

# CENTER FOR HEMISPHERIC DEFENSE STUDIES

## PROSPECTUS of

## Courses, Seminars, Workshops and Academic Programs



**MENS ET FIDES MUTUA**

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# CHDS's EDUCATIONAL OUTREACH MISSION

by Dr. Richard D. Downie

Thank you for your interest in the Center for Hemispheric Defense Studies (CHDS).

The creation of CHDS was announced at the 1996 Defense Ministerial in Bariloche, Argentina, following a year-long conversation then Secretary of Defense William Perry had held with several civilian defense ministers from the region. They shared his interest in the creation of an institution to help educate civilians in defense and security management.

More than a decade later, we are proud to report that more than 40,000 individuals have participated in our activities and more than 3,000 alumni from throughout the region have graduated from our longer three-week courses; three-fourths of whom are civilians.

Now as then, the Center's mission is to conduct education, research, outreach, and knowledge sharing activities with civilian and military defense and security leaders of the Western Hemisphere that will foster partnerships and advance defense and security decision-making processes. By promoting effective civil-military relations in democratic societies, CHDS hopes to contribute to a more cooperative international security environment and foster greater understanding of regional defense and security policy issues.

To accomplish this mission, the Center conducts courses and seminars in Washington D.C., and continuing education activities in the region throughout the year. In addition, CHDS sponsors and conducts research and hosts regional conferences on defense and security topics of interest to the states of the Western Hemisphere. In the more than 10 years of its existence, CHDS' outreach activities have grown to meet and anticipate the security and defense challenges we face together with our regional partners.

In this Prospectus you will find outlines of the curricula of our academic outreach programs and information about upcoming seminars and conferences sponsored by CHDS throughout the region. We welcome your inquiries about our academic programs, on-site seminars and yearly conferences, and look forward to hearing from you.





Dr. William Perry, former Secretary of Defense:

*“I am enormously impressed with the competence and experience of the CHDS staff, and I am even more impressed by the fact that the face of this staff is the face of the hemisphere. ... I must say, while I had the vision, I never really could have imagined that you would be so successful and be where you are today in such a short amount of time.”*



*“You may be aware of the very high esteem in which the CHDS and its staff are held in the region, and Jamaica in particular. Through your institution, we have been able to consolidate our knowledge and understanding of the current issues driving national and regional security. The formulation of our National Security Strategies have been more realistic because of your contribution. We so look forward to strengthening the foundation that has been laid.”*

- Keith Gardner,  
Assistant Commissioner of Police,  
Jamaica Constabulary Force



*“For 10 years, CHDS has labored to fulfill the original vision with unparalleled success.”*

- Ambassador William Walker,  
former Vice President,  
National Defense University

# EDUCATIONAL OUTREACH MODEL

The Center for Hemispheric Defense Studies is the key strategic educational outreach institution for the region within the Department of Defense, supporting the work of the Office of the Secretary of Defense and the department's two hemispheric combatant commands—NORTHCOM and SOUTHCOM. Its three-tiered academic approach includes foundational activities for emerging and current leaders in defense and security; sustainment activities for CHDS foundational-level graduates who seek advanced education in security and defense issues, and strategic interaction.

The success of the educational model is based in the three-week, intense and collaborative face-to-face learning and sharing events that permit professionals and students of all segments to attend the program. It consists of various multi-disciplinary courses, seminars, conferences, workshops and research projects. The flagship course, first offered in March 1998, is the Strategy & Defense Policy course (SDP), which was originally called the Defense Planning and Resource Management course (DPRM). This three-week survey course is designed for civilians, both inside government and out, while about 25 percent of the participants are uniformed military and police officers. There is also a two-week version of this course available for the English-speaking Caribbean called the Caribbean Defense and Security course. Additional foundational courses include the Interagency Coordination and Counterterrorism course and Amistad — a Defense Planning and Force Transformation course — held exclusively for the Inter-American Defense College.

Sustainment activities include courses, seminars and conferences. The topics of these events include Counterterrorism, Security Stability Transition and Reconstruction (SSTR), Defense Policy and Civil-Military Relations as well as regional approaches to security.

