



THE MESSAGE BOARD

September - December 2006

PRESIDENT BERGER ATTENDS CHDS SUB-REGIONAL CONFERENCE IN GUATEMALA

President Oscar Berger Perdomo presided over the closing ceremony of the Sub-Regional Conference: "Security, Defense and Integration," that CHDS, together with the National Defense Ministry of Guatemala, carried out November 14-16, 2006, in Guatemala City, Guatemala.

In his closing remarks President Berger expressed that, "for Guatemala, it was an honor to be designated as the site for this Sub-Regional Conference, in which the challenges that the region faces and the new transnational threats were analyzed in depth."

Berger reiterated that, "thanks to the presence and participation of all, there is a very clear message that only together are we going to be able to face those great challenges, and that if

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CHDS visiting scholar, Ivan Witker of Chile, is congratulated on his successful completion of the Strategy and Defense Policy course by Admiral James G. Stavridis (left) and Center Director Dr. Richard D. Downie.

SOUTHCOM'S STAVRIDIS GIVES GRADUATION SPEECH TO LARGEST STRATEGY AND DEFENSE POLICY (SDP) COURSE EVER

In his first visit to Washington, D.C. since assuming command of SOUTHCOM, Adm. James G. Stavridis visited CHDS, where he gave the graduation speech to 77 students from 15 countries at its three-week "Strategy and Defense Policy" (SDP) course on November 3. Stavridis reminded the graduates of what he called "this most excellent course" that today's most important security and defense challenges are "transnational threats [that] require transnational solutions." The education the graduates received at CHDS, he told the group, has prepared them for partnership now and in the future in that quest for regional security.

Not only was the October 2006 resident course the largest ever of its kind held by the Center, CHDS was also proud of the fact that 27 percent of the SDP students were women. The SDP, along with the Interagency Coordination and Combating Terrorism Course (ICCT), continues to be a redoubtable vehicle for expanding CHDS and hemispheric networks of defense and security professionals. Applications for the ICCT in June 2007 and the SDP in October 2007 are now being accepted. Please recommend your colleagues to join us!

For a candid look at Stavridis, the man behind the title and the desk, please see pages 6-7 in this edition of *The Message Board*.

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For many or even most of the high-level dignitaries from Latin America and the Caribbean who visit CHDS each year, the first person they met when coming to the Center was **Joyce Perkins-Alston**, chief of protocol and administration.

And that's a good thing.

For as CHDS Director Richard D. Downie said at the time Joyce was named to the post: "We are thrilled to have Joyce, one of those present at the creation of CHDS, as the person responsible for its first public face for the many leaders from the region that come to visit us. With warmth and grace, Joyce offers those who come from many miles away the kind of reception they deserve."

Unfortunately for us, and for those who travel those many miles to take part in CHDS' expanding academic outreach program, Joyce—a 34-year veteran of the federal service—has announced that she plans to retire at the end of the year.

The daughter of Roger and Louise Perkins of Dillwyn, Maryland, and the proud mother of two, Joyce currently lives with her husband, Warner Alston, in Fort Washington, MD. A graduate of Carter G. Woodson High School in Dillwyn, she says a teacher from her youth, the late Ruth Jones, "instilled in me that if I worked hard, goals were attainable."

We're going to miss you Joyce! Best wishes for a happy retirement!



Protocol Chief Joyce Alston: Almost gone, but forgotten? (Never!)



Doubly proud: Dennis Caffrey is grandfather to twins!

Dennis Caffrey, CHDS' indefatigable dean of students and administration, has announced that he and his wife Monika became grandparents to twin boys, Aydin Dennis and Logan Jihan Caffrey, who were born on Nov. 24 in Brownsville, Texas. Although Dennis has held many important professional positions in his years of federal service and in the private sector, at CHDS it is a well-known secret that the title he loves the most is "Grandpa." Congratulations on the new additions to the growing Caffrey brood!

Chris Beall, 23-year old son of the CHDS registrar, **Van Beall**, joined the Peace Corps in September, beginning a 27-month assignment to Vanuatu, a small island-nation in the South Pacific. His Dad tells us that Chris is no stranger to volunteering and community service, having worked for a year for Habitat for Humanity near Baltimore after graduating from the University of Maryland with his degree in philosophy. He is also a youth leader and band member in his church.



Intrepid: Another of Team Beall enlists in public service.

Chris' assignment will require him to learn the local Bislama language, live "like a native," and give him the opportunity to improvise solutions to situations or problems that will have to be maintained by the local inhabitants after the Peace Corps volunteers leave the community.

Van says that he is very proud of his son and looks forward to the spring of 2008 when he plans to visit Chris in situ (and maybe get in some scuba diving, too).

CHDS quillmaster, **Dr. Jaime Garcia Covarrubias**, will be publishing an article this coming March on "The Significance of Conventional Deterrence in Latin America," in a volume edited by Princeton's Dr. Miguel Centeno and offered by the prestigious International Library of Essays on Military History. Bravo, doctor!



Capolavoro: CHDS author Luis Bitencourt is also our artist in residence.

Dr. Luis Bitencourt, CHDS professor of national security affairs and alumni relations coordinator, as well as an accomplished artist (you can view his work @ www.luisbitencourt.net/art-work.html), informs us that he is the author of a chapter on "Crime and Violence: Challenges to Democracy in Brazil" in a new book that has just been published by Lynne Rienner, *Citizenship in Latin America*. He was also pursued by international media looking for an expert take during Brazil's recent presidential elections. Where does he find the time?

