



GLOBAL OUTREACH

Global Center for Security Cooperation (GCSC)



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Consortium Members:

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

Global Center Highlights of 2009

(second half)

The second half of 2009 enabled the Global Center to further strengthen its collaboration efforts, solidify relationships with new Consortium members, and provide a more comprehensive Common Operating Picture of DoD international partner education.

A More Comprehensive COP

With every new Consortium member added, the Global Center provides a more comprehensive Common Operating Picture (COP) to stakeholders across DoD. Each new member brings more resources to the collaborative efforts of all Consortium members. More members sharing more resources create a more efficient and effective International Partner Education (IPE) system for DoD as a whole. The COP includes a Consolidated Events Calendar showing over 750 events so far for FY10, course descriptions for over 300 events, and a database listing over 275 professional resources within numerous IPE-related fields. This comprehensive collection of data is available to over 500 registered users via the GCSC RIO homepage. (more on page 2)

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A Note from GCSC's Director



I am honored to have been selected as the new Director of the Global Center for Security Cooperation upon the retirement of LTG Robert Ord. It is a privilege to lead this unique and valuable Center that bridges the gap for international military education and improves cooperation and collaboration.

In this New Year, the Global Center will continue to provide support to our 21 Consortium members, and enhance our common operating picture for a more comprehensive analysis to integrate and deconflict programs. We are also excited to offer new initiatives that will improve communication and collaboration among our stakeholders. We will strengthen the capabilities of our members to exchange ideas and best practices. Moreover, it will help better leverage our limited resources so that our nation can obtain the maximum positive impact from the education we provide to our partners.

My team and I look forward to continuing our great working relationship and to providing an even better support to our stakeholders.

Wishing you all the best for 2010!

Dr. James Wirtz
Director of GCSC



Global Center Highlights of 2009 (cont'd)

Improved Collaboration

The Directors' Conference in October 2009 provided a prime opportunity for members to increase cooperation and improve collaboration. It became apparent at the start of the conference that members appreciated the opportunity for open communication on shared issues to discuss ways to work together. Open communication between the various international training and education centers also helps to focus the Global Center's COP, according to Jim McGaughey, the Programs Deputy for Centers Management for the Defense Security Cooperation Agency. McGaughey also noted that by bringing together many institutes with one voice on shared issues, the Consortium has a cumulative impact.



Participants at the Global Center Consortium Directors' Conference at the Naval Postgraduate School from 13 to 15 October, 2009



New Consortium Member – Air University

The Global Center Consortium welcomed the US Air Force's Air University (AU) in September 2009. As the intellectual and leadership center of the Air Force, Air University provides dynamic comprehensive education to prepare graduates to develop, employ, command, research and champion air, space, and cyberspace power at all levels. Air University provides educational opportunities for partner nation military and civilian leaders at all levels of professional military education, as well as specialized courses and events. Several schools and centers within AU focus on international education, including the Air Force Culture and Language Center and the International Officers School. Numerous other centers are topically oriented on such fields as Strategy and Technology, Counter-Proliferation, Space Studies, and Cyberspace and Information Operations. AU's world-class faculty will be a great asset for collaboration with the Regional Centers for Security Studies (RCSSs) and other Consortium members.

With the addition of AU, the Global Center Consortium now includes 21 member institutions. Our Consortium members represent many areas of expertise from security management and foreign languages to medical and technical training. Growth of the Consortium has strengthened the capabilities for collaboration and provides added visibility of what is being offered in international military education.

Defense Institutional Reform Initiative Pilot Program

The Global Center was tasked January 2009 with implementing the Defense Institution Reform Initiative (DIRI) FY09 pilot program addressing partner countries' defense institutional capacity. The pilot program was enthusiastically received at all levels. Based on the Global Centers' wide-ranging experiences in planning and executing the FY 09 pilot program the center developed a complete series of guidelines, policies, program planning documents and detailed checklists for FY10-12 DIRI missions. The pilot program was completed in September 09; the Global Center transitioned the DIRI mission to the Center for Civil-Military Relations (CCMR).

Global Center Leadership Transition

In October 2009, Lt Gen (ret) Robert Ord retired from his position as Director of the Global Center. Five years ago, then-PDUSD-P Ryan Henry challenged LTG Ord to develop a more efficient means for OSD policy dissemination and to provide greater awareness of DoD international education and training resources available at RCSSs and other specialized education and training providers. LTG Ord embraced that challenge. He was instrumental in formulating a concept and turning it into a fully functional reality. Today, the Global Center continues to build on his foundation, has developed an efficient means for policy dissemination and provides greater awareness of DoD international education.

The Global Center is delighted to welcome Dr. Jim Wirtz as its new Director. Dr. Wirtz brings many years of DoD international education experience. He is also Dean of the School of International Graduate Studies, and a Professor in the Department of National Security Affairs at the Naval Postgraduate School (NPS). He joined NPS in 1990 after teaching at Franklin & Marshall College, Penn State University and the State University of New York, Binghamton. Between January 2000 and January 2005 he served as the Chair of the National Security Affairs Department at NPS.



VADM Jeffrey Wieringa (middle), Director of Defense Security Cooperation Agency, passing GCSC crest to Dr. Jim Wirtz (left) as new Director of the GCSC from former Director LTG (ret) Robert Ord (right) on 13 October 2009.



EUCOM 2020 Reorganization

By: Kathleen Peggar
GCSC-EUCOM Liaison

Over the past year, EUCOM has engaged in a process of examining the command's mission, vision and structure while considering emerging challenges that will be faced in the EUCOM AOR over the coming decade. The EUCOM 2020 process involved leadership and staff from across the command, and resulted in a decision by EUCOM Commander Admiral James Stavridis to reorganize some aspects of the command while preserving its overall structure.