The Center's Sub-Regional Conferences are held periodically to discuss issues relevant to the Department of Defense, sister U.S. government agencies, and their partners in each of four sub-regions. At each Sub-Regional Conference, research papers are offered by scholars from around the hemisphere, which are used to kick off targeted presentations and discussions on relevant themes. Invitees typically include representatives of defense ministries, the armed forces, war colleges, command and staff colleges, civilian universities, and non-governmental organizations.

Other in-region educational activities, primarily developed for CHDS graduates, include Advanced Policy Seminars on such topics as planning and resource management for the war against terrorism and defense transformation, faculty outreach seminars, and gaming and simulation models. Washington, D.C.-based activities include the Washington Strategy and Defense Seminars, as well as "Face-to-Face" Encounters on topics of vital interest to both the U.S. audience and the regional diplomatic community stationed in the nation's capital.

Senior executive outreach activities support the leadership of newly-elected governments in the region, and include National Security Planning Workshops, Senior Executive Dialogues, Ministerial Capacity-Building Workshops, and Legislative Leaders' Seminars. CHDS also conducts academic research projects that support the goals of the Department of Defense and the defense ministries in the region.

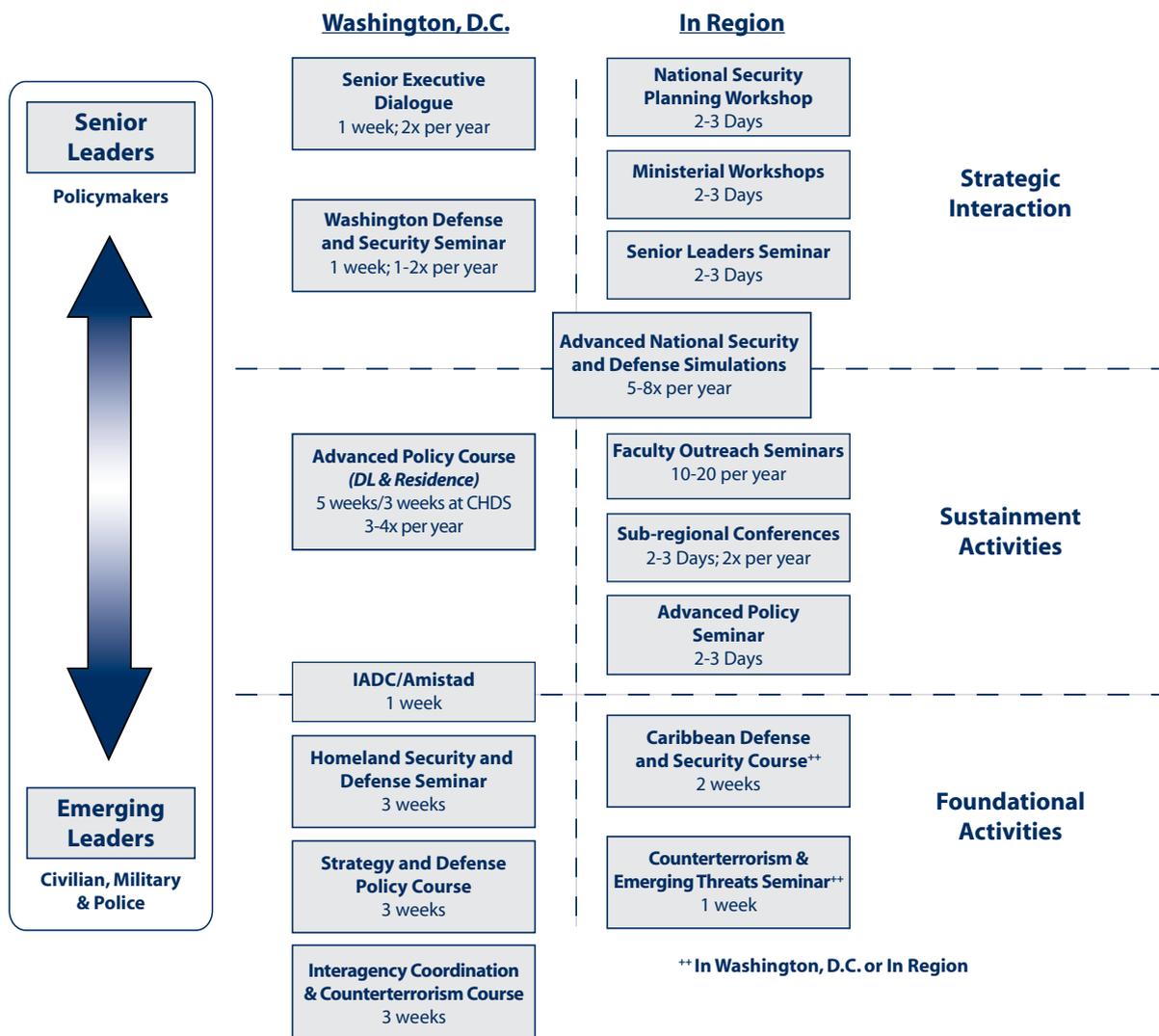
*"Ustedes son dueños de vuestro aprendizaje y maestros de sus colegas."*