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Hungry for knowledge: Jim Zackrison found roasted rats, not strategy, piqued youthful audience's interest.

On 10 November, **James Zackrison**, CHDS research coordinator and assistant professor of national security policy, presented a lecture on the military strategy and tactics of the US Civil War (1861-1865) to the junior history class at George Mason High School in Falls Church, Virginia. Jamie Scharff, history teacher at the high school, heard of Jim's expertise in military history from one of his students, Erik Zackrison, who likes to show off his dad's talents. The class had been studying events leading up to the Civil War, and Jim's lecture concentrated on how technology such as the invention of the machine gun and the repeating rifle affected battle tactics.

"Lecturing to high school students is always a challenge," Jim noted, "because they tend to ask different questions than do students at CHDS. For instance, no one asked about strategy or doctrine. They wanted to know who disposed of the bodies on a battlefield, what happens when a soldier is hit by a cannonball, or did the Confederates really eat roasted rat." To prepare for such an audience, it helps to read anecdotal and oral history, rather than the usual tomes by Bruce Catton, Shelby Foote, or Gary Gallagher. "It was a great way to spark the kid's interest," said Mr. Sharff, "and I learned a great deal about how battles were fought back then."

Security and Defense Studies Review

Interdisciplinary Journal of the Center for Hemispheric Defense Studies

A new issue of the Security and Defense Studies Review (Vol. 6, No. 3) is now available on the Web (<http://www.ndu.edu/chds/journal/index.htm>).

STRENGTHENING DEFENSE MINISTRIES: MAKING A QUALITATIVE DIFFERENCE IN A STILL NEW AND EVOLVING CIVIL-MILITARY FRAMEWORK

Having recently attended the Defense Ministerial of the Americas (DMA) in Managua, Nicaragua in October, I was reminded of how closely the history of the Center for Hemispheric Defense Studies is related to the Defense Ministerial process.

At the first Defense Ministerial in Williamsburg, Virginia, in 1995, several civilian defense ministers discussed the need for an institution to help educate civilians on the management of defense and security with then Secretary of Defense William Perry. During the following 1996 DMA in Bariloche, Argentina, the establishment of CHDS was announced.

CHDS' purpose was to raise the understanding of civilians and military personnel about their shared roles in the management and implementation of defense and security to meet national security requirements. Less than 10 years later, we are proud to report that more than 13,000 individuals have participated in our activities and more than 2,500 alumni have graduated from our longer (three-week) courses—three fourths of whom are civilians and one fourth military—from throughout the region.

Indeed, many of our graduates played important roles in Ministry of Defense delegations to the recent DMA, as well as in the administration of that important event in Managua.

Ministries of defense today confront new challenges that emerge from highly ambiguous circumstances and often simultaneously face an increased number of missions with fewer resources. In this new environment, how does one strengthen a Ministry of Defense (MOD)?

To answer that question, we must rephrase it: Strengthen an MOD to do what? I assert that strengthening an MOD is the process that leads to a more effective and efficient defense and security establishment, with an improved capability to fulfill its responsibilities.

To that end, I submit that the first task in modernizing and strengthening an MOD demands an appropriate understanding of the shared, complementary roles and responsibilities among civilians and military personnel involved in the ministry and the defense and security sector.

CHDS is proud to continue to help in the process of educating and preparing civilian and military leaders to administrate and direct the military and security forces of their countries. As we approach our 10th anniversary, we at CHDS look forward to working with you next year and in the decade to come.

Richard D. Downie
Director

This "Director's Corner" was adapted from an article written by Dr. Downie for Dialogo (dialogo-americas.com) magazine.



BERGER SPEAKS ...

(continued from page 1)



President Oscar Berger Perdomo, who presided over the closing ceremony of the Sub-Regional Conference: "Security, Defense and Integration," stands at attention during the Guatemalan national anthem. Pictured to his right are General Francisco Bermúdez Amado, minister of defense, and General Ronaldo Cecilio Leiva, chief of joint national defense; to the left, Dr. Richard Downie and Brigadier General Jorge Escobar Sánchez, Guatemalan vice minister of defense.

we are united we will be able to overcome them and to offer, in this case, security, defense and integration to all the citizens of the countries that participate today."

CHDS Director Richard D. Downie declared in the closing ceremony that: "The objective of this conference has been to give proposals to fortify the processes of integration and cooperation of

security in the Mesoamerican Region. We understand that already many international and regional agreements and other normative instruments exist. The challenge is to establish and to fortify institutions and to foment operative procedures for a more effective coordination."

Among the panelists were experts such as Admiral Conrado Aparicio (México); Roberto Cajina (Nicaragua); Leon Charles (Haiti); Ambassador Gabriel Gaspar (Chile); Ambassador Ernesto López (Argentina); Gabriel Peralta Peralta (Guatemala); Héctor Rosada-Granados (Guatemala); Cesar Sereseres (USA), Alicia Sorroza (Spain), and others.

The more than 120 participants from Central America, Mexico, Colombia, the Dominican Republic, and Haiti included civilian employees in the security and defense sectors, university professors, students from defense academies, as well as former fellows of CHDS and of the Inter-American Defense College.