Mission: "US European Command conducts military operations and builds partner capacity to enhance transatlantic security and defend the homeland forward"

Vision: "An agile security organization with a "whole of government" approach seeking to support enduring stability and peace in Europe and Eurasia"

Motto: "STRONGER TOGETHER"

A summary of some of the organizational changes may be found below:

Establishment of a Civilian Deputy to the EUCOM Commander. Ambassador Kate Canavan, who previously served as the Political Advisor to the Commander, is now serving as the EUCOM Civilian Deputy Commander. LTG Jack Gardner continues in his role as EUCOM's military Deputy Commander.

Building European Partnership Center: A new BEPC is being established within the ECJ5/8. BG Mark Scraba will assist ECJ5 Director MajGen Schafer in the coordination and synchronization of all EUCOM partnering efforts (Mil and IA partnering) within the BEPC.

ECJ7: A new "Independent Assessments and Analysis Directorate" has been established, led by BG Jeffrey Marshall. The ECJ7 will focus on conducting strategic and operational assessments to assist the Commander and staff with effective decision-making.

ECJ9: The organization previously known as the Commander's Interagency Engagement Group has become the ECJ9. The new "Interagency Partnering Directorate" is led by SES Mr. Michael Ritchie, and has been tasked with developing EUCOM's interagency and academic, NGO and public-private partnership outreach.

Finally, as part of the reorganization, EUCOM's Directorate of Mobilization & Reserve Component has been distributed throughout the J-staff.

Regional Centers Spotlight (news and updates)



Research Program at ACSS

One of the most important goals of the research program of the Africa Center for Strategic Studies (ACSS) is to make the center a leading source for practical analysis of Africa's daunting security challenges. To reach and sustain that goal, the program builds on the Center's reputation for independent analysis and its strong relationships on the continent. The research program is also a venue for the exchange of African, US and international perspectives for on-going and over-the-horizon security issues in Africa.

The program's research papers aim to be practical, policy relevant and oriented to solutions. Currently, the program – headed by Joseph Siegle - is addressing 15 to 20 topics. Dr. Siegle notes that the research is purposely broad in order to be relevant to the highly diversified nature of Africa's security challenges, "The goal is to try to support with evidence-based research an understanding of what works and what does not work . . . and to try to help fill the gap in knowledge and understanding of African security issues."

Some of the research program's current products include analysis papers, security briefs, expert study groups, policy seminars as well as occasional opinion pieces and books.



Research Director, Dr. Joseph Siegle may be reached at sieglej@ndu.edu



APCSS Holds Workshop Focused on Security Sector Development

The Asia-Pacific Center for Security Studies held its inaugural Security Sector Development workshop October 5-9. The 4 ½ day workshop brought together participants from Indonesia, Nepal, Bangladesh, Timor-Leste and Maldives.

Country teams of 4-6 members spent the week developing a framework to address their own Security Sector Development needs and outlining action steps for addressing them. Final briefs to one another demonstrated the importance and seriousness each of the cohort teams placed on the issues they selected.

According to retired Col. Dave Shanahan, acting Dean of APCSS' College of Security Studies, "the ultimate value of the workshop will be borne out over time with an assessment of what carries forward from the country cohort teams' work. What can be assessed absolutely at this point is that the workshop format had tremendous utility. It brought together professionals from a broad spectrum of participant nation's Security Sector and gave them a vehicle to gauge their own challenges and opportunities against those of worldwide best and worst practice as described by UN and other academics and professionals. As well, and perhaps more importantly, it connected participants with similarly challenged regional professionals who now are a resource to them in the future."

The workshop format allowed for focused, deliberate interaction outside of the glare of external scrutiny between opposing/contentious national elements in the political and policy debates that surround Security Sector development.

"This was a tremendous learning experience," said a participant. "We were able to sit down and come up with concrete ideas which would really have a huge impact - they were all small ideas but they would have a huge impact- on the security sector of our country."

He continued, "This will further the debate and hopefully make a much more long-lasting reform, a transformation."

APCSS workshops in Nepal in 2006 and with Timor-Leste in 2008 sparked the creation of a self designated "core group" from its participants, and each of these group has accomplished much in providing an out-of- the-spotlight forum to discuss and forge action on critical political and Security Sector issues. The other country participant groups from this workshop have been challenged and have the potential to succeed to similar roles in fostering the cross-sectoral communication necessary for real progress to be made in this vital area. APCSS is planning to host another Security Sector Workshop in July 2010.



The SSD Workshop was held in a roundtable format in the newly renovated auditorium.



Mr. MD Ghulam Hussain
(Bangladesh)



Brig. Gen. Indradi Thanos
(Indonesia)

Regional Centers Spotlight (news and updates)



CHDS Makes News with Conference on Strategic Implications of China's Evolving Relationship with Latin America and New Executive Defense Management Seminar

The Center for Hemispheric Defense Studies (CHDS) brought 2009 to a banner close with a number of innovative events and programs that raised the bar in its promotion of education, research, outreach and knowledge-sharing in defense and security in the Western Hemisphere.

On November 6, in partnership with the Brookings Institution, CHDS conducted a day-long conference on the "Strategic Implications of China's Evolving Relationship with Latin America." The event was attended by more than 220 persons, a diverse audience that ranged from U.S. government agencies, to diplomatic, business and academic communities and interested think-tanks.

Dr. Frank Mora, Deputy Assistant Secretary of Defense for the Western Hemisphere, used the event to present a policy statement regarding China's relationship with the Western Hemisphere, one of the first sallies by the Obama administration on the topic. Mora emphasized that the administration's interest in PRC activities in the hemisphere is tied to the fundamental importance that regional security and prosperity has for U.S. national security.

Then, on December 8, former Ecuadorian President Gustavo Noboa and ex-Peruvian President Alejandro Toledo were featured speakers and event monitors at the first-ever CHDS international "Executive Defense Management Seminar" (EDMS), also in Washington. The week-long seminar, which included senior government officials, ministers and vice ministers of defense, foreign affairs and interior (law enforcement) from countries in Central and South America, addressed strategic planning and the formulation of policies to confront the critical challenges and assists to enhance the management skills of these serving officials.



