



THE MESSAGE BOARD

SUMMER/FALL
2005

News from CHDS and its Alumni . . . News from CHDS and its Alumni . . .

CHDS HOLDS IN MONTEVIDEO FIRST-EVER SUB-REGIONAL CONFERENCE ON TRANSNATIONAL SECURITY

On November 14-16, CHDS joined the Uruguayan Centro de Altos Estudios Nacionales (CALEN) in hosting a sub-regional conference on transnational security. The first-time-ever event gathered more than 124 civilian and military scholars and practitioners from Argentina, Brazil, Bolivia, Chile, Paraguay, Uruguay, and the United States to debate critical problems affecting security and governance in the Southern Cone.

Conference organizers and participants addressed transnational security issues that challenge regional peace and stability, such as organized crime, drug trafficking, and money laundering. The discussion also focused on growing evidence of financial support for radical Islamic fundamentalists facilitated by deficient regional controls, particularly in the tri-border region shared by Argentina, Brazil and Paraguay.

The conference was organized around four plenary sessions and nine panels, which addressed themes such as: past and present security concerns, terrorism, organized crime, governance, institutional cooperation, intelligence, the role of armed and security forces, and peace-keeping operations.

The challenges faced in the Southern Cone, noted Uruguayan Deputy Secretary of Defense Jose Bayardi, underscored both the utility and timeliness of the conference.

With more than 250 million inhabitants and a combined gross domestic product of more than one trillion dollars, the Southern Cone is a region of paramount strategic importance in the Western Hemisphere. It is also home to Mercosur, the South American Common Market, a strategic alliance requiring democratic commitment from its members that has become an important player in regional and global trade negotiations. *(continued on page 4)*

SENIOR EXECUTIVE DIALOGUE HOSTED FOR SOUTHERN CONE OFFICIALS

On December 5-9, CHDS conducted another of its Senior Executive Dialogues (SED), this time inviting officials from the Southern Cone sub-region, including Argentina, Brazil, Chile, Paraguay and Uruguay. The participation by the 13 officials—who ranged from the vice-minister level to senior flag officers and legislators—was outstanding, providing an opportunity for frank exchanges regarding issues such as future support for Peacekeeping Operations in Haiti, and the importance of International Military Education and Training (IMET) programs to the region.

CHDS has already successfully brought senior officials from three other sub-regions in Latin America and the Caribbean to Washington *(continued on page 4)*



Retired U.S. Army General Fred Woerner speaking at the First Plenary Session of the Sub-regional Conference on Transnational Security in Montevideo, November 15, 2005

CHDS DIPLOMATIC SEMINAR OFFERS KEY INSIGHTS INTO HOW WASHINGTON REALLY WORKS

CHDS conducted a highly-successful week-long seminar October 3-7 for Washington-based Latin American and Caribbean foreign service personnel and military attachés with present or future political-military responsibilities.

The Washington Diplomatic Seminar is a key component of the Center's mission of promoting greater understanding by key civilian personnel from around the Hemisphere about national security and defense issues. The event focused on subjects ranging from the security and defense environment and policy and strategy, to civil-military relations and control and oversight of armed forces in a democracy.

"This year's seminar was the largest ever, with more than 50 *(continued on page 4)*

Department of Homeland Security International Advisor and former Ambassador Crescencio Arcos (center) meets with Dean of Students and Administration, Ken LaPlante (left) and Associate Dean for Curricula, Thomaz Costa (right) during the well-attended Washington Diplomatic seminar



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CHDS NEWS

RECOGNIZING CHDS'S FOUNDING VISIONARIES ...



Mr. Jay Cope (left), Dr. Margaret Daly Hayes (center) and CHDS Director Dr. Richard Downie inaugurating new CHDS "Directors' Conference Room". September 30, 2005

"It is said that the word 'visionary' means having the capacity to see into tomorrow and make it work. Another formulation notes that visionary people face the same problems everyone else faces; but rather than get paralyzed by their problems, visionaries immediately commit themselves to finding a solution."

"I think those are two fitting things to recall today in honoring our friends Jay Cope and Margaret Daly Hayes. ... The very idea of an institution in Washington created to help civilians in other lands understand the requirements for directing and leading a military or security force, something some may take for granted now, was a truly novel idea just a few years ago."

-- Dr. Richard D. Downie, inaugurating new CHDS "Directors' Conference Room," September 30, 2005

ENTRE AMIGOS

CHDS adjunct professor, **Dr. Salvador Raza**, has received for the second time the *Wings of the Americas Award* for the best original article published by the USAF's *Air & Space Power Journal (Portuguese edition)* in 2004-2005. Established in 1949, with a target audience of Portuguese speaking airmen worldwide, the journal's current mission is to promote professional military education, generate debate among airmen, and strengthen military relations. Raza's newest article, whose English title is "Security and Development in the Information Era: Formulation of Criteria for Analysis," appeared in the 2004 3rd quarter issue of the journal. Raza currently heads the Department of International Relations in the Faculdades de Campinas in Brazil.



Dr. Jaime Garcia-Covarrubias has published four essays: "New Threats and Defense Transformation: The Case of Latin America" in the *Low-Intensity Conflict and Law Enforcement Journal*, Vol. 12, num 3, 2004; "The Future of the Defense Sector in Latin America" as part of the book *Security and Defense in the Southern Cone* published in Argentina; "Defense Transformation: The U.S. Case and its Application in Latin America", on the *Military Review Journal* Vol. Mar-Apr 2005 (www.leavenworth.army.mil) and "The End of the Transition" in the August 4th's editorial section of the newspaper *La Tercera* (www.tercera.cl).