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

- Ismael Idrobo Bonilla,  
Professor, CHDS 2001-2005

# CHDS OUTREACH ACTIVITIES

The Center for Hemispheric Defense Studies offers a three-tiered approach tailored to the needs of those dealing with security and defense challenges in the region. Through Foundational Activities, Sustainment, and Strategic Interaction, CHDS enhances understanding and relationships critical to effective security and defense policies. Key topics include countering ideological support for terrorism, harmonizing views on common security challenges, education on defense and security in civil societies, and building the capacity of partners' national security institutions consistent with the norms of civil-military relations.



# BUILDING UNDERSTANDING THROUGH FOUNDATIONAL ACTIVITIES

Foundational activities promote understanding through the education of civilians governmental representatives, military and security force officers, and members of the non-governmental community. The curricula are designed to promote the exchange of experiences and ideas in an environment of active participation, linking analytical rigor with the evaluation of policy-oriented proposals. The three-week, Washington resident courses address policy and defense strategy, interagency coordination, counterterrorism and stability operations, defense economics, and security and defense curricula design.

Offerings include:

- Strategy and Defense Policy Course
- Amistad
- Caribbean Defense and Security Course
- Inter-Agency Coordination and Combating Terrorism Course
- Homeland Security and Defense Seminar



## STRATEGY AND DEFENSE POLICY (SDP)



This three-week Strategy and Defense Policy (formerly DPRM) survey course develops and expands competence in analysis, planning and resource management in the security/defense sector. Participants analyze the scope and range of issues in defense and security policy formulation and implementation; resource management, civilian-military relations, law enforcement cooperation, defense economics, interagency and international coordination. The course does not review policies or the current situation of any specific country, but combines theoretical approaches to defense and security issues with integrated practical exercises.

The course is intended principally for civilians from relevant government organizations, educators from both the public sector and military institutions, academic researchers, NGO and think-tank staff members involved in security/defense matters, and journalists specializing in defense issues. Candidates must be professionally engaged in defense or security issues in their countries, and hold a university degree or have equivalent practical experience. Military and police officers, making up approximately 25 percent of each course, are also selected to attend, and must have completed a command and staff course or its equivalent. CHDS makes a final selection of participants based on academic, professional and demographic criteria. The SDP course is held once or twice a year and is only offered in Spanish. Candidates for whom Spanish is not their native language will be interviewed by telephone prior to final selection. For course dates and deadlines, consult the CHDS academic calendar on our Web site.

## INTER-AGENCY COORDINATION AND COMBATTING TERRORISM (ICCT)

The ICCT course reviews the interagency institutional coordination process among countries, as well as those of international and domestic agencies (such as the military, law enforcement, and civilian and non-governmental organizations,) to maximize the cooperation required to face security and defense challenges, especially those related to counterterrorism. This course emphasizes the key role played by collaboration between national ministries and agencies, and international cooperation, to strengthen existing efforts to prevent, fight and eliminate terrorism.

Guest speakers, international faculty, experts and students will supplement presentations, seminars, discussion groups and hands-on exercises with their experience. The course will review, from a policy and strategy standpoint, decision-making and implementation of counterterrorism actions, the organizational and planning culture, and any information-sharing together with the alignment of available resources and operations in security and defense.

The program is designed for public servants working at a middle-management level within the military, law enforcement and civilian agencies. The course is also designed for staff from international and non-governmental organizations (university professors, graduate students, journalists, etc.) who may have duties and responsibilities related to terrorism and other security issues. The ICCT is held once a year and is only offered in Spanish. Candidates for whom Spanish is not their native language will be interviewed by telephone prior to final selection.