Former Ecuadorian President Gustavo Noboa and ex-Peruvian President Alejandro Toledo



NESA Center Experiences Continues to Expand

The Near East South Asia (NESA) Center for Strategic Studies, the youngest of DoD's five regional centers, continues to expand rapidly. In 2009, NESA increased the number of alumni produced by 85% (270 to 499), offered 50% more alumni-producing seminars (10 to 15) and doubled the overall number of programs offered by the Center from 21 to 42 over the previous year. The Center is working with the US Embassy in Bahrain to make its forward office in Manama fully functional in 2010.

By the end of 2009, NESA had more than 2,200 alumni. A recent country alumni reunion in Lebanon drew more than 100 NESA alumni, and the Center enjoyed an excellent turnout for the annual alumni symposium in Casablanca.

In November, nearly 100 members of four working groups, representing 22 countries attended the Regional Network of Strategic Studies Centers' (RNSSC) fifth annual plenary session in New Delhi, India. The 6th Plenary is tentatively scheduled for Cairo in fall 2010.

To keep pace with an increasing full schedule of programs, the Center has more than doubled the size of its facilities, including a second plenary room, and increased personnel from 51 to nearly 70.

In March 2010, NESA will celebrate its first decade of service to the nation and regional stakeholders with a senior executive alumni symposium scheduled for March. Also in 2010, the Center will institute an International Military Fellows Program with 13 fellows a year, offer 13 core seminars, 4 Defense Attaché luncheons, 10 alumni meetings and 10 Washington Seminars.



NESA Deputy Director RADM John Sigler looks on as Admiral Mullin briefs NESA staff and seminar participants at JCS in the Pentagon.

Regional Centers Spotlight (news and updates)



Marshall Center Conference Explores Countering Terrorism

AMMAN, Jordan – Fighting extremist ideology is the complicated topic that brought seventy-five participants from 23 countries, including nine Marshall Center alumni, to Jordan for a conference Sept. 28-30.

Entitled “Exploring Dimensions in Countering Ideological Support for Terrorism,” the conference examined efforts underway in the Middle East for combating militant extremist ideology.

Building on a previous six conferences which have addressed the topic since 2005, this meeting was co-organized by the George C. Marshall European Center for Security Studies and the Royal Jordanian National Defence College.

Dr. Sharyl Cross, professor of national security studies at the Marshall center, said the importance of the topic to both parties is emphasized by the shared focus of the progressive Middle Eastern nation and the Marshall Center in organizing the conference.

“Together with our colleagues of the Royal Jordanian National Defense College, we were able to provide a forum for rigorous discussion with respect to countering militant extremist ideology,” she said. “We’ve focused on the importance of candid dialogue and building sustainable professional networks for combating extremist ideology. The rich national and professional diversity among our participants brought the synergistic mix of experience that we need in addressing this challenge.”

Participants looked at efforts within Middle Eastern nations to counter the appeal of extremism and terrorism; courses and research that address the topic in professional military education programs; and worked to define cooperative global approaches for Middle Eastern and Western countries.

“International cooperation is the best manner to fight the challenge of terrorism,” said Brig. Gen. Ahmad Eid Al-Masarwah, commandant, Royal Jordanian National Defense College. “Instead of using terms of ‘killing’ and ‘eradication’ to divide people into moderates and extremists, we need new terms to face this challenge like ‘cooperation’ and ‘dialogue.’

“We need recognition that pluralism and respect of what other civilizations have is the key to understanding and coexistence with security and stability,” he added.

Conference opening speaker Ambassador Robert Beecroft, U.S. Ambassador to the Hashemite Kingdom of Jordan, agreed with the need for cooperation, citing President Obama and the secretary of state.

“(President Obama) has also said, as had Secretary Clinton, that to be effective we must find new ways to meet this challenge, ways that build on dialogue and partnership with our allies in the Middle East region, ways that reject absolutism and rigid ideologies, ways that are practical and utilize the tools of diplomacy and development, as well as the military,” Ambassador Beecroft said during his opening remarks.



Dr. Abdulrahman Alhladlaq, director of ideology security for the Saudi Arabian Ministry of Interior, said the conference was valuable to him in that he got to know experts in the field.

“I think this is a very good idea, to share experiences, and more importantly, how are the participants going to use the information and knowledge they gained here,” Dr. Alhladlaq said.

Dr. Cross said organizers hope the conference helped participants gain a greater appreciation for the complex range of factors that must be addressed in attempting to de-legitimize ideological support for terrorism.

“The opportunity to exchange experiences in implementing various legal, societal, educational, social-psychological strategies in Jordan and throughout the Middle East region is invaluable for these participants,” she said. “Our hope is this will enhance regional and international cooperation in addressing this challenge.”

Maj. Gen. (ret.) Mahmoud Irdaisat, Director of the Center for Strategic Studies, Jordan (center) speaks with Dr. Hasan Anbari, Deputy Chief of the Jordanian Diplomatic Institute (right) during a break.

In the Spotlight

News and Updates



COE-DMHA Conducts Disaster Management Exercise in Fiji

The Defense Department's Center for Excellence in Disaster Management and Humanitarian Assistance (COE) hosted a Disaster Management Table Top Exercise for Fiji officials in Suva, Fiji from 17-20 November.

The exercise was brought to fruition after a needs assessment by the U.S. Embassy following devastating floods in Fiji in January of this year, followed by a visit to the Center for Excellence headquarters in Hawaii a couple of months later by U.S. Ambassador to Fiji, Steven McGann. It was realized that the United States should explore ways to support Fiji in strengthening its disaster management capacity and capabilities in order to better prepare for the next one.

"After visiting the Western Division," (areas of Nadi, Lautoka and Ba that experienced heavy flooding), Ambassador Steven McGann said, "I promised that the U.S. would do something to help Fiji. And we see a solution to that promise...because we have the Center for Excellence."

