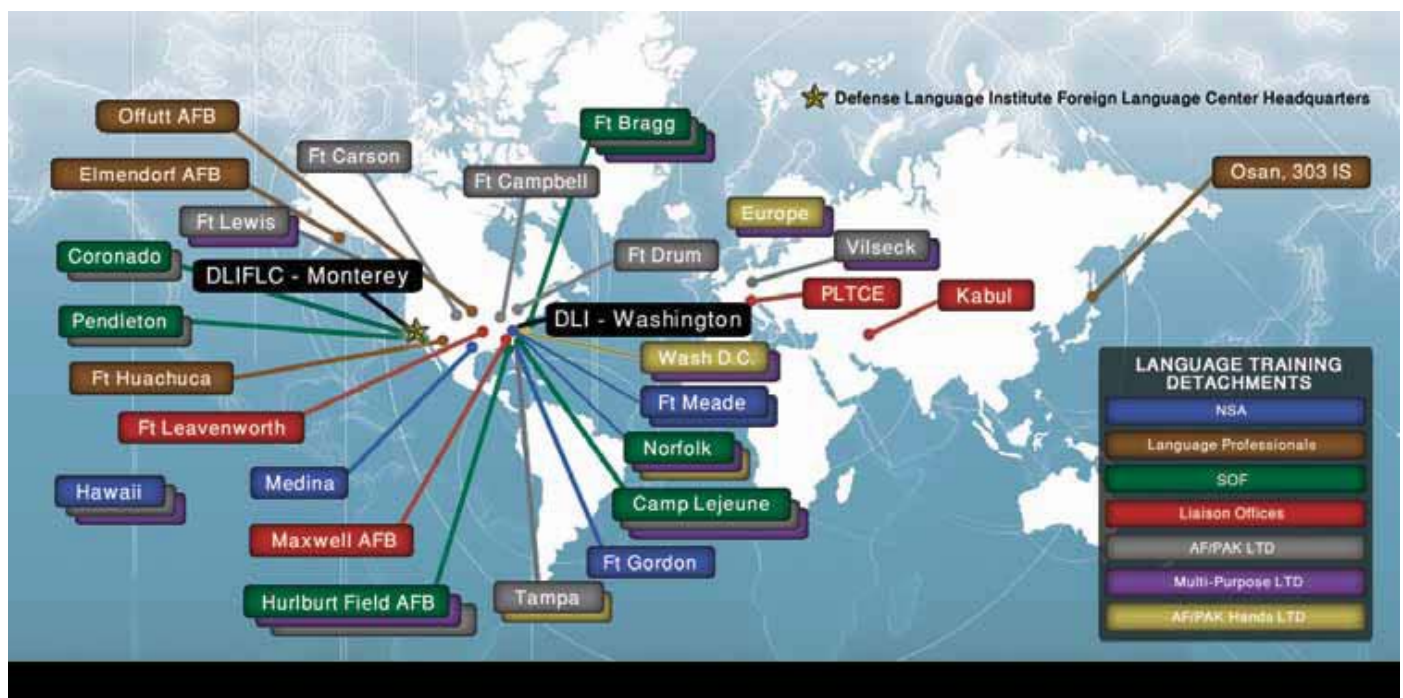
### Defense Language Institute Foreign Language Center (DLIFLC) Growth of the DLIFLC Language Training Detachments

The first four DLIFLC Language Training Detachments (LTDs) were established in 2003 to support professional linguists in need of sustainment and enhancement training. Today, DLIFLC has 26 LTDs, supporting different types of professional and non-professional linguists in 24 different locations worldwide.

The success of DLIFLC's LTD platform drove an increased interest in expanding the concept in order to provide support for the growing needs of DoD that called for the equipping of servicemembers with basic language and cultural awareness skills for missions in Iraq, Afghanistan, and Pakistan. On the ground, field commanders were requesting that officers, midgrade, and senior Non-Commissioned Officers have more basic language and cultural awareness skills and continuity in training and deployment locations that would enable them to establish rapport with the local population and tribal leaders.