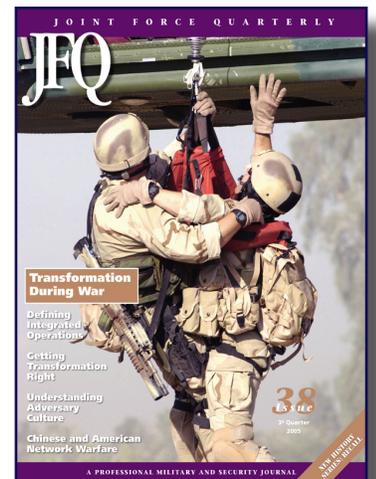
Academic Dean, **Dr. Craig Deare** (far left), **Dr. Salvador Raza** (left center), *ASPJ* Editor **Mr. Almerisio B. Lopes** (right center), and CHDS Director, **Dr. Richard Downie** (far right)



CHDS' Director, **Dr. Richard D. Downie**, published an article, "Defining Integrated Operations" in the 38th issue of the *Joint Forces Quarterly Journal* (JFQ), making the case for a standard terminology for today's non-traditional operations. The piece is designed to "provoke debate on how to describe [these operations] more accurately and efficiently...[to] bring greater precision to how the defense and security community understands and discusses interagency and integrated operations."



BG (Ret) Boris Saavedra (CHDS consultant) also published an article in the *Low-Intensity Conflict and Law Enforcement Journal* entitled "Confronting Terrorism in Latin America; Building Cooperation in the Andean Region". www.tandf.co.uk/journals/titles/09662847.asp





On August 17th, **Dr. Michael Gold-Biss** returned to Colombia's Escuela Superior de Guerra (ESDEGUE) to deliver a lecture, and later joined Brigadier General (Ret) Saavedra in Florida to participate as guest speakers in the Latin America Orientation Course of the USAF Special Operations School from August 24-29th.



Ms. Claudia Provitina-Prieto (CHDS consultant) graduated Cum Laude from George Mason University in May with a Bachelor of Arts degree in Anthropology.



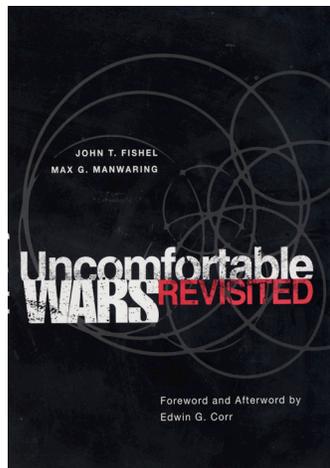
Dr. Luis Bitencourt has been appointed a senior policy scholar at the Woodrow Wilson International Center for Scholars. Center President Lee Hamilton told Bitencourt in a letter that he "look[ed] forward to continuing to have your wise counsel on many issues."



Jose R. Torres, CHDS's indefatigable friend and liaison at the NDU library, proudly announced his best collaboration yet—the birth of his twin daughters Sara and Daniela on December 2. He reports that the babies weighed 6 pounds at birth and that they and their proud parents are doing well. Congratulations!!!!

CHDS Executive Assistant **Arellys Gutierrez (CHDS consultant)** married **Gregory Funk** on Saturday, Dec. 3, in a bodacious ceremony held in Reston Virginia. Best wishes to the happy new couple!

A new book, *Uncomfortable Wars Revisited*, by **John T. Fishel**, Professor of National Security Policy & Research Director at CHDS and **Max G. Manwaring**, Douglas MacArthur Chair of Research at the U.S. Army War College, is set to be published by the University of Oklahoma Press in February. In its Forward, retired Ambassador Edwin G. Corr called it a "highly significant book [that] is a synthesis of the most important body of thought and literature on national security strategy, policy and implementation that has emerged over the past two decades to guide the United States in its conduct of foreign policy and war in an increasingly dangerous and changed world. ... Manwaring, Fishel, and their colleagues have made a tremendous contribution to making the world a safer and better place for mankind. They merit our gratitude."



DIRECTOR'S CORNER

CHDS friends:

When do new organizations reach maturity? It is a difficult question to answer, as there are so many variables related to the organization itself, its mission and its environment for a simple response. However, many of us at CHDS felt this institution has reached an important stage in the maturation process this last year. CHDS completed its eighth anniversary on September 17, 2005. When one looks at our accomplishments during the past year—and the four months reviewed in this newsletter are a good sampling—you see why I make this point. CHDS is now in a unique position among regional institutions. That is because of the subject matter we offer, our mission, and the recognition of our role as a key actor in the network of defense and security entities in the Hemisphere. Browsing this newsletter, the reader will immediately perceive a diversity of themes and participants, as well as the relevance of our activities. Besides our regular courses, CHDS has held a sub-regional conference on transnational security threats in Montevideo; hosted senior-level diplomats from the Southern Cone for a Senior Executive Dialogue; conducted a Diplomatic Seminar in Washington for representatives of 22 countries, and conducted a National Security Planning Workshop for senior national security policymakers at the request of Paraguay's vice president.



These past months have been a time of reflection and growth for CHDS. We are in the process of hiring new academicians and support staff to strengthen our team, and are modernizing our physical facilities and computer infrastructure. We are also emphasizing and redefining our relations with our alumni in a more institutionalized way.

Organizational maturity also engenders the courage to constantly question ourselves and our relevance. In the months ahead, our readers may perceive that this questioning process has become part of CHDS's credo. We are committed to our mission, which includes working with partners throughout the hemisphere to help keep this region one of the most peaceful on the planet. It is a legacy we cannot take for granted, one that requires our continuing dedication, and a labor we look forward to sharing with you in 2006, and beyond.

Richard D. Downie
Director



Uruguayan Deputy Secretary of Defense José Bayardi lauded CHDS's programs.