He also noted that disaster relief and recovery were of top priority to the United States.

Participants at the four day workshop included senior officials from the Fijian Ministry of Provincial Development, the Fiji Police Force, Fiji Military, Fiji Navy, National Disaster Management Office, senior local government officials, locally-based nongovernmental organizations, a representative from the International Federation of Red Cross and Red Crescent Societies, and senior representatives from the Embassy of China, Japan, and the Australian government's agency for aid (AUSAID).

Dr. Gerard Fryer of the Pacific Tsunami Warning Center, Ms. Minako Kakuma of the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), Mr. Bret Bestic of the United Nations World Food Programme (WFP) Asia Bureau, and the U.S. Coast Guard also lent their expertise to the event.

The workshop included a broad array of topics to enhance local, provincial, and national disaster preparedness and capability. Experts spoke on civil-military relations; international assistance by the United Nations and international partners; experiences from the recent American Samoa disaster; disaster mitigation and response; and recovery, revitalization and transition of both a community and a society.

The goal of the exercise was to provide a collaborative whole-of-government approach to disaster response.

"This Disaster Management Exercise is not just an event that includes the United States and Fiji – it actually includes all of our partners... but most of all, it includes the people of Fiji," stated Ambassador McGann.

COE Director, LtGen(ret) John F. Goodman echoed the sentiment. He further emphasized, "It isn't about governments; it's not about organizations. It's about societies and communities...and the people who live in these communities, and how well do we come together to support one another when faced with a natural disaster."

With a focus on community resilience and collective capacity to prepare and respond, this disaster management exercise could not have been timelier, as Fiji enters its annual cyclone season.

COE plans to have follow-on activities in Fiji building upon the initiatives developed at this workshop.



Participants of the Disaster Management Table Top Exercise held from 17-20 November, 2009 in Suva, Fiji. (COE-DMHA, Rod Macalintal)



Participants listen to a session led by Dr. Gerard Fryer, a geophysicist at the Pacific Tsunami Warning Center. (COE-DMHA, Rod Macalintal)

In the Spotlight

News and Updates



Active Year Planned at DIMO

The Defense Institute for Medical Operations (DIMO), located at Brooks City-Base, Texas, continues its commitment to high-quality international medical training, completing four successful missions since the beginning of the fiscal year, training 108 medics in Laos, Algeria, South Africa, and Chile. DIMO also hosted its annual HIV/AIDS Policy/Planning Course in December 2009, training 49 students from 24 countries.

DIMO deployed its' newest course, Mass Casualty Response for Primary Care Providers, to Vientiane, Laos in October 2009. The course trained 26 nurses and physicians in preparation for the South East Asian Games held in December 2009.

In November 2009, DIMO sent a team to Algeria to instruct a Regional Disaster Response and Trauma System Management Course. A team was also sent to South Africa to teach a Disaster Planning Course.

In December 2009, a team of instructors was sent to observe the first Disaster Response and Trauma System Management Course taught by the Chilean military who are now ready to independently conduct the course.

DIMO currently has 29 scheduled missions to over 18 countries.



*Trauma & Disaster Subject Matter Exchange
(Surgical Skills Lab), Chile, December 2009*



*Mass Casualty Response for Primary Care Providers Vientiane,
Laos, October 2009*



BoV Members Updated on WHINSEC Activities

With four of the six new members present, the WHINSEC Board of Visitors met at the National Infantry Museum at Ft. Benning, GA, on Fri, 4 Dec 09, to evaluate the Institute's performance for the past six months. With the theme, "WHINSEC Transforms In Line With DoD's Strategic Vision to Build Partner Nation Capacities", the board found once again that WHINSEC is fulfilling its mandate. As an Army Command, WHINSEC's place in TRADOC's Army School System is an integral part of the Generating Force - helping build partner Nation capacities in accordance with current and relevant Army and Joint Doctrine. GEN Douglas Fraser, commanding US Southern Command, called WHINSEC's work "essential" to his security cooperation strategy. Ft. Benning CG, MG Michael Ferriter, praised the Institute and described to the board members and attendees on how he believes WHINSEC is an asset to his post and to the USA, particularly in the areas of building partner nation capacities in the areas of Shaping Operations, Stabilizing and Enabling capabilities.

Key Initiatives Highlighted by WHINSEC Commandant to Pursue Over the Next 6 Months Include:

- * US Cadet Language/culture Immersion; WHINSEC, in partnership with ROTC Cadet Command, developed a unique and cost-effective language/cultural immersion experience by integrating US Cadets into our resident Cadet Leader Development Courses.
- * Interagency Participation Update: WHINSEC continues to seek Department of State student attendance in ILE Course.
- * Canadian Participation: WHINSEC, in coordination with USNORTHCOM, continues to collaborate with Partner Nation Leadership to strive to include Canadian Guest Instructors in the WHINSEC faculty
- * Distributive Learning Initiative
- * Captains Career Course: WHINSEC intends to re-define the Captains Career Course IAW emerging Army doctrinal updates.



Board in session at the National Infantry Museum

In the Spotlight

News and Updates



DLIFLC Plays Major Role in New Pentagon AF/PAK Program

The Defense Language Institute Foreign Language Center is providing the language training support for a new Pentagon program called Afghan/Pakistan Hands, designed to develop expertise in a cadre of personnel who will contribute to the effective implementation of U.S. strategy in the region.

“The purpose of the language acquisition portion of the AF/PAK Hands (APH) program is to develop language capability in designated personnel, which will enable them to better execute their respective missions in theater,” said Army Lt. Col. James Howard, associate dean of the Multi-Language school where Dari and Pashto are taught.

