



THE MESSAGE BOARD

January - June 2009

CHDS, EX-DEFENSE SECRETARY WILLIAM PERRY, OTHER CENTERS CO-SPONSOR CONFERENCE ON COOPERATIVE SECURITY STRATEGY FOR 21ST CENTURY THREATS

The Center for Hemispheric Defense Studies (CHDS), the Asia Pacific Center for Security Studies (APCSS), the Freeman Spogli Institute for International Studies (FSI) at Stanford University, and the Pacific Council on International Policy (PCIP) co-hosted a conference on "Pacific Rim Security – Managing the Global Commons" January 12-14 at Stanford in Palo Alto, California.

The keynote address was given by the former U.S. Secretary of Defense, Dr. William Perry. The event brought together 45 delegates from 17 nations: Australia, Canada, Chile, China (Hong Kong), Colombia, Ecuador, India, Indonesia, Malaysia, Mexico, Panama, Peru, Philippines, Republic of Korea, Singapore, United States, and Vietnam.

In presenting Dr. Perry to the group, CHDS Director Richard D. Downie noted that the Center's participation was part of its on-going effort to contribute "to mutual understanding of the geographic expansion of the maritime domain in the Pacific Rim.

"Our deliberations focus directly at the heart of our common security and prosperity," Dr. Downie added.

The three-day conference provided a unique venue for senior government and non-governmental civilian and military leaders, security practitioners, and security studies experts from the Pacific-Rim region to gain insights on the confluence of transnational security concerns linking Asia and Americas. It focused on the challenges faced by more than half the world's population who live in the countries covered by three U.S. combatant commands: the Pacific Command (PACOM), the Northern Command (NORTHCOM),



Former Peruvian President Alejandro Toledo, shown here with CHDS Deputy Director Ken LaPlante, was one of a dozen distinguished visitors from the Western Hemisphere.

and the Southern Command (SOUTHCOM).

Topics addressed, such as common regional threats and challenges, the changing infrastructure of maritime trade routes, maritime domain awareness, port and energy security, environmental challenges, were meant to enhance the possibility of national security problem solving. The conferees exchanged views on issues such as the best ways of arriving at a mutual understanding of Pacific-Rim regional policies, the importance of the creation of new and robust linkages between senior Pacific-Rim leaders and the exploration of potential collaborative security strategies for managing the global commons.

Interactive question/answer periods and a lunch/dinner guest speaker series enabled participants to share unique insights and perspectives and sustain dialogue throughout the Conference about those and other key issues.

NORTHCOM FOCUS: PERSPECTIVES ON "HOMELAND SECURITY" AND "HOMELAND DEFENSE"

By Luis Bitencourt
Interim Dean of Academics

From April 16 to May 1, CHDS gathered 33 scholars and practitioners from seven Latin American countries - Chile, Costa Rica, El Salvador, Colombia, Mexico, Panama, Peru - and the United States in the new course, Perspectives on Homeland Security and Homeland Defense.

The course used on-line and in-residence methodologies to allow participants, ranging from civilians from the executive, legislative and judicial branches to educators, academic researchers, and journalists, to analyze and compare different approaches to respond to terrorism and natural disasters.

During the first two weeks on-line, the participants engaged in animated discussions that offered a preliminary look at different interpretations that countries develop to face a range of threats from terrorism or natural disasters.

The third week, held at CHDS in Washington, D.C., focused mostly on the U.S. homeland

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security perspective. The participants were able to have a better understanding of how the terrorist attacks on U.S. soil had a tremendous impact on the country's approach towards homeland security.

During this week, participants were exposed to an exercise aimed at giving them a perception of the pressure that threats looming from terrorism or natural disasters pose on decision-makers. In the words of one participant: "Only now could I understand the dimension of these attacks and of America's measures to overcome its perceived vulnerability to terrorism."

The final week was spent in Colorado Springs, Colorado, and was designed to allow the participants to understand the Homeland Defense perspective. Northern Command (NORTHCOM) Commander General Victor E. "Gene" Renuart welcomed the group and underscored the importance of the initiative for the entire region. "By knowing each other and understanding different perspectives on these threats and ways to face them, we are creating better opportunities of cooperation for when we need to cooperate," Renuart told the participants, emphasizing the importance of trust and personal contacts. "Moreover, the course offers a timely window for strengthening relationships; as we often repeat here, 'When a crisis happens is too late to exchange business cards.'"