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CHDS Director, Richard Downie, expressed his satisfaction with CHDS's participation in the promotion of a high-quality qualified debate about the complex and transnational nature of existing and potential threats. These, he added, demand a clear and common perception of the problems and of possible responses to them. CALEN's director, Gen. Francisco Wyns, emphasized the importance of the meeting for the Southern Cone and for Uruguay, a country that has stressed a multilateral approach to international security and backed up its stance with extensive participation in peacekeeping operations.

Conference participants agreed that although the Southern Cone is today one of the most peaceful regions in the world, the transnational nature of existing threats demand global awareness and attention. Moreover, they acknowledged that emerging threats require preventive and coordinated responses from affected states, and that decision makers from all countries in the region should promote stronger cooperation among military, intelligence and police establishments within the framework of the rule of law.

The Montevideo event was also supported by Chile's Academia Nacional de Estudios Políticos y Estratégicos (ANEPE) and by the U.S. Army War College. Gen. (Ret.) Fred F. Woerner, the former head of the U.S. Southern Command between 1987 and 1989, was the conference's keynote speaker.

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for a week to meet with U.S. officials responsible for developing and coordinating each nation's security policy toward the region. Included in the SED are planned site visits to the institutions where the policies are formulated and overseen: the Department of Defense, the Department of State, the National Security Council staff, Congress, and Southern Command.

At each of these locations, the Senior Fellows comprising the CHDS delegation met with those responsible for policymaking, such as the assistant secretary in the office of the under secretary of defense for policy; the National Security Council staff senior director for Latin America; the principal deputy assistant secretary of state/Bureau of Western Hemisphere Affairs; selected members and key staffers from Capitol Hill; as well as the SouthCom commander and deputy commander in Miami.

CHDS is grateful for the fruitful participation of such distinguished participants from the Southern Cone, as well as from the US government, in helping to foster better communications within the region and with the United States.

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participants from 22 countries," Dr. Richard Downie, CHDS director, noted at the end of the event. "It was particularly gratifying for the Center that leading our discussions on issues such as inter-agency coordination and the defense analysis framework were senior U.S. government officials with vast practical as well as theoretical knowledge of those and other subjects."

Featured speakers included Doug Feith, former undersecretary of defense for policy; Roger Pardo Maurer, deputy assistant secretary of defense for the Western Hemisphere; Ambassador Charles Shapiro, principal deputy assistant secretary in the State Department's Bureau of Western Hemisphere Affairs, and Ambassador Cresencio Arcos, international affairs director of the Department of Homeland Security and former U.S. Ambassador to Honduras.

Dr. Downie pointed out that the Washington seminar offered participants insights into complex security and defense sector issues, and as well as those concerning how the U.S. develops and coordinates its security and defense policies toward the Western Hemisphere region. The Washington policymakers also addressed questions regarding the Administration's specific policy positions.

"CHDS is particularly gratified for the high-level of interest shown by some two dozen diplomatic missions in Washington in sharing perspectives about issues of concern not only in the region, but around the world," Dr. Downie said. "We look forward to holding our ninth seminar in 2006, and to keeping in touch with our graduates as they go on to other responsibilities within their respective governments."

Among the attendees were senior embassy personnel from the region, including military attachés, representatives of the Organization of American States, and the Inter-American Defense Board. Military participants were at the lieutenant colonel/commander level or higher. "I only wish I would have had this opportunity three years ago, when I started my tour in Washington," one participant wrote later.



ACADEMICS ADVANCE

by Dr. Craig Deare, CHDS Dean of Academics

When I moved into the Dean's position in May 2004, I had the opportunity—after receiving the counsel of veteran and new CHDS academic staff—to make several recommendations regarding ways to enhance an already very effective program.

Our very first recommendation approved by Dr. Downie was the developing and implementing of a course dealing with terrorism. Recognizing that the countries in this hemisphere have a distinct view of the terrorist threat (particularly of one advanced by extremists such as Osama Bin Laden), we crafted and delivered the Interagency Coordination & Counterterrorism course in July 2004 and 2005 (scheduled again for June 2006).

We also needed to reach out to senior leaders from throughout the hemisphere. However, many vice ministers, general officers, and members of congress simply can't escape from their responsibilities for three-week programs, no matter how valuable their content. So we developed the Senior Executive Dialogue (SED), a week-long program that provides senior security and defense leaders the opportunity to discuss foreign policy, national security, defense and regional issues with their counterparts in the U.S. Departments of State, Defense, and Homeland Security, as well as with members of the National Security Council and the Congress.

Our first SED was in December 2004 for the Central American region, and subsequently we have executed similar programs for the Caribbean, the Andean Ridge, and, most recently, the Southern Cone. They have received very positive feedback from the Senior Fellows who participated, as well as from the agencies we visited.

Many of you are veterans of REDES, the conference conducted by CHDS on multiple occasions, the last of which was held in Santiago, Chile, in October 2003. Each of those sparked great enthusiasm from regional participants, but, unfortunately, were also prohibitively expensive. Seeking to continue to promote such research and collaboration, we organized and conducted the first Sub-Regional Conference (SRC) in Montevideo in November with the Centro de Altos Estudios Nacionales (CALEN). We plan to conduct the next iteration of the SRC in November of 2006 in the Andean Ridge region. We will announce the location and a Call for Papers in early 2006. And although it has not yet been approved, we are developing a program to encourage and support research in the region by awarding grants to the most innovative, provocative and relevant research proposals submitted via a Research Proposal portal on the CHDS Web page.

Many of our Fellows are graduates of the Defense Planning & Resource Management (DPRM) course, the most often conducted and attended course we offered. In 2005, we changed the name of the DPRM course to Strategy & Defense Policy to reflect more accurately what was being taught, as the academic offerings changed over time. The course always intended to address matters of interest to decision-makers within defense ministries, largely having to do with strategy and policy choices. However, despite its name, the DPRM did not emphasize defense planning in any systematic way, and although the subjects of personnel, intelligence, logistics, and budgeting were addressed

at a macro level, resource management still received a short shrift. We decided to rename the course to reflect what was being emphasized, and have refined the classes to enhance these topics. We plan to conduct this course twice annually.