“Our initial responsibility has been to develop curricula for four-month courses in Dari, Pashto, and Urdu, which will be taught through the DLI-Washington Office.” The goal of the new program, led by the Joint Staff Pakistan/Afghanistan Coordination Cell (PACC), is to develop a cadre of personnel who will perform repeat tours in theater, each time learning more about the culture, language and tribal dynamics, allowing them to use their experience and cultural and linguistic knowledge to better implement counterinsurgency doctrine.

DLIFLC has been asked by the PACC to support the language component of this paradigm-changing program. Going beyond typical pre-deployment language training, APH students will receive a four-month resident language course designed to develop students toward an elementary proficiency in listening, reading and speaking.

“At the completion of this course, students will be automatically enrolled in a distance learning course that they will accomplish while deployed in theater, which is designed to maintain and enhance their language proficiency,” said Army Lt. Col. Randy Smith, director of the DLIFLC Washington, D.C. office.

To facilitate language learning, APHs will be issued tablet personal computers and portable media devices to use during the resident course, the distance learning course, and subsequent post-deployment language training. The end-state goal is to have leaders proficient in the language and culture of the region.

“Our Institute will provide the language training using adapted curricula from our basic courses, and then continue to provide support via distance learning tools to help them maintain the language,” said DLIFLC AF/PAK program manager Chief Warrant Officer Christopher Santucci.

“The Distance Learning portion of the language course is to be conducted while students are deployed in theater. DLIFLC will provide instructors as e-mentors to conduct assessment and feedback on student progress,” explained Marine Lt. Col. Robert Lucius, assistant dean of DLIFLC’s Continuing Education Directorate.

DLIFLC has been involved with the PACC from the very beginning to determine the language requirements of this program and has moved with amazing speed in developing the curriculum for the abbreviated course.

“This process was complicated by the fact that classroom instruction would be accomplished on the East Coast through the DLI-Washington Office, but we were able to link up a sound curriculum, qualified teachers, tablet PCs and iPods, for APH students in less than two months from the initial request,” explained Lucius.

“This is a fundamental shift in how we prepare for war and DLI is proud to be a part of it,” said DLIFLC Commandant Col. Sue Ann Sandusky.



Emerging Languages Task Force instructors and staff pose for a group photo upon completion of the four-month AF/PAK Urdu course book, specifically designed for the new program. Both ELTF and the Multi-Language School faculty and staff have been heavily involved in the preparation of coursework and the training of Washington, D.C.-based instructors for the AF/PAK program.

In the Spotlight

News and Updates



Defense Institute of Security Assistance Management (DISAM)

DISAM completed FY2009 with the highest number of students in its history – less than 100 shy of 5,000. This total tops previous highs of not quite 4,200 and notes the higher throughput, virtually doubling any high year prior to FY2001. Roughly one third of the numbers each come from traveling teams, on-line instruction, and resident courses.

DISAM is in the midst of collecting data and curriculum/course planning as it kicks off at DEPSECDEF High Priority Performance Goal of 95% of all personnel within the Security Cooperation environment be trained to the appropriate level by the end of FY11.

In reviewing the past 12 months, among a number of initiatives, one of the most notable and rewarding was a MET visit to Iraq in early December (2010). It was the most successful to date with 37 Iraqi students receiving training, with additional visits and more in-depth training scheduled for many of those students being scheduled in the upcoming months via more team visits and Iraqi participation in DISAM resident courses. DISAM has been to Iraq a number of times over the last 5 years or so. The efforts made by both U.S. forces with the spin-up of ISAM (Iraq Security Assistance Mission, the SCO organization piece amid transitions and name changes of U.S. organizations) as well as the priority of the Iraqis to make the most of FMS practices is making a difference in the Iraqis become more self-sufficient in these efforts. The outlook experienced during this most recent visit is very different than what DISAM has encountered in the past.



Defense Resources Management Institute (DRMI) Conducts Workshops in Tajikistan and Kyrgyzstan

Senior Lecturers Al Polley and Don Bonsper conducted workshops with Tajik officers from the Ministry of Defense, Committee for Emergency Situations, and National Guard in Dushanbe, Tajikistan 2-5 November 2009 and with Kyrgyz officers from the Border Service, National Guard, and Interior Forces in Bishkek, Kyrgyzstan 9-11 November 2009. Both workshops focused on key concepts associated with a top-level resources management system—with emphasis on several key cost and budget analysis concepts including how to assess and make tradeoffs between competing alternatives at two levels of analysis. The workshop format used for both events allowed for a free-flowing exchange of ideas and discussion of issues relevant to the participants. DRMI is already planning additional events for 2010 in both countries.



Senior Lecturers Al Polley (left) and Don Bonsper (right) with Tajikistan workshop participants. They are wearing regional hats, which identify the wearer to be from a specific region of Tajikistan.

In the Spotlight

News and Updates



IAAFA's Enlisted PME Program Delivers Again!

For the fifth time in two years the Inter-American Air Forces Academy (IAAFA) delivers its full International Noncommissioned Officer Academy (INCOA) Course in a mobile capacity. Deployed for 46 days to Bogota, Colombia, Master Sergeant Samuel Nuñez and Technical Sergeant Juan Marquez offered 220 hours of United States Air Force Enlisted Professional Military Education to 15 Colombian Senior Noncommissioned Officers. Among the participants was the first CMSgt of the Air Force equivalent, Tecnico Jefe de Comando Gonzalo Cuervo. In addition, the group of students included the first three females to ever participate in an enlisted leadership development program in the Colombian Air Force's 90-year history.

IAAFA's Enlisted Professional Military Education (EPME) Program managers responded to the call during 2008. Since then, the team has taken the U.S. National Defense's Building Partnership Capacity Strategy to the field. This initiative continues setting the foundation for the future of Latin American (LATAM) Air Forces and strengthening regional cooperation with LATAM Air Forces and USSOUTHCOM. This is accomplished by providing a common EPME framework focused in areas like Unit Management, Combat Leadership, the Military Professional and Managerial Communications.