Participants reported that they were very impressed by the instruments and control processes in place to increase U.S. protection from natural and man-made disasters. A visit to the Cheyenne Mountain complex added an ingredient of quasi-science fiction and also offered a huge contrast between the moments of the Cold War and the current threats to the country.

During the Breakout Group (BOG) discussions, participants underscored the globalized and highly interconnected nature of the current relationships in the region. For example, not only did the effects of the 9/11 terrorist attacks against the U.S. reverberate profoundly throughout the entire region, but also the security and defense requirements adopted by the U.S. echoed throughout the region in the form of pressure upon other countries to incorporate security measures—which entail the use of scarce resources—whose immediate utility was not necessarily obvious to those countries.

Another important reflection generated by the exposure to the complex U.S. Homeland Security and Homeland Defense structures was the issue of interagency coordination. It is clear



Interim Dean Luis Bitencourt makes a point in a homeland security and defense discussion whose other participants included CHDS professors (from left to right) Carlos Ospina-Ovalle, Michael Gold-Biss and Craig Deare.

that in the face of these types of threats, how the decision-making process—often taking place under stressful circumstances—is both essential and with consequences on the way decisions “travel” and have impact throughout the defense and security communities. Several animated discussions took place in the BOGs, when course participants, motivated by the fresh and detailed exposure to the circumstances faced by the United States, analyzed the difficulties within the domestic structures of their respective countries.

In keeping with the purpose of the course, representatives from each country presented their own perspective on their nations' equivalents to Homeland Security and Homeland Defense. They presented the current state of the art of the countries' security and defense establishments, the historical circumstances influencing their respective approaches, the threats that concern each country, as well as respective solutions and limitations to face such threats.

In this way the course allowed for the establishment of parallels among the different country experiences in dealing with problems that are often similar in nature. Also, the presentations of perspectives made clear the transnational nature of man-made or natural disasters that threaten the peace in these countries. For example, a representative of the U.S. showed how several countries were used in the planning and execution of the 9/11 terrorist attacks against the United States. Along the same lines, a representative from Chile mentioned the compelling case of the eruption of the volcano Chaiten whose ashes spread not only on regions of Chile, but also on large portions of Argentina as well.

Finally, the course methodology accomplished an unexpected goal: thanks to the diversity of country representatives—from a variety

of distinct professional backgrounds—this exercise helped participants to look at their own realities through a more consistent and integrated framework.

A “Table Top Exercise,” Seismic Fury conducted by the Northern Command, challenged the course participants to use their new knowledge and perspectives to make decisions in simulated circumstances. Participants demonstrated high levels of motivation as well as expertise in responding to the different situations offered by the exercise and tested their own capacity to elaborate responses and make decisions during a crisis.

Participants said that they were truly grateful for the opportunity to attend the course and that they left with a better vision of capacities existing to face problems that are often common in both their nature and their impact. As many of them said, by knowing different approaches related to this topic, they could better understand other countries' perspectives. Moreover, they qualified the role of interagency cooperation within the respective domestic realms and cooperation within the international realm. Finally, they could also refine the perception on their own countries with regard to “Homeland Defense” and “Homeland Security.”

At the graduation ceremony, conducted at the Northern Command Headquarters, the NORTHCOM and the North American Aerospace Defense Command (NORAD) Chief of Staff Major General John H. Bordelon lauded the course as an important initiative to help advance the goals of NORTHCOM related to Homeland Defense, particularly considering the need of regional cooperation to address the challenges posed by terrorism or natural disasters.

MAIN COURSE: STRATEGY AND DEFENSE POLICY (SDP)

As the Center embarks on a series of new and exciting courses and other academic offerings, it remains in 2009 committed to providing the highest-quality entry-level security and defense studies courses as well.

In early February, it offered 69 students from 20 countries in the Western Hemisphere the chance to participate in CHDS's Strategy and Defense Policy course, one of the "foundational" offerings from the Center that has helped aid literally thousands of Fellows on successful careers in the security and defense areas. In April, another of the three-week SDP courses was initiated, this time counting on the participation of 42 students from 15 nations in the region. The survey course is designed to help participants develop and expand their competence in analyzing and working with planning and resource management.