By the fall of 2009, the Joint Chiefs of Staff, Adm. Mike Mullen, who visited DLIFLC that August, gave a directive to the Pakistan Afghanistan Coordination Cell at the Pentagon to draw up a plan of action for what would become Afghanistan/Pakistan (AF/PAK) Hands, and later the AF/PAK General Purpose Force (GPF) training programs.

On December 23, 2009, the Secretary of Defense, Robert Gates, signed Resource Management Decision 700 (RMD700) to fund LTDs for AF/PAK Hands, AF/PAK GPF, and Multi-Purpose LTD requirements for the broad array of foreign language needs.



## In the Spotlight

### News and Updates



#### Defense Resources Management Institute (DRMI) DRMI Expands Resident Course Offerings and Opens Courses to GS-9 and O3 and Above

For many years DRMI offered eight regularly-scheduled resident courses. These courses helped DRMI develop a strong reputation for quality education both for US and international participants. Starting in 2006, DRMI began an expansion of its resident programs by adding new short courses that go into greater detail on specific topics included in existing courses. Specifically DRMI developed four new courses in the areas of budget preparation, execution and accountability; multi-criteria decision making; risk management; and streamlining government. The resources management community has welcomed each of these courses, and they are now included in DRMI's annual schedule of 12 courses.

DRMI will soon offer another new resident course on performance management and budgeting, bringing the annual total to 13. This one-week course begins with planning-to-budgeting and government accounting systems and different types of and uses for budgets. DRMI faculty will provide a foundation for performance management and budgeting by developing top-level goals and objectives, examining indicators of performance and performance hierarchies, and showing how indicators can be used in budgeting systems. The faculty will present real-world and teaching examples of measures of efficiency and effectiveness, and how those measures impact budget decisions and implementation. The first course will take place 4-8 April 2011 and is open to US and international participants in grades GS-9 and O3 and above. These new grades for DRMI resident courses went into effect in January 2011. For more details about the new course and all other offerings at the Institute please contact DRMI at [drmiadmin@nps.edu](mailto:drmiadmin@nps.edu).



The Defense Resources Management Institute (DRMI) is located at the Naval Postgraduate School (NPS) in Monterey, California. Sponsored by the Secretary of Defense, DRMI has conducted professional education programs in analytical decision-making and resources management since 1965. DRMI faculty design courses for U.S. and international military officers and senior civilian officials; participants have come from more than 160 countries including the United States. A graduate-level faculty presents these programs in Monterey on a regular basis; courses are also available by special arrangement in other locations both in the United States and overseas.

**Mission:** The goal of DRMI's programs is to enhance the effective allocation and use of scarce resources in modern defense organizations by developing participants' analytical decision-making skills. DRMI faculty teach key concepts in management, economics and quantitative reasoning. In addition, the DRMI curriculum uses real-world cases in contexts that include contemporary issues.

## In the Spotlight

### News and Updates



#### Air Force International Health Specialist Program

By: Col Mylene T. Huynh, USAF, MC, FS  
Director, International Health Specialist Program

The dialogue on “security” at the recent Global Center Consortium Directors’ Conference hosted by the Global Center for Security Cooperation in Jan 2011 brings back memories of my experience as an Executive Fellow (Class 04-2) at the Asia-Pacific Center for Security Studies (APCSS) almost seven years ago.

I vividly recall the heartfelt discussion during our first class meeting with 106 fellows from 35 countries on the question “what does security mean to you?” While I, like most other U.S. fellows, cited opportunity, governance and economic strength as the foundation of our security, fellows from throughout the Asia-Pacific region cited safe water, adequate food, freedom from harm and access to health as important security measures, reflecting the pressing security challenges that they face.

Our class was held during the early phase of the H5N1 Avian Influenza alert and not long after the Severe Acute Respiratory Syndrome (SARS) outbreak, so it was natural that discussion on security often led us back to health security. While we passionately debated on climate change, the Kyoto Agreement and defense posture; health was an undisputed basic security requirement, comparable to food and water.