Since the 2008 initiative, IAAFA's EPME program has solidified one of the Air Force's top priorities: Building Partnership Capacity. It has enabled enlisted personnel from over 21 countries in the USSOUTHCOM area to more adequately support US-LATAM engagements at all levels, as economic, political and social instability continues to reverberate throughout the region and the US. The initiative's objective was reaffirmed as Major General Julio Gonzalez, Colombian Air Force vice Chief of Staff, stated "we now have a common framework of education. NCOs graduating from this course will develop structured leadership skills and a better understanding of how the enlisted force contributes to the overall Air Force mission."

In addition to the four main areas of the INCOA curriculum delivered during the mobile training mission, the deployed team exposed students, for the first time in the program's history, to the "Fit-To-Fight" concept. Students participated in physical training three times a week and for the first time ever were tested using USAF fitness standards. Results in this area were astonishing to the students as they acquired a better understanding of the importance of being fit for combat and experienced improvement in their physical and mental condition.

Among other unique accomplishments of this mission was the Community Event. In the Military Professional area of the curriculum students were exposed to the concept of the Noncommissioned Officer as a professional. Subjects like culture, identification and specialized skills and training were discussed, but the main concept delivered in this area was service centered in the community. In this area students were challenged to organize a community event, and the students answered the call! The students organized an event where over 50 orphans and low income family children were serviced. The event included medical and dental care, barber service, entertainment, and security and over \$1,000 dollars in donations, which were used for gifts and meals for the children and their care takers. The event established a new relationship between the Colombian Air Force and their community and provided a new blueprint for future community events.

The Colombian Mobile INCOA course culminated with a memorable graduation on 10 December 2009. Over 60 people witnessed the event, and several distinguished visitors from the Colombian and United States Military Forces addressed the graduates.

As this mission ended, four other LATAM Countries expressed their interest in hosting IAAFA's mobile INCOA course and the three in-residence classes' requests reached the highest levels in the program's 13 year history.



Colombia INCOA MTT # 1



Dominican Republic INCOA MTT

In the Spotlight

News and Updates



CCMR: Cross-Cultural Learning and Communications

In December, the Center for Stabilization and Reconstruction Studies (CSRS) offered a 3 1/2 day workshop in cross-cultural learning and communications. The workshop provided practitioners with a cognitive framework for understanding cultural differences they encounter when deployed to stability and reconstruction operations. This workshop was designed to be highly participatory and valuable specifically to those engaged in peace operations, security sector reform, humanitarian assistance and sustainable development activities.

A guiding topic of the conference was self-awareness, in particular cultivation of one's ability to recognize invisible cultural influences that frame and guide habitual ways of thinking and behavior. To this end, participants explored how the use of stories, metaphors and rituals affect different patterns of thinking. They delved into deep culture, the ways that collective identities manifest and evolve in times of political crisis. Participants also examined how to navigate cross-cultural differences, turning them into opportunities for constructive relationship-building, especially in volatile post-war contexts. Case studies included Iraq and the assassination of Saddam Hussein, the China-Taiwanese Strait and Refugees within Burundi.

The course consisted of 38 participants from the four main communities that work in stabilization and reconstruction operations: government civilian agencies, the armed forces, non-governmental organizations and inter-governmental organizations. Nine countries were represented including the Philippines, Nigeria, Burundi, Italy, Tanzania, Ivory Coast, Pakistan, Sri Lanka and the United States.

CSRS is part of the Center for Civil-Military Relations (CCMR) at the Naval Postgraduate School. For more information about CSRS and upcoming workshops visit www.csrs-nps.org.



Congressman Farr addresses conference participants in Virginia, December 7, 2009

In the Spotlight

News and Updates



Czech Republic's Newly Formed Anti-Terrorism Center Has Two DIILS Seminars

The Office of Defense Cooperation – Prague, Czech Republic and the Federal Bureau of Investigation (FBI) Training Center requested DIILS coordinate and conduct a joint multi-phased program with the FBI's intelligence personnel on the Legal Aspects of Intelligence Analysis. DIILS provided 60 participants current scenarios, hypotheticals and examples of practical and legal ways to effectively conduct intelligence analysis and operations in the fight against terrorism. The US team presented explanations and discussions on the structure and the concepts of the U.S. Joint Terrorism Task Force, U.S. National Joint Terrorism Task Force and the U.S. Fusion Center Initiative. The seminar focused on the local, national and global approaches by law enforcement and intelligence communities to work cooperatively and as joint interagency task forces.



Seminar Participants for the Legal Aspects of Combating Terrorism



Naval Small Craft Instruction and Technical Training School

The mission of Naval Small Craft Instruction and Technical Training School (NAVSCIATTS) is to conduct Foreign Internal Defense (FID) in support of Geographic Combatant Commanders (GCC) in accordance with United States Special Operations Command priorities to prepare partner nation security forces to conduct small craft operations in a riverine or littoral environment. NAVSCIATTS shift from Naval Special Warfare Center to Naval Special Warfare Group Four (NSWG-4) in 2009 to enhance Naval Special Warfare (NSW) in-resident training of foreign students with our mobile training teams (MTTs) support to Special Boat Team (SBT) Joint Combined Exercise Training (JCET) engagement globally. NSWG-4 is the United States Special Operations Command (USSOCOM) Maritime Mobility Proponent and part of their long term vision includes leveraging NAVSCIATTS's unique Security Force Assistance role and capability to build relationships with maritime partners – both in Mississippi and globally – to support NSWG-4's goal of multi-national assistance to key partner nations.