CHDS

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SOUTHCOM'S CHANGE OF COMMAND

Change can be a bittersweet experience, particularly when it involves a changing of the guard in which a true and inspirational friend makes room for a promising replacement. That thought is much on the minds of many of us at CHDS as we say goodbye to outgoing SOUTHCOM Commander, Admiral Jim Stavridis, while welcoming his successor, Gen. Douglas Fraser.

Admiral Stavridis came to SOUTHCOM at a time when our Center was experiencing the exhilarating pains of growth and renewal. Since that time, we have come to feel truly honored to have been under his command.

As SOUTHCOM's forward educational outreach base, we have watched with fascination his innovative approach to the headquarters reorganization, surely one of his most important legacies here in the Americas, and one that has already been adapted and adopted by AFRICOM, the newest U.S. combatant command.

Of equal importance to us at the Center was the interest, support and real time attention Adm. Stavridis gave to us amidst all the other things on his crowded deck. It came as no surprise that key people in the region frequently told us that Jim Stavridis was someone who really did listen to them – we just wondered when he found time to sleep.

But listening is of course only one part of the Stavridis legacy. Pericles, the ancient Greek general and statesman, once observed: "What you leave behind is not what is engraved in stone monuments, but what is woven into the lives of others." That was his greatest gift to us, and one that will surely be treasured by those now under his command at NATO.

Fortunately, a gain for NATO does not mean a loss for SOUTHCOM, or for CHDS.

We got to know Gen. Fraser, then the deputy commander for the U.S. Pacific Command when he attended the event we co-sponsored this January with our sister institution, the Asia-Pacific Center (APCSS) and with Stanford University, a conference on cooperative security strategies for 21st century threats (see Page 1 of this newsletter).

His biography is long and distinguished, as particularly befitting the first Air Force officer in command at SOUTHCOM. But of special interest to us, and surely to our readers, is the fact that Gen. Fraser spent three years of high school in Bogota, graduating in 1971 from the Colegio Nueva Granada, a multicultural institution known for preparing students for leadership and service in their country and in the international community.

As we say, "Hasta pronto" to our old friend and mentor Adm. Stavridis, we also salute Gen. Fraser's arrival to the Western Hemisphere at a time the challenges grow long and the time to deal with them seems shorter than ever.



*Richard D. Downie, Ph.D.
Director, CHDS*

Navy Adm. James Stavridis, commander of U.S. Southern Command, testifies on his nomination to lead U.S. European Command and NATO before the Senate Armed Services Committee in Washington, D.C., June 2, 2009, while incoming SOUTHCOM Commander, Gen. Douglas Fraser, looks on.

FACE-TO-FACE: “A NEW U.S. ADMINISTRATION, A NEW HEMISPHERE? PERSPECTIVES FROM THREE CONTINENTS.”



On April 2, the Center for Hemispheric Defense Studies (CHDS) played host to its second “Face-to-Face Encounter” in 2009, this time focusing on the theme “A New U.S. Administration, A New Hemisphere? Perspectives from Three Continents.” In the photo, Dr. Abe Lowenthal (second from left), the first Robert F. Erburu Professor of Ethics, Globalization and Development and a professor of international relations at the University of Southern California (USC), makes a point before an audience of more than 80 people. The panel also included Dr. Laurence Whitehead (left), an Official Fellow in Politics at Nuffield College, Oxford University, and Senior Fellow of the College; CHDS moderator Dr. Earl Richard Downes (center), Mr. Ted Piccone, a Senior Fellow and Deputy Director for Foreign Policy at the Brookings Institution, and Dr. George Gray Molina (far right) an Oxford-Princeton Global Leaders Fellow, currently based at the Global Economic Governance Programme at University College, Oxford. The event at the Center was one of several held by Lowenthal, Whitehead, Piccone and Gray Molina in Washington promoting their new book on the same topic.

SHANTY TOWN REDUX: THE OTHER SIDE OF RIO DE JANEIRO

In June, CHDS professors Luis Bitencourt and David Spencer had the opportunity to visit the favela (shanty town) Dona Marta - also known as Santa Marta - located in the Botafogo neighborhood of Rio de Janeiro. The favela, home to more than 7,000 residents, was once under the control of drug dealers and criminals of the Comando Vermelho. It is now a “normal” community, thanks to the effective action of the Military Police of Rio de Janeiro (PMRJ).