Reflection on the shared vision of health as a basic security at APCSS has been my inspiration to bring attention to health security and promote Global Health Engagement as means to address security challenges not only in the Asia-Pacific but globally, throughout all the AORs. As Director of the Air Force Medical Service International Health Specialist Program, I’m driven to promote effective health security programs. Not only can health engagement extend the operational reach of the Joint forces but it can also enhance partner nation capabilities for biosecurity through force health protection, homeland defense and health services. Through capacity-building initiatives, we can optimize partner nation aeromedical evacuation, disaster response capabilities and enable regional leaders.

After three days of exchanges among DoD Security Cooperation directors, I sense shared commitments to ensure effective security cooperation. If Stability Operations are considered on equal par as Combat Ops (IAW DODI 3000.05), then we must submit stability-



related security cooperation programming to the same rigor as a traditional campaign planning. Successful security cooperation activities must be well-coordinated and sequenced, utilizing all available soft power means, with relentless dedication to measuring the effect and outcome of how these activities support the CCDR Theater Campaign Plan.

While the task of measuring the effect can be daunting, health (like other security cooperation programs) is imperative to stability and deserves our best coordinated effort in order to achieve global security.

Dr. Joan Vermillion (South East Evaluation Consultant) provides overview of Measures of Effectiveness as applicable to Global Health Engagement to AFMS International Health Specialists (Hurlburt Field, FL, 21 Jan 11)

## In the Spotlight

### News and Updates



#### Joint Special Operations University (JSOU) On the Move

Since the last publishing of this newsletter, the Joint Special Operations University (JSOU) has experienced several major changes. In June, Dr. Brian Maher – the JSOU President – led the move to the university's new location at MacDill Air Force Base in Tampa, Florida marking a new era in Special Operations Forces education. Following him, the transition of personnel from Hurlburt Field in the Florida Panhandle to Tampa was a phased movement completed by 1 October.

Another major change occurred during August when JSOU welcomed Colonel Steven Meddaugh, U.S. Army, as its new Vice President. He arrived from the Combined Security Transition Command in Afghanistan where he served as the Director of Force Integration (CJ7) in support of Operation Enduring Freedom since June 2009. A career Special Forces (SF) officer, COL Meddaugh brings a wealth of knowledge and experience to JSOU. His breadth of duty assignments include tours with the United States Special Operations Command, the 3rd and 10th Special Forces Groups, the 96th Civil Affairs Battalion, and the U.S. Army Command and General Staff College (CGSC) where he served as the first Director of the Special Operations Element. While at CGSC, COL Meddaugh was instrumental in establishing a formal Special Operations Forces track of instruction that saw the development and implementation of more than 215 hours of curriculum tailored for Special Operations career officers. JSOU is very pleased to welcome him as its first Vice President in the new MacDill AFB location.

Most recently, JSOU's Joint Special Operations Forces Senior Enlisted Academy completed one of the last transitional phases – moving from a temporary facility in Tampa to consolidate offices with the rest of the institution. While renovations are underway to prepare additional classrooms, many JSOU classes continue from offsite locations. Dr. Maher has announced a ribbon-cutting ceremony for March 31, 2011 to mark the beginning of a full resident class schedule. For more information on JSOU, point your browser to <http://jsou.socom.mil>.



The Joint Special Operations University's facility at MacDill AFB, FL

## In the Spotlight

### News and Updates



#### The North Atlantic Treaty Organization (NATO) School NATO School Oberammergau – Resolution 527 and NATO Symposia

Ever since the NATO School Oberammergau (NSO) located in Bavaria, Germany, opened its courses to NATO members in 1953, its role in NATO's education system has steadily increased.