“Saving the best for last,” let me offer you our vision of some advanced CHDS courses that would be accredited by the National Defense University in calendar year 2007. Despite the wonderful success of our three-week courses, they are essentially survey courses which do not permit “drilling down” on a particularly interesting subject or theme. Our concept is to offer former Fellows the chance to be selected for advanced courses on a range of subjects. The methodology includes a distance-learning phase, up to 12 weeks, capped by an in-residence phase of two weeks at the Center in Washington. As you can appreciate by the 2007 start-up date, this endeavor will take time to develop, but we are excited to work on such an ambitious project.



Dr. Craig Deare

CHILE'S DEFENSE REFORMS ADVANCE EFFICACY AND SECURITY COOPERATION

Chilean Minister of Defense Jaime Ravinet participated in a “Face to Face Encounter” at CHDS June 28, 2005 to discuss Chile's reforms aimed at restructuring and modernizing the defense sector.



In his presentation, Minister Ravinet focused on current efforts to improve Chile's ability to conduct joint and combined operations to increase transnational international security. He stressed the importance of Peace-Keeping Operations, and commented on Chile's ongoing collaboration in international security efforts, adding that the ministry is seeking to strengthen joint operations and to define the norms of strategic leadership in peacetime and in time of crisis.

Minister Ravinet also offered a privileged view of his portfolio's efforts to enhance armed forces effectiveness, including current legislative proposals to increase resource management transparency and maximize efficiency, as well as its targeted effort to expand the vision of military joint command.

The “Face-to-Face” format is designed to engage experts in a discussion to provide insight and observations on a topic of increasing concern to the hemisphere.

Chilean Defense Minister, Jaime Ravinet (right) shares a meal and conversation with CHDS graduates. Ricardo Benavente (left), Guillermo Holzman (center-left), Carolina Sancho (center).



HIGHLIGHTS, SUMMER/FALL 2005

NATIONAL SECURITY PLANNING WORKSHOP IN PARAGUAY FOCUSES ON INTER-AGENCY COOPERATION/ CONGRESSIONAL OVERSIGHT



Paraguayan Vice President Luis Castiglioni (center) played key role in organizing NSP Workshop. Gen. Michael M. Dunn, NDU President at right.

Led by CHDS Director, Dr. Richard Downie, a team of faculty and staff organized and participated in a National Security Planning Workshop from September 16-18, 2005 in Asuncion, Paraguay. The highly-successful workshop, the first of its kind for Paraguay, and follows successful similar events held by CHDS in Panama and Peru in 2004 and 2005.

At the invitation of Paraguayan Vice President Carlos Castiglioni, a series of presentations was made on key policy development issues by Dr. Downie, Dr. Craig Deare, dean of academic affairs, and Professors Luis Bitencourt, Jaime Garcia Covarrubias, and Michael Gold-Biss. Break-out discussion groups on the process of planning and formulating a national security policy were also conducted. The workshop was opened and closed by Vice President Castiglioni and US ambassador John F. Keane.

Participants included the ministers of Interior and Defense, members of the Paraguayan Supreme Court, senators and congressional deputies, representatives of the Ministry of Foreign Relations, the attorney general, the commander of the National Police, the director of the Institute of Higher Strategic Studies, and several flag officers and colonels of the country's armed forces.

Participants considered the learning experience, which included hands-on opportunities to shape preliminary agendas for the establishment of a National Security Policy or Plan, of the highest caliber. The workshop not only highlighted the need to follow a systematic approach to defining and developing a national security agenda, but also provided a significant focus on inter-agency coordination and congressional oversight. Vice President Castiglioni said that he was very interested in promoting a government-wide focus on security issues and also would like to encourage inter-agency coordination (what he described as the need for greater institutional articulation).

A special invited guest was Mr. Diego Molano, senior coordinator of the Colombian Center for Coordination of Integral Action of the Office of the President (Centro de Coordinación de Acción Integral, or CCAI), who provided a presentation on the accomplishments and lessons learned from this successful inter-agency coordination initiative.

The workshop was sponsored by the U.S. Department of State, the U.S. Embassy in Paraguay, CHDS and the Office of the Vice President of Paraguay, while the Office of Defense Cooperation provided significant logistical and personnel support.

The collaboration of Col. Arie Bogaard and Capt. Isaías Liriano, both of ODC, was instrumental to the success of the event, as was that of Dennis Caffrey, CHDS chief of Planning and Outreach, Carolina Restrepo, assistant alumni coordinator, David Smith, budget officer, and Pete Adame, Administration.

The workshop ended with a call for several follow-up activities, and Professor Gold-Biss visited Paraguay in December as a part of that process. Over the next six months the Paraguayan participants will continue to move the process of developing a national security policy and promoting inter-agency cooperation forward with the help of the Office of Defense Cooperation and CHDS.



Diego Molano provides overview of Colombian Interagency working mechanism to NSPW participants.

CHDS DIRECTOR CHAIRS CENTAM DEFENSE/ SECURITY MINISTERIAL WORKING GROUP

At the request of Secretary of Defense Donald Rumsfeld, on October 12-13 CHDS Director Richard D. Downie chaired a working group on military/security force coordination at a U.S.-Central American ministerial conference on "Security and Economic Opportunity" held in Key Biscayne, Florida.

The importance of the event was underlined by the fact that it was the first meeting at the ministerial level of U.S. and Central American officials following the ratification of the Central American Free Trade Agreement by the U.S. Congress. It was also the first-ever meeting of a U.S. secretary of defense with the ministers of defense and security of all seven nations of Central America.