## CARIBBEAN DEFENSE AND SECURITY COURSE



This two-week survey course highlights the issues and challenges confronting the smaller nations of the Caribbean region. As part of expanding their professional competence, participants study defense and security policy formulation and implementation, resource management, civilian-military and law enforcement cooperation, defense economics, transnational security issues, and interagency and international coordination to produce more effective and national security and defense policies. The course uses the experience of participants, faculty, and lecturers to enrich the learning exchange. It combines theoretical concepts of defense and security analysis with integrated practical exercises and includes lectures, individual studies, and guest speakers.

Admission is open to civilians from the executive, legislative and judicial branches, educators, academic researchers, journalists, and NGO and think-tank staffs involved in security/defense matters. Military, defense force, and police officers are also selected to join the program. Candidates must be professionally engaged in defense or security issues in their countries and hold a university degree or have equivalent practical experience. CHDS selects participants based on academic and professional credentials, and demographic criteria. The CDSC is offered every other year (2006, 2008, etc) and is conducted only in English. Candidates who are not native speakers of English will be interviewed telephonically prior to final selection. For course dates and deadlines, consult the CHDS academic calendar

## AMISTAD, *offered in conjunction with the* INTER-AMERICAN DEFENSE COLLEGE DEFENSE PLANNING AND FORCE TRANSFORMATION COURSE

A one-week course, Amistad helps participants expand their knowledge in defense planning processes designed to produce future defense and security alternatives. The course operates at theoretical and applied levels. It introduces students to the advanced concepts and analytical tools for designing defense establishments for the 21st century with focuses on adaptation, modernization, and transformation of defense capabilities.

Goals:

- 1) To understand, select and effectively use strategies for the design and formulation of defense and security policy.
- 2) To apply the concepts of transformation to a variety of inter-American defense and security topics.

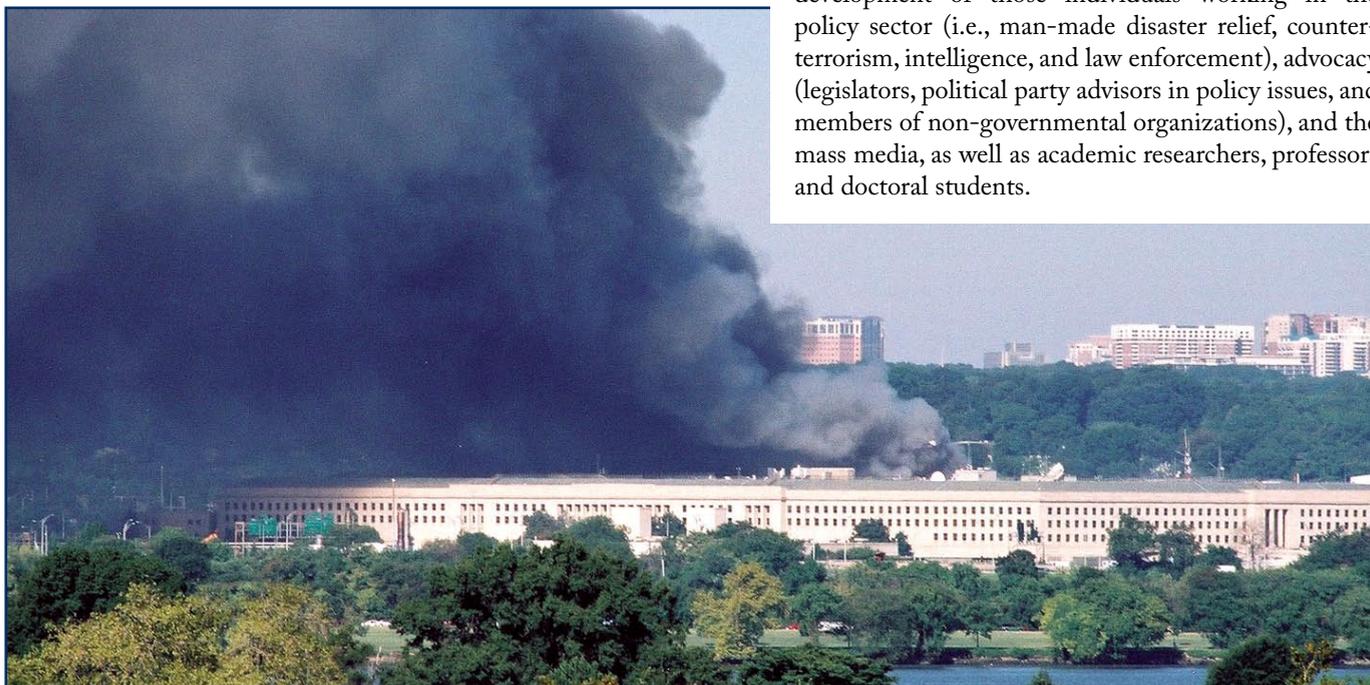
NOTE: This course is only available to students of the Inter-American Defense College. Applications from the general public are not accepted.