Within processes already underway to formulate a Regional Security Strategy, there is also a need to monitor the results that are achieved, Downie noted, an effort which CHDS is committed to support academically.

WORKSHOP ON HONDURAN DEFENSE SECTOR FOCUSES ON BETTER REGIONAL COOPERATION

On November 7-8, the Center for Hemispheric Defense Studies conducted a workshop in Washington, D.C., on reform of the Honduran defense sector and the armed forces for senior civilian and military leaders from that country.

The participants, who included Defense Minister Aristides Mejia Carranza, Chief of Defense Gen. Romeo Vasquez Velasquez, National Congress Deputy Gabo Alfredo Jalil of the Defense Committee, as well as service chiefs and senior ministry staff, discussed key considerations related to the institutional and functional transformation of the Honduran armed forces.

Particular focus was made on actions required to improve the effectiveness of the Honduran military, including ways to better cooperate with its neighbors and with the United States. Necessary steps to be taken to establish a transformation strategy for the Honduran military were also discussed with CHDS faculty during the two-day workshop.

The event was a follow-up to the National Strategy Planning Workshop held in Honduras last May.



CHDS professor Thomaz Costa leads a discussion on defense objectives and strategic options.



Center for High National Studies (CAEN) students take part in a policy and strategy development session held at NationLab Peru 2006.

CHDS ASSUMES RESPONSIBILITY FOR NATIONLAB; PERU EXERCISE CONDUCTED OCTOBER 16-20

The Center for Hemispheric Defense Studies (CHDS) has expanded its offering of simulated planning seminars by assuming, on October 1, responsibility for the NationLab computer simulation program supported by the U.S. Southern Command. The first offering of the seminar under CHDS auspices occurred October 16-20 at Peru's Centro de Altos Estudios Nacionales (Center for High National Studies/CAEN).

NationLab project director Dr. Miguel A. (Mike) Gonzalez and simulation author Dr. Loren Cobb conducted the seminar for 84 senior military and civilian students enrolled in the four courses that the CAEN is currently offering. The scenario that was used required the students to assume, during five days of play, the roles of senior officials of the legislative and executive branches of the fictitious country of "Sipan" and develop policy options to address governance while challenged simultaneously with a series of national crises spanning eight years.

After a daily scene-setting briefing that revealed a series of challenging scenarios, students worked intensely with other members of their "ministries," national and local governmental "agencies," and international organizations to make ministerial-level recommendations. Various civilian-students played the roles of president and senior legislative leaders, plus representatives of international financial organizations and op-

position groups, focusing on the application of the rule of law, with a particular emphasis on anti-corruption policies and strategies. The NationLab simulation then projected the probable short, medium and long-term implications of their resolutions as the starting points for the next day's round of role-playing.

Gonzalez termed this version of the seminar, the fifth for Peru, especially worthy of note due to the high level of enthusiasm of the participants: "Some of those folks actually worked well into the night to come up with serious options."

CAEN Director, retired Admiral William Schmitt Luna, expressed his satisfaction with the contribution to the students' experience in national-level decision-making made by NationLab. According to Gonzalez and Cobb, NationLab promotes teamwork and innovation and contributes to the sustained positive relations with future civilian and military leaders throughout the region.

AVAILABLE NOW! FACULTY RECOMMENDED READING LIST

*The CHDS faculty and staff is
now sharing
what they read with you!*

CHDS is posting
their favorites at:

www.ndu.edu/chds

QUOTATIONS TO REMEMBER

"Whatever may be the moral ambiguities of the so-called democratic nations, and however serious may be their failure to conform perfectly to their democratic ideals, it is sheer moral perversity to equate the inconsistencies of a democratic civilization with the brutalities which modern tyrannical States practice."

-- Reinhold Niebuhr

"The general happiness of a people rests on the individual independence of its members."

-- José Martí

"What is objectionable, what is dangerous, about extremists is not that they are extreme, but that they are intolerant. The evil is not what they say about their cause, but what they say about their opponents."

-- Robert F. Kennedy

"The American military was founded on the right of the soldier to ask why."

-- James Webb

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BRAVO ZULU: STAVRIDIS MOVES TO INCREASE SOUTHCOM'S VISIBILITY, CREDIBILITY IN 32 COUNTRIES IN THE REGION



As Center Director Downie looked on, Stavridis (right) reminded the graduates of CHDS' Strategy and Defense Policy course that today's most important security and defense challenges are "transnational threats [that] require transnational solutions."

By Martin Edwin Andersen

One thing certain about Admiral James G. Stavridis, the new commander of the United States Southern Command, is that he moves fast and plays hard, something reflected in the very competitive figure he still cuts on the squash, tennis and basketball courts. Which is good to know, now that Stavridis is the first naval officer to head SOUTHCOM—responsible for all U.S. military activities on the land masses of Central and South America, the island nations of the Caribbean, and the surrounding waters south of Mexico; in all, the home to 32 sovereign states.

In the two months since assuming command, Stavridis has been very aggressive in getting out and meeting people with whom he will be working and partnering, in order to maximize SOUTHCOM visibility and credibility in the region. Not only has he already visited all of the command's eight components, including Guantanamo, plus Colombia, Honduras and El Salvador, but is also planning a

fast break in the coming year to other countries on his priority list. ("Think Brazil," he has told associates.)