Part of the Global Center Consortium, NAVSCIATTS is reaching out to other members to glean best practices; improve our own training and educational programs; and talking with Security Assistance subject matter experts across the globe. For example, NAVSCIATTS signed a memorandum of agreement with Western Hemisphere International (WHINSEC) in March 2009 to institutionalize regular joint Field Training Exercises (FTX) at Stennis Space Center in Mississippi between our naval and their army international students. The first FTX success was lauded by each of the international students from 24 partner nations from each Geographic Combatant Command. NAVSCIATTS has also begun to use The Marshall Center's 'Gold Standard' of Measuring Effectiveness to quantify student critiques of NAVSCIATTS curriculum. Finally, NAVSCIATTS is expanding our curriculum that will include a Counterterrorism Fellowship Program (CTFP) Strategic Level - Small Craft Combating Terrorism course to educate senior (O4-O6) partner nation leadership on theory and campaign design focusing on counter-terrorism, maritime domain control, and counter-narcotics.



NAVSCIATTS CO, CDR Bill Mahoney addressing the graduating class of 10-1.

In the Spotlight

News and Updates



JSOU Continues Excellence Through International Strategic Education and Looks Ahead to 2010

Joint Special Operations University (JSOU) finished 2009 with an array of activity. September was a busy month highlighted by a Combating Terrorism Fellowship Program (CTFP) Advanced Education and Alumni symposium in Accra, Ghana. Sponsored by Special Operations Command Africa and held at the Kofi Annan International Peacekeeping Training Centre (KAIPTC), the event brought together military officers, interagency officials, and national police from nine African nations. The theme was "Countering Threats in the Peacekeeping Environment," and the symposium focused on evaluating challenges decision-makers may face as well as provided tools geared toward enhanced interagency cooperation. As one CTFP and JSOU alum summarized, "I would not miss an opportunity to re-engage on important topics at an event such as this."

Also in September, JSOU provided distinguished lecturers to the Pacific Regional Approaches to Combating Terrorism seminar hosted by Special Operations Command Pacific in Dhaka, Bangladesh. Themes centered on the root causes of violent extremist threats and how to organize and conduct integrated responses to them. As the countries in attendance brought varying perspectives, the seminar provided an open forum to find commonalities and develop a greater understanding of shared concerns.

During October, JSOU provided a Joint Mobile Education Team to Southern Command's Southern Star Symposium 2009. The primary objectives of this symposium were to assist the Chilean government by identifying terrorist and other threats to national security, provide a non-linear approach to developing effective strategic and operational plans to interdict these threats, and to further develop a comprehensive methodology for integrating special operations forces into the overall national strategy and operational response.

Looking forward, JSOU is pleased to announce three in-residence offerings of the Special Operations Combating Terrorism (SOCbT) Course at Hurlburt Field, Florida in 2010. Class start dates are January 25, May 3, and August 23. Additionally, JSOU is proud to introduce its new in-residence Advanced SOCbT Alumni Course to be held twice this year in Tampa, Florida. Class start dates are April 5 and September 20. Call 813-636-3352 for more information.



Members of the "Countering Threats in the Peacekeeping Environment" Symposium at the KAIPTC in Accra, Ghana.

In the Spotlight

News and Updates



Center for Advanced Operational Culture Learning (CAOCL): Military Power in Africa



By: Henri Bore

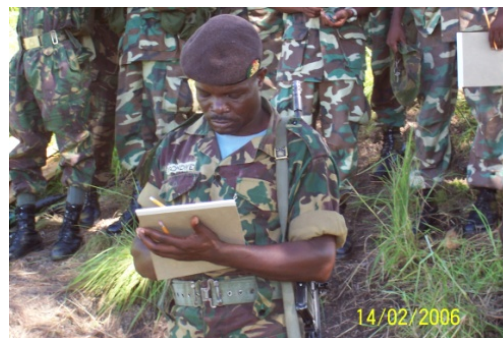
As experts have noted, Westerners often tend to see ethnicity and religion as the root causes of conflict in Africa. This school of thought may inordinately reduce the understanding of African dynamics because it can overlook the complex interaction between the state and its military, and the political influence of the military in many parts of the continent. The use of an operational culture lens helps Marines challenge such perceptions and therefore view ethnicity and religion as resources—not roots—often marshaled by ambitious and savvy military and political entrepreneurs. In that regard, the study of the past and modern history of countries such as Somalia, Nigeria, Uganda, Guinea, Congo DRC, Burundi, Rwanda and others unveils to Marine readers the importance of political collusion between the state and its military, which often results in an imperceptible, but powerful, influence of the military leadership.

Many of the African countries where Marines deploy to conduct security force assistance (SFA) missions stand at a crossroads in defining the contours of their national identity and political future. In this context, even though the African military is as diverse as the continent itself, the role of the armed forces is often paramount. Depending on the country or the issue at stake, the military leadership remains a factor that determines the difference between political stability or chaos. In Madagascar in 2009, for instance, the military support to the civilian coup orchestrated by Andry Rajoelina, the mayor of the capital city, brought some stability to the overall political chaos. On the contrary, in Guinea Bissau, where collusion rhymes with corruption, the political influence of the narco-traffic-oriented military keeps the country in dire political and economic straits.

African military leaders often see the military as the “guardian angels” of their constitutions. In some cases, such as Mali, this vision justifies a political collusion between the state and its military, which enhances domestic stability. In others, like Mauritania, it offered legitimacy for a military coup in the eyes of the officers who seized power in 2005 and 2008. According to experts, this overall attitude is deeply rooted in the pre-colonial era long before 1800 when the African warrior was also an influential member of the inner circle of decision makers of the king or the emperor. Over the centuries, the warrior of the kingdom became the soldier of the state. Nevertheless, his political influence has persisted, albeit in a more sophisticated and covert manner. The current difficult civilian-military relationships in most African societies echo this influence, which is often resented within the civil society. Marines who operate in Africa are well aware of this phenomenon, and of the persistent threat of a military coup in various regions of the continent, despite significant progress towards more democratic procedures and processes. In West Africa, almost half of the presidents in charge in 2007 were officers or former officers who came to power through a military coup.