On December 2, 2010, the U.S. Congressional House of Representatives officially recognized the achievements of the NATO School by approving House Resolution 527. This resolution acknowledged the NATO School as NATO's "premier operational-level education and training facility." Resolution 527 also commended the NATO School for "its critical support of NATO's efforts to promote global peace, stability, and security." The Resolution says in detail that "the NATO School functions as the Alliance's primary vehicle to educate and train the men and women serving in NATO missions to successfully carry out the full spectrum of crisis management operations, from combat and peacekeeping to logistics support, humanitarian relief and governance enhancement, institution building, and civil security. The NATO School plays a crucial role in supporting NATO's ongoing operations in Afghanistan, Iraq, Kosovo, the Mediterranean, and elsewhere, providing much of the training for NATO personnel serving in NATO's core stabilization mission in Afghanistan and conducting almost all of NATO's out-of-country training of Iraq military officers. Its efforts to support NATO's ongoing mission in Afghanistan, including through its training for personnel in NATO's Provincial Reconstruction Teams, are particularly critical component of international efforts to combat transnational terrorism. The NATO School offers a broad-based and comprehensive approach to its training and educational activities including courses in civil-military cooperation, crisis management, peace support operations, and arms control and non-proliferation that draw upon a range of military, development, and governance tools. The NATO School offers "90 courses to individuals from over 100 countries including an array of unique programs dedicated to building civilian, governance, and military capacity in aspiring NATO member states." Besides tuition fees that make up a large portion of NATO School's operating expenses and financial support from the United States and German governments it "relies in large part on the invaluable contribution of expert faculty from NATO member states and partner countries."



Just recently two major NATO Symposia were hosted by the NSO. Between 11 January and 13 January, 2011, NSO was the venue for the Defense Planning Symposium (DPS) chaired by Ambassador Hüseyin Diriöz, TUR-Civ, Assistant Secretary General for Defense Policy and Planning, International Staff, NATO. About 240 military and non-military attendees listened to different speeches covering various fields of current defense policy focusing on the course of decisions that were taken during the NATO summit in Lisbon in



November, 2010. Extensive discussions in plenary sessions were conducted with regard to the security challenges in these austere times. The keynote address was given by General Stéphane Abrial (FRA-AF), Supreme Allied Commander Transformation, Norfolk, Va.

It is not the first time that the DPS was held in Oberammergau, according to Ambassador Hüseyin Diriöz. It first took place in the mid-seventies at NSO. "The NATO School is crucial to the success of the Symposium", he said. "The facilities are outstanding but more importantly this is a place away from all the normal distractions of the work place at NATO or in capitals. As such it gives participants an opportunity to focus on Defense Planning during the symposium and to conduct informal meetings when the symposium is not in session."

From 18 until 20 January 2011 the NATO School Oberammergau hosted the NATO Partnership Symposium (NPS) chaired by Ambassador Dirk Brengelmann, DEU-Civ, Assistant Secretary General for Political Affairs and Security Policy, NATO HQ. The Commandant of the NATO School, Colonel Mark D. Baines, U.S. Army, welcomed over 200 participants from 61 nations and 7 international organizations. He highlighted the role the NATO School plays in the Partnership programme and wished the participants a successful and productive Symposium.

## In the Spotlight

### News and Updates



#### Naval Small Craft Instruction and Technical Training School (NAVSCIATTS)

The second half of 2010 saw myriad substantive watershed events in NAVSCIATTS history.

In June, 20 foreign officers from four countries enrolled in the first ever Strategic Level Small Craft Combating Terrorism (SLSCCbT) course. Our newest four-week in-residence course was a result of a request by Combating Terrorism Fellowship Program (CTFP), Office of the Secretary of Defense (OSD)/Assistant Secretary of Defense (ASD), Special Operations/Low Intensity Conflict and Interdependent Capabilities (SO/LIC&IC), and the Defense Security Cooperation Agency (DSCA). The course was a huge success and gave the senior officers a unique opportunity to exchange ideas, experiences and collaborate with officers from other regional partner nations. This first ever strategic level NAVSCIATTS course supports our core operational and maintenance course and will further enhance our capacity to develop partner nation maritime capabilities in support of Theater combatant commands and embassy country teams. The in-residence course was followed by a two-week SLSCCbT Mobile Training Team in Poland in Sept for 15 personnel from seven commands and three European Union partner nations.