The event offered the defense and security ministers an opportunity to discuss their views on the relationship between security, development,

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economic opportunity, and job creation. An emphasis on the strengthening of region-wide institutions for security cooperation offered Dr. Downie the opportunity to pull together the diverse perspectives held by the group on the best ways to improve coordination between military and law enforcement institutions in a region in which two countries—Panama and Costa Rica—have only police forces.

“At the end of our deliberations,” Dr. Downie commented, “we agreed that transnational threats require regional solutions, particularly given the fact that police and military functions are not carried out by symmetrical institutions across national borders.

“Whether the lead agency is a police force or a branch of the military, these share similar problems,” Dr. Downie added. “There needs to be a reconciliation of the differences, in a manner consistent with the law and the will of elected national authorities, in the roles and missions each country has assigned to its military and security forces.

“In some instances, additional laws are needed that permit a better coordination between the states, going beyond existing frameworks to combat drug trafficking, in order to confront gangs, terrorists, money laundering and the trafficking of people, arms and automobiles.”

Other topics discussed at the conference included maritime safety and security, a proposed combined Central American peacekeeping battalion, and rapid regional response to natural disasters.

The seven Central American nations represented at the conference encompass a population of 41 million and a combined GDP of \$88 billion. Three of them, El Salvador, Honduras, and Nicaragua, provided forces for the coalition in Iraq. The Dominican Republic, which was present at the conference as an observer, also provides forces in Iraq.

CHDS INFORMATION AND EDUCATION TECHNOLOGY: SMART TOOLS FOR THE 21ST CENTURY

CHDS's ability to offer optimum academic and professional standards within the framework of 21st Century needs and possibilities includes a crucial role for information technology. As part of the renewal effort spearheaded by Director Richard Downie, an expanded portion of the budget has been recently allocated for an Information and Education Technology Life Cycle Plan.

The plan, overseen by CHDS Chief Technical Officer Raul Neine, includes upgrades that run from Audio Visual Information (AVI) Systems, wireless (Wi-Fi) and network components, to employee's personal and travel laptops, printers, PowerPoint Projectors, desktop computers, software applications, and much more.

As a result of these improvements, CHDS now provides WiFi secure services in all their seminar rooms and offices. CHDS employees currently have the most up-to-date systems in their offices, allowing them to do multi-task jobs with dual display options and high-speed access to the Internet.

CHDS laptops can be used throughout the NDU campus, including the Library, without having to be physically plugged into the network as well as to access all the network services available to NDU users (Internet, printing, email, network folders, etc). The network upgrades include 3-Terabytes of storage capacity for network shared drives, email and personal network folders.

The available upgrades also enhance and enable CHDS faculty and staff to accomplish their mission by using Video Teleconferencing (VTC) and Learning Management Systems for Outreach, Education, Advanced Distance Learning (ADL), as well as the most advanced multimedia options in their seminar rooms during face-to-face interaction. “

The near-term plan includes an update of CHDS's Internet and alumni presence on cyberspace, through the World Wide Web (WWW). This challenging project is key to Center efforts to reach and impact 32 nations in Spanish, Portuguese and English. In addition, the Center is also reviewing and analyzing all of the challenges posed by a very wide variety of technological infrastructures throughout the Hemisphere.

The plan is to blend the use of all available technologies to deliver the most up-to-date information, news and academic material to keep our audience involved and engaged in current national and regional issues. This blended learning environment will keep alumni, senior leaders, faculty and other Regional Centers in contact from any place at any time, transcending physical boundaries and time limitations. For comments, suggestions or ideas, please email Mr. Neine at chdswebmaster@ndu.edu

“As the CHDS family keeps growing and new and more challenging requirements are met in the region, my goal as CTO is to make CHDS a Center of Information and Education Technology Excellence. Thus, your help will be needed along the way”.



– Raul Neine

SECURITY AND DEFENSE REVIEW (CHDS E-JOURNAL) LOOKS FOR A FEW GOOD ARTICLES

Dear Colleagues,
I am taking this opportunity to update you on the CHDS E-journal and to solicit articles, essays, book reviews or commentary on matters concerning Western Hemisphere defense and security issues for publication in the *Security and Defense Studies Review*.



In 2006, the E-journal enters its 6th year of publication, having published two issues per year for five years. All of these editions are available at the E-journal website: <http://www.ndu.edu/chds/journal>. This coming year we will seek to publish three issues to expand availability of the E-journal to academic and military authors. I strongly encourage each of you to consider submitting an item. The submission guidelines are listed on the E-journal website in all three Center languages. The E-journal is open to all who wish to participate. However, this is a peer-reviewed journal, which means that not all items will be published. The editor of the E-journal will work with you to make changes or corrections that enhance your work and improve its likelihood of publication.

Please visit the website indicated above, look at the guidelines, see previous editions, and consider participating in this forum for strengthening ties in the Hemisphere on security and defense matters.

*Cordially,
Herb Huser, Ph. D.
Senior Editor
Security and Defense Studies Review*

BUILDING RELATIONS OF TRUST

Three fellows from the 2004 Executive Course on Defense and Security Studies, taught by the Asia Pacific Center for Security Studies (APCSS) in Honolulu, Hawaii, were reunited at CHDS headquarters on June 22 while attending subsequent seminars in Washington, DC. Their reunion was an example of the successful collaboration between Regional Centers as they strive to synergize communication efforts on security and defense issues in the global community.



Mr. Eduardo Quiroga (left), Mr. Pratik B. Rana (center) and Dr. Babar Shah (right) during their meeting at CHDS on July 22nd.

Dr. Babar Shah (associate professor at the University of Peshawar in Pakistan) and Pratik Bicram Rana (assistant secretary of the Royal Palace Service in Nepal) were attending a course at the Near East South Asia Center for Strategic Studies (NESAS), when they met their APCSS classmate Eduardo Quiroga (Senior Advisor to Chile's National Defense Staff), who was attending CHDS's Interagency Coordination and Counterterrorism course. The trio praised the centers' programs as a "great opportunity to build regional relations based on trust" to support international security cooperation efforts.