In the short time he has been in Miami, Stavridis has hammered home key elements of his command philosophy, which include the much underused word—"civility"—and creativity. And he is clearly someone pleased to be getting the message out.

The choice of this Navy man should not have come as a surprise. In addition to graduating with honors at the Naval Academy in Annapolis, Stavridis earned a Ph.D. in international relations from the Fletcher School of Law and Diplomacy, where he won the Gullion Prize as the outstanding student in 1983. In 1992, he graduated with distinction from the National War College.

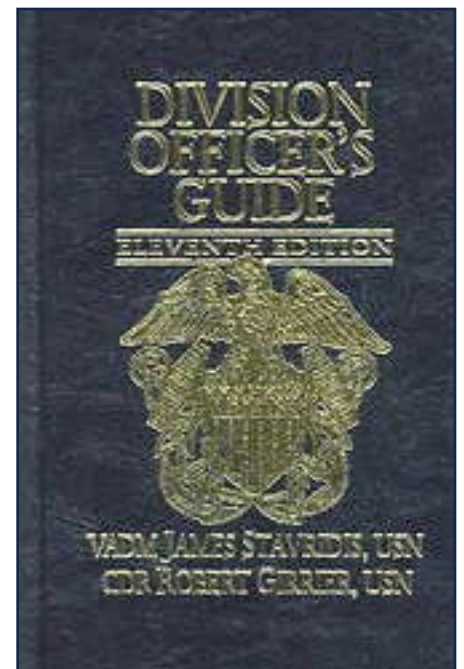
"I've worked with navies and the other militaries in the region," Stavridis notes. "I've had an Argentine ship assigned to my carrier strike group, my Spanish is improving.

... So rather than saying, 'Okay we've got to put an Army officer down there,' I think the folks making the decision looked at who had the qualifications that fit the best." Not that being a naval officer is without significance. Stavridis admits that he "will bring a different set of eyes to the problem in an area of responsibility that has a very large maritime component."

"He's outgoing, he loves dealing with people and is extremely personable," says one two-star admiral who has sailed with Stavridis and who asks not to be quoted by name so he can speak freely. "He is an incredibly positive leader, perhaps the sharpest commander I have ever seen on a ship."

Loving It

"I love the job I am in now," Stavridis allowed in a recent interview. "I love Miami. I love everything about the culture in Latin America. It just intrigues me greatly. I was born in south Florida and it's wonderful to come home." And that is saying a lot. As commander of the USS Barry (DDG-52)



Stavridis, the grandson of immigrants, loves to read, write, cook, and play racket sports in his spare time. His co-authorship of the *Division Officer's Guide* (above) is one of his several publications.

he was deployed in Haiti, Bosnia and the Persian Gulf as part of Operation Vigilant Warrior, where the ship won several coveted awards. As the sea combat commander with the Abraham Lincoln Battle Group he received the Navy League's John Paul Jones Award for inspirational leadership.

"Another post that I loved was being the admiral in charge of the carrier strike group, sailing through the Arabian Gulf, doing combat missions over Iraq, Afghanistan and the Horn of Africa in support of Operation Enduring Freedom/Operation Iraqi Freedom," he added. "It was a marvelous, marvelous tour."

Those who have sailed with Stavridis say his shipboard command style is likely a key to the way he will run SOUTHCOM. They point to his openness to listening before making a decision, his lack of preconceived ideas, and his practicality. Stavridis' emphasis on team playing is reflected by his constant emphasis on the group, rather than on individuals, himself included. The decisions that he makes, they say, conscientiously weigh risks, benefits and costs. "He's close to his people," says one.

One of those upon whom Stavridis left a lasting impression was Argentine Navy Captain Julio Graf, a recent CHDS visiting scholar. Graf sailed with Stavridis when the latter commanded Operation Solid Step at the head of the Enterprise Carrier Strike Group, a joint voyage around the Atlantic Ocean and Mediterranean Sea in 2003 designed to promote greater interoperability between the Argentine and U.S. navies. Graf had met Stavridis nine years earlier when the American was the commander of a destroyer and he was the chief of operations for that vessel's Argentine sister ship.

"When he was my commander, I had to make a difficult decision, and he let me know I could count on his counsel and support," Graf recalled. "And although his choice proved to be the correct one, it carried with it certain risks. When I said goodbye to him we were on the high seas in the Atlantic, and he accompanied me on the deck of the Enterprise. He took the Surface Warfare Officer pin that he was wearing and gave it to me, saying, 'From one sailor to another.'"

The Back Story

Stavridis' father served as a colonel in the Marine Corps and the family lived in Athens from 1962 to 1965 while the older man, who remains today one of his heroes, was the US naval attaché there. His paternal grandparents were immigrants from Greece. Stavridis recalled with feeling the fact that "the whole immigrant experience is very real to me, part of my life experience."

Stavridis' grandfather immigrated to the United States in the 1920s, opening up a restaurant. I love to cook," the SOUTHCOM commander says. "I have been around cooks and cooking my whole life and my mom is a wonderful hand in the kitchen." Was cooking the road not taken, he was asked? "It is," he responded, laughing. "That is a very perceptive question. That is a pursuit that would be of interest to me in another, parallel, life.