CHDS Alumni Ana Beatriz Leal (SDP March 2009) chats with a local community leader during a CHDS professors' visit to the Santa Marta favela in Rio de Janeiro.

Before the ground visit, the professors were taken on a flight over the breathtaking hills of Rio in a PMRJ helicopter to get a general sense of the security challenge represented by the city's myriad, sprawling favelas. The experience left the CHDS team with the chastening impression that it is much easier to research about crime, drug dealers, and violence, than to fight them.

Barely eight months ago, Bitencourt and Spencer could not have safely walked down the narrow streets of the favela led by the president of the Dwellers Association, and the commander of the 2nd Military Police Battalion (Botafogo) of the PMRJ. It would have been too dangerous, as the entire favela was controlled by heavily armed drug gangs. Evidence of this are the thousands of pock-marks from innumerable battles between the police and the traffickers in the walls of the former school building that currently houses the Military Police; testimony of the fierce fighting required to recover the favela.

Bitencourt and Spencer visited a day-care center built by the State of Rio de Janeiro administration and witnessed the attention given to the children of the community. They visited a Center for Professional Training, open to any resident interested in receiving career training. Finally they saw the efforts to build new and safer housing to replace the haphazardly-built “barracos” made from left-over construction materials. This included the installation of electricity and sewer lines. It was a remarkable example of the assertion of state presence where it had once been absent or only present to exert coercion.

The PMRJ's initiative in Santa Marta began two years ago as part of a strategy based on the concept that effective crime enforcement in Rio's favelas had to be based on community policing and the permanent presence of the State. Special Pacification Units (UPP) were created and deployed in three favelas. So far, the results have been noteworthy in dealing a problem that in Rio has been considered intractable. Recent polls conducted by Fundação Getúlio Vargas (FGV), a well-regarded research institute, demonstrated an approval rating of 90 percent among residents of Cidade de Deus and Santa Marta. Also, 63.58 percent of the dwellers from Jacarepaguá consider that their security has improved thanks to the permanent presence of the police. Responses were similar regarding drug trafficking and police violence.

For Bitencourt and Spencer, the visit to the shanty town represented an extraordinary opportunity to physically check the findings of their own research on crime and security in the region. Flying over the city, walking the favela and talking with members of the community - including the policemen who serve and protect - was truly an enlightening moment for them, and for CHDS.

OUR NEW MAILING ADDRESS IS:

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NEW FROM *NATIONLAB*

Three professors from CHDS planned and conducted the Center's first RegionLab exercise with 55 students of the Inter-American Defense College (IADC) May 26-29, preceded by an orientation briefing on May 21. The exercise was co-planned and co-executed with advisors from the IADC, working under the direction of the IADC Chief of Studies.

The RegionLab format tasks students to formulate and coordinate security and defense policies at the political-strategic level within a fictitious scenario with a focus on inter-agency coordination and the roles governmental and non-governmental organizations in narco-trafficking, crisis management and natural disasters.

The exercise presented three days of focused negotiations conducted on both bilateral and multi-lateral bases among four fictitious countries and four international groups simulated by student groups representing 1) the Organization of American States, 2) the Inter-American Defense Board, 3) Civil Society (i.e. Oxfam, Human Rights Watch), and 4) the international media and international financial organizations.

The exercise was the first edition of "RegionLab" since CHDS assumed full responsibility for the conduct of all NationLab games in July 2008.

NATIONAL SECURITY PLANNING WORKSHOP: GUATEMALA

Three professors from CHDS planned and a five-person CHDS team conducted four days of joint workshops February 16-20 in Guatemala City in response to a request from that country's president to assist in the development of a national security strategy. The team successfully facilitated the development of two documents critical to the finalization of the strategy and assisted in the development of a process description and a roadmap for document completion.

CHDS Director Richard D. Downie addressed the National Security Council, chaired by the Guatemalan president and composed of key cabinet members, which approved the documents elaborated. Downie also held a private meeting with the Minister of Defense.

The CHDS team members were guests of honor at a dinner hosted by the president and key cabinet members at the presidential palace, preceded several days earlier by a small dinner hosted by the vice president.