Quiroga added that these relations have enabled him "...to extrapolate from my personal commitment to serve my country and expand it to also include serving the global community". Chile belongs to both the Western Hemisphere and the Asia-Pacific regions, and Quiroga's participation in both CHDS and APCSS activities is further evidence of the interface provided by the centers in support of the creation of regional and global communities of international security cooperation.

Dr. Shah explained how he now thinks of military security beyond the defense of his nation: "Now, we are aware of security...as a shared responsibility with domestic law enforcement agencies, and with other nations." All expressed hope for the development of cross-regional seminars where they could share knowledge beyond their regions.

The Defense Department actively supports global security cooperation through its five regional security education centers, three of which—CHDS, NESAS, and the Africa Center for Strategic Studies—are part of the National Defense University. Not only do the centers provide leading-edge specialized education; they also facilitate multilateral dialogue in defense and international security matters to enhance effective policy formulation and decision-making.

ALUMNI SURVEY AND MERLN

In our recently conducted alumni survey, some graduates revealed difficulty in accessing MERLN because they forgot the password or because the password 'does not work.' If you have this problem, you may solve it by asking for a new password at chdsAlumni@ndu.edu. You may also find valuable information on MERLN access at the website <http://merln.ndu.edu/otherLinks/netLogin.cfm?component=CHDS>. Please advise if you continue to experience difficulties.



ALUMNI ACTIVITIES STRATEGIC PLAN APPROVED IN SEPTEMBER

In September 2005, CHDS's leadership approved an Alumni Activities Strategic Work Plan for the period between September 2005 and September 2006. This first-ever working plan for Center alumni activities stems from the acknowledgement of the key role played by our alumni in helping CHDS to accomplish its statutory mission. A driving force in adopting the plan was the perception that, because it is different from educational establishments with long-term programs, CHDS needs to supplement the relationship established in its short-term courses with a continuous interaction with its alumni. In keeping with CHDS's mission, the plan lays down a series of programs intended to stimulate and sustain alumni activities throughout the hemisphere.

The plan also proposes a mutual commitment between CHDS and its alumni. On the one hand, CHDS promises to provide academic and institutional support to alumni initiatives and associations. On the other, it asks its alumni to keep themselves engaged by maintaining contact, joining to alumni associations, and being active in the security and defense community.

As outcomes of this Plan, our alumni will soon see a redesigned website and a handbook to facilitate the activities of alumni associations. Also, soon we will be publicizing the results of the survey that we have recently circulated among our alumni and which was one of the products of our Alumni Activities Strategic Plan.

NOTES FROM THE RED CARPET

JUNE:

CHDS was honored by visits from the Ministers of Defense of Guatemala, Colombia and Chile plus a 12-person senior delegation from Peru's Congress and Ministry of Defense to discuss functions of the U.S. Congress and how this relates to the Department of Defense. (See related story on Face to Face Encounter with the Chilean Minister of Defense, Mr. Jaime Ravinet de la Fuente, on Page 5.) A CHDS delegation, headed by the director, traveled to Uruguay, Argentina and Chile to meet with Defense Ministry personnel and host alumni encounters, among other activities.

JULY:

CHDS hosted a Face to Face Encounter featuring the Washington Bureau Chief of Spain's El Pais, Mr. Jose Manuel Calvo, who spoke about the role of the media in the war against terrorism. CHDS received students of the El Salvador War College (Colegio de Altos Estudios Estrategicos) who gave a briefing on Youth Gangs (Maras).

AUGUST:

CHDS hosted 45 members of the Dominican Armed Forces War College of Higher Strategy. They provided a briefing on their operations, missions and organization of the Dominican Armed Forces.

SEPTEMBER:

CHDS received the Chilean Ambassador to the United States, the Honorable Andres Bianchi, and a group of 187 cadets from the Academy of Carabineros (Chilean uniformed police force). CHDS Staff and Faculty held discussions with Foreign Liaison Officers from Fleet Forces Command and Junior Andean Region Diplomats to discuss US Foreign Policy, decision-making processes, and Transnational Terrorism.

OCTOBER:

CHDS Director Dr. Richard Downie chaired a working group on military/security force coordination at the U.S. Central American ministerial conference on "Security and Economic Opportunity". (Full story on Pages 6-7)

NOVEMBER:

CHDS hosted a visit from the Honduras National Defense College.

DECEMBER:

CHDS hosted the annual visit from the Chilean National Defense College (ANEPE). Dr. Craig Deare and Dr. Mary Grizzard visited US NORTHCOM. Dr. Richard Downie, Dr. Craig Deare and Dr. Mary Grizzard visited the Mexican Armed Forces leadership, the CESNAV (MX NAVAL War College), and the US Embassy-Mexico.

CHDS NEWSMAKERS & SHAKERS

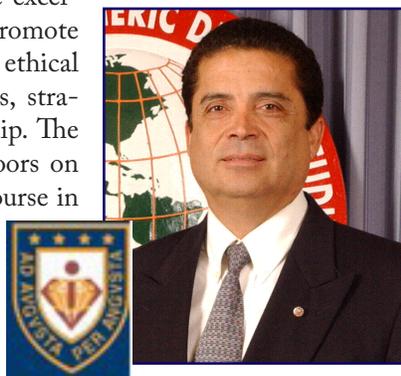


CHDS GRADUATE NAMED ECUADOR DEFENSE MINISTER

CHDS alumnus Gen. (Ret.) Oswaldo Jarrín Román, appointed in August minister of national defense by Ecuadoran President Alfredo Palacio, reiterated his commitment to journalistic freedom and to not interfere in the dissemination of news and information. At the same time, he promised that the armed forces will protect citizens and strategic installations in the face of provincial protests. Jarrín participated in CHDS's Curriculum Design and Instructional Methodologies course in April 2004.