So what? Marine leaders who plan and execute strategic SFA programs in Africa benefit from their improved understanding of the African military mindset and cultures. The operational culture lens helps them assess whether or not, first, the host-nation military has the potential to become a driver or a barrier to a democratization process; second, whether or not our own can-do attitude and impatience to spread our concepts can become a threat by challenging and disrupting a traditional balance of power between the state and its military leadership, albeit sometimes on a less traveled road, from a Western standpoint.

Did You Know...In West Africa, almost half of the presidents in charge in 2007 were officers or former officers who came to power through a military coup.



In the Spotlight

News and Updates



AMEDD: JMESI's Distance Learning Program



The mission of the Joint Medical Executive Skills Institute (JMESI) is to be the proponent of, and leader in, military medical executive skills core competency achievement and to provide military healthcare leaders with executive management and professional administrative skills through educational programs, products, and services. JMESI's vision is to serve as a center of excellence in leadership development and lifelong learning.

JMESI provides DOD healthcare professionals with the opportunity to complete any of the 82 modules currently available at 'www.jmesi.org'. The modules are in direct compliance with initiatives in the 2006 Quadrennial Defense Review. International Military Students who have attended resident training in the US are also eligible for enrollment into the program.

Currently, there are 139 International students registered. These represent 52 countries. The average number of modules completed per student is five. There have been students who have completed all 82 modules which cover topics in Leadership and Organizational Management, Health Resources and Allocation, Individual and Organizational Behavior, and Military Medicine. The area of primary interest to the International students is Management.

The online venue provides an easy and convenient way for the students to attend and complete training. This also allows the student to "reach back to the school house" once resident education is complete. US students enrolled include individuals from Army, Navy, and Air Force; the Veterans Administration, the US Public Health Service, the Coast Guard, and OSD/HA.

*Joint Medical
Executive Skills
Institute.....*

*Promote
scholarship and
inquiry to advance
executive skills
for Military
Healthcare System.*



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

GCSC Providing a Common Operating Picture



"The Global Center has laid a strong foundation for becoming the collaborative center of DoD's partner education universe."



Vice Admiral Jeffrey A. Wieringa
 Director
 Defense Security Cooperation
 Agency
 in October 2009

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.

MISSION

The GCSC coordinates, integrates and deconflicts the efforts of DoD specialized education institutions in order to enhance OSD policy dissemination and to increase awareness of DoD international partner education and training resources, consistent with OSD priorities.

Preview of Coming Attractions in 2010

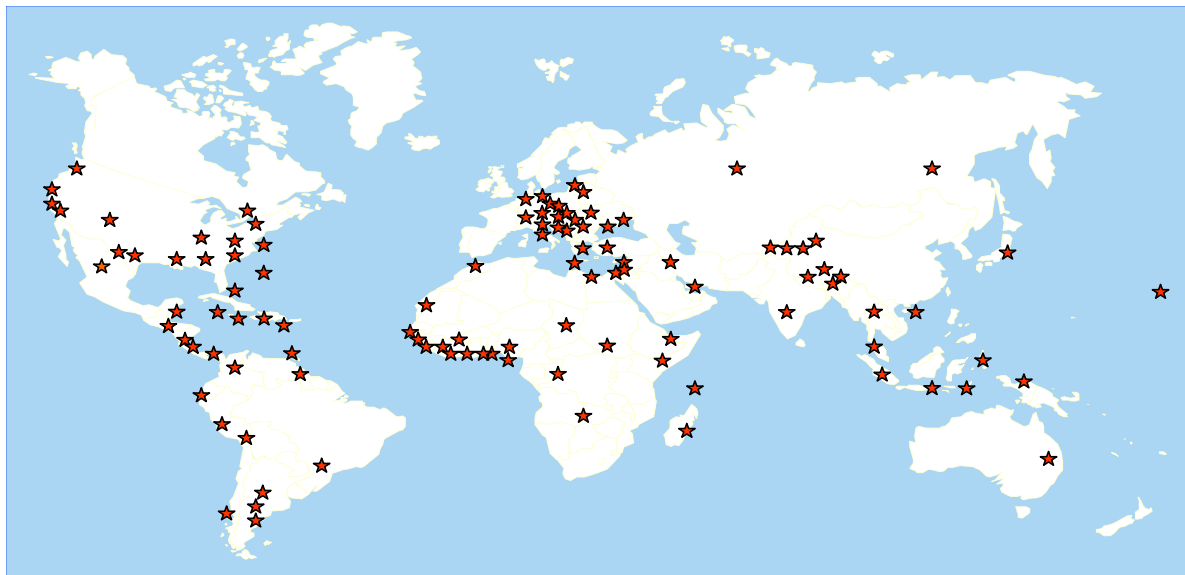
The Global Center is thrilled to announce a robust agenda for 2010 that will enhance cooperation, collaboration, and increase awareness of DoD international partner education. A preview of this year's coming attractions includes:

- Communities of Interests (COIs) to improve collaboration and information sharing for Consortium members and stakeholders across DoD
- Curriculum Review to help strengthen programs
- Workshops on key issues impacting our Consortium members
- Enhanced Common Operating Picture
- Implementation of a strategic curriculum review process
- Continued expansion of Consortium membership
- The Global Center's 4th Annual Consortium Directors' Conference

Facts and Figures

FY08	FY09	FY10 (as of Jan 10)	The Subject Matter Experts database has grown rapidly to 275 experts. In FY10, as our Consortium membership expands, the database will continue 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
754 events	914 events	783 events	
102 countries	127 countries	107 countries	
153 resident courses	244 resident courses	393 resident courses	
557 METS	670 METS	390 METS	

Global Reach in FY10



★ Event Locations

Current Consortium Member Links

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

“The Global Center for Security Cooperation is a small organization for what it does. I am very impressed, pleased, and proud of what you have accomplished in such a short period of time. I think you not only bring great credit upon yourself but also to the United States and the Naval Postgraduate School.”



Vice Admiral Daniel T. Oliver
United States Navy (Retired)
President, Naval Postgraduate School
in January 2009



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