On May 18-19, a second team of CHDS professors supported Guatemalan national security planning by reviewing the status of the national security strategy ("Política Nacional de Seguridad") with the Technical Secretary of the National Security Council and by conducting a workshop on defense transformation for 20 senior planners and other staff officers of the Guatemalan Ministry of Defense (MoD).

The Guatemalan MoD expressed an interest in further CHDS support for implementation phases of both projects.

HOT OFF THE PRESS: CHDS FAULTY AND STAFF PUBLICATIONS

Richard D. Downie, "Civil-military integration vs. civil control: The changing context of security and effective governance" in *Armed Forces and Society: New Challenges and Environments*, Santiago, Chile: International Political Science Association Research Committee 24/Centro de Estudios e Investigaciones Militares (July 2009).

Martin Edwin Andersen, "Argentine Police and the 'Dirty War': A Study of What Not to Do, and When Not to Do It," in *Policing: A Journal of Policy and Practice*, Oxford Journals; Oxford University Press (forthcoming).

----- "Posse Comitatus For Export? Some Considerations on Transforming the Role of Latin American Militaries in the 21st Century," in *Armed Forces and Society: New Challenges and Environments*, Santiago, Chile: International Political Science Association Research Committee 24/Centro de Estudios e Investigaciones Militares (July 2009).

----- (with James J. Carafano and Richard Weitz), "Maritime Security: Fighting Piracy in the Gulf of Aden and Beyond," *Heritage Foundation Special Report #59* (June 24, 2009)

----- "Flags of Their *Stepfathers?* Race and Culture in the Context of Military Service and the Fight for Citizenship," in Rikke Schubart (ed.), *Eastwood's Iwo Jima: A Critical Engagement With Flags of Our Fathers & Letters From Iwo Jima*, London: Wallflower Press (forthcoming).

Craig A. Deare, "Improving U.S. Defense Structure for the Western Hemisphere," in *Joint Forces Quarterly*, no. 52 (Spring 2009).

----- "Improving American Defense Policy Toward Latin America," in *Armed Forces and Society: New Challenges and Environments*, Santiago, Chile: International Political Science Association Research Committee 24/Centro de Estudios e Investigaciones Militares (July 2009).

R. Evan Ellis, *China in Latin America; The Whats and Wherefores*, (Boulder: Lynn Rienner, 2009)

Jamie García Covarrubias, "La Profesión Militar : Continuidad y Cambio," and "El Consejo de Defensa Suramericano," in *Libro del Ministerio de Defensa*, Lima, Peru (forthcoming).

----- "Los Vectores Estratégicos y la Definición de la Amenaza," in *Revista CESIM*, Santiago, Chile (July 2009).

----- "Strategic Aspects and Defense Transformation" in *Cuadernos de Difusión, Pensamiento de Estado Mayor*, Army War College, Santiago, Chile (October 2008).

Oswaldo Jarrín, "The confrontational paradigm of political control vis-à-vis new security dilemmas," in *Armed Forces and Society: New Challenges and Environments*, Santiago, Chile: International Political Science Association Research Committee 24/Centro de Estudios e Investigaciones Militares (July 2009).

----- "Transformación de la Defensa para Nuevas Necesidades de la Seguridad," in *Centro de Estudios e Investigaciones Militares, Escenarios Actuales del CESIM, Año 13* (November 2008)

Boris Saavedra, "El populismo radical en América Latina y su implicancia en el sector de defensa," in Domingo Irwin, et. al., (eds.), *Problemas Militares Venezolanos*, Caracas: UCAB, 2009.

David Spencer, (with Herard von Santos), *La Guerra El Salvador-Honduras Ilustrada*, El Salvador : Publicacion del Autor

James L. Zackrisson, "Old' vs. 'New' Thinking," a review of A.J. Rossmiller's *Still Broken: A Recruit's Inside Account of Intelligence Failures, From Baghdad to the Pentagon*, in *The International Journal of Intelligence and Counterintelligence*, Vol. 22, Issue 3 (2009).

"La Oportunidad de Transformar la Transformación," (with Ron Prindle), *Estudios de Política y Estrategia*, Academia Nacional de Estudios Políticos y Estratégicos/ ANEPE, Santiago, Chile (June 2009).