Stavridis says that the passions of his youth are still those that move him now—and also include reading and playing sports, particularly racket sports. In high school he played varsity tennis and even junior varsity basketball, "counter-intuitively because I am not the tallest guy in the world, but I love basketball." Then, like now, Stavridis was 5'6"—"on a good day." He also played tennis and squash on the varsity teams at the Naval Academy.

"My other activities tended to revolve around writing," he recalled. "I was the editor of my school newspaper in high school, at McClintock High School in Tempe, Arizona, for my last two years. At the Naval Academy I was the editor of the *Log* magazine, which is the publication of the Naval Academy. I was also involved in leadership opportunities—I was what was called a midshipman commander, and was one of the brigade leaders as a first classman, or a senior."

Stavridis says he grew up wanting to be an officer in the Marine Corps, like his dad, and



Those who have sailed with Stavridis say his shipboard command style is likely a key to the way he will run SOUTHCOM. "He's close to his people," says one.

went off to the Naval Academy convinced that was his path. However, while at the Naval Academy he went off to sea on a ship. "I loved it," he said. "I knew immediately then that what I wanted to do was to be a captain of a warship. So I followed my father's steps into the service but veered off from the Marines into the Navy." The Florida native received his commission from then Secretary of Defense Donald Rumsfeld. "As he likes to say," Stavridis noted, Rumsfeld "promoted me to ensign in the United States Navy in 1976 and thirty years later—in 2006—he promoted me to my fourth star as a full admiral."

Stavridis, who has been married 25 years, met his wife, Laura Hall, when he was eight and she was three years old in Athens, where her father was the assistant naval attaché.

"We played together as small children, our families stayed in touch over the years and we met again and fell in love when I was a young junior officer in the Navy in the early 1980s," he recalled. "We got married in 1981." Their oldest daughter, Christina, is an American studies major at the University of Virginia, and is thinking about law school or a career in journalism. Julia, a sophomore in the Miami public schools, is a passionate figure skater and a good student, her father proudly offers.

"I love the job I am in now," Stavridis allowed in a recent interview. "I love Miami. I love everything about the culture in Latin America. It just intrigues me greatly. I was born in south Florida and it's wonderful to come home."

U.S.-ARGENTINA INTERAGENCY DECISION-MAKING SEMINAR LAUNCHED ABOARD HISTORIC FRIGATE *SARMIENTO*

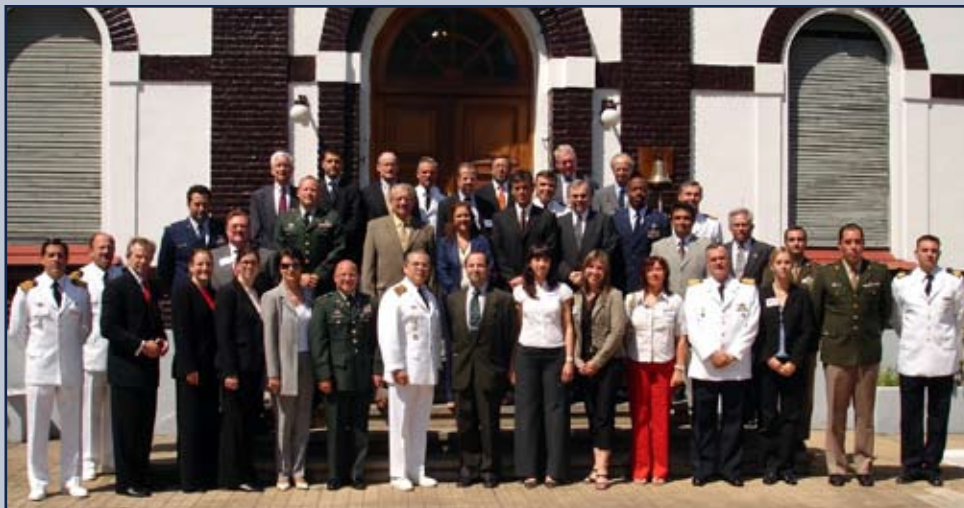
On 13 November 2006, some 30 U.S. and Argentine participants met on the Argentine frigate *Sarmiento* to toast the opening of a U.S.-Argentina Interagency Decision-Making Seminar. The seminar, hosted by the Argentine Naval War College, was designed to develop and practice national interagency and bilateral strategic policy coordination between the U.S. and Argentina; educate mid-level civilian and military government officials of the bilateral decision-making process through practical experience, and facilitate communication and networking between U.S. and Argentine counterparts.

Participants included Argentine representatives from the Argentine Defense, Economics and Foreign (Cancilleria) ministries and the National Congress and its Armed Services committees. The United States was represented by the U.S. Southern Command (SOUTHCOM); the National Defense University (NDU); CHDS; U.S. Department of State, and the U.S. Embassy in Buenos Aires. Bilateral discussions were framed around a role-playing scenario based on a fictitious peace-keeping mission.

Both U.S. and Argentine participants found the comparison of the decision-making process between countries to be a valuable experience and agreed that the seminar successfully achieved the objective of improved mutual understanding and bilateral/national networking. Jay Cope, a participant from NDU's Institute for National Strategic Studies, noted: "I leave here with a better understanding of the Argentine processes".

The seminar was the result of the efforts of the Civilian Education and Training Sub-Group of the U.S.-Argentina Bilateral Working Group (BWG), co-chaired by CHDS and the Argentine Ministry of Defense. The BWG is a Department of Defense/Ministry of Defense initiative that addresses issues of mutual interest between the United States and Argentina at the Deputy Assistant Secretary level. The Civilian Education and Training Sub-Group facilitates and enhances the education of civilians at the Ministry of Defense and service levels in defense organization and management.