## HOMELAND SECURITY AND DEFENSE SEMINAR



The two-week Homeland Security and Defense Seminar, the newest addition to the CHDS curriculum, offers middle-ranking government officials and non-governmental analysts the chance to further understand the evolving models of homeland defense organization and the nature of the problems of homeland security policy that require the attention of the national leadership. It also examines the role of military institutions in providing effective, economical and efficient assistance to civilian authorities in a democratic context. The seminar contains three modules: conceptual issues of homeland security/defense (including risk management, governance/authority, and the rule of law); the protection of critical infrastructure, and leadership for national security (planning, inter-agency and national coordination, accountability). The program is designed to assist in the professional development of those individuals working in the policy sector (i.e., man-made disaster relief, counter-terrorism, intelligence, and law enforcement), advocacy (legislators, political party advisors in policy issues, and members of non-governmental organizations), and the mass media, as well as academic researchers, professors and doctoral students.



# CONTINUING ENGAGEMENT THROUGH SUSTAINMENT ACTIVITIES

CHDS promotes and expands a community of knowledge on defense and security issues in the Western Hemisphere through periodical activities that reunite alumni, associates, and other professionals engaged in security and defense issues. Every year, CHDS sponsors regional conferences for either Central America, South America, or the English-speaking Caribbean. Advanced thematic seminars take place several times per year and gather together nationals of a country or experts from across the region.



Sustainment activities include:

- Advanced Studies Courses
- Advanced Policy Seminars
- Faculty Outreach Seminars
- Advanced National Security Simulation
- Inter-Agency Coordination and Combating Terrorism
- Sub-Regional Conferences



## ADVANCED STUDIES COURSES

Advanced courses in international and stability operations, non-conventional threats, counterterrorism, and strategic leadership are offered with distributive and residential phases to individuals wishing to further expand their knowledge and abilities for superior professional analytical performance. Teaching activities are provided in Spanish or English according to participants' needs to maximize participation, exchange, and network-building.



## SUB-REGIONAL CONFERENCES

Sub-regional Conferences are held periodically to reveal analytical insights and discuss policy options and consequences in Central American and South America on issues relevant to the region and to the United States. At each Sub-Regional Conference, research papers are offered by scholars from around the hemisphere, which are used to kick off targeted presentations and discussions on relevant themes. Invitees typically include representatives of defense ministries, the armed forces, war colleges, command and staff colleges, civilian universities, non-governmental organizations, and think tanks.



## ADVANCED POLICY SEMINARS

This one-week seminar helps participants expand their knowledge of security and defense policy formulation processes. The seminar will be offered once each year to the four sub-regions within the hemisphere. The seminar operates at theoretical and applied levels to expand competence in analysis, planning, forecasting, evaluation, and managing tools used to address key questions facing defense decision makers today. Participants are introduced to advanced concepts and analytical resources for the designing of defense establishments for the 21st Century, with a focus on adaptation, modernization, and transformation of security and defense capabilities. A realistic role-playing interagency exercise helps students apply concepts on the formulation of policy guidelines for future changes in defense systems and the rationale actors use to explain and justify their decisions.

The course participants will be primarily selected from applicants from each sub-region who have graduated from the Defense Planning and Resource Management and other CHDS Washington resident courses. Experienced civilian, military, and policy officers who are not CHDS graduates but who are professionally engaged in defense or security issues may also be selected to join the program on a case-by-case basis. Candidates must hold a university degree or have equivalent practical experience. Military and police personnel must have completed a command and staff course or its equivalent. CHDS makes a final selection of participants based on academic, professional, and demographic criteria.