QUOTATIONS TO REMEMBER

"An ignorant people is the blind instrument of its own destruction."

— Simón Bolívar

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

— Ismael Idrobo Bonilla
Professor, CHDS 2001-2005

CHDS HOSTS US-CHILE DEFENSE CONSULTATIVE COMMISSION

On May 29th, the Center for Hemispheric Defense Studies hosted the US-Chile Defense Consultative Commission during its visit to the National Defense University (NDU). The event included a tour of CHDS as well as a briefing by Director Richard D. Downie for Chilean Under Secretary of War Gonzalo García and Undersecretary of the Navy Carolina Echeverría, as well as other civilian and military defense staff. Deputy Assistant Secretary of Defense for Western Hemisphere Affairs Frank Mora and Brig. General David Fadok, director of policy and strategy for the U.S. Southern Command, headed the U.S. delegation accompanying the South American guests.

The Chilean delegation also included Rear Admiral Roberto Macchiavello, deputy chief, National Defense Staff; Rear Admiral Marcelo Barbieri, defense and naval attaché, Matias Undurraga, deputy director, International Security at the Ministry of Foreign Affairs; Col. Leonardo Espinoza, director of International Affairs, National Defense Staff; Rodrigo Atria of the Ministry of Defense Advisory Committee, and Juan Esteban Montes, advisor to Under Secretary García.

The U.S. counterpart delegation included Capt. Richard Goodwyn, defense and naval attaché, USDAO Chile, and Col. John (Jay) Cope, USA (RET.) senior research fellow at the NDU Institute for National Strategic Studies and founding director of CHDS. Center participants in the meeting included Deputy Director Ken LaPlante; Major General (Ret.) John Thompson, dean of Students, Administration and Outreach; Dr. Michael Gold-Biss, associate dean for Academic Affairs; Dr. Oswaldo Jarrín, Ministry of Defense chair, and Dr. Craig Deare, professor of National Security Affairs.



Chilean Undersecretary of War Gonzalo García is accompanied in his NDU tour by Deputy Assistant Secretary Frank Mora (second from left) and Dr. Richard Downie (right).

INTER-AGENCY COORDINATION AND COMBATTING TERRORISM: LEARNING ACQUIRED; FRIENDSHIPS FORGED

From June 1 to June 19 CHDS hosted the 2009 Inter-Agency Coordination and Combatting Terrorism course, directed by Dr. David Spencer and co-directed by Guillermo Pacheco. Fifty-three students from eighteen countries in the Americas, as well as Spain and Morocco, participated. About half of the class was made up of CHDS alumni, and this along - with the smaller size - led to rapid cohesion and elevated class spirit.

The course was divided into two major phases examining the nature of irregular threats and then the nature of solutions to deal with irregular threats. Each phase started out with broader theoretical and strategic discussion and then illustrated these through the examination of case studies.

The course focused on threats that are faced in the Americas and covered an extremely broad range: Al Qaeda, Taliban, the Iraqi insurgency, FARC, the Shining Path (Sendero Luminoso), the Guatemalan insurgency of the 1980s, organized crime such as the drug traffickers in Mexico and gangs such as the maras in Central America, and narco-gangs in the Brazilian favelas. The students also heard about activities supporting terrorism, such as money laundering. A lot of emphasis was placed on comparing and contrasting the U.S. experience and threats to Latin America to find the common threads but also to be aware of the differences.

The second part of the course emphasized the best solutions in a democratic context.

The violence, it was shown, is merely the symptom of more profound political, social and economic ills. Combating irregular threats is a strategic problem, not a tactical one, and so requires whole of government or inter-agency solutions, efforts involving a multi-disciplinary approach that includes the cooperation of multiple sectors of society and government, not just the military or police. It can also require international cooperation through bilateral relations and multi-lateral organizations.

While the concept is simple, the application is not. This was illustrated through multiple case studies, such as an examination of the Colombian Center for the Coordination of Integrated Action known by the acronym in Spanish of CCAI, as well as a very interesting and dynamic exercise designed by CHDS' new models and simulation professor, Dr. Evan Ellis.

Another new feature of the course this year was the dedication of an entire day to the discussion of the importance of human rights. As legitimacy is the center of gravity of any government effort that hopes to achieve strategic results, the discussion of the nature and importance of respect and championing human rights is a key component.