Other significant milestones achieved in the second half of 2010 include:

– NAVSCIATTS received delivery of four 25-foot Security Force Assistance Combat Craft Small from Naval Special Warfare Group 4 on Nov. 3. The new craft will expand capacity to train international students in small craft skills and improve U.S. and partner nation maritime force interoperability worldwide. The 25' Defender craft were specifically chosen to match craft purchased by partner nations via Foreign Military Sales program. CONUS training at NAVSCIATTS will improve partner nation force capability to conduct interoperability training and operations with United States forces including deployed Special Boat Team detachments globally.

– NAVSCIATTS staff recognized for exceptional and superior performance including: Francisco Melara recognized by Rear Adm. Lemmons, director of the U.S. Navy International Engagement Division, as Navy IMSO of the Year at the annual Navy IMSO Conference held Nov. 2 – 5. Petty Officer 1st Class David Alegria, NAVSCIATTS lead training petty officer was named Naval Special Warfare Group Four Sailor of the Year in Nov. 2010. Petty Officer 1st Class Cesar Monsalve, special boat operator and instructor is named NAVSCIATTS Instructor of the Year in Nov. 2010.

– NAVSCIATTS pilots new Patrol Craft Officer Coastal course in Jan. 2011 in direct support of ENDURING FRIENDSHIP (Caribbean and Central America partner nation capacity building engagements), expanded MKV and Rigid Hull Inflatable Boat (RHIB) Foreign Military Sales programs, development of Maritime Centers of Excellence and demand for coastal and over-the-horizon small craft training by partner nations and every COCOM.

NAVSCIATTS traces its history to 1961 when a U.S. Coast Guard Mobile Training Team (MTT) was sent to the Panama Canal Zone as a result of agreements made during the Alliance for Progress Conference in San José, Costa Rica.

Over the following decades, numerous transfers and re-designations took place, ultimately resulting in the relocation of the command to NASA's John C. Stennis Space Center in Mississippi. NAVSCIATTS was re-established and commissioned an Echelon IV shore command with OPCON and ADCON through Commander Naval Special Warfare Center and Naval Special Warfare Command to USSOCOM [shifted C2 from under CNET] during a ceremony onboard Stennis Space Center on October 1, 1999. NAVSCIATTS first day of classes was held January 10, 2000.

In 2006, the Commander of U.S. Special Operations Command assigned NAVSCIATTS the following new mission: "NAVSCIATTS conducts Foreign Internal Defense (FID) in support of Combatant Commanders in accordance with Commander, U.S. Special Operations Command, priorities using Mobile Training Teams (MTTs) and in-residence training to prepare partner nation forces to conduct small craft operations in riverine or littoral environments."

The school presently offers 13 formal courses of instruction in both Spanish and English at various times throughout the year while deploying MTTs around the globe. NAVSCIATTS has trained more than seven thousand students from about 70 partner nations.



Students from various partner nations receive a briefing from a NAVSCIATTS instructor as part of their training during a recent SLSCCbT course

## In the Spotlight

### News and Updates



#### Naval Education and Training Security Assistance Field Activity (NETSAFA)

NETSAFA is the U.S. Navy executive agent for International Education and Training, supporting U.S. national security objectives through the management of numerous Security Assistance/Security Cooperation education and training programs. In managing these programs, NETSAFA strives to build relationships that promote U.S. interests, build allied/partner maritime security capacities, strengthen and expand alliances, facilitate relevant information sharing and promote access for U.S. forces. NETSAFA's specific responsibilities include training requirements planning with partner nation services, preparation of contracts between the U.S. government and partner nations, arranging training through various providers, financial execution of training resources, oversight of student preparation for training, fulfilling congressional reporting requirements, and completing releasability requirements when necessary. NETSAFA performs these responsibilities for more than 15,000 international students from over 150 countries annually in US resident and host country Mobile Training/Education Team courses of instruction.