## FACULTY OUTREACH SEMINARS



Through on-site events, online tools or teleconferences, CHDS faculty members also assist individuals and institutions to explore cooperative studies and advance individual research projects. Either through activities sponsored by national alumni associations or with the visit of CHDS' professors to partner countries, the Center provides incentives for personal and institutional exchange with lecture series, panels, curriculum development, and media interviews. Institutional exchange and contacts are held primarily with military or national war colleges and institutes.



## ADVANCED NATIONAL SECURITY AND DEFENSE SIMULATIONS

CHDS provides an academic forum to discuss societal models for each country and region. It allows the participants to make “policy level” governmental decisions on economics, poverty, corruption, narcotics trafficking, terrorism, and other national defense and security issues, and determine their impacts and interrelations on other areas of governance and society. The participants enjoy an atmosphere of academic freedom to discuss issues as they uniquely apply to their country and region. The result has been a program highly lauded by participating nations, the Inter-American Defense College (IADC) and U.S. ambassadors and their country teams. The USSOUTHCOM-sponsored program has to date trained more than 1,000 participants, including 99 percent of the senior defense decision makers in Bolivia today. This program has to date educated more than 1,000 participants, including 99 percent of the senior defense decision makers in Bolivia today.

## COUNTERINSURGENCY/COMBATING TERRORISM AND SECURITY



This course enhances participants’ understanding and ability to analyze conflicts characterized by insurgency and terrorism. The students will be able to evaluate and analyze the nature of the threat as well as the merit of policy options to confront these phenomena in a democratic context on the basis of reestablishing political stability, strengthening national security, and protecting the rule of law.

The students will study the reasons for the emergence of insurgency and terrorism, the political and theoretical approaches to insurgent strategy, mobilization, intelligence, operations and organization, as well as countermeasures in each relevant area.

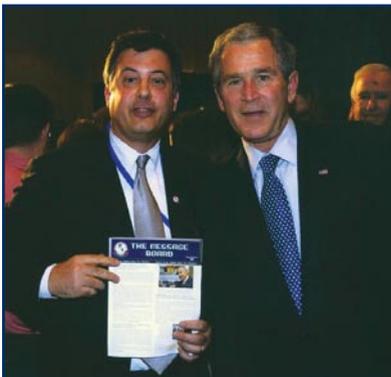
This occurs through an initial period of intense discussion and exposure to the current literature on the evolution of insurgent and counter-insurgent thought and approaches. This discussion will include historical and current case studies demonstrating national, regional, transnational and global challenges of insurgency and terrorism, such as the FMLN, FARC, ELN, Al Qaeda, Hezbollah, IRA, ETA and others.

Participants will assess problems, validate arguments, and explore policy options and implications through group study, seminars, and individual research. The program provides the opportunity for participants from different countries to share ideas and carry out cooperative study and professional initiatives. The course is composed of a distance learning phase, a residency phase in Washington, D.C., and a final research paper. This course is currently undergoing an accreditation process with the National Defense University.

# OFFERING KEY POLICYMAKERS VENUES FOR STRATEGIC INTERACTION



Frequently, the Center for Hemispheric Defense Studies serves as a venue for current and upcoming leaders in defense and security in the region who wish to interact with senior officials in Washington, D.C. The Center also provides know-how, per request of host countries, on methodological development in national security planning, and on issues such as civil-military relations in democracy, military transformation, irregular warfare and counterterrorism, stability operations, and other significant themes corresponding to the research program carried out by the CHDS faculty.



## SENIOR EXECUTIVE DIALOGUE (SED)

A four-day seminar, the Senior Executive Dialogue brings teams of three or four senior officials from participating countries (one Senior Executive Service-equivalent civilian from the defense ministry; one senior general/flag officer; and, one or two legislators from the respective defense committees) to Washington, D.C., for an orientation on U.S. security/defense policy formulation processes. In addition to conceptual lectures and discussion groups conducted at the Center, participating officials will meet with senior U.S. decision-makers and key Congressional staff leaders on visits to the National Security Council, the Departments of State, Defense and Homeland Security, and Capitol Hill.