Three weeks came and went much too fast. New learning was acquired and new friendships forged.

QUOTATIONS TO REMEMBER

"Building sovereignty means building hope."

— John Merritt, Inuit (Eskimo)

"Although a soldier by profession, I have never felt any sort of fondness for war, and I have never advocated it, except as a means of peace."

—Ulysses S. Grant

ALUMNI HIGHLIGHTS

Ms Tania Zúñiga Fernández (a graduate from Peru of the DPRM in 2001) received a Doctor of Jurisprudence from Humboldt University in Berlin, graduating *magna cum laude*.

Mr. Juan Ricardo Gómez Hecht (a graduate from El Salvador of the DPRM-English in 2002 and the TCI in 2007) has just completed a course on Comprehensive Security Response to Terrorism at the Asia Pacific Center for Security Studies (APCSS) in Honolulu, one of the sister centers of CHDS.

Ms Gaudy Alejandra Bustillo M. (a graduate from Honduras of the DPRM in 2001) recently was the honor graduate from the second iteration of the Masters in Defense and Security for Central America, part of a cooperative agreement between the University of El Salvador in Argentina and the National Defense College of Honduras.

Ms Julia Caballero (a graduate from Peru of the SDP in 2006) was recently honored by the President of Peru thanking her for her service in the Ministry of Defense promoting a positive dialogue between civilians and military personnel in her role as the head of investment projects for the armed forces of her country.

Mr. Iñigo Guevara (a graduate from Mexico for the SDP in 2008) made a presentation entitled “Transparency in weapons acquisition, a view from civil society” delivered before the Hemispheric Defense Council of the Organization of American States (OAS) this past January 22 in preparation for the 3rd meeting of the Inter-American Convention scheduled for Nov 19.

Colonel (Ret.) Diego A. Gantiva Arias (a graduate from Colombia of the DPRM in 2000 and the STAB OPS course in 2007) received in May a Masters in Political Studies from the Pontificia Universidad Javeriana. The title of his thesis, which received an Honorable Mention, is “Military Education as a strategic factor in a democracy in conflict.”

Dr. José Pedro Ugarte Imaña (a graduate from Bolivia of the SDP in 2007 and the ICCT in 2008) was elevated to his current position as General Advisor to the Ministry of Defense of Bolivia at the beginning of April 2009.

Colonel Alberto Molina Flores (a graduate from Ecuador of the DPRM in 2000) is the author of the new book, *The Military and Civilian Revolution*, – a critical look at the armed forces of the current regime.

EXPANDING CARIBBEAN PROGRAM DEBUTS AT ADVANCED POLICYMAKING SEMINAR IN MIAMI

By Van Beall

Responding to an increasing demand for an expansion of the academic programs offered to the English-speaking Caribbean region, CHDS Director Richard D. Downie unveiled the new CHDS website at the Advanced Policymaking Seminar, held in Miami from May 18-21. Among the many new features is a section entitled “Caribbean Program”, which focuses on how CHDS supports the Caribbean English-speaking nations through courses, seminars, conferences, workshops and research.

The number of times the two CHDS courses in English—the Caribbean Defense and Security Course (CDSC – a foundational course), and the Transnational Security, Stability and Democracy (TSSD – an advanced course)—are offered, has increased from every other year to annually. Additionally, the Caribbean Program will offer more opportunities for CHDS-hosted events held in the region. This includes the first-ever *NationLab*, recently conducted in Jamaica for 75 participants in early June in conjunction with the University of the West Indies at Mona. In the very near future, too, CHDS professors will begin to coordinate travel to nations for topic-specific seminars, the primary audience being mid-career government officials.

Visit the CHDS website www.ndu.edu/CHDS for additional program features and to learn how you may propose that a CHDS academic team come to your country for a one- or two-day seminar.

NATIONAL DEFENSE UNIVERSITY ACCREDITATION FOR UPCOMING ADVANCED COURSES

In the summer of 2007 CHDS introduced the first Advanced Course, a course on Stability Operations. Four additional courses have since been introduced, with more on the horizon. These courses are specifically and primarily designed to augment the education provided by the three foundational courses offered in Spanish (the Strategy and Defense Policy course (SDP); the Interagency Coordination and Combating Terrorism course (ICCT); and the Perspectives on Homeland Security and Defense course (PHSD)) plus the Caribbean Defense and Security Course (CDSC), which is offered in English. The primary audience for these courses remains the CHDS alumni.