CHDS is grateful for the participation of so many organizations, both military and civilian, from the United States and from Argentina, and looks forward to strengthening ties with its Argentine counterparts in future endeavors. And special recognition is due to Erik Kjonnerod and his team from the NDU Strategic Gaming and Simulation Center for their contribution to making the event a success.



Participants of the US-Argentina Interagency Strategic Decision-Making Seminar in front of La Escuela de Guerra Naval, Buenos Aires, Argentina.

FRESH FACES AT BUZZARD'S POINT

CHDS is proud to announce the arrival of two new support specialists in its executive programs unit.

Agustin Rivera-Rosado is an Army Gulf War veteran who also spent two tours of duty in South Korea. More recently, he was an instructor in the receiving department for the Lowes distribution center in Kissimmee, Florida.



Agustin Rivera-Rosado

Zachary Meyer, comes to CHDS following his graduation from the Miami University in Ohio with a degree in diplomacy and foreign affairs. While a student at Miami, Zach was an executive assistant head chef, which led to his creation of a catering company which he ran and operated through the restaurant. "The company became highly successful within the first year and still grows exponentially to this day," he reports.

¡Bienvenidos a los dos!



Zachary Meyer

ACADEMICS ADVANCE

By Dr. Craig Deare
CHDS Dean of Academics

Busy times in the Academic Realm during the past several months ...

There are articles elsewhere in *The Message Board* on the Strategy & Defense Policy course, the Sub-Regional Conference in Guatemala, the Transformation Workshop for the Honduran Defense Minister, and the Senior Executive Dialogue for Central America, so I won't discuss those in detail. I will, however, note that each and every one of those activities is a labor intensive effort by the faculty, and they remain decisively engaged in the intellectual battleground.

In addition to my leadership responsibilities as the Dean of Academic Affairs, I make an effort to stay abreast of the issues that grip us here at the Center. Because I don't have the time (limited as it is) that most members of the faculty have to delve deeply into a specific thematic area, I try to ensure I have a broad understanding of the macro and strategic issues facing our region. Two of those issues that I follow are the U.S. perspective on hemispheric security, and U.S. defense policy toward Latin America.



Dr. Craig Deare

I had the opportunity to present my understanding of those themes in two distinct areas during the past couple of months. I represented the CHDS Director at the *IV Semana Iberoamericana* in Madrid, Spain, hosted by el *Instituto Universitario General Gutierrez Mellado*, and spoke of the U.S. Vision for Hemispheric Security. It was my first visit to Spain, and I was impressed by many things, not the least of which was the beauty of the city.

But what got my attention was hearing the perspective of a senior Spanish official regarding the support of the U.S. for Europe and NATO during the Cold War. As he put it, the countries of NATO were able to advance their political and economic policies due to the security provided by the U.S. during that time period. It was a first-hand reminder to me of the tremendous example Europe has set in terms of putting to rest old antagonisms and conflict, and how countries with histories of mutual animosities have put those behind them and have come together for their collective well-being. At the same time, it reinforced to me the lingering difficulties in our part of the world as some countries of this region are still unable to put past issues to bed and move forward into the 21st century.

I also had the opportunity to spend a week in Chile, speaking to a wide variety of groups and organizations on "U.S. Defense Policy toward Latin America." Once more I was struck by the unique case of Chile as an exception to many of the stereotypes of Latin America. As Costa Rican President Oscar Arias alluded to when he said recently, "**Hay que aprender de Chile; ellos nos pueden enseñar**", Chile offers an example worth studying. The case of Chile underscores my basic point that when people criticize the Pentagon's policy toward Latin America as being inconsistent, the fact is that U.S. policy varies because the countries in the region have so many differences between and among them. It would be most unwise for the U.S. to have a single policy or strategy for all countries in the hemisphere; surely the policies have to be different for Colombia, Chile, Venezuela, and Cuba.

The recent U.S. Congressional election results suggest there may be some shifts ahead in U.S. policies and perspectives. As always, we are interested in knowing how you see the state of affairs from your varying perspectives throughout our hemisphere. Our best wishes to you and yours during the upcoming holiday season.

REGIONAL CENTER REGISTRARS HOLD SECOND MEETING IN GERMANY

The Center for Hemispheric Defense Studies (CHDS) is one of five Regional Centers for Security Studies within the Department of Defense that have been created with unique missions but, within the past year, have been brought under one administrative authority. The reform enabled the registrars for the five centers to meet for the first time in Washington, D.C., in February 2006, to begin to learn about each others' programs, record-keeping processes, databases, communications techniques and other issues. In November, even greater progress was made on issues of long-standing concern.

The George C. Marshall European Center for Security Studies (the Marshall Center), located in Garmisch, Germany, hosted the second meeting of the Regional Center registrars. Also attending were representatives from several Combatant Commands, including the U.S. Southern Command (SOUTHCOM), reporting and administrative agencies, and departments that provide funding for Regional Center academic activities.