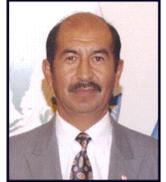
CHDSER HEADS NEW PERUVIAN SCHOOL FOR STRATEGISTS AND STATESMAN

CHDS's already close ties to Peru's defense and security leadership got a boost in 2005 when Cesar Venegas Núñez (Peru, DPRM 2003) was named academic director of the new Escuela de Estrategias y Estadistas del Perú. The mission of the school, also known as 3Es, is to provide excellence in knowledge and to promote the highest standards in ethical and moral values in politics, strategic planning and leadership. The school, which opened its doors on March 30, offered its first course in June. For more information, please visit their Web site at www.3e.edu.pe.



Gerardo Alvarado (Costa Rica, DPRM 2001) has been appointed Vice Minister of Labor.

Capt. Antenor Javier Agramont (Bolivia, DPRM 2004) has been designated Commander of the 4th Naval District "Titicaca," based in San Pedro de Tiquina.



Jesús Aranda (Mexico, DPRM 2001) has published an article in *La Jornada* (www.jornada.com.mx) on an analysis of the number of desertions from the Mexican Army.

Diego Benalcázar Cano (Ecuador, DPRM 2002) was promoted to Navy Captain and has been named Chief of the Fifth Department of Communications and Electronic Warfare of the Ecuadorean Navy General Staff. He can be contacted at: dbenalcazar@armada.ffaa.mil.ec.



Beatriz Elena Besanson (Argentina, DPRM 2004) is the producer of a new television show, *Política & Municipios*, which will begin on the P&E channel in March 2006.



Lic. Hebe Gazzotti (Argentina, DPRM 2002, APS-Paraguay 2004) is currently working in the Presidency of the National House of Representatives in Argentina in the Department of International Affairs. She can be contacted at: hgazzotti.dgri@hcdn.gov.ar.

Yaneth Giba (Colombia, DPRM 1998; Defense Economics 2001) has been appointed director for post-conflict studies at the *Fundación Ideas para la Paz*, a non-governmental organization created and financed by the business community to promote the study of peace, conflict and post-conflict themes. Their Web page is www.ideaspaz.org.

Yuri H. Gramajo (Uruguay DPRM 2002, ICCT 2005) has been named Chief of Academic Outreach of Uruguay's Navy War College (*Escuela de Guerra de la Armada Uruguayana-ESGUE*). Gramajo also served as the Master of Ceremonies during the recent SubRegional Conference in Montevideo.

He can be reached at sfria@netgate.com.uy.



Fairbairn Liverpool (Guyana, SED 2005) has been invited by the University of the West Indies Centre for Criminology and Criminal Justice in Trinidad and Tobago to present a paper on a concept for a supra-national framework for regional strategies on crime and security at the 4th International Conference on Crime and Justice in the Caribbean in February 2006. He reports that a memorandum of understanding he drafted is now being used by the Caribbean Community (CARICOM) to establish a regional rapid response mechanism to respond to natural and man-made security crises/disasters.

CHDS NEWSMAKERS & SHAKERS



Marcos Moloeznik (Mexico, DPRM 2000; Curriculum Design and Delivery 2004; APS 2005) spent five weeks at the end of 2005 as a visiting professor at the University of Warsaw in Poland. Moloeznik is also acting as coordinator of the annual report on human rights in Jalisco for the state Commission on Human Rights (Comision Estatal de Derechos Humanos).



Aida Luz Rojas Ramirez (Peru, DPRM March 2001, and DEB July 2003) has been named director of planning of the General Management Office for Politics and Strategy of the Peruvian Ministry of Defense. This is the first time a civilian serves in this position, and Rojas Ramirez joins a select few civilians serving in high-ranking leadership roles in the MOD.

Paula Rios (Chile, DPRM 2005) is working in Haiti as a communications advisor to the Chilean military peacekeeping mission there.

Jorge Sierra (Mexico, DPRM 1998, DEB, 2002, APS 2005) has been invited to Panama by the Latin American Journalism Center (Centro Latinoamericano de Periodismo) to give a course on "Covering Security and Defense Issues." Sierra also published two book chapters, "Mexico: La Trampa de Militarizacion," in the book, *Drogas y Democracia en America Latina: El Impacto de la Politica de Estados Unidos* (Editorial Biblos) and "Militarizacion y insurgencia en Mexico," in *Mexico tras el ajuste estructural* (Universidad Iberoamericana).

Albert Smith (Antigua, DPRM 2002) reports that he has been named Antigua's deputy commissioner of police.

Raphael Trotman (Guyana, DPRM 2000; APS 2005) reports that he has established a new political party, the Alliance for Change, and is running for president in 2006.

Freddie Tucker (Bahamas, DPRM) has been appointed by The Bahamas government as the National Point Contact (NPC) to the Inter-American Committee Against Terrorism (CICTE) based in Washington, D.C. In his new role, Tucker will be the direct liaison between CICTE and the relevant agencies in The Bahamas dealing with counter-terrorism matters. He continues to work as well with the Legal Division of Bahamas' Ministry of Foreign Affairs.



Carlos A. Velasco Novoa (El Salvador, DPRM 2000) has been designated as El Salvador's General Counsel to Mexico. He previously served from 2002-2005 as El Salvador's General Counsel to the United States based in Washington, D.C.

Submissions to E-JOURNAL

THE SECURITY AND DEFENSE
STUDIES REVIEW
is accepting submissions.