NETSAFA works in close coordination with its counterparts in the U.S. Marine Corps and U.S. Coast Guard to form the U.S. Maritime team for Security Cooperation as defined by the respective service chiefs in the 2007 Cooperative Strategy for 21st Century Seapower.

In addition to managing training under U.S. Foreign Military Sales (FMS) and numerous Grant programs, NETSAFA runs its own International Training Center which targets specific training needs to help partner nations fulfill certain training requirements. This includes an International Antiterrorism/ Antipiracy course, U.S. Navy Manpower, Personnel, Training and Education Systems, Enlisted Leadership, Instructor training, aviation and other specialized technical training preparatory courses.

Located at Naval Air Station Pensacola, Florida, the NETSAFA command is entering its 25th year of supporting U.S. Navy Security Assistance/Security Cooperation training and education activities. Of the 78 staff members, several have been with the command since its inception, making NETSAFA one of the premier sources of Security Assistance/Security Cooperation expertise in the Navy.



IAPT Class

More information can be found at NETSAFA's website, <https://www.netsafa.navy.mil>



MPT&E Class

## In the Spotlight

### News and Updates



#### Center for Advanced Operational Culture Learning (CAOCL) USMC Pursues Career-Long Language and Culture Effort: RCLF Program



The global security environment of the 21st Century offers unique and difficult challenges to the Marine Corps. As a consequence the Marines must invest in and sustain a flexible organization that is able to successfully execute across the mission spectrum and in each phase of conflict. The acquisition of culture and language knowledge and skills are key enablers to improving force flexibility that in turn allows Marines to better navigate an area of operations, influence indigenous populations, and attain mission objectives.

The Commandant of the Marine Corps provides guidance that the Marine Corps must enhance language, regional, and cultural (LRC) skills. In response, the USMC Center for Advanced Operational Culture Learning (CAOCL) is tasked to develop a career-long training and education program that develops and sustains an operational LRC capability in our Marines across the career continuum. This initiative, the Regional, Culture, and Language Familiarization (RCLF) Program, develops a cross-culturally competent general purpose force with diverse regional understanding and language capacity. These skills will enhance a unit's organic ability to support operational planning and execution in regions where the Marines will be likely to deploy. CAOCL is developing RCLF while keeping in mind the incredible demands and time constraints placed on individual Marines and operational units. Consequently, every effort is made to leverage existing training and education venues to minimize the impact of additional requirements associated with this Program.

The Marine Corps RCLF Program is in alignment with the Commandant's Marine Corps Language, Regional and Culture Strategy: 2011-2015 and Marine Corps Service Campaign Plan: 2009-2015. To fulfill the stated guidance the Marine Corps' LRC education must be career-long and be accessible to the general purpose force. This will ensure that the RCLF Program serves Marines by imparting skills that are relevant to their rank and responsibility. The RCLF Program commences at The Basic School (TBS) for Officers and the Marine Corps Recruit Depots (MCRD) for Enlisted personnel. The design provides flexibility for time-constrained Marines by allowing each student to train at their convenience. Because the RCLF Program is intended for a large audience it must be easily accessible by CONUS and OCONUS-based Marines. To support and sustain this requirement the RCLF Program will primarily utilize a distance learning format that may be expanded as the Program matures to better meet Marine Corps' needs.

The RCLF Program is organized into three areas of study; culture general, culture specific and language familiarization. Culture general refers to transferable knowledge and skills that may be applied anywhere a Marine may deploy. For example, the five dimensions of culture framework is considered a vehicle to promote culture general understanding. The five components of this framework include political structure, social structure, economic, physical and belief system that acts as an assessment tool in the effort to understand an indigenous population. Culture specific refers to knowledge based on one of the seventeen RCLF regions assigned to every Marine Officer and for Enlisted personnel beginning with Sergeants. Each block of Officer and Enlisted curriculum will be designed to increase the Marine's depth of knowledge in their assigned region. The language component is being implemented with the intention of promoting operational effectiveness through the study of tactical key phrases and terms. The acquisition of operationally relevant phrases increases the capacity of the Marine to interact with the indigenous population.