The meetings resolved some important questions, including how to maintain relationships with participants over time, allowing them to better reengage with the Centers after their initial contact. There were also renewed discussions on the very-important issue of having residents of a country that come from one Regional Center's geographical area-of-responsibility be able to participate in courses, conferences and seminars from a different Regional Center's programs. There was great enthusiasm from all the attendees for increased collaboration, and coordination has already begun for courses and seminars focused on the topics which focus on combating terrorism. Another area of high interest that also related to the question of how best to sustain relationships over time was how the Centers might expand their contacts with the Regional Center graduates both programmatically and as individual scholars, researchers and practitioners. Each Center had ideas to share on what works well and what does not work well with regards to both the maintenance of the individual relationships started with a person's participation in a course or other event, and the building of viable alumni associations in countries around the globe. Incorporating



CHDS Registrar Van Beall and Assistant Registrar Georgina Crovetto, first and second from left, relaxed at a German restaurant in Garmisch, Germany with Registrar Conference participants from its sister centers and other defense agencies.

graduates from one Regional Center into another Regional Center's alumni association will usually make great sense when there are limited numbers of graduates from one Center. For example, there are over 190 CHDS graduates from Chile, but also an additional 20 Chilean graduates from the Asia-Pacific Center for Security Studies (APCSS) located in Honolulu, Hawaii. Those 20 APCSS graduates have already been invited to CHDS events in Santiago.

The year 2007 holds much promise for expanding the collaborative efforts of the five Regional Centers and for expanding the programs available to both new participants and graduates alike. The Registrar offices at the Regional Centers will continue to play a vital role in these efforts, and the Registrars look forward to their next meeting in 2007.

— Van Beall

CHDS ALUM LUIS ARAUZ CHANG DIES IN PANAMA

The CHDS community was saddened to learn of the death Luis Arauz Chang of Panama, who graduated from the Center's three-week resident course in 1998. Luis died in a helicopter accident on October 11, 2006 in a remote region of Panama. He was piloting a Hughes 500 helicopter for a local company and was ferrying supplies when it apparently lost power and crashed.

Arauz was born in 1959. He hailed from Puerto Armuelles, Chiriquí province, an important banana-growing region in far-western Panama. He graduated from the U.S. Air Force (USAF) Academy in 1983 and entered the Panamanian Air Force. He learned to fly helicopters at the Undergraduate Helicopter Training center in Ft. Rucker, Alabama. He served as director of the National Air Service during the administration of Panamanian

President Ernesto Perez Balladares (1994-1998). More recently, he managed his family's banana growing and processing operation in his native Chiriquí.

He is survived by his wife, Kirsten, and their two sons Anthony, a West Point cadet, Link, his mother Irma Arauz, and sister Liz Arauz.



CHDS faculty member Dr. Richard Downes knew Luis both at the USAF Academy and then later at CHDS. "Luis was always a congenial and personable team player," he said. At the Academy, he went out of his way to look after fellow cadets from Panama and used his unique perspective on U.S.-Panama relations to bridge major cultural differences. His mother told Luis's Academy classmates that she is consoled by the fact that Luis died doing what he loved.

EUROPEAN REPRESENTATIVES JOIN REGIONAL PEERS AT CHDS' WASHINGTON DIPLOMAT SEMINAR

Representatives from France and Spain joined 38 diplomats and military representatives from 16 Western Hemisphere nations residing in Washington to attend CHDS' ninth Washington Diplomat Seminar, September 18-22.

The seminar provided five mornings of intensive dialogue on how the United States formulates and coordinates its security policy in the Western Hemisphere. Presentations and question and answer sessions with senior U.S. officials and other experts set the stage for breakout groups where participants exchanged impressions in an atmosphere of non-attribution. According to Dr. Craig Deare, CHDS dean of academic affairs, the Europeans' participation attests to the value of the seminar as a mechanism for understanding U.S. security policy.

Key speakers included senior U.S. government officials Dan Fisk, senior director for Western Hemisphere Affairs, National Security Council; U.S. Army General John Craddock, then commander of the U.S. Southern Command; Patrick Duddy, deputy assistant secretary of state,

Western Hemisphere Affairs; U.S. Army Maj. Gen. Guy C. Swan, commander of the Joint Force Headquarters National Capital Region, U.S. Army Military District of Washington, and U.S. Army Brig. Gen. Fred Rudesheim, deputy director, Politico Military Affairs, Western Hemisphere, Joint Staff.

A noted expert on U.S. Latin America relations, Dr. Abraham Lowenthal, professor of international relations, University of Southern California, provided insight on U.S.-Latin American relations based upon decades of analysis, and Stephen Johnson, senior policy analyst for Latin America at The Heritage Foundation, offered assessments from a non-governmental perspective.

The graduation speaker, retired Ambassador William Walker, a former vice president of the National Defense University, congratulated the current director of CHDS, Dr. Richard Downie, for the continued growth and effectiveness of the CHDS program. Before his talk, Walker was honored at a ceremony held in the Center for having been a motivating force in the founding of CHDS

a decade ago, with a picture of him unveiled in the Directors' Conference Room.

Facilitators for the seminar were CHDS professors Dr. Richard Downes, Dr. Michael Gold-Biss, and Dr. David Spencer, as well as retired Brig. Gen. Boris Saavedra. In addition to France and Spain, countries represented included Argentina, Brazil, Canada, Chile, Colombia, the Dominican Republic, Ecuador, El Salvador, Honduras, Mexico, Nicaragua, Paraguay, Peru, the United States, Uruguay and Venezuela.