Participation in the Senior Executive Dialogue is by invitation only. U.S. Embassy country teams are heavily involved coordinating with the participating governmental leadership to identify and invite officials to attend these seminars. Separate Senior Executive Dialogues are offered in Spanish for those participants from Central America, the Andean Ridge, and the Southern Cone, and in English for attendees from the Caribbean region

## MINISTERIAL WORKSHOPS

Ministerial workshops are short events focused on specific functional necessities that are coordinated with partner nations and the country teams of individual U.S. embassies in the region. Their desired outcome is to provide cutting edge methodologies and processes to enhance regional capacities in a variety of topical areas of shared interest including, but not limited to, defense transformation, inter-agency coordination, control and oversight, and national security planning. Recent Ministerial Workshops have been held in Trinidad and Tobago, Honduras, Bolivia, El Salvador, Mexico and Washington, D.C.

## WASHINGTON SECURITY AND DEFENSE SEMINAR (WSDS)

The Washington Security and Defense Seminar allows participants to develop their knowledge and improve their analytical skills about the security and defense environment and policymaking of Washington. The seminar is intended for members of the diplomatic corps, primarily from countries from the Western Hemisphere accredited to the White House and/or to the Organization of American States, civilian representatives of international organizations, academic researchers, journalists, and military officers based in the nation's capital. The seminar is offered in English one or two times a year. During the one-week program, participants identify issues and increase their knowledge about national objectives, preferences on strategies, policy guidelines, and the dynamics of decision-making in a democratic society.

In an academic, non-attribution environment, participants have the unique experience of listening to and exchanging ideas with key civilian and military officials of the Executive Branch, and academic professors working on issues related to the Western Hemisphere. The presence of representatives from the Department of Defense (J-5 and Western Hemisphere Affairs), the Departments of State and Homeland Security, the National Security Council, and the U.S. Congress provides exposure to diverse perspectives, responsibilities, bureaucratic considerations, and policy challenges and preferences. The curriculum combines lectures, question and answer sessions, and moderated seminar discussions led by CHDS professors. The seminar is offered mainly in Spanish—with simultaneous interpretation in English—once a year.

# NATIONAL SECURITY PLANNING WORKSHOP (NSPW)

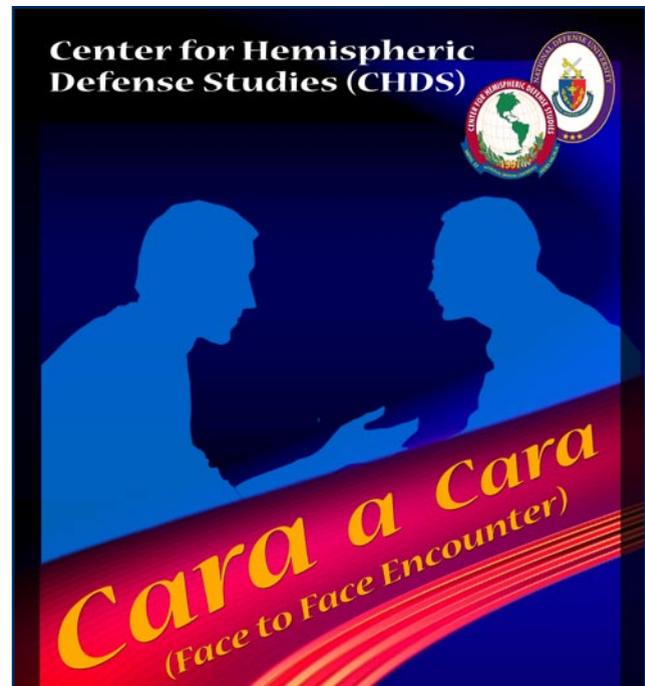
The Center for Hemispheric Defense Studies has already conducted highly successful National Security Planning Workshops in Costa Rica, Honduras, Panama, Paraguay, Peru, and Honduras. The workshop is normally a 2½ day event where senior national leaders (ministers, members of the legislature, and military commanders/national police chiefs) and produce a draft of a national security or defense strategy development document. The NSPW consists of several short explanatory lectures (concepts and processes), each followed by a working group discussion facilitated by CHDS faculty. The group discussions focus on the application of the concepts and process to the specific country's reality and needs. Throughout the NSPW the participants are tasked to produce specific deliverables, such as:



- Strategic Leadership Appraisal: National Interests, Threats, Challenges, Opportunities, Risks, etc.
- National Security Objectives
- Policies, capabilities and commitments necessary to achieve the delineated national security objectives (includes defining the role of the armed forces and national police)
- Recommended improvements for inter-agency coordination and international collaboration
- Required resources, with key measures of effectiveness
- Milestones needed to prepare a Draft National Security/ Defense Policy