More information at:
[http://www.ndu.edu/chds/journal/
index .htm](http://www.ndu.edu/chds/journal/index.htm)

IN MEMORIAM

CHDS Director Richard D. Downie announced in December that the Center plans to consecrate its Los Proceres conference room with the memorable words of one of its most beloved faculty members, Captain (Ret) Ismael Idrobo Bonilla, who passed away in Colombia on June 10th. "In life, Ismael Idrobo exemplified the values of service, friendship and the search for excellence for which we strive at the Center," Downie remembered. "With his passing, his memory continues to light our way on our road to fellowship and knowledge. It is fitting that a room named after 'The Forefathers' is adorned with one of Ismael's most memorable insights into the true meaning of that tradition."

During his distinguished naval career, Prof. Idrobo held many posts with the Colombian navy, including chief engineer of the submarine Pijao; inspection officer for port and sea tests; assistant naval attaché at the Embassy of Colombia in Washington, D.C.; chief of the maritime operations and safety department, chief of administration and human resources, and executive assistant to two Colombian Ministers of Defense. His final two assignments with the navy were as director of special projects, and as the secretary general of the 20th Inter-American Naval Conference.

Prof. Idrobo graduated from the Colombian Naval Academy with a degree in Naval Engineering. He also held Masters degrees from the Pontificia Universidad Javeriana in Bogota, and the U.S. Naval Postgraduate School in Monterey, CA. A conflict resolution specialist certified by the School of Public Administration in Bogota, Idrobo was by vocation a life-long educator, and was about to complete his doctoral dissertation in higher education administration from George Washington University. He is survived by his wife Mónica, and their daughters: María José, Laura and Valentina.



*"You are the owners of your own
learning, and the teachers of
your colleagues."*

Ismael Idrobo Bonilla

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.

CHDS DIRECTOR
Dr. Richard D. Downie

CHIEF OF POLICY, PLANNING & OUTREACH/MESSAGE BOARD EDITOR
Mr. Dennis F. Caffrey

ADMINISTRATIVE FACULTY/ STRATEGIC COMMUNICATIONS
Mr. Martin Edwin Andersen

GRAPHIC DESIGN
Ms. Tiffany Yuill
Mrs. Lois Burke/NDU Graphics

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CENTER FOR HEMISPHERIC DEFENSE STUDIES
2100 Second St. SW, Suite 4118
Washington, D.C. 20593-0001
Tel. 202.685.4670
Fax 202.685.4674 / 4675
www.ndu.edu/chds



NATIONAL DEFENSE UNIVERSITY
Fort Lesley J. Mc Nair
Washington, D.C. 20319-5066
Tel. 202.685.4700
www.ndu.edu



U.S. DEPARTMENT OF DEFENSE
OFFICE OF THE SECRETARY OF DEFENSE
Washington, D.C. 20301
Tel. 703.428.0711
www.dod.gov

CHDS ANNOUNCEMENTS

ARRIVALS:

CHDS is pleased to announce that *Dr. Luis Bitencourt* (Brazil) and *Commander Julio Graf* (Argentina) have joined CHDS. Dr. Bitencourt previously served as the Director of the Brazil Project at the Woodrow Wilson Center in Washington, D.C. and is now responsible for managing CHDS alumni activities. Commander Graf is conducting research as a visiting scholar and was promoted to captain in December.

Rear Admiral (R) Manuel Lora (Peru) joined CHDS as a visiting scholar in October, as part of a memorandum of understanding with the Peruvian Navy.



Ricky Williams

Mr. David Smith and *Mr. Ricky Williams* have joined the administration team as a resource manager and operation support specialist respectively. Both Mr. Smith (Marines) and Mr. Williams (Air Force) retired from the military after 20 years of service.



Mr. Martin Edwin (Mick) Andersen, a former journalist and Latin American historian and winner of the U.S. Office of Special Counsel's "Public Servant Award" in 2001, has joined CHDS's administrative faculty as Director of Strategic Communications.

DEPARTURES:

Dr. Juan Belikow (Argentina), who served as CHDS professor of national security affairs has taken a post as director of alumni affairs at the Near-East South-Asia Center for Strategic Studies (NESAS)

Capt. Richard Goodwyn (US) and *Capt. Hector Vergnaud* (Argentina) ended their terms at CHDS to undertake new assignments. Capt. Goodwyn will continue his training in route to becoming the naval attaché in Chile and Capt. Vergnaud returned to Argentina after submitting his research on the impact of U.S. defense transformation efforts on the interoperability with the Argentine Navy.

Dr. Kimberly Thachuk, professor of national security, returns to the Institute for National Security Studies (INSS) at NDU, after collaborating with Dr. Thomaz Costa in the preparation of the Interagency and Counterterrorism course held in July.

MOVING UP: UPCOMING EVENTS



Ms. Joyce Alston, who has been at CHDS since the center was created in 1997, has been named CHDS' Chief of Protocol and Administration.

CARIBBEAN SECURITY AND DEFENSE COURSE

February 5-18, 2006

Location: Jamaica (In English)
Survey course designed for Caribbean nations emphasizing defense transformation.

STRATEGY AND DEFENSE POLICY COURSE (SDP)

MARCH 5-25, 2006

Location: Washington, DC (In Spanish)
Survey course introducing strategy development and defense policy formulation.

AMISTAD

APRIL 17-21, 2006

Location: Washington, DC (In Spanish)
Course in collaboration with the Inter-American Defense College

ADVANCED POLICY-MAKING SEMINAR (APS)

MAY 16-19, 2006

Location: Miami, FL (In English/Spanish)
Sustainment seminar covering policy formulation and defense transformation.

INTER-AGENCY COORDINATION AND COUNTERTERRORISM COURSE (ICCT)

JUNE 4-26, 2006

Location: Washington, DC (In Spanish)
Specialized course emphasizing analytical developments, policy trends and collaborations

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ADDRESS