University of Southern California's Dr. Abraham Lowenthal, pictured here at right with former student Dr. Richard D. Downie, offered insight on U.S.-Latin American relations.

CHDS HOSTS GUATEMALA COMMAND AND GENERAL STAFF COLLEGE ORIENTATION



On November 7, CHDS played host to 43 participants led by Brig. General Juan Rafael Zúñiga, Commander of Guatemala's Military Education Command (Comandante del Comando Superior de Educación), as part of a SOUTHCOM-sponsored Guatemala Command and General Staff College Orientation Visit to Washington, D.C. The purpose of the exercise was to orient the Guatemalan Command and General Staff College to US military and civilian government institutions and familiarize them with the role of the military in the U.S. democratic process. In the photo (above), CHDS director Richard D. Downie, greets Zúñiga (center), and Lt. Col. Jorge Eduardo Zequeira, Army section chief with the U.S. Military Group in Guatemala City.

CHDS NEWSMAKERS & SHAKERS

Mariano César Bartolomé (Argentina, DPRM 2000) has proudly announced the publication of his book, *La Seguridad Internacional en el Siglo XXI; más allá de Clausewitz y Westfalia*, by the Academia Nacional de Estudios Políticos y Estratégicos (ANEPE) in Santiago, Chile.

Carlos Henrique Cardim (Brazil, DPRM 1998) was recently promoted to the rank of ambassador (minister first class) in Brazil's foreign service, as was **Paulo Cordeiro de Andrade Pinto** (DPRM, 2002).

Stephen Hollis De Souza (Antigua and Barbuda, DPRM 2001) has been promoted to the rank of inspector of the Royal Police Force and plans to move to London in January to complete his bachelor's degree in information technology and human resources.

Yuri H. Gramajo (Uruguay, DPRM 2002, ICCT 2005) spent September and part of October in the Democratic Republic of the Congo for the videotaping of Uruguayans participating in the UN peacekeeping mission there.

Georgina Sánchez (Mexico, DPRM, 2004) is pleased to report that she contributed a chapter on "Mexican-Cuban Relations: Between Interests and Principles" in a new book, *Redefining Cuban Foreign Policy: The Impact of the "Special Period,"* edited by John Kirk, Carlos Alzugaray and Michael Erisman and published by the University Press of Florida.

Jorge Osvaldo Sillone (Argentina, DPRM 2000) received his master's degree in war history, the only degree of its kind in Latin America, from the Argentine Army higher education institute.

Rafael Velásquez Flores (Mexico, CDIM, 2004) has been named director of graduate studies in political science and international relations at the Centro de Investigación y Docencia Económicas in Mexico City.

CHDS' *The Message Board* is published by the Planning and Outreach team at CHDS, a regional education center of the U.S. Department of Defense under the administration of the National Defense University (NDU).

CHDS provides strategic level education on international security and defense policymaking to military and civilian leaders in the Western Hemisphere to foster mutual understanding, trust and cooperation.

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SENIOR EXECUTIVE DIALOGUE AGAIN PUTS CENTRAL AMERICAN REPS SHOULDER-TO-SHOULDER WITH WASHINGTON POLICYMAKERS

A welcome dinner held at the Army Navy Country Club in Arlington, Virginia on the evening of Sunday, the 3rd of December, kicked off six days of interactive meetings in Washington, D.C. and Miami known as the 6th Senior Executive Dialogue (SED).

The 18 representatives from six Central American countries (Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica and Panama) and the Dominican Republic met with their counterparts from the Departments of Defense, State, Homeland Security, and the Office of National Drug Control Policy; the senior director for Latin America from the National Security Council Staff; professional staff members from the U.S. Congress; and with the new commander of the U.S. Southern Command, Admiral James G. Stavridis, to discuss security and defense matters of mutual interest in an intimate interactive setting.

The Center conducted the inaugural version of what was at first called the Senior Executive Seminar in December 2004, which also included representatives from the Central American sub-region. One of the major changes to that initial version was to follow then-Assistant Secretary of State Ambassador Roger Noriega's guidance to change the title from "Seminar" to "Dialogue" to reflect the true nature of the event.

Although the December SED included numerous events and activities, perhaps the highlight was the reception hosted for the Senior Fellows by Adm. Stavridis in Miami, Florida. Given the breadth of representation from the region—from

ministries of Defense, Foreign Affairs, and Interior, to members of Congress of both House and Senate, to presidential advisors—the discussions were characterized by both their quality as well as their directness, reinforcing yet again the great value of this activity to officials from the sub-region as well as the United States.

-- Dr. Craig Deare



Alvaro Romero, minister of public security in Honduras, was one of the SED's distinguished participants.

UPCOMING EVENTS

STRATEGY AND DEFENSE POLICY (SDP) COURSE

March 5 - 23, 2007

INTER-AGENCY COORDINATION AND COUNTERTERRORISM COURSE (ICCT)

June 4 - 22, 2007

STRATEGY AND DEFENSE POLICY (SDP) COURSE

October 15 - November 2, 2007

COUNTERINSURGENCY, COUNTERTERRORISM AND SECURITY (CIST)

October 15 - November 2, 2007

QUOTATION TO REMEMBER

"You are the masters of your education and the teachers of your colleagues."

-- Prof. Ismael Idrobo

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ADDRESS