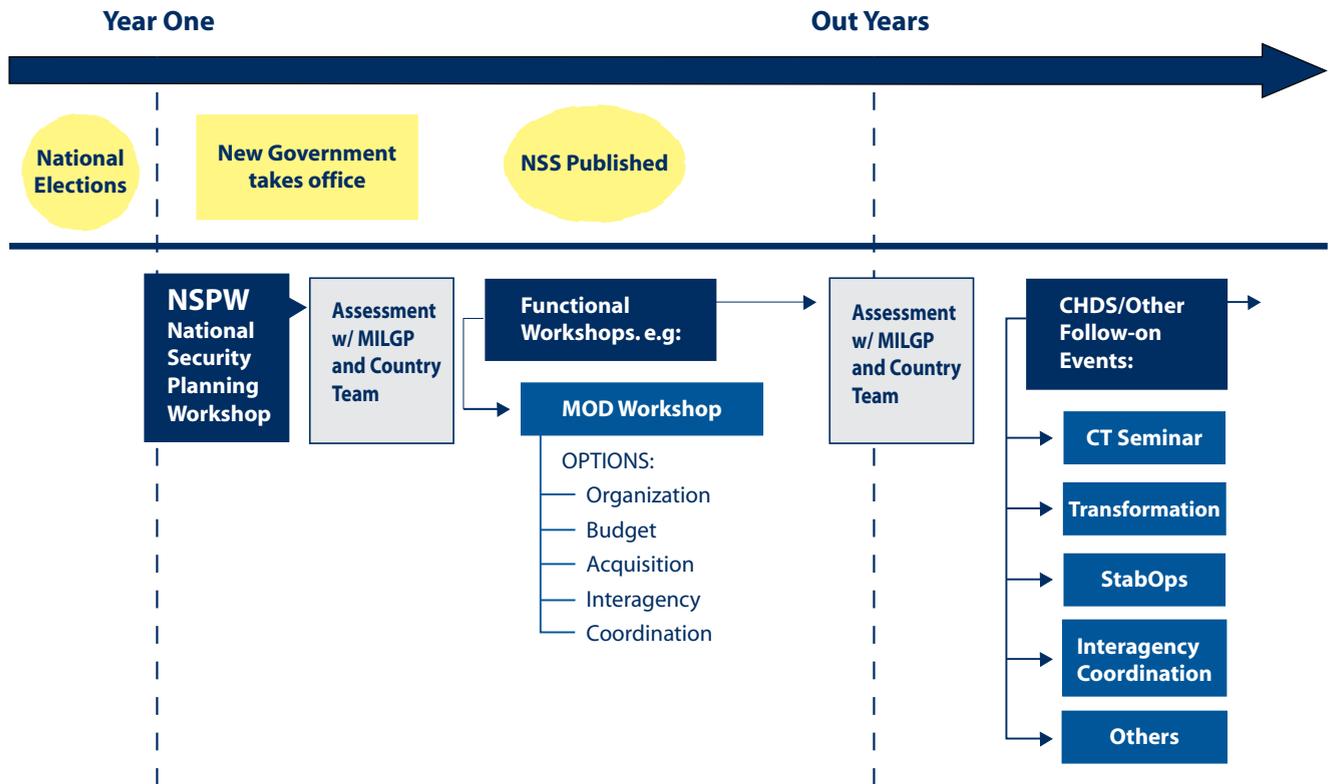
## *CARA A CARA*

The *Cara a Cara*, or “Face to Face Encounters” in English, are a venue in which hot topics are discussed and debated openly, not just from the perspective of U.S. policy but from all sides of the argument. Security and defense professionals from Washington D.C., as well as distinguished visitors are invited to attend the debate, and then to participate in the subsequent question and answer session. The *Cara a Cara* offers simultaneous interpretation for both English and Spanish.



# PROGRAM OF SUSTAINED CIVIL-MILITARY SUPPORT

CHDS offers unique capabilities to assist national leaders in the preparation of critical national security planning documents. Newly-elected governments can call on CHDS to facilitate agenda-setting workshops to set security and defense priorities for national action. Once in office governments can utilize CHDS's expertise to identify ways to improve the effective implementation of its security and defense agenda. In the Out Years, CHDS can also assist established governments response to changing environment of security and defense in a globalized world.



# CHDS CONTACT INFORMATION

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