In October there are three Advanced Courses scheduled, all of which will be accredited by the National Defense University. The three courses are entitled Security, Stability, Transition and Reconstruction (SSTR), Terrorism and Counterinsurgency (TCI), and Advanced Defense Policy (ADP). The new course options and the requirements for accreditation will be posted on-line in August. Additional information will also be available for those wishing to participate in a non-accredited version of the courses, which will require the same academic commitment as those in the version receiving credits from NDU.

New from *Regional Insights*

REGIONAL INSIGHTS ISSUE #10

Enhancing International Hemispheric Disaster Assistance

By Paul McHale

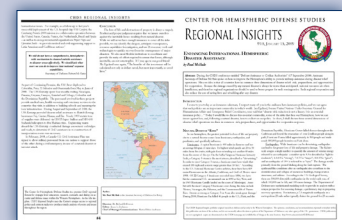
January 15, 2009

REGIONAL INSIGHTS ISSUE #11

Militarizing Mexico's Public Security

By Boris Saavedra

February 15, 2008



The Message Board is an educational outreach effort by the Center for Hemispheric Defense Studies (CHDS), a Regional Center of the U.S. Department of Defense that is academically affiliated with 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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CHDS PERUVIAN ALUMNUS WINS HIGH HONORS FOR PROMOTING POSITIVE WORKPLACE VALUES

Julia Caballero Vizcarra, a graduate of the October 2006 Strategy and Defense Policy course, was honored on June 6 as one of the two most valued public servants who promote the positive values in the work place, by the Presidency of the Council of Ministers of Peru. Caballero Vizcarra, a career public servant who has worked in the defense sector since 1993, is the director of the Office of Investments, which validates investment projects for the Defense sector. In this capacity she is responsible for reviewing and approving all Ministry capital expenditures, including the purchase of weapons systems.

While at CHDS, Caballero Vizcarra distinguished herself by her thoughtful and pertinent questions, CHDS faculty members recall, as well as by her many contributions in both the formal classroom environment and that of her break-out group, but also in one-to-one relationships with her fellow course participants. In particular, Caballero Vizcarra is remembered in Lincoln Hall as one of the most informed of participants in her group, but also one of the most generous in sharing relevant experiences. Prior to receiving the recognition in Peru, she had already received numerous awards for her outstanding work.

More recently, Caballero Vizcarra was an active participant in the second Bilateral US-Peruvian working group held in Lima, where she was also congratulated for her participation by Deputy Assistant Secretary of Defense Dr. Frank Mora. In speaking with her former Center facilitator Caballero Vizcarra emphasized the importance of her CHDS experience in terms of being able to bring to bear knowledge she acquired while attending the course, and later at an Advanced Policymaking Seminar also hosted by CHDS. She also emphasized the importance of her on-going contacts with members of her break-out group and other course fellows.



CHDS Alumnus Julia Caballero Vizcarra congratulated for her public service by Peruvian President Alan Garcia

FOR MORE INFORMATION, PLEASE VISIT OUR
WEB SITE AT WWW.NDU.EDU/CHDS

UPCOMING EVENTS

SUB REGIONAL CONFERENCE (SRC)
CARTAGENA, COLOMBIA
JUL 28, 2009 - JUL 31, 2009

**SECURITY, STABILITY, TRANSITION
& RECONSTRUCTION (SSTR)**
OCT 15, 2009 - NOV 4, 2009

ADVANCED DEFENSE POLICY (ADP)
OCT 15, 2009 - NOV 4, 2009

TERRORISM & COUNTERINSURGENCY (TCI)
OCT 15, 2009 - NOV 4, 2009

STRATEGY & DEFENSE POLICY (SDP)
OCT 15, 2009 - NOV 4, 2009

AMISTAD CHDS/IADC
NOV 16, 2009 - NOV 20, 2009

**EXECUTIVE DEFENSE MANAGEMENT
SEMINAR (EDMS)**
DEC 7, 2009 - DEC 11, 2009

STAMP

ADDRESS