For more information on CAOCL, please visit <http://www.tecom.usmc.mil/caocl/>

## In the Spotlight

### News and Updates



#### Western Hemisphere Institute for Security Cooperation (WHINSEC)

The Western Hemisphere Institute for Security Cooperation (WHINSEC) celebrated its Tenth Anniversary in January and is entering a new decade of effectively supporting security cooperation efforts and responding to challenges in the region. This Joint, Interagency, Intergovernmental, and Multinational organization has trained more than 12,300 students during its first decade.

U.S. Ambassador to Brazil Thomas Shannon was the keynote speaker at the ceremony held at Fort Benning, Jan 13. The event marked the beginning of a new decade of service that will see the Institute moving to permanent quarters in the historic Fort Benning Station Hospital complex in 2013.



With fewer than 250 military, law enforcement, and civilian personnel (both U.S. and partner nation instructors) – and an operating budget of slightly over \$13 million, WHINSEC continues to serve as both a powerful strategic partnership promoter as well as an effective capability builder. The organization brings uniformed and civilian personnel from defense and public safety institutions of the Hemisphere together, a unique “borderless” forum in which students and instructors learn from and about each other, developing personal relationships which enable greater trust and international cooperation.



Ambassador Thomas Shannon accepts a new ‘ambassadorship,’ the Ambassador of Good Will certificate.

In July 7, 2010, COL Glenn R. Huber, Jr., took command of the Institute. COL Huber served as the Director of the Institute’s Civil Military Studies Department in 2001-2002.

A subordinate of the U.S. Army Combined Arms Center, the Institute enjoys a reputation for excellence, both at home and abroad. The WHINSEC learning model supports U.S. interests and foreign policy objectives in the Western Hemisphere to ensure that students understand the necessity of doing the right thing, morally and ethically while accomplishing their missions. They complete one or two of the courses offered at the institute, each a professional, adult course of three to 49 weeks duration. All 19 resident and eight Mobile-Training-Team-taught courses offered by the Institute emphasize respect for human rights, the rule of law, due process,



Current temporary campus of the Institute. In 2013, WHINSEC will relocate to a permanent home in the historic Fort Benning Station Hospital complex. The complex most recently housed the National Infantry Museum.

# Benefits of Consortium Membership

## ARE YOU TAKING ADVANTAGE OF ALL THE BENEFITS OF CONSORTIUM MEMBERSHIP?

Global Center Consortium membership brings several benefits. If you're not taking advantage of everything listed below, contact the Global Center staff and find out how to get the most out of your membership!

- Access to Common Operating Picture via RIO web portal
- Vast information consolidated for ready reference
- Means of communication with other providers
- Visibility for member institutions' programs before a wide customer base
- Prestige and linkages with nationally recognized educational institutions
- Access to supporting capabilities and resources
- Access to educational and subject matter experts
- Access to archives of After-Action Reports and Lessons Learned
- Access to training and education events conducted by Consortium members

### MISSION

The Global Center for Security Cooperation organizes and manages a consortium of the Defense Department's International Partner Education providers in order to coordinate, integrate and deconflict their efforts, to enhance OSD policy dissemination, and to increase awareness of DoD partner nation education and training resources, consistent with OSD priorities.

### VISION

- A consortium to provide leadership to international educational institutions.
- A supporting relationship with each Regional Center for Strategic Studies (RCSS)
- Added capacity to the RCSS's by integrating other international education providers into the GCSC.

## Facts and Figures

FY08	FY09	FY10	FY11 (as of Jan )	
754 events	914 events	1,130 events	883 events	The Subject Matter Experts database has grown rapidly to 370 experts. In FY11, as our Consortium membership expands, the database continues to grow.  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
102 countries	127 countries	125 countries	102 countries	
153 resident courses	244 resident courses	433 resident courses	437 resident courses	
557 METS	670 METS	697 METS	434 METS	

## Current Consortium Member Links

Africa Center for Strategic Studies, Washington, DC	<a href="http://www.africacenter.org/">http://www.africacenter.org/</a>
Air Force International Health Specialist Program, Washington, DC	<a href="https://www.afms.mil/afihs/">https://www.afms.mil/afihs/</a>
Air University, Maxwell AFB, FL	<a href="http://www.au.af.mil/au/">http://www.au.af.mil/au/</a>
Asia-Pacific Center for Security Studies, Honolulu, HI	<a href="http://www.apcss.org/">http://www.apcss.org/</a>
Center for Civil-Military Relations, NPS, Monterey, CA	<a href="http://www.ccmr.org/public/home.cfm">http://www.ccmr.org/public/home.cfm</a>
Center for Hemispheric Defense Studies, Washington, DC	<a href="http://www.ndu.edu/chds/">http://www.ndu.edu/chds/</a>
COE in Disaster Management and Humanitarian Assistance, Honolulu, HI	<a href="http://coe-dmha.org/">http://coe-dmha.org/</a>
Defense Institute of International Legal Studies, Newport, RI	<a href="http://www.diils.org/">http://www.diils.org/</a>
Defense Institute of Medical Operations, San Antonio, TX	<a href="http://airforcemedicine.afms.mil/dimo">http://airforcemedicine.afms.mil/dimo</a>
Defense Institute of Security Assistance Management, Wright-Pat AFB, OH	<a href="http://www.disam.dsca.mil/">http://www.disam.dsca.mil/</a>
Defense Language Institute English Language Center, San Antonio, TX	<a href="http://www.dlielc.org/">http://www.dlielc.org/</a>
Defense Language Institute Foreign Language Center, Monterey, CA	<a href="http://www.dliflc.edu/index.html">http://www.dliflc.edu/index.html</a>
Defense Resources Management Institute, NPS, Monterey, CA	<a href="http://www.nps.edu/drmi/">http://www.nps.edu/drmi/</a>
George C. Marshall European Center for Security Studies, Garmisch, Germany	<a href="http://www.marshallcenter.org/mcpublicweb/">http://www.marshallcenter.org/mcpublicweb/</a>
Inter-American Air Forces Academy, San Antonio, TX	<a href="http://www.lackland.af.mil/IAAFA/">http://www.lackland.af.mil/IAAFA/</a>
Joint Special Operations University, Hurlburt Field, FL	<a href="http://jsoupublic.socom.mil/">http://jsoupublic.socom.mil/</a>
NATO School, Oberammergau, Germany	<a href="https://www.natoschool.nato.int/">https://www.natoschool.nato.int/</a>
Naval Education and Training Security Assistance Field Activity, Pensacola, FL	<a href="https://www.netsafa.navy.mil/">https://www.netsafa.navy.mil/</a>
Naval Postgraduate School, NPS, Monterey, CA	<a href="http://www.nps.edu/AdminSrv/IGPO">http://www.nps.edu/AdminSrv/IGPO</a>
Naval Small Craft Instruction and Technical Training School, Stennis, MS	<a href="http://www.navsoc.socom.mil/NAVSCIATTS/index.htm">http://www.navsoc.socom.mil/NAVSCIATTS/index.htm</a>
Near East South Asia Center for Strategic Studies, Washington, DC	<a href="http://nesa-center.org">http://nesa-center.org</a>
US Army Medical Department Center and School, Ft. Sam Houston, TX	<a href="http://www.cs.amedd.army.mil/">http://www.cs.amedd.army.mil/</a>
USMC Training and Education Command, Quantico, VA	<a href="http://www.tecom.usmc.mil/">http://www.tecom.usmc.mil/</a>
Western Hemisphere Institute for Security Cooperation, Ft. Benning, GA	<a href="https://www.infantry.army.mil/WHINSEC/">https://www.infantry.army.mil/WHINSEC/